Godrej Consumer Products Ltd.
Regd. Office: Godrej One,
4th Floor, Pirojshanagar,
Eastern Express Highway,
Vikhroli (E), Mumbai - 400 079, India.
Tel : +91-22-2518 8010/8020/8030
Fax : +91-22-2518 8040
Website : www.godrejcp.com

CIN : L24246MH2000PLC129806

July 16, 2024

BSE Limited
Corporate Relationship Department
Phiroze Jeejeebhoy Towers, 25th Floor, Dalal Street,
Fort, Mumbai - 400 001
Scrip Code : 532424

The National Stock Exchange of India Ltd
Exchange Plaza, Plot No. C/1, Block G,
Bandra - Kurla Complex, Sandra (East), Mumbai-400 051
Symbol: GODREJCP

Dear Sirs,

Annual & Integrated Report for the financial year ended 31st March, 2024

This is further to our letter dated 6th May, 2024 wherein the Company had informed that the Annual General Meeting ("AGM") of the Company is scheduled to be held on Wednesday, 7th August, 2024. In accordance with the relevant circulars issued by Ministry of Corporate Affairs and Securities and Exchange Board of India (SEBI), the 24th AGM of the Company will be held through Video Conferencing / Other Audio-Visual Means at 05.45 pm IST.

In terms of the requirements of Regulation 34(1) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are submitting herewith the Annual & Integrated Report of the Company including the Notice of AGM and the Business Responsibility and Sustainability Report for the financial year 2023-24, which has been sent through electronic mode to the Members. The Annual & Integrated Report containing the Notice of AGM is also uploaded on the Company's website at https://godrejcp.com/investors/annual-reports

Request you to take the same on your records.

Thank you.

Yours faithfully,
For Godrej Consumer Products Ltd

Rahul Kiritkumar Botadara
Digitally signed by Rahul Kiritkumar Botadara
Date: 2024.07.16 21:48:26 +05'30'

Rahul Botadara
Company Secretary & Compliance Officer

HIT
Aerosol

Goodknight
Agarbatti

Annual & Integrated Report 2023-24

Aer O

Fab
Liquid
Detergent

Darling
Zuri Braid

Godrej | CONSUMER PRODUCTS

Visit our Annual &
Integrated Report microsite

Contents

Integrated reporting

Godrej Consumer Products Limited (GCPL) consistently reports its financial and non-financial performance in accordance with regulatory requirements such as the Securities and Exchange Board of India (SEBI) (Listing Obligations and Disclosure Requirements) Regulations, 2015; the Companies Act, 2013; and Secretarial Standards. This marks our sixth Annual and Integrated Report, structured to comply with the International Integrated Reporting Framework (the <IR> framework) developed by the International Integrated Reporting Council (IIRC). Moreover, this report is in reference with the Global Reporting Initiative (GRI) standards as per the Sustainability Reporting Guidelines of GRI and fulfils the Business Responsibility and Sustainability Report (BRSR) requirements mandated by SEBI. Additionally, it meets the voluntary requirements of the Dow Jones Sustainability Index (DJSI).

Our R&D teams lead new product development across the geographies we operate in

Content of the report

We aim to provide an overview of our financial and non-financial performance through Integrated Reporting, demonstrating the creation of short and long-term value for our stakeholders.

This report offers insights into:

- Material issues and our operational context
- Governance framework
- Key strategies
- Value creation approach across capitals
- Performance identified against Key Performance Indicators (KPIs)
- Interrelation among material issues, strategies, performance, and value creation
- Financial and statutory reporting

Scope and boundary

This report covers GCPL, including its manufacturing facilities across India, Africa, Indonesia, Latin America, and the USA. Unless specified otherwise, all data and content herein are consolidated for our entire business operations.

Aligned with our commitment to transparent reporting and sustainable business operations, we have followed the taxonomy set by the Securities and Exchange Board of India's Business Responsibility and Sustainability Report (BRSR) and the Task Force on Climate-Related Financial Disclosures (TCFD) framework. Our adherence to these rigorous frameworks offers a thorough insight into our sustainability goals and the efficacy of our initiatives for our stakeholders.

Forward Looking Statements

The Integrated Annual Report includes forward-looking statements in the Management Discussion and Analysis, indicating the Company's objectives using terms such as 'may', 'believe', 'outlook', 'plan', 'anticipate', 'continue', 'estimate', and 'expect'. These statements are grounded in reasonable assumptions but may be influenced by risks, uncertainties, and external factors, potentially resulting in deviations from expressed or implied outcomes.The forward-looking statements in this report are applicable only as of the statement date. GCPL is not obligated to publicly release revisions or updates to these statements after this report's date, except as required by law or regulatory authorities. Past performance is not indicative of future performance.

Reporting period

All data, both financial and non-financial, covers the period spanning April 1, 2023, to March 31, 2024. To offer a thorough assessment of our sustainability performance, we have included comparative figures from the previous fiscal year (2022-23) as well as from the baseline year (2011-12, excluding statutory financials). This approach allows for a holistic evaluation of our progress over time. By examining our activities implemented between April 1, 2023, and March 31, 2024, alongside historical data from preceding years, we aim to highlight ongoing trends and provide a basis for comparative analysis, facilitating an assessment of our overall advancement.

Double Materiality assessment

At GCPL, we put people and planet alongside profits. Our materiality approach is aligned with our strategic vision and value creation. We identified material issues by extensively engaging with our stakeholders and monitoring industry trends.

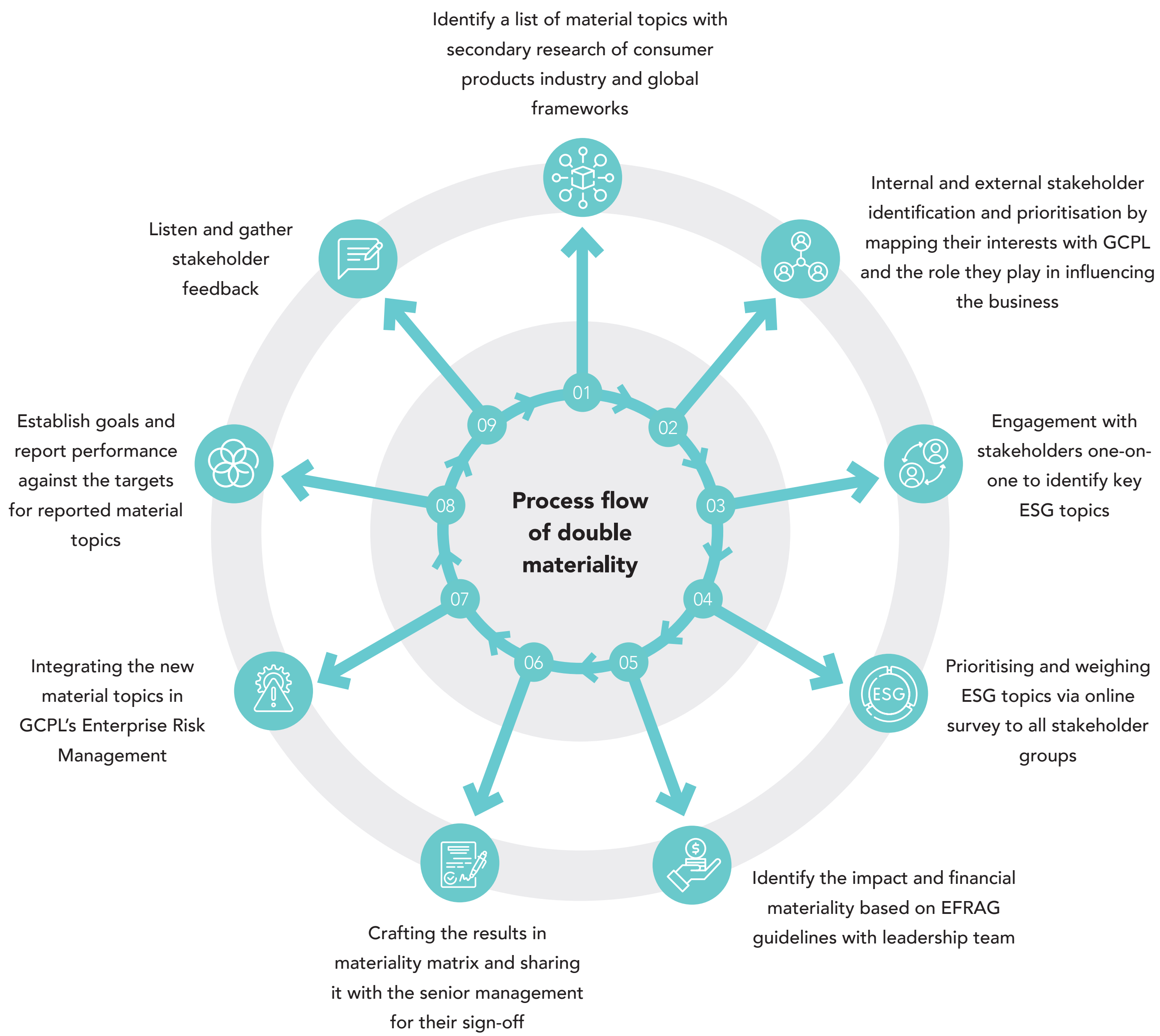
In the fiscal year 2023-24, we embraced a double materiality approach to align with our sustainability vision. We explored and evaluated Environmental, Social, and Governance (ESG) issues relevant to our business operations and our stakeholders. We also examined how material issues, business risks, objectives, and value creation are interconnected. The aim of this double materiality assessment is to prioritise the ESG topics most relevant to our operations and stakeholders, while considering the impact between our organisation and the broader sustainability landscape.

We integrated our materiality considerations into our Enterprise Risk Management (ERM) process where relevant, particularly focusing on areas such as Occupational Health and Safety (OHS), governance, and sustainable packaging that are overseen at a Board level. Our procedure involves identifying significant risks and opportunities with substantial financial implications and integrating them into the ERM framework.

Recently, we completed a new double materiality assessment in reference to the European Financial Reporting Advisory Group (EFRAG) guidance for materiality assessment released in February 2024, and the draft European Sustainability Reporting Standard (ESRS), ESRS 1 general requirement standard, released in November 2022, our Double Materiality Assessment is conducted in alignment with Corporate Sustainability Reporting Disclosure (CSRD) guidelines. We have used the Double Materiality framework to assess a sustainability topic from both impact perspective and/or financial standpoint. We are now in the process of including additional topics like Diversity, Equity, and Inclusion in our ERM approach.

This continuous initiative ensures that pertinent material issues are efficiently handled and monitored within our risk management structure.

Process flow of double materiality



Stakeholder engagement

Stakeholder engagement is crucial to our materiality assessment to ensure a diverse representation of interests across the regions where GCPL operates. As a leading FMCG company, we understand that our responsibilities extend beyond consumer products. The success of GCPL heavily relies on effectively managing sustainability factors to drive business value and make a positive impact on communities and the environment. Through the double materiality assessment, we aim to identify and prioritise the most significant sustainability factors affecting GCPL, while recognizing areas where GCPL can influence outcomes. To achieve this, we initiated interactions with key stakeholder groups to identify a comprehensive list of material issues. Key stakeholders were identified based on their influence, interest, and impact on the business. These included Leadership, Employees, Suppliers, Customers, Investors, NGO Partners, and Industry Associations. We tailored our questionnaire to stakeholders to gauge their perspectives and priorities.

We assessed each material issue for its relative importance across different stakeholder groups, and these insights were aggregated through stakeholder analysis.

Stakeholder prioritisation

We assessed the importance of stakeholders based on two critical parameters – their ability to influence GCPL's performance and operations, and the extent of their influence due to GCPL's performance and operations. We then assigned relative weightages based on these parameters. This helped us to accurately prioritise materiality topics based on stakeholder conversation and inputs and reflect the significance of each stakeholder in our business context.

Stakeholder	**Stakeholder group**	**Ability of a stakeholder to strongly influence GCPL's performance and operations**	**Extent of influence on a stakeholder due to GCPL's performance and operations**
Internal Stakeholders	Leadership Team (L4)	High	High
	Employees (L3-L1)	Medium	High
External Stakeholders	Suppliers	Medium	Medium
	Customers	Medium	Medium
	Investors	Medium	High
	NGO Partners	Low	Medium
	Industry Associations	Low	Medium

Methodology & findings

For fiscal year 2023-24 double materiality assessment, we considered both GCPL's domestic and international operations spanning India, Sri-Lanka, Bangladesh, Argentina, Chile, Africa, Indonesia, and the USA.

To kick off, we updated GCPL's previous materiality assessment from 2020 and conducted secondary research on global frameworks and the FMCG sector landscape to draw out relevant sustainability topics. We identified a universe of 40 material topics to be considered for the assessment. Below is the preliminary list of sustainability topics:

Preliminary universe of 40 identified material topics

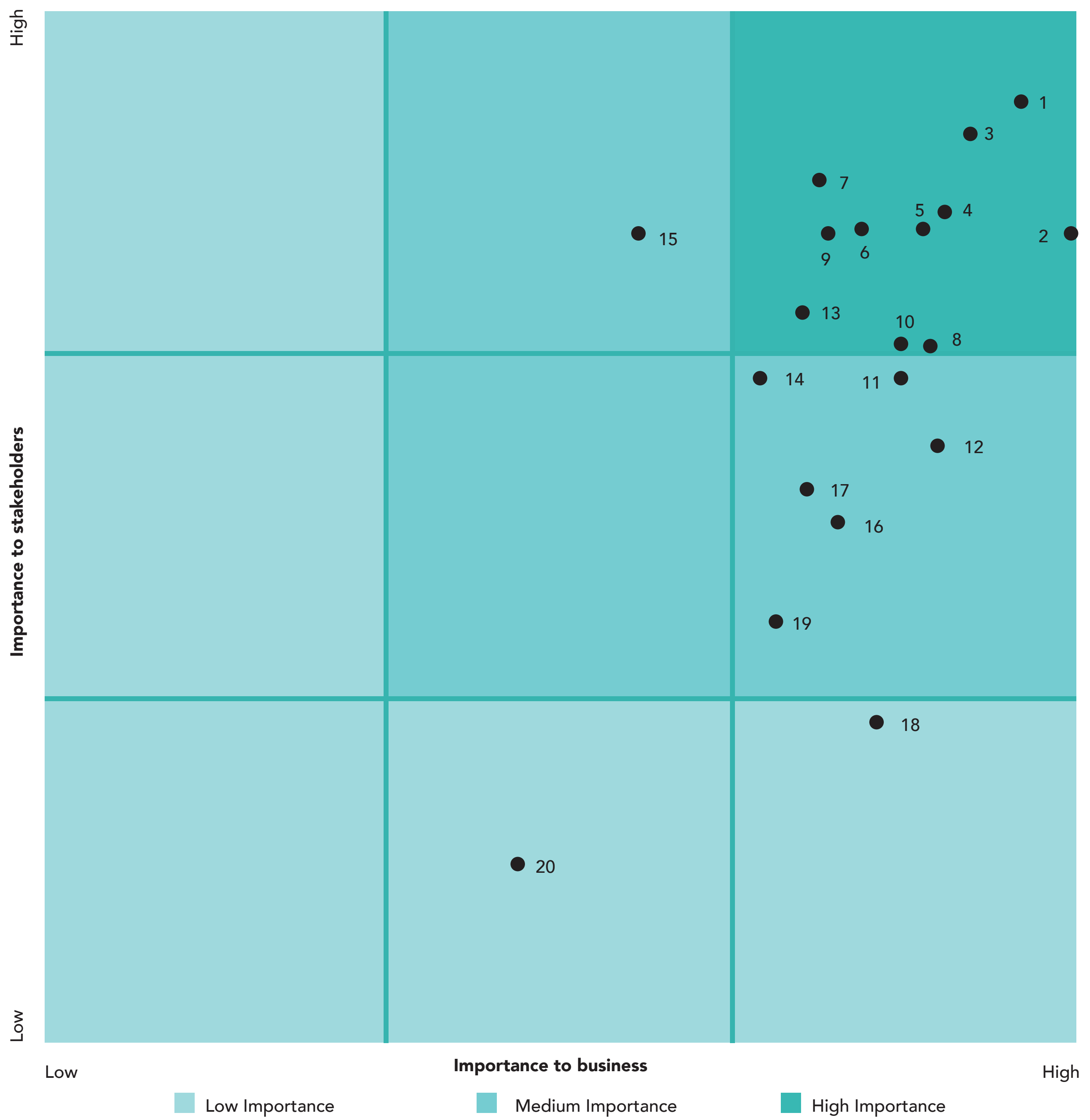
Sr	Environment
1	Climate Change
2	Biodiversity & Land use
3	Forestation
4	Ecological Impacts
5	Energy Management
6	Emissions
7	Toxic Emissions
8	Product Carbon Footprint
9	Water Management
10	Waste Management
11	Environmental Policy & Management Systems
12	Community Relations
13	Product Safety & Quality
14	Labor Practice Indicators

Sr	Social
15	Privacy & Data Security
16	Supply Chain Management
17	Chemical Safety
18	Health & safety
19	Human Capital Development
20	Materials Sourcing & Efficiency
21	Customer Relationship Management
22	Selling Practices & Product Labelling
23	Product Design & Lifecycle Management
24	Customer Privacy
25	Access & Affordability
26	Talent Attraction & Retention
27	Sustainable Agricultural Practices

Sr	Governance
28	Innovation Management
29	Business Ethics
30	Tax Transparency
31	Ownership & Control
32	Corporate Governance
33	Accounting
34	Competitive Behaviour
35	Management of the Legal & Regulatory Environment
36	Critical Incident Risk Management
37	Systemic Risk Management
38	Policy Influence
39	Transparency & Reporting
40	Macro Economy & Geopolitical Risk

We selected these 40 topics for our stakeholder engagement, involving interactions with employees, suppliers, investors, consumers, industry partners, and NGO partners. We organised 47 one-on-one interviews – online and in-person – across geographies. The discussion enabled us to identify sustainability areas important to our stakeholders. Based on this, our preliminary list of 40 material topics was refined to a consolidated list of 20 material topics.

We then conducted an online survey and asked our stakeholders to rank the significance of each topic. This helped us to gather stakeholder perspectives on current and potential sustainability risks and opportunities. We collected 184 responses across all our stakeholder groups. Based on these inputs and the weightage assigned to each stakeholder group, we computed and prioritised the top 20 topics based on stakeholder preferences.



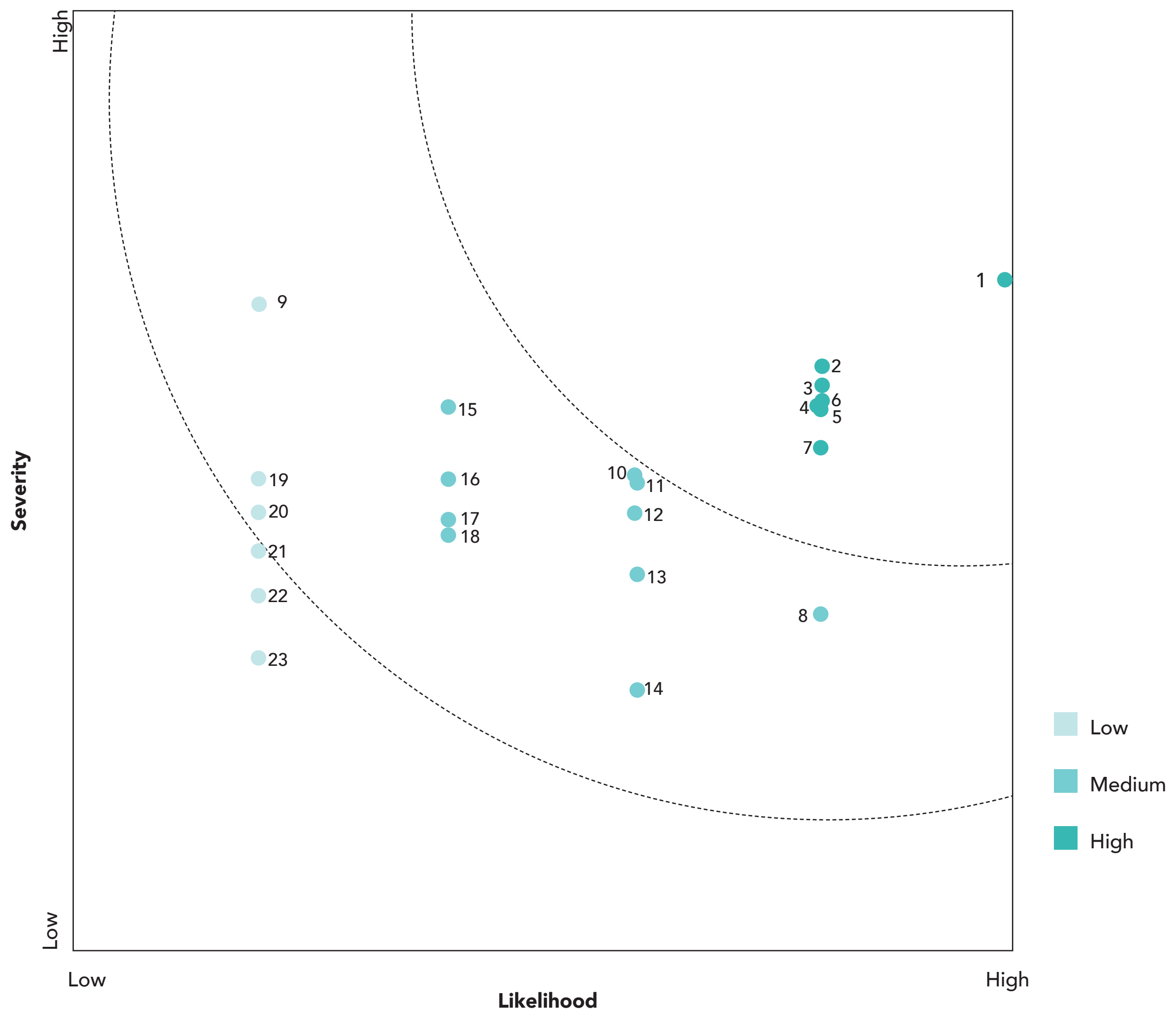
Final list of 20 material topics

Rank	ESG indicator	Material topics
1	S	Occupational Health & Safety
2	E	Product Safety and Quality Testing
3	G	Business Ethics and Ethical Marketing
4	G	Governance and Accountability
5	G	Research & Development
6	E	Sustainable Packaging
7	E	Sustainable Supply Chain Management
8	E	Renewable Energy
9	E	Sustainable and Greener Products
10	S	Diversity & Inclusion
11	S	Human Capital Development
12	G	Changing Legal Landscape
13	S	Product Awareness
14	G	Demographic Risks
15	S	Consumer Awareness
16	E	Carbon Emissions
17	S	Community Relationships
18	E	Water Conservation
19	S	Talent Attraction & Retention
20	E	Climate Change

Double materiality assessment

During stakeholder interactions, we also identified 23 subtopics related to each of these top 10 sustainability topics mentioned above. These subtopics were then evaluated with internal stakeholders to understand their potential impact and financial materiality on the company. We developed a questionnaire by defining a scenario for each subtopic where it presented a risk or opportunity to the company in reasonable terms. This was done to evaluate potential impact and financial implication by examining direct and indirect outcomes of such topics on the operations, value chain, service, environment, and society as a whole. Only the senior leadership team was involved in this assessment, as they are directly engaged in the company's key decision-making processes, have insights into the business implications of ESG matters, and possess knowledge of GCPL's financial operations. Each senior leaders rated the scale, scope and remediability of impact and rated the potential financial impact on "continuation of reliance" and "rating of adverse action" for financial assessment.

Once scoring was concluded, we derived the double materiality matrix with impact materiality vs financial materiality.

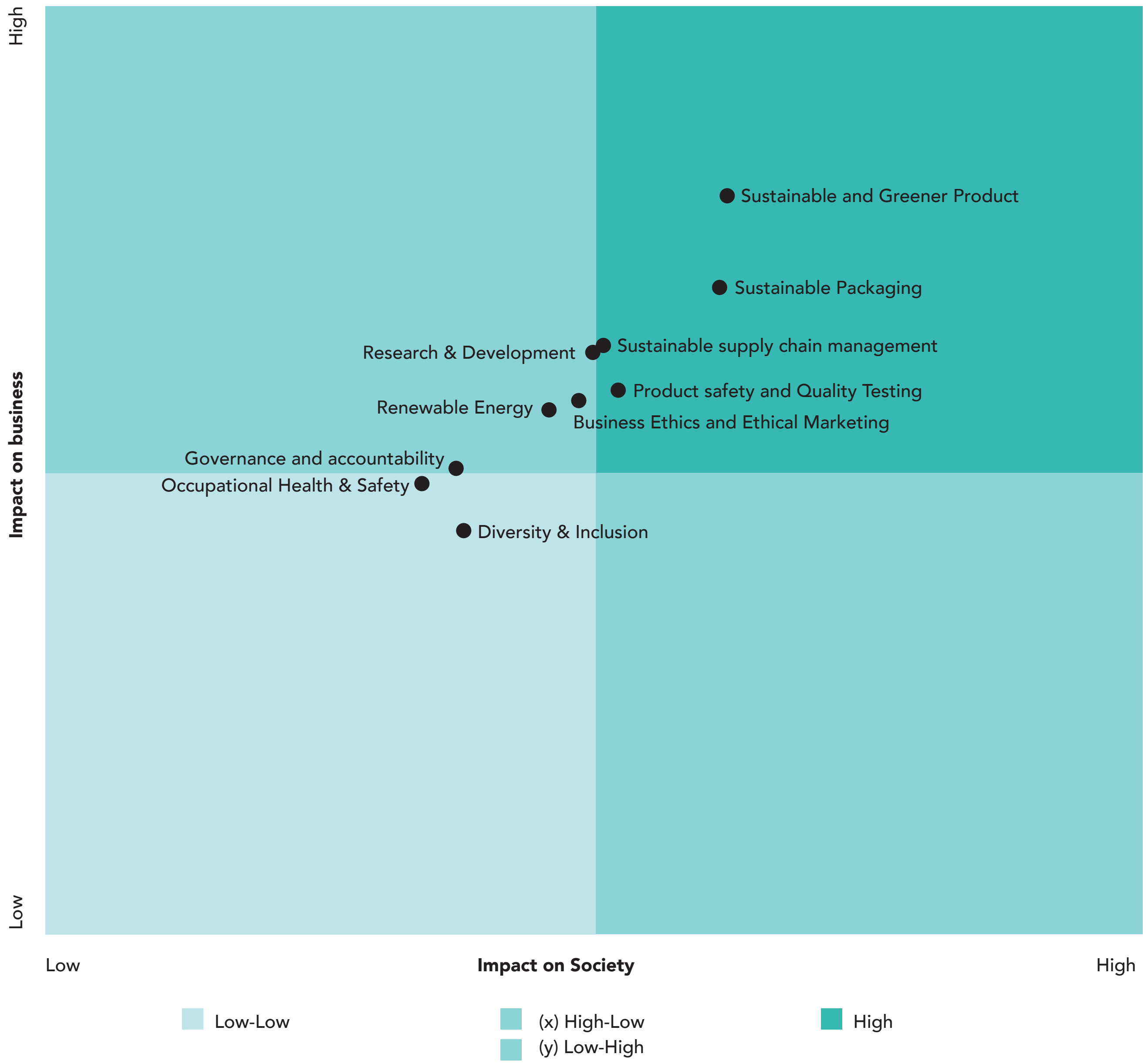


Results of impact materiality assessment

Rank	Material topics
1	PCR Regulatory Mandates
2	Increasing Access of Affordable and Greener Products
3	Alternative Material for Tin and Aluminium Cans / Overall Reduction in Aluminium Usage
4	Collection of Post Consumer Plastic Waste
5	Palm Oil Sourcing
6	ESG Monitoring and Performance Management of Suppliers
7	Integration with Renewable Energy
8	Transparency in Information Disclosure
9	End-of-Life Recycling of Hair Extension products
10	Product Innovation
11	Plastic Packaging Intensity
12	Infrastructure and Policy in Emerging Markets
13	ESG Rating for Vendor Onboarding
14	Women in Senior Leadership
15	Emerging Regulatory Risk on Product Chemical Safety
16	Country-wise Product Marketing and Communication Strategy
17	Product Labeling and Greenwashing
18	Inclusion of Specially Abled People
19	Code of Conduct
20	SOP of Internal Quality Standards
21	Women Safety
22	Health and Safety Training
23	H&S of Value Chain Partners

After scoring was completed, we constructed a double materiality matrix contrasting impact materiality versus financial materiality. Following the stakeholder ratings of material subtopics, the following matrix was developed at both subtopic and topic levels, highlighting critical priorities for GCPL.

Financial impact materiality matrix



The double materiality assessment pinpointed crucial priorities for GCPL, encompassing worker safety, product and quality testing, business ethics, governance and accountability, sustainable packaging, supply chain management, renewable energy research and development, sustainable and greener products, and diversity and inclusion. Sub-topics identified through stakeholder engagement exercises were aligned with these priorities, evaluating their potential impact on both financial materiality and the company's societal impact. Our senior management has signed off on the finalisation of material issues for fiscal year 2023-2024, based on our materiality assessment results.

Change in material topics

2020
Sustainable Packaging
Research & Development
Responsible Marketing and Communication
Building Inclusive and Prosperous Communities
Governance and Accountability
Occupational Health and Safety
Skill Development and Training

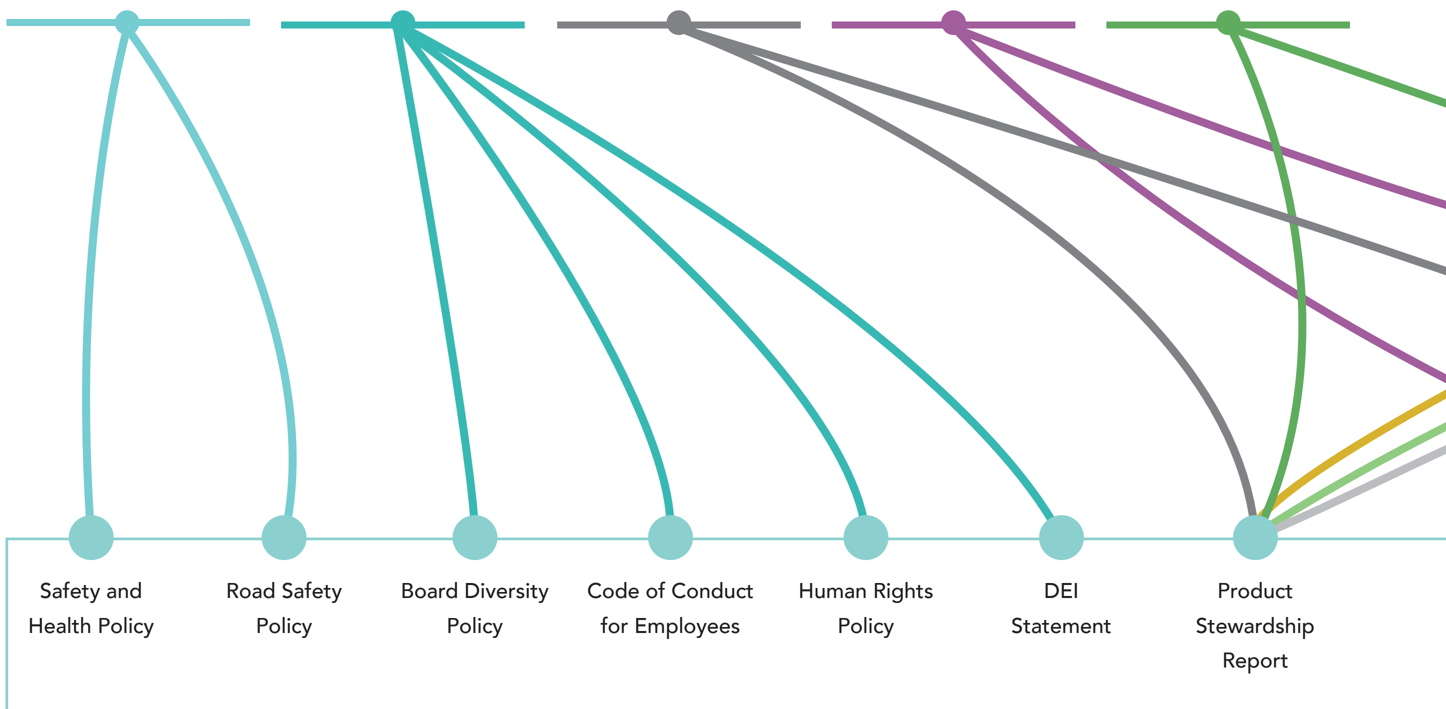
2024
Occupational Health & Safety
Product Safety and Quality Testing
Business Ethics and Ethical Marketing
Governance and Accountability
Sustainable Packaging
Sustainable Supply Chain Management
Renewable Energy
Research & Development
Sustainable and Greener Product
Diversity & Inclusion

Top material issues

Occupational Health & Safety	Diversity & Inclusion	Business Ethics and Ethical Marketing	Governance and Accountability	Sustainable Packaging

People and planet alongside profit:

Occupational Health & Safety	Diversity & Inclusion	Business Ethics and Ethical Marketing	Governance and Accountability	Sustainable Packaging
We prioritize safety and health to maintain an injury-free environment, showcasing a zero-fatality rate and no major property damage incidents for four years, reinforcing our commitment to workplace safety and brand reputation.	At GCPL, we promote diversity and women's leadership, maintaining a 47% gender diversity ratio. Our goal is to achieve 30% representation of women in senior roles. This is supported by gender pay gap analysis and tailored training programs implemented across all levels.	Upholding moral principles guides our decision-making process, leading to voluntary disclosure of information on international frameworks, fostering a culture of values and ethics, and earning trust from stakeholders through Ethical Product Labelling.	Our board-level ESG committee oversees sustainability issues, aligning with organizational values and objectives, ensuring progress towards environmental, social, and governance goals.	Over 40% of our plastic is recyclable. The company has reduced plastic packaging intensity by 22% from the base year of 2019-20. This has resulted in cost savings and reduced its Extended Producer Responsibility (EPR) requirements



Relevant Codes, Policies,

Radical Simplification

Sustainable Supply Chain Management

Through supplier engagement initiatives, we evaluate suppliers for sustainability practices, share best practices, and suggest actions to promote ethical sourcing.

Renewable Energy

Utilizing 27% renewable energy in our operations and installing solar panels at our manufacturing sites reflects our commitment to reducing our carbon footprint and transitioning to sustainable energy solutions.

Research & Development

We continuously assess the sustainability of our products from a life cycle perspective and refine our new product development framework to prioritize sustainability.

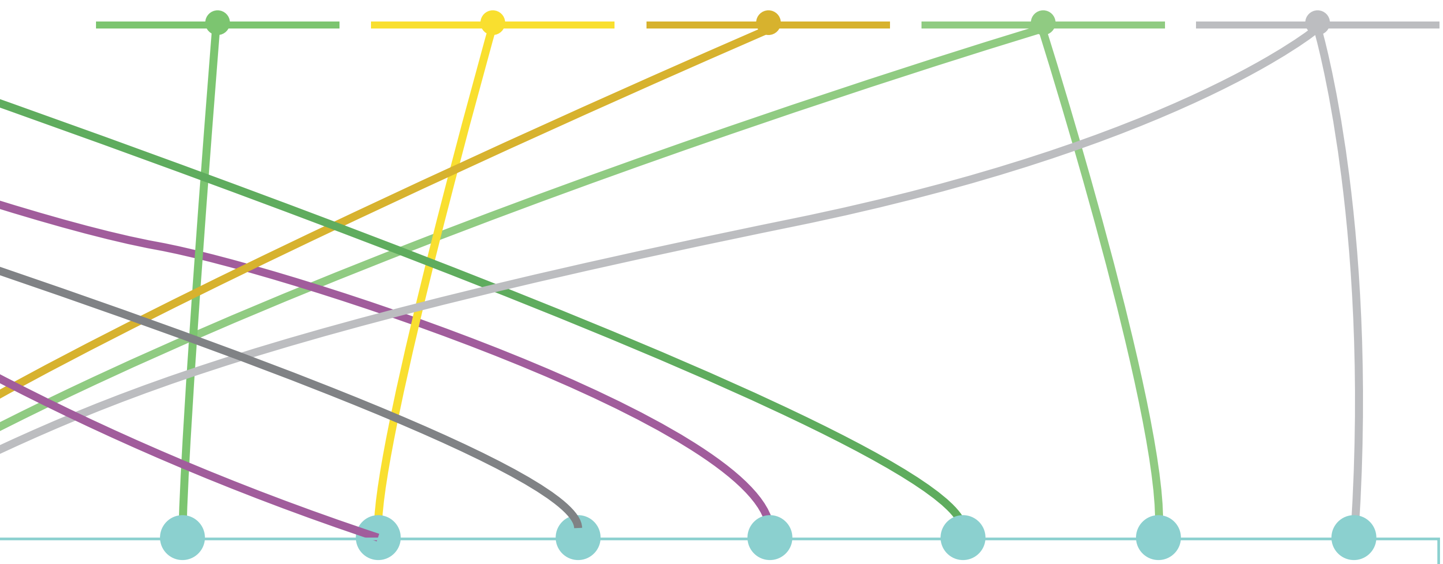
Category develop existing portfolio

Sustainable and Greener Product

We ensure our products remain environmentally friendly, affordable, and accessible to consumers, balancing sustainability with customer satisfaction.

Product Safety and Quality Testing

We ensure future compliance by implementing rigorous quality testing procedures and enhancing our team's capabilities through skill development training, ensuring safe and compliant operations.



Sustainable Procurement Policy

Integrated Environment Management Policy

Responsible Marketing, Advertising and Sales Policy

Code of Conduct

Waste Management Policy

No Deforestation Commitment

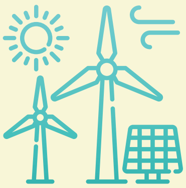
Hazardous Substance Commitment

Reports and Statements

Priority material issues for value creation

Material Issue	**Occupational Health and Safety**
Boundary	Within and outside GCPL
Business Case	Ensuring health and safety is a top priority at GCPL, given the physical hazards confronting manufacturing and distribution staff which heighten the likelihood of workplace accidents. Inadequate training on OHS protocols not only endangers employees but also exposes the firm to secondary ramifications, including legal expenses, operational interruptions, heightened scrutiny from stakeholders, diminished employee morale, and reputational harm.
Impact	Risk
Relevant Stakeholders	Employees, workers, contractor workers and local community
Business Strategy/ Initiative	We have a robust Health & Safety policy and strong safety and health management system 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 have a consistent record in zero fatalities across our offices and manufacturing plants leading to high-morale and trust amongst employees and workers.
Target	**By 2026-27, we aim to have–** • Fatal accidents – 0 • Dangerous occurrence – 0 • LTIFR – 50% reduction from FY23 base year LTIFR of 1.01 • OHS training coverage – 100%
Progress as of FY24	• Fatal accidents – 0 • Dangerous occurrence – 0 • LTIFR – 0.45 • OHS training coverage – 100%
Link to executive compensation	At GCPL, the executive compensation of all leaders comprises of 15% of people & planet goals. They are in line with the company's vision to foster an inspiring workplace and build an equitable and greener planet. For health and safety, goals for executive compensation include implementing the human rights action plan that includes focus on health and safety, improving safety measures like reduction in work-related accident frequency and no fatal accidents

Material Issue	**Sustainable Packaging**
Boundary	Within and outside of GCPL
Business Case	Enforcement of strict regulations on plastic, waste generation, and disposal arising from geographies such as India and Africa, may result in higher short-term costs for compliance.
Impact	Cost
Relevant Stakeholders	Investors, Employees, Customers
Business Strategy/ Initiative	As most of GCPL products involves plastic packaging, we focus on reducing our plastic packaging intensity. It is determined by the weight of the packaging to overall product weight. GCPL has reduced plastic packaging intensity by over 20% from the base year of 2019-20. This has resulted in cost savings and reduced its Extended Producer Responsibility (EPR) requirements.
Target	**By 2025-26, we aim to –** • Have 80% of our plastics be recyclable • Reduce plastic intensity by 20% • Replace 30% category I (rigid plastic) with post-consumer recycled plastic, replace 10% category II (flexible plastic) with post-consumer recycled plastic, and replace 5% category III (multi-layer plastics) with post-consumer recycled plastic
Progress as of FY24	• Recyclable plastics – 40% • Reduced plastic intensity by 22%
Link to executive compensation	At GCPL, the executive compensation of all leaders comprises of 15% of people & planet goals. They are in line with the company's vision to foster an inspiring workplace and build an equitable and greener planet. For sustainable packaging, goals for executive compensation include using better plastics, reducing plastic usage, replacing virgin plastics with post-consumer recycled plastics



Material Issue	Renewable Energy
Boundary	Within GCPL
Business Case	Shifting to renewable energy sources will reduce GCPL's emissions and generate significant long-term cost savings
Impact	Revenue
Relevant Stakeholders	Investors, and Employees,
Business Strategy/ Initiative	Currently, GCPL is utilizing over 27% renewable energy in its operations. We also use briquette fired boilers and microturbines for steam and invest in solar PV and apply for green tariffs wherever available.
Target	By fiscal year 2025-26, we plan to increase renewable energy consumption as part of our overall energy mix to 35%
Progress as of FY24	27% of GCPL's energy is from renewable sources.
Link to executive compensation	At GCPL, the executive compensation of all leaders comprises of 15% of people & planet goals. They are in line with the company's vision to foster an inspiring workplace and build an equitable and greener planet. For renewables, goals for executive compensation include to increase renewable energy use, decrease specific energy and reduce emissions

Material issues of our external stakeholders

Product Safety and Quality Testing

Type of impact
Negative

Business Case
We understand the failure to adapt to ever evolving chemicals usage landscape especially across multiple geographies we operate in. We may face litigation risks from consumers and carry the risk of increased short-term costs of researching alternative chemicals.

Sustainable Packaging

Type of impact
Positive

Business Case
GCPL is proactively adapting best practices in sustainable packaging which reduces overall plastic intensity and even helps reduce transportation costs and subsequent emissions due to reduced weight. GCPL has also taken targets and made progress on reducing overall packaging weight and waste generated from packaging. Additionally, we are exploring greener alternatives to plastic packaging.

Materiality metrics for external stakeholders

Impact 1	
Material Issues for External Stakeholders	Sustainable Packaging
External stakeholders	Suppliers, consumers
Topic relevance on external stakeholder(s)	GCPL is proactively adapting best practices in sustainable packaging which reduces overall plastic intensity and even helps reduce transportation costs and subsequent emissions due to reduced weight of the product.
Output metrics	Reduction in plastic packaging intensity by 22%
Impact valuation	• Access to product/service with positive impact provided Our reconstitution portfolio plays a critical role in creating innovative, high-quality products that benefit both our customers and the environment. Magic handwash is a powder-to-liquid handwash, and Magic Bodywash are liquid concentrate products that enable consumers to themselves add water to the concentrate, transforming the product into a usable liquid form. Our reconstituted products require 84% less plastic packaging compared with the traditional liquid versions of the same quantity.
Impact metric	The reduction in packaging in our reconstituted product portfolio not only minimises plastic waste as well as leads to a more sustainable supply chain. The lighter weight of our reconstituted products results in a 44% reduction in fuel consumption during transportation. In turn, this translates to a 44% decrease in emissions caused by the transportation of our products to consumers. By reducing packaging, fuel consumption, and emissions, we are ensuring positive impacts on the environment while continuing to deliver high-quality, delightful products to our consumers at a green discount rather than a green premium.

Impact 2	
Material Issues for External Stakeholders	Sustainable and Greener Products
External stakeholders	Consumers, investors
Topic relevance on external stakeholder(s)	A product portfolio with lower environmental impact is a market opportunity and a brand differentiator. Consumers look for quality products and being greener will ensure their affordability and accessibility.
Output metrics	Completed life cycle assessment of products comprising of 60% revenue
Impact valuation	• Environmental value lost/Gained We have improved our manufacturing process to reduce energy usage, reduce water consumption and minimize waste to landfill.
Impact metric	In our manufacturing process we have reduced specific energy consumption by 35% from FY11 baseline, reduced specific emissions by 41%, reduced water intensity by 39% and achieved zero waste to landfill, making our products greener by 1/3.

We regularly listen and take feedback from all our stakeholders. Here's an overview of our stakeholder engagement process and the steps we undertake to grasp the needs and priorities of each stakeholder group.

Stakeholder group	**Leadership Team**	**Employees**	**Suppliers**
Whether identified as Vulnerable & Marginalized Group	No	No	No
Frequency and manner of stakeholder engagement	• Periodic meetings • Quarterly Reviews • Open communication & direct visits	• Weekly/monthly reviews • HR forums • Town halls • Small group discussions • Employee engagement surveys • 360-degree feedback	• Sustainable procurement initiative • Supplier meets. • Audits • Annual suppliers conference
Sustainability and other concerns	• Integrate sustainability discussions into leadership meetings • Regularly share reports on the company's sustainability efforts, including achievements, challenges, and future goals.	• Health, safety, and mental well-being • Skill development and learning • Circular economy principles • Water recycling and reuse • Sustainable packaging	• Product safety and quality • Responsible supply chain • Reducing environmental footprint • Waste management and circular economy. • Sustainable packaging
Our engagement approach	• Collaborative Decision-Making • Training and Development of leadership on sustainability related matters	• Ensuring a safe and productive place to work where employees can be their whole selves. • Prioritizing learning and development • Highlighting employee feedback mechanisms through a variety of channels • Enabling medical facilities for employees and their families	• Supporting and enhancing their capabilities through skill development, growth opportunities, and safe operations

Customers	Investors	NGO Partners	Industry Associations
No	No	No	No
• Customer meets. • Customer surveys • Feedback calls • Direct visits	• Investor meets. • Investor calls • Roadshows and grievance forums for shareholders and investors	• Project planning and review meetings • Need assessment surveys. • Field visits • Feedback surveys	• Periodic meetings and active participation in industry association meetings, conferences, and events
• Greater market penetration • Responsible marketing and communication	• Profitability and growth • Focus on carbon emission, renewable and clean energy, and air pollution. • Technology, product, and process innovation • Embed sustainability in the supply chain	• Building inclusive and prosperous communities	• Advocacy for Sustainability: Work with industry associations to advocate for sustainable practices and policies that benefit both the environment and the industry as a whole. • Collaborative Initiatives: Collaborating with industry peers through industry associations to address sustainability challenges collectively
• Using technology to assess and respond in an agile manner. • Providing high-quality, safe products that delight consumers. • Ensuring responsible consumer engagement	• Communicating progress transparently	• Creating and scaling up programs that meet the needs of communities in terms of livelihoods, public health, waste management, and water conservation	• Stay informed about industry standards and regulations related to sustainability and other concerns, and actively engage with industry associations to ensure compliance and advocate for sensible regulations.

Our company

Godrej Consumer Products, a member of the 126-year-yound Godrej Group, upholds strong values like trust, integrity, and respect. As an emerging markets company, we are experiencing rapid growth and pursuing innovative goals.

Our values

Our Purpose

Bringing the goodness of health and beauty to consumers in emerging markets

Watch the video

+85
Countries

8,670
Godrejites

1.2 bn
Consumers

1.7 USD bn FY 23-24
Revenue

15 USD bn
Market cap
(as on 31 March 2024)

~75%
From top 12 brands

Leading presence in Asia, Africa, and Latin America

Latin America

#1 Hair Colour (Argentina)
#1 Hair Fixing Sprays (Argentina)**
#1 Depilatory Products (Chile)

Sub-Saharan Africa

#1 Hair Colour (Ethnic hair)

India & SAARC

#1 Household Insecticides
#1 Air Care
#1 Hair Colour

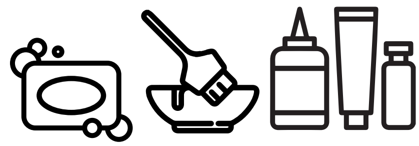
Indonesia

#1 Household Insecticides
#1 Air Care
#1 Baby Care

Source: **Scentia

Home care

Household Insecticides
Air Care
Fabric Care
Home Hygiene



Personal care

Personal Wash and Hygiene
Hair Colour
Premium Beauty and Professional Products

Sustainability

For more than 126 years, the Godrej Group has consistently advocated for social responsibility, which is intrinsic to our identity.

23%
of the promoter holdings in the Group is held in trusts that invest in education, environment and health.

Creating a more inclusive and greener planet through
Godrej Good & Green

Aligned with
United Nations
Sustainable Development Goals, and the needs of local communities

Adopted
TCFD
framework and recommendations to assess and mitigate risks and opportunities arising from climate change

Board of directors

Nisaba Godrej
Executive Chairperson

Indian C ESG

Sudhir Sitapati
Managing Director and CEO

Indian ESG

Nadir Godrej
Non-executive Director

Indian ESG C

Tanya Dubash
Non-executive Director

Indian ESG

Pirojsha Godrej
Non-executive Director

Indian C

Ireena Vittal
Lead Independent Director

Indian C

Omkar Goswami
Independent Director

Indian C

Pippa Tubman Armerding
Independent Director

French

Ndidi Nwuneli
(ceased to be a director from May 1, 2024)
Independent Director

Nigerian ESG

Sumeet Narang
Independent Director

Indian C

Shalini Puchalapalli
Independent Director

Indian ESG

Note: Ndidi Nwuneli ceased to be a director from May 1, 2024

Board committees

Nomination and Remuneration Committee
Audit Committee
ESG — ESG Committee
Risk Management Committee
CSR Committee
Stakeholder Relationship Committee
C — Chairman

Mapping our Board of Directors basis their skill/capability matrix

	Strategy and business	Consumer staples industry expertise	Market expertise	Tech and future perspective	People & Talent understanding	Governance, finance, and risk	Diversity of perspective
Ms. Nisaba Godrej	■	■	■		■	■	
Mr. Sudhir Sitapati	■	■	■		■	■	
Mr. Nadir B. Godrej	■		■	■		■	■
Ms. Tanya Dubash	■		■			■	■
Mr. Pirojsha Godrej	■		■			■	■
Ms. Ireena Vittal	■	■	■		■	■	
Mr. Omkar Goswami	■		■	■		■	■
Ms. Pippa Tubman Armerding	■		■		■	■	■
Ms. Ndidi Nwuneli	■		■		■	■	■
Mr. Sumeet Narang	■		■	■		■	■
Ms. Shalini Puchalapalli	■	■		■	■		

Industry experience of the board members

	Energy	Industrial	Materials	Consumer Discretionary	Healthcare	Financials	Information Technology	Communication services	Utilities	Real estate
Ms. Nisaba Godrej		■	■	■						■
Mr. Sudhir Sitapati										
Mr. Nadir B. Godrej	■	■	■	■						■
Ms. Tanya Dubash		■	■	■		■		■		
Mr. Pirojsha Godrej										■
Ms. Ireena Vittal				■	■	■		■		
Mr. Omkar Goswami	■	■	■	■	■	■	■			
Ms. Pippa Tubman Armerding				■			■			
Ms. Ndidi Nwuneli	■				■	■				
Mr. Sumeet Narang	■					■				■
Ms. Shalini Puchalapalli				■			■	■		

A Letter to Our Shareholders

Dear shareholders,

Thank you for your continued belief in GCPL and taking the time to read this note.

I am pleased to share with you that your company delivered a good performance in fiscal year 2023-24. Consolidated reported revenue growth was 6%. Consolidated EBITDA for the year grew by 21%. Organic volume growth for the year was 7% for the consolidated business, with growth in India and Indonesia at 6% and 11%, respectively.

What excites me, though, is the time we spent on a sharply thought through and well executed plan for strategic transformation that will fuel the next few decades of growth. I am grateful to Sudhir for the bold ambition in our Vision 2040 and how he and our leadership team are very deliberately, through the ‘power of backcasting’, working backwards from that vision to create the building blocks needed today.

Our organic expansion of Liquid Detergents with the new Godrej Fab, and the inorganic entry into Deodorants and Perfumes with Park Avenue and Kamasutra, for example, set us up to play in what will be among the biggest categories in India in 2040. Our multi-year efforts to expand the Total Addressable Market (TAM) we want to serve in India in the decades ahead, are also aimed at this.

I am particularly proud that we have set up the Godrej DEI (Diversity, Equity and Inclusion) Lab under the leadership of Parmesh Shahani and are doubling down on our commitment to making Godrej a truly inclusive community where people thrive. The Lab empowers inclusion within the Group, helps build DEI ecosystems across corporate India, and aims to bring ideas and innovation related to DEI to the mainstream.

Over the last year, Parmesh and the team have provided strategic DEI guidance to our Group businesses, including GCPL, and facilitated enhanced internal collaborations and communication. They have set up a Group DEI advisory council, conduct quarterly DEI updates and oversee the DEI scorecards of businesses.

As I do every year, I would like to share my perspectives on what could have been better, what went well and what we need to do going forward.

Parmesh Shahani and the Godrej DEI Lab team are empowering inclusion ecosystems both within and outside Godrej

Visit the Godrej DEI Lab website to learn more about how they are partnering both within and outside Godrej to create a world where everyone can flourish

Spending time across our global markets in India, Indonesia, and Africa, engaging with our team members, consumers, vendors, and partners.

What could have been better

Category development is at the heart of our strategy and the consistent efforts towards this are showing in increased penetration and consumption. However, we need to get some of our large, profitable brands like HIT and Ezee in India, Stella in Indonesia and Inecto in Africa, really firing at their potential more consistently.

Sustainability is core to our strategy and operating model, and we are embedding it across various aspects of our business, but we aren't doing enough. Our Environmental, Social and Governance (ESG) scores on key indexes don't reflect the shifts we should have been making.

Three of our Group companies are in the global leadership league for climate action/ ESG in their respective industries, but GCPL is not. We must fix this in the year ahead. While our Board is gender balanced and so is our overall company, our track record on senior leadership is not good. Our most senior women representation has actually fallen 900 basis points in the last couple of years to 20%.

What went well

Household Insecticides is our most purposeful and our most profitable category. In the last few years, we have faced growth challenges in the category in India, but this year could end up being a gamechanger. I am very excited about the introduction of Renofluthrin (RNF), which is 2x more effective than any other registered molecule. GCPL has exclusive access to it in the medium term and that gives us a very powerful competitive edge to serve our consumers well.

We have also launched Goodknight Agarbatti in India with this molecule and are well positioned to formalise the illegal incense sticks market. The real potential for consumer delight will come once we introduce this new molecule to our liquid vaporisers and drive penetration. With the impact of climate change, we are seeing a steady increase in dengue cases over the last 15 years. In Latin America, this has risen from around half a million to six million cases this year. The opportunity to serve consumer needs in this category is only deepening.

In our Africa, USA and Middle East cluster and the Latin America businesses, we are making significant moves to improve longer term profitability. In East Africa, we have restructured the business model. In Nigeria, we are restructuring our distribution model and rebalancing the portfolio through FMCG. In the Americas, we are improving margins by outsourcing manufacturing.

The growth of HIT in Indonesia is a great example of the power of our multi-pronged approach to category development. We changed the formula to make it more efficacious, improved perfume, scaled up the liquid vaporiser format and refreshed packaging. Media spends increased by 1.5x in the last year, ensuring we built relevance for the brand. Access packs are driving penetration and we have reached close to one million households through trials. I am also happy to see brands like Godrej Aer in India and Darling Ombre Braids in South Africa show consistent multi-year growth and category development.

Ramping up availability is the next big step. On a trip to rural Madhya Pradesh, I had the chance to see firsthand the kind of impact that our rural van operations programme, Project Vistaar, is having. It is the largest of its kind in India and is aimed at doubling our rural coverage. We are backing this up with a digital backend revolution to track and improve the effectiveness of salespeople.

Understanding the impact of our van distribution programme, Project Vistaar, on a trip to rural Madhya Pradesh

The new Goodknight Agarbatti
with the RNF molecule India

HIT aerosol in Indonesia, following the multi-pronged efforts
by Rajesh Sethuraman and the Indonesia team

Building the digital backbone for our sales and distribution strategy; improving effectiveness of our sales team members across India

Spending time with the amazing women at the Godrej ki Shakti event in our Malanpur factory

What do we need to do now?

As we build towards 2040, the two most important tasks for your company in the year ahead are driving double-digit growth in Household Insecticides in India, and significantly improving EBITDA margins in Africa and showing a positive PAT.

We are doubling down on our investments in our R&D and Design teams which are the fulcrum and key differentiator of GCPL's ability to be innovative and serve our consumers well. This, together with the organic growth that we are targeting from more of our large brands through working media investments, sets us up well for the year ahead and beyond.

Becoming more diverse and inclusive to represent the global consumers and communities we serve is critical to achieve our growth ambitions. It is particularly important to me that we nurture leaders who lean into our values and use their corners of the world to manifest a Godrej that is stronger and better for the future. We are fortunate to have many of them. Together, we have made progress in improving the representation of diverse and under-represented groups at GCPL, but there is lots more to do. Recently, as a Group, we announced a comprehensive refresh to all caregiving people policies: self-care, childcare and elder care. This included a move to cover healthcare for transgender members more comprehensively than before.

One of my favourite days this year was spending time with the women team members at our Malanpur factory in March. At the 'Godrej ki Shakti' (the strength of Godrej) event, we invited all women at the plant and their families to celebrate the role of women in manufacturing and emphasise the importance of family allyship in making this possible. We are investing in expanding capacity at Malanpur, also among Asia's largest soap manufacturing units, to make the operations truly world class. Ensuring this goes hand-in-hand with our inclusion and sustainability agendas is key. We are also translating this commitment to our newest factory. We have signed a Memorandum of Understanding (MoU) with the Government of Tamil Nadu to invest INR 515 crore in a state-of-the-art manufacturing facility near Chennai.

Our ambition is to develop this new factory as a 'lighthouse' for other manufacturing units; with an inclusive and gender-balanced workforce and following Industry 4.0 and environmentally responsible practices. Here, we plan to employ at least 50% women and a minimum of 5% members from LGBTQIA+ and Persons with Disabilities (PWD) communities.

Sustainability is core to our strategy. We are designing how we do business to drive sustainable growth while tackling the greatest challenges of our times – climate change, inequality and nature loss. Our Good & Green vision 2025 is aligned with the Paris Agreement goal of limiting global warming to below 1.5 degrees Celsius and the World Business Council for Sustainable Development pathways that tie with the UN's Sustainable Development Goals.

The ESG Committee at our Board of Directors oversees our progress and provides direction to our vision.

We continue to scale our Elimination of Mosquito Borne Endemic Diseases (EMBED) programme. It runs in four Indian states, and, since 2015, has helped 5,225 villages become malaria-free and reduce malaria cases by 80% in 11 districts. We are now addressing dengue and chikungunya in 11 cities, with a 65% reduction in the number of cases.

Through waste management and plastics programmes, we recycled 7,287 MT of waste; 3x more than what we achieved last year. We also partner local authorities to strengthen waste management systems and invest in the well-being of waste workers.

We are on track with our net-zero by 2035 ambition and have strong plans going forward to strengthen our renewable energy portfolio.

Our commitment to putting people and planet alongside profit is showcased in our growing reconstitution portfolio which I am personally very passionate about. This will not only help democratise access to health and hygiene products, but also provide a 'Green Discount' to our consumers. I think it is a western idea to believe that we should just remove a bit of plastic and a bit of sugar from our products to meet goals. That doesn't work. We need to fundamentally rethink our approach.

At the signing of the MoU with the Government of Tamil Nadu to build our lighthouse factory near Chennai, when I presented the Chief Minister of Tamil Nadu, MK Stalin, with a copy of the book 'Queeristan', authored by Parmesh Shahani, Head of the Godrej DEI Lab

For me, a Green Discount is something that is more sustainable; serves the consumer better, serves the environment, but also makes more money for GCPL. Drawing from our 'Less is more philosophy': with less packaging and less things consumers don't need, costs come down and margins can be higher. We are seeing the possibilities in both products and processes. By changing the wick in our liquid vaporisers from an imported plastic one to an organic India-manufactured one, we are being greener and saving INR 60 crore a year. The new Godrej Magic Floor Cleaner is an affordable and sustainable product. Compared to traditional cleaners, it uses 94% less plastic and 72% less paper in its packaging. Its compact gel-based sachets allow more units per truck, reducing transportation and emissions and lowering our environmental impact. This is what emerging market companies like ours need to be excellent at.

On behalf of the GCPL Board and Management Committee, I want to take this opportunity to express our deep gratitude to our amazing team members across the globe, whose passion and values-led leadership allows us to serve our consumers and communities so meaningfully.

To all our customers, business partners, shareholders, investors, and communities, we greatly value your trusted partnership. We will continue to count on your support as we build forward towards what I believe are the best years at your company.

Nisaba Godrej

Our reconstituted product portfolio of Magic Floor Cleaner uses 94% less plastic and 72% less paper in its packaging.

In conversation with our Managing Director and CEO, Sudhir Sitapati

Share with us your reflections on GCPL's performance this year. How does it position you to achieve your longer term ambitions?

I am pleased to share with you that your company delivered a strong performance in all four quarters of fiscal year 2023-24, despite challenging conditions across our markets. When I reflect on the last couple of years and the ambitions we had laid out in December 2021, it is very heartening to see how we have steadily delivered against those promises.

Our strategy is simple: category development. We focus on category development in underdeveloped categories through product innovation, building relevance, creating access and increasing marketing investments; and fund this through a digitally enabled radical simplification of how we work. We don't do many things, but instead choose a few winning things to double down on. UVG is our most important measure and we have taken calls to really drive UVG versus, for example, sales growth.

We prioritise spends on brands and less on cost to serve; more automation and less working capital. This journey is guided by our one page Goodness Manifesto on creating value for our various stakeholders, while continuing to live the Godrej values and serve our purpose of bringing the goodness of health and beauty to consumers in emerging markets.

The strategic focus on achieving double-digit volume growth in key markets like India and Indonesia is pivotal to driving our aspirations for sustainable growth. Despite challenges such as lower consumption levels in India, we successfully achieved an organic UVG of approximately 7%, aligning with our target of high single-digit growth in this fiscal year. The resilience in volume growth underscores our adaptability in navigating market dynamics and seizing growth opportunities.

We remain on track in our journey to reduce wasted cost and deploy it to drive profitable, sustainable volume growth. By setting consistent volume growth targets of 9-10% in the upcoming years for India, we aim to establish a robust trajectory for future expansion and market leadership.

Your business has surpassed expectations by achieving EBITDA growth in the 20s, exceeding the initially projected high teens growth. If you exclude media, which we continue to invest in, growth has been in the mid-20s. This is a good example of capitalising on operational efficiencies and strategic decision-making to drive profitability in market challenges.

Revenue and EBITDA of the Raymond Consumer business remained on plan and stable compared to the previous fiscal year.

We remain committed to refining our product portfolio and optimising revenue streams for sustained growth and market competitiveness.

Innovation is the lifeblood of GCPL and I am excited that our investments are showing. Godrej Fab, democratises Liquid Detergents and transforms the laundry experience and Godrej Aer-O, a membrane format for your car becomes transparent the moment the fragrance goes away. Renofluthrin (RNF), the revolutionary new molecule we believe will significantly transform Household Insecticides, is active-based and 2x more effective than other molecules. We are using this in our portfolio, starting with Goodknight Agarbatti.

Our scorecard for fiscal year 2023-24

High single digit UVG in FY24*	✓
High teens EBITDA growth in FY24*	✓
Revenue and EBITDA of RCCL business in FY24 to be similar to FY23	✓
Double digit UVG in medium term	**On track**

*Organic business

We increased our Total Addressable Market (TAM) in India by investing in categories of the future like Fragrance and Sexual Wellness. We are expanding our global reach and now serve consumers in over 80 countries globally. Products like Aer Pocket and Godrej Expert Shampoo Hair Colour, which are Indian innovations, are finding acceptance in global markets. We have set up a GCPL International business to take them across the world.

We are focused on embedding our Operating Philosophy across GCPL. Our guidance to our teams is that when faced with a decision, go back to the Operating Philosophy.

We are seeing actions showing results. 'Less is more': Our manufacturing footprint will reduce by 40% by fiscal year 2025-26. 'Consumer first, business second': Despite the cost inflation in fiscal year 2022-23, we didn't cut back on media spends. In Indonesia, we increased the dosage of active in Household Insecticides by 5x.

There was a loss in gross margins, but we said we would absorb this and save cost elsewhere. It's the right thing to do for consumers. Much of the success in the category today has been driven by that decision. 'Tomorrow before today': This shows in the investments we are making in advertising and publicity.
We have invested INR 1,000 crore of CapEx in two manufacturing sites in India. These will be world-class manufacturing sites, serving not just India, but hopefully over a period of time, the globe. 'People and planet, alongside profit': While we are viewed in India as a highly sustainable and responsible company, there is work to be done for us to be seen as a sustainable company globally.

Godrej Fab democratises Liquid Detergents and transforms the laundry experience, and Godrej Aer-O Car Freshener, with a membrane format, becomes transparent the moment the fragrance goes away

The GCPL Goodness Manifesto, which links our purpose, vision, strategy, and operating philosophy, guides our choices and ways of working

OUR PURPOSE

Bringing the goodness of health and beauty to consumers in emerging markets

OUR VALUES

OUR STRATEGY

Lead through category development

Funded by simplification

OUR 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

OUR MEASURES

1. 10% UVG
2. More spends on brands, Less on cost to serve
3. More automation, Less working capital
4. More diversity, Less environmental impact

Connecting with our teams on ground, along with members from our Global Management Committee

How is GCPL leveraging category development as the cornerstone of its strategy globally?

We have a four-pillar model for category development. The first is Relevance: Why should I use the category? That's the most fundamental question. The second is Access: I want to use this category. It's relevant, but it's too expensive. Can I try it? The third is Availability: There are many new categories and retailers are hesitant to keep new categories in their stores because they want their old categories. The fourth is Trials: Get consumers to try the category at least once.

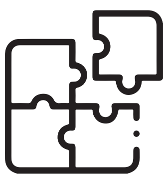
Let's start with Relevance. Aer is a good example in India. The understanding was that people adopt the category when guests come home. So, we have single-mindedly used this idea of guest-ready rooms as the relevance trigger for Air Care. In Darling in South Africa, we have said that relevance for Hair Care means looking salon fresh on day one. We wanted to see if we can keep consumers from going to salons and instead choose do it at home by themselves. For our HIT brand, we have moved both India and Indonesia, to relevance.

The big understanding on dengue is that mothers get really scared when children need to be taken to the hospital.

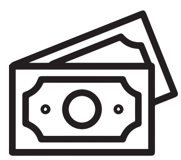
On Access, we have had a lot of success. In Indonesia, our new 150 ml HIT aerosol contributed to how the HIT business grew by 50% this year. Similarly, in Hair Colour, we launched the INR 15 SKU and it is now the most widely distributed hair colour brand in India.

We are investing significantly in Availability after a long time. We believe that we should invest in distribution only when we get the basic blocks on the brands right.

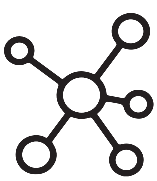
Our four-fold model for category development



Relevance



Access



Availability

Trials

We have done that now. There are about 3,00,000 to 4,00,000 rural outlets in India which are unviable to cover either directly or even through a sub-stocker system. So, we are creating one of the largest rural van operation programmes called Project Vistaar, where we will directly go in vans and sell products in ready stock to about 3,00,000 outlets in rural India. We directly cover around 4,00,000 outlets with proper rigour in rural. So, 3,00,000 means we are a little short of doubling our rural direct coverage. This is a significant investment in terms of direct distribution which will pay off in 2-3 years. For categories like Air Care, Liquid Vaporiser, etc., we need to do this to enter a virtuous cycle.

Lastly, there is Trials. Over the last two years we have done massive sampling exercises and reached 10 million households. We sampled for key categories like Household Insecticides. Growth has been better than the past with significant market share gains. We are confident that when new products are introduced, these market share gains will lead to category growth. In categories like Air Care and Hair Colour we were also doing direct sampling of consumers. This is not just in India. For the first time, we sampled a million households in Indonesia.

Across categories, we are seeing significant penetration gains where we used this category development playbook. In fact, we don't even measure our own penetration. We measure the penetration of the category because we are the drivers. In every single one, we have found substantial category gain.

We have been carrying out extensive door-to-door sampling exercises in India and Indonesia, helping us reach 10 million households

You mentioned that the investments you are making in category development are being funded by 'radical simplification'. Tell us more about this approach.

In line with our strategy of category development, we have made significant investments in advertising. We were the fifth largest advertiser in India in 2023, from being number 17 in 2021. We are adding to this with investments in distribution. These investments are funded primarily by our keen focus on simplification. We are focusing on four elements of simplification: SKUs, People, Operations and Processes.

We have reduced our SKUs overall by roughly 30%. In Raymond Consumer Care, for example, we reduced 550 SKUs to just 100. On people, we also reduced the number of managers overall through creating larger, richer roles, and introducing more modern tools. So, we have actually physically reduced in size despite our growth.

Our Godrej Africa, USA and Middle East (GAUM) business is a really good example of continuous simplification of operations. In East Africa, Hair Extensions was a loss-making business and we exited it last quarter. In West Africa, our job is really to simplify and increase our EBITDA margins. We don't do distribution directly anymore in this business. We are also reassessing our manufacturing footprint. We are questioning how much of what we make in international geographies can be made in India and exported out. In India and Indonesia, UVG is the most important metric. In other international businesses, cash flow is the most important metric. We hope that our ROCEs can keep rising to double digits in the next year or two in our international business. Our aim will also be to get to mid-teens very quickly in EBITDA margins.

There are several examples of how we are simplifying processes, like advertising. In India, we are now spending over INR 1,000 crore in advertising, from INR 350-400 crore a few years ago; a significant increase. We realised that our categories were being run differently across the world; advertising agencies were different, production was being done differently. So, not only was it an additional cost, but we were also not taking the best from one part of the world to another part. Everyone was reinventing the wheel. So, we moved from multiple categories to a global category structure. From multiple briefs, we have a single brief, because consumer tasks are the same. From multiple agencies, we moved to a single agency, which is our own in-house agency, the LightBox. From multiple executions, we are moving to a single execution; shooting differently in the same location with different models for different countries. This is a very efficient process in the context of massive advertising increase and resulted in savings of 40 bps.

The LightBox, our
in-house creative studio

What is GCPL doing differently to create a more inclusive, high-performing culture globally?

We have the privilege of working alongside an excellent team. Our people are highly capable and driven, and believe deeply in serving the purpose of GCPL. Some of my favourite moments are from my travels to our various countries; spending time in the markets and factories learning from our teams and partners on ground, and seeing our products being created and consumed. Our Global Management Committee too continues to spend extensive time travelling and we continue our tradition of visiting a couple of key GCPL locations together. In the last year, we visited Johannesburg to meet our South African team and our Malanpur factory in India, where we are making one of our biggest investments for the future. The insights and ideas from these visits shape our leadership.

We believe that the most impactful way to secure the future of Godrej is to focus on leadership development. 'Build from within' is one of our talent principles. So, the bar on talent remains unrelentingly high and we are ensuring top talent have meaningful roles, with market-leading opportunities for value creation. We bet on potential, offer stretch opportunities, and back our people to be successful through focused capability development. Through the Godrej Learning University, we offer specially tailored and best-in-class functional and behavioural learning inputs. Many of our global leadership team members, myself included, are personally involved in shaping the curriculum, participating in learning sessions, and mentoring our team members. We host customised leadership development journeys for select cohorts with multidisciplinary elements for immersive learning experiences. Close to 90% of top talent globally were served with focused learning interventions this year.

One of our biggest priorities is to accelerate our commitment to building a more diverse and inclusive GCPL. Our strategy of 'Getting to Equal' is aimed at building more holistic representation, retention, and advocacy across all our countries and operations. We prioritise three pillars in our Diversity, Equity and Inclusion (DEI) strategy: serving as an equal opportunities employer, nurturing a supportive workplace environment for women, and spearheading LGBTQIA+ inclusion.

Earlier this year, we signed an MoU with the Tamil Nadu Government to establish a state-of-the-art manufacturing facility. We hope to employ 50% women at the facility, along with 5% from the LGBTQIA+ and PwD communities.

Our operations span sales and manufacturing in over 15 countries and we are making efforts to embody the diversity of our global members and consumers. We have 52% gender diversity globally and hope to continue to improve this.

Our DEI commitment takes an intersectional approach. Our global teams are working towards inclusion goals that are relevant to their regions. In our GAUM business our focus is not just on gender diversity, but also race and ethnic representation. In Latin America, we champion gender equality, advocate for LGBTQIA+ rights, embrace disability inclusion, recognise the importance of age diversity, and intensified efforts to amplify the voices of individuals from brown identity backgrounds. Our Indonesia team is focusing on enabling gender parity, disability inclusion, and the empowerment of indigenous communities from eastern Indonesia.

In India, we signed a Memorandum of Understanding (MoU) with the Tamil Nadu Government to establish a 'lighthouse factory' and set benchmarks in sustainability, safety, and automation while championing diversity and inclusion. We will make an investment of INR 515 crore over the next five years in this state-of-the-art manufacturing facility in Thiruporur taluk, Chengalpattu, near Chennai.

We hope to create our most inclusive and gender-balanced workforce yet and employ 50% women at this facility, along with 5% from LGBTQIA+ and PwD communities.

Through Aarambh, a focused initiative to hire women for entry-level sales roles in India, our team aims to double the number of women in sales in India to 100 in the next two years. The programme currently has 22 trainees. In addition to focused training programmes, our team is also identifying women-friendly territories within each division to help match personal requirements.

Aarambh, our initiative that focuses on hiring women for entry-level sales, aims to double the number of women in sales in India to 100 within the next two years

Our learning programmes are specially tailored with multidisciplinary elements for immersive learning experiences

Our Global Management Committee spends time travelling across key GCPL locations learning from our teams and partners on ground

Action on climate change is increasingly being split into optimist and pessimist factions. Where does GCPL fall? Do you lean toward a more pessimistic view – emphasising risk reduction, or embrace the positive perspective – seeing climate action as an opportunity for innovation?

The answer is a bit of both; we are centrist in our approach. 2023 was the warmest year on record, and undoubtedly climate change, extreme weather events and biodiversity loss are some of the biggest challenges of our time. We understand that climate-related impacts are non-linear and have the potential to trigger larger socio-environmental risks.

We have taken stock of the financial and physical impacts of climate change on our operations through the climate risks scenario analysis based on the Task Force on Climate-related Financial Disclosures (TCFD) recommendations. We have integrated climate change risks in our Enterprise Risk Management (ERM) system. Priority climate-related risks such as decreased efficiency of workforce due to rising temperatures, and suppliers unable to meet requirements that align with low-carbon transition among others, are included in our risk registers.

Climate change, biodiversity loss and water scarcity are closely linked and together they threaten food security, livelihoods, and lead to extreme weather events.

We invested in afforestation programmes and carbon sequestration initiatives within our watershed projects that capture water, store carbon and preserve biodiversity of the region, while boosting livelihoods. Through this, we recharge over 15x the water we use. We plan to restore 15 hectares of land through local indigenous species and develop local nurseries through biodiversity restoration projects in India. Moreover, we are undertaking biodiversity risk assessments across our manufacturing plants and creating a biodiversity register and risk rating for each site to inform our actions and manage impact.

Along with what we do as a business, we also have a responsibility to our people and shareholders to represent what is in their best interest on climate change and its impact on our operations. We acknowledge climate change risks and have been advocates of the goals of the Paris Agreement. Our trade association memberships and public policy advocacy are aligned with limiting average global warming to 1.5 degrees Celsius. We ensure our support for all decarbonisation policies that are aligned to our areas of operation and also welcome policies that incentivise reducing carbon emissions and help us transition to a net-zero future.

As we navigate the risks associated with climate change, I also see a lot of potential in sustainability-led product innovation. Our climate change action extends to our suppliers and entire value chain. We assess their ESG performance, share industry best practices, and train them on key priority areas such as emissions and human rights.

How do you ensure human rights fits harmoniously within your business operations? How do GCPL's CSR initiatives balance human rights and climate change?

At GCPL, we are committed to ensuring that everyone across our business value chain is treated fairly and with respect. Our Human Rights Policy and human rights due diligence process is aligned with the United Nations Guiding Principles on Business and Human Rights. We recognise the important role we play to address human rights issues such as child labour, forced labour and fair treatment, among others, especially in emerging markets and impoverished communities.

In the last two years, we completed our human rights due diligence process covering close to 20,000 employees and workers across 31 manufacturing plants in nine countries. We assessed suppliers covering 76% of our procurement spends for human rights impact. These assessments covered our own employees, third-party and contract employees, women, children, migrant workers and local communities. Through this we identified 10 salient human rights issues in our operations and have developed action plans in line with best-in-class standards and international laws on human rights.

Our CSR initiatives focus on human rights and climate change impacts. As a global FMCG company, we are committed to reducing waste across our value chain and contributing positively to the communities we operate in. A good example is our community waste management initiative. We partner with five municipal corporations in India and established scientific waste management systems. This resulted in diverting over 7,200 MT of waste from landfills, lowering the impact of emissions as well as brining dignity to the work of sanitation workers on ground.

Our EMBED (Elimination of Mosquito Borne Endemic Diseases) programme has been equally impactful. Since 2016, it has been supporting the Government of India's mission to eliminate malaria by 2030. Despite being preventable, malaria continues to be a significant health burden in India, accounting for 85% of malaria cases in Southeast Asia. EMBED has made a difference to the lives of over 28.4 million people at a high risk for malaria. These individuals, most of whom reside in disadvantaged and hard-to-reach communities, have directly benefited from our initiative. The expansion of EMBED to an urban dengue programme in 11 Indian districts has resulted in 65% reduction in positive dengue cases.

Climate action, human rights, and other sustainability initiatives are all possible only when our leaders have specific ESG-linked goals as part of our annual business plans. The executive compensation of all leaders, including myself, is linked to a set of goals of which 15% weightage is on 'People and Planet' goals.

These goals are linked to our vision to foster an inspiring workplace and build an equitable and greener planet. We believe that leading by example will foster a culture of accountability and commitment towards our ESG ambitions.

Project EMBED has been supporting the Government of India's mission to eliminate malaria by 2030, and has made a difference to the lives of 28.4 million people at a high risk of the disease

Through our community waste management initiative in India, we diverted over 7,200 MT of waste from landfills, lowering the impact of emissions as well as bringing dignity to the work of sanitation workers on ground

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Our business model

Inputs

Financial Capital
- Equity
- Increased spends on brands
- Investment in assets

Manufactured Capital
- Five manufactuing 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

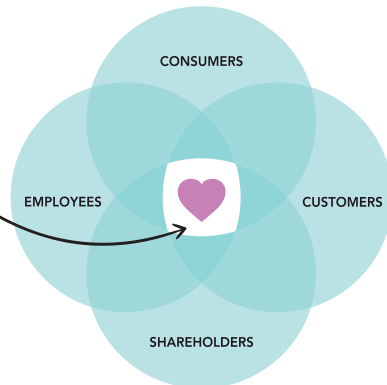
Business process

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

Manufactured 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

Risk management

At GCPL, we have a comprehensive and structured approach to risk management. Across our geographies, we have integrated our approach to risk management into the operating framework and reporting channels of our business.

Risk governance structure
We have established a robust risk governance structure to ensure that risks are identified, assessed, and mitigated effectively. Led by Board-level oversight, we have dedicated risk owners as our first line of defence, followed by the second line of defence – the Executive Risk Management Committee (ERMC) that take charge of risk oversight and provide guidance. Our third line of defence are the internal audit team that provide independent assurance and assess the effectiveness of our risk management process.

Board of directors

Our Board of Directors plays a pivotal role in shaping our risk management approach. They set the tone at the top and define our risk appetite. Risk appetite is the level of risk we are willing to accept to achieve our strategic business goals. This ensures alignment between risk-taking and our overall mission. Their watchful eye on our risk exposure ensure that we don't compromise prudent risk management practices. Their insights are instrumental for informed decision-making.

Board audit committee

The Board Audit Committee comprises of all Independent and non-executive directors. They play a crucial role in approving and authorising the risk management charter and policy. These foundational documents guide our risk management efforts. The committee provides practical guidance and instructions to the first two lines of defence – the risk owners and the ERMC. Their insights enhance our risk management practices. When specific risks require additional resources for effective mitigation, the Audit Committee approves and allocates those resources to tackle them effectively. The Audit committee also provides appropriate corrective action in case mitigation initiatives are not carried out as required. They regularly update the Board of Directors and suggests any adjustments to the risk appetite.

First line of defence – Risk Owners

Risk owners are appointed for material and emerging risks. Risk owners are at the frontline of our risk defence, and they are part of business operation teams. They assess, manage, evaluate, and monitor the risks and propose the risk mitigation plan. The implementation of the risk mitigation action plan is agreed upon by the ERMC and Board Committees, and any deviations are discussed with the Head of Function and Managing Director & CEO.

The risk owners may change over time, depending upon their changing roles and responsibilities within the organisation.

On a half-yearly basis, the risk owner formally reports about risk management within their area of operation at the ERMC meetings. This reporting is aimed at assessing how well material risks are being managed and if any additional risk has emerged that can adversely affect business operations. The risk report includes:

- Performance of the function in managing its material risks in light of the mitigation strategies
- Identification of any additional emerging risks
- Definitions of the mitigation strategy for the new material risks

Second line of defence - Executive Risk Management Committee (ERMC)

The ERMC ensures that we follow a structured risk management process. This committee is entrusted with the crucial task of risk identification, assessment, and mitigation for our company across various domains, including strategic, material, operational, transitional, technological, and environmental domains.

The ERMC shoulders the comprehensive responsibility of monitoring the company's risk landscape and managing it effectively to ensure a robust and thriving business. This committee remains steadfast in its commitment to uphold transparency and safeguard the interests of the company and its stakeholders.

Based on the recommendations of the Managing Director & CEO or the Chief Financial Officer, the ERMC may nominate or invite additional members/directors, as required, to participate in specific meetings.

The Secretary to the ERMC is the highest-ranking person with a dedicated risk management responsibility at operational and performance levels. The Secretary acts as a Chief Risk Officer and oversees the functioning of the risk management process. The Secretary has to ensure that the ERMC meetings are held half-yearly or more frequently, if required.

The Secretary submits a half-yearly report on risk management for review and appraisal of the ERMC. In addition, at every 6 months, based on a pre-specified calendar, risk owners would formally present the risk management initiatives and status of their area of operation to the ERMC.

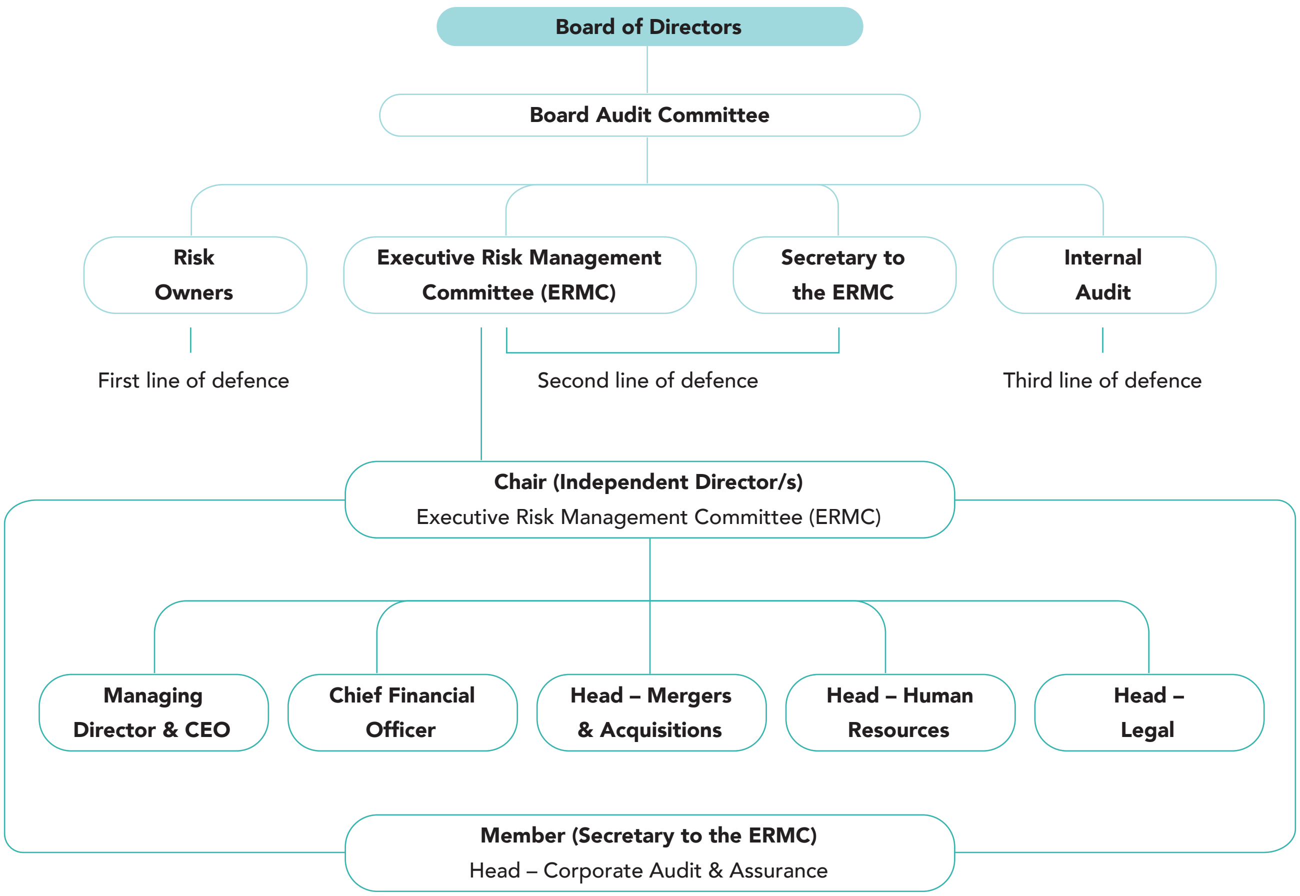
The ERMC is responsible for:

- Half-yearly reports to the Audit Committee and Risk Management Committee
- Half-yearly review of the risk mitigation status for material and emerging risks
- Annual assessment of risks in line with business/strategic planning

Third line of defence – Internal Audit

The internal audit team provides independent assurance on the risk management process. They assess based on risk significance and deep dives to examine controls, processes, and risk mitigation strategies that the business has adopted.

Risk governance structure



Risk management approach

We take a proactive approach to risk management, wherein an annual risk identification and assessment process is incorporated in line with our strategic business planning and annual business planning initiatives.

The annual business plan is a foundation for identifying and prioritising risks. Following prioritisation, a risk competency scan is conducted to determine existing management strategies that effectively address material and emerging risks to our business. This scanning process helps in pinpointing opportunities for enhancing risk mitigation.

For each material and emerging risk, the combined outcomes of the existing management strategies and identified improvement opportunities are documented in a formal risk management plan. Subsequently, the assessment of prioritised risks and their mitigation strategies is presented to the Board Risk Management Committee for evaluation and review.

Risk management approach

IDENTIFY	PRIORITISE	MITIGATE	MONITOR
Collate laundry list of risks	Prioritise basis risk score (probability & severity), consider inherent risks	Prepare mitigation plans, assign responsibilities, consider residual	Monitor and share periodic updates with the Risk Management Committee
Risk inventory	**Material and emerging risks**	**Mitigation plans and KPIs**	**Monitoring and adding new risks**

The risk assessment function is structurally independent of business and is overseen and coordinated by the Secretary to the ERMC. The risk assessment outcomes fall under the ownership of the respective business function heads. This collaborative approach ensures a comprehensive and efficient risk management strategy across the organisation.

Risk culture

Employees across all levels and geographies have risks as part of their individual goals and performance review. These risks range from measures to reduce occupational health and safety incidents, adherence to regulations and compliance, financial forecasting to reduction of volatile forex exposure. The risk goal weightage for employees ranges from 30% to 60% and is a part of their half-yearly HR employee performance review. Compliance and quality risk assessment are a part of our New Product Development (NPD) process, and the goal is aligned with the key performance indicators of R&D team members involved in NPDs.

New managers are inducted on Enterprise Risk Management training, which is organised quarterly. They are trained on inputs on risk definition, identification, rating, classification, prioritisation, mitigation, control, and review. Across all manufacturing facilities, we also conduct workshops on occupational health and safety risks and management throughout the year, encompassing over 100% of our manufacturing plant workforce.

Our employees are encouraged to share feedback for continuous improvement in risk management practices. A formal annual NPS survey is conducted across the company for all functions. Risk management is a part of that survey, and the feedback helps us improve our processes and systems.

Continuous listening survey is organised across the company seeking suggestions and feedback from all employees. Moreover, emerging risks and development of mitigation measures are discussed in regularly conducted departmental monthly review meetings. The line manager records valid risks identified by team members and communicates them to the ERMC for further action. At the plant level, we have a mobile app to identify occupational health and safety risks. These risks are tracked, reviewed, and mitigated through the app.

Risks and mitigation

Risk category	Risk and risk description	Risk appetite	Magnitude	Mitigation plan
Financial	**Forex** Unfavourable fluctuations in the currency and/or open exposures could put pressure on the cash flow and margins.	We budget for currency conversion loss, however our risk appetite seeks to optimise a high level of return and achieve right risk reward	High	At GCPL, the Forex policy is determined by a dedicated Forex Committee. This committee monitors all exposures and guides decisions on open exposures and hedging. The committee meets monthly and provides quarterly reports to the Board on forex exposures.
Supply chain	**Commodity Price Volatility** Our supply chain faces the challenges of unexpected and cyclic fluctuations in input costs and commodity pricing pressures, specifically concerning commodities such as palm and crude oil. The recent Russia–Ukraine conflict has had a significant impact on global oil and natural gas trading and transportation, further exacerbating the situation.	For commodities we aim to eliminate as far as possible any commodity price volatility through hedging and expanding our pool of commodity suppliers. We have defined a risk appetite with a predetermined limit exposure.	High	Our primary commitment remains to serve the needs of our consumers above all else. In challenging times, we continue to work in their best interest and have passed on only a fraction of the increased input costs to our consumers. Additionally, we have consistently maintained the quality standards of our products, refusing to compromise on quality in the face of rising input costs. To further mitigate this risk, we are actively working to secure high-quality palm oil from various regions and geographies, thereby reducing our dependency on major palm oil markets.
Operational	**Occupational Health & Safety** Physical risk to the workforce in manufacturing operations and frontline distribution teams. Risk of appropriate handling, training, and safely disposing of waste. Risks of unrest due to incidents in both the workforce and local communities that they are from.	We have no appetite of risk of failure of health and safety measures in our operations.	High	This is a high-priority area for us. We have a dedicated Human Rights policy, strong SOPs (Standard Operating Procedures) to ensure the highest adherence to health and safety, and a governance mechanism to ensure any incidents are duly investigated and resolved for the future. We ensure a periodic review of safety procedures, and the Central Safety Committee and committees at plants review monthly data for occupational health and safety.

Risk category	Risk and risk description	Risk appetite	Magnitude	Mitigation plan
Economic	**Hyperinflation & Currency Devaluation** Hyperinflationary pressures pose significant challenges, disproportionately affecting those with limited financial means. The instability of local currencies in regions where we operate results in an increasing number of vulnerable individuals being priced out of access to necessities.	We are willing to accept the risk of working in emerging economies where there is hyperinflation. We have in place strategic mitigation strategy and business imperatives to manage this.	Medium	We are strategically utilising our manufacturing capabilities and human resources in regions experiencing hyperinflation to lower our production costs. Simultaneously, we are investing in local procurement initiatives to reduce reliance on imports and minimise the impact of global supply chain disruptions. By supporting the local economy, we aim to foster economic stability and contribute to the well-being of the communities we serve.
Financial	**Changing consumer preferences** The change towards the natural and sustainable options with emphasis on the entire value chain to be sustainable.	We accept consumer preference changes are inevitable and we are constantly innovating to keep delighting our consumers by offering a green discount on our products rather than a premium.	Medium	We have conducted Life Cycle Assessment of more than 50% of our products (with a plan to cover 80% by 2025) to assess where in the value chain can our products be more sustainable on all environmental fronts– energy, water, plastic, and waste. We are working on the findings of the reports to make our products demonstrably greener. A great example of our green product is our innovative power-to-liquid Magic hand wash. It is the world's most affordable hand wash. It uses half the plastic packaging compared to a regular hand wash refill and only a quarter of the fuel to be transported. We are also working, finding, and testing alternate packaging materials and increasing the use of post-consumer recycled plastic to move away from virgin plastic.

Risk category	Risk and risk description	Risk appetite	Magnitude	Mitigation plan
Regulatory	**Evolving Regulations** Stringent regulations/ban limiting the use of some ingredients or packaging materials such as plastic. Evolving regulations on carbon pricing, ESG disclosures, and other government mandated disclosures on ESG issues.	We will adhere to all regulations and laws where we operate.	Low	We have the highest levels of statutory compliance and ensure all regulations and law of the land are adhered to. We have an internal system called Legatrix that helps all manufacturing units to monitor adherence to compliance and regulations. It enables management with a one-stop view of the organisation's compliances and control mechanism through comprehensive compliance dashboards and provides necessary information at the operating level by creating a comprehensive matrix on laws and their management. Further, our Corporate Affairs, Legal, and Audit teams are in consistently communicating with key government departments and industry bodies to track new and emerging regulations. They routinely assess and analyse regulations to evaluate how these will impact business and mitigation for the same.

Emerging risks

1. Extreme weather events

Extreme weather events are an environmental risk for us. It can disrupt our supply chain leading to production delays or increased costs. Our consumer base, primarily in regions like India, Indonesia, Latin America and Africa, is particularly likely to experience extreme weather events. For instance:

- Rising temperatures are set to alter India's summer monsoon, causing more intense but less frequent rainfall in the latter half of the 21st Century. This change may lead to water shortages and challenges for a significant part of the population. For instance, at our operational sites in South cluster, there's been an observable annual increase of about 0.04 degrees Celsius in maximum temperature over the past 45 years. India's maximum temperature has also risen by 0.99 degrees Celsius per century from 1901 to 2020. North East India has seen an average temperature rise exceeding 1.5 degrees Celsius in the last 50 years, surpassing the threshold outlined at the COP Paris meeting of the UNFCCC, highlighting the emerging risk posed by escalating temperatures.
- Across SAARC countries, extreme weather events such as glacier melt and changing rainfall patterns could raise water stress levels, posing threats to water security, ecosystems, and economic progress.
- In Indonesia, climate hazards like floods, droughts, and heatwaves are expected to intensify, risking agriculture and biodiversity.
- Climate change makes Sub-Saharan Africa more prone to natural disasters and conflicts, which affect communities and livelihoods. In Kenya, extreme weather projections include more frequent dry spells, longer heatwaves, increased precipitation, rising sea levels, and higher temperatures.
- Climate events like El Niño in Latin America have the potential to cause extreme weather events and disrupt the industry we operate in.

Extreme weather events pose emerging risks for us, including supply chain disruptions, and water scarcity.

Impact of extreme weather events on our operations

From our assessment, we have determined that the potential ramifications of climate change will be particularly pronounced in our operational location in India in North and North-East manufacturing clusters and have a plan in the next 3 years to address these risks. We recognize that extreme weather events pose significant risks to our operations and supply chain. Climate change impacts, such as unpredictable weather patterns, water scarcity, and temperature fluctuations, can disrupt production, increase operational costs, and affect the availability of raw materials. Our operations, particularly in regions like India, Indonesia, and Africa, are highly vulnerable to these climate-related challenges. To ensure the sustainability and resilience of our business, we have undertaken a comprehensive assessment of these risks and are implementing targeted mitigation actions.

	Physical scenario considered	Transition scenario considered
Below 2 °C	SSP-1 - aligned to RCP 2.6	IEA B2DS
Above 2 °C	SSP-5 - aligned to RCP 8.5	

Mitigation action

Water Availability:
Rainwater Harvesting: Installed at all manufacturing facilities to improve groundwater tables.

Community Support: Developed infrastructure in water-stressed areas to ensure water access for local communities.
Watershed Management: Collaborating with farming communities to enhance water conservation over 3,300 hectares.
Detailed Climate Assessments:

Focus Areas: Prioritizing Katha, Karaikal, Guwahati, and Puducherry for identifying climate risk hotspots.

Supplier Engagement and GHG Reduction: Targeting these areas to enhance supplier practices and reduce greenhouse gas emissions.

Sectoral Review: Evaluating potential risks and opportunities related to transitioning to a low-carbon economy using advanced modeling tools.

By proactively addressing these risks, we aim to safeguard our supply chain, reduce operational disruptions, and ensure long-term business continuity in the face of climate change.

2. Cyberattacks

Protecting our computer systems, networks, and electronic data from unauthorised access, theft, or damage due to cyberattacks is critical. Our reliance on digital technology and online platforms exposes us to increasing cyber threats. The vast amounts of sensitive data we store, including customer information, and proprietary technology, coupled with our use of online platforms for customer and supplier interactions and supply chain management, make us prime targets for cybercriminals aiming to steal data, disrupt operations, or demand ransom. We recognise that cyber threats such as phishing, malware, ransomware, and denial-of-service attacks pose significant risks to our business. Cyberattacks are a technological risk and have the potential to result in revenue loss, reputational damage, and legal repercussions. We are addressing specific vulnerabilities to enhance our defence against cyberattacks, such as

1. We face risk of leakage of sensitive information due to a lack of endpoint protection controls like Data Loss Prevention (DLP) for end-users' laptops, email, Web, and OneDrive.
2. Unauthorised access or network compromise could occur due to our failure to comply with our Networking Compliance Standards.
3. Regulatory non-compliance risks arise from the unavailability of all database and application logs for the last 180 days, as per CERT-In requirements.
4. The potential loss and corruption of our organisation's information in the event of a system crash due to a lack of controls for end-user data backup.

Global emerging risk for GCPL

- India's growing reliance on digital infrastructure like the Unified Payments Interface, Aadhaar, and Open Network for Digital Commerce further increases our vulnerability to cyberattacks. For instance, in March 2024, a cyber espionage campaign breached India's government and energy sectors, highlighting the urgency of robust measures against cyberattacks.
- Africa's rapid economic growth has led to increased demand for internet and digital services, but the development of laws and regulations regarding cybersecurity has not kept pace. Cyberattacks, such as plans uncovered by an Indian cybersecurity firm involving hacking groups targeting the G20 summit, threaten critical information infrastructure and demand immediate action to strengthen protection measures.
- Indonesia's digital transformation has brought opportunities and convenience but also heightened risks of cyberattacks. Close to one billion traffic anomalies associated with potential cyberattacks were recorded in 2022, emphasizing the need for proactive measures to safeguard digital assets.

Impact of cyberattack risk

1. Cyberattacks can disrupt operations, leading to shipment delays, lost sales, and decreased productivity.
2. Cyberattacks can result in financial losses from stolen sensitive data, operational disruptions, and the costs of recovery and repair.
3. GCPL, with an emphasis on customer satisfaction, places great importance on brand reputation to attract and retain customers. A cyberattack can erode trust and tarnish the brand, affecting customer retention and acquisition.
4. Breaches can also lead to legal liabilities if negligence is proven in protecting customer data or if data protection regulations are violated.
5. Our competitive edge lies in proprietary technology and manufacturing processes. Cyberattacks pose a risk of intellectual property theft, impacting our differentiation from competitors.

Mitigation action

In the realm of Information Security, GCPL has remained steadfast in its commitment to fortifying its digital defences, adapting to both Indian regulatory requirements and global best practices. Over the past year, GCPL has achieved significant milestones in its Information Security endeavours, reflecting a proactive approach to safeguarding its digital assets and maintaining the trust of its stakeholders.

Central to these achievements has been the enhancement of GCPL's Information Security framework, aligning it with stringent Indian regulations and global standards. Additionally, GCPL has prioritized the cultivation of a cybersecurity-aware culture among its employees, fostering responsible security behaviour and bolstering overall resilience. The organization has also made notable strides in incident response capabilities, integrating various event and incident sources to streamline responses and mitigate security threats more effectively.

Building upon these accomplishments, GCPL has embarked on several strategic initiatives in the current year to further strengthen its Information Security posture. Notably, the attainment of ISO 27001 certification stands as a testament to GCPL's adherence to international standards for Information Security Management Systems. Furthermore, the implementation of data leak prevention measures underscores GCPL's proactive stance in safeguarding sensitive information and mitigating the risk of unauthorized data exposure. Work on ensuring compliance with the Digital Personal Data Protection Act 2023 has commenced, emphasizing

In tandem with these initiatives, GCPL has focused on elevating its BitSight score to 800, indicative of the organization's proactive approach to risk management and maintaining a high level of cybersecurity posture. Moreover, achieving a NIST maturity level of 3.5 reflects GCPL's continuous improvement in Information Security processes and practices aligned with the NIST Cybersecurity Framework. Collectively, these efforts underscore GCPL's unwavering dedication to Information Security excellence, positioning the organization to navigate the evolving cybersecurity landscape with resilience, agility, and a steadfast commitment to safeguarding its digital assets and maintaining stakeholder trust.

Read our Information Security Policy

We have taken key actions such as

1. Over 92% of all employees have completed the Acceptable Use Policy Signoff and Annual Security eLearning, contributing to ongoing improvement in our security culture maturity model.
2. We obtained ISO 27001:2022 certification, underwent annual surveillance audits, and secured INR 100 crore cyber & crime insurance coverage across all Godrej Industries Group companies.
3. We implemented a Zero Trust policy for network traffic segmentation and automated incident resolution playbooks.
4. Our Bitsight security rating is over 750 and we aim to elevate our score to maximum, i.e., 800 reconfirming our cybersecurity measures are advanced.

These measures ensure we are well-prepared to manage cyber risks effectively while maintaining operational efficiency and productivity.

Our TCFD report

Climate change presents risks and opportunities for the global economy, affecting businesses in various sectors. Clear information about these climate-related factors is crucial for informed decision-making by investors, markets, and consumers. For consumer goods companies like ours, climate risks and opportunities are influenced by factors such as changing climate patterns, policy shifts toward a low-carbon economy, and evolving consumer perceptions.

The TCFD framework guides organizations in disclosing climate-related financial information, helping them communicate threats and mitigation strategies effectively. These disclosures position companies as market leaders, enhancing stakeholder communication and strengthening business strategies. The framework includes four pillars: Governance, Strategy, Risk Management, and Metrics and Targets, with 11 recommended disclosures that help stakeholders understand how companies address climate-related issues.

We consistently report our climate change strategies through Integrated Annual Reports, CDP, and DJSI disclosures. However, we are aligning our disclosures more closely with the TCFD framework in the current reporting cycle. This includes information on climate governance, risk assessment, mitigation strategies, scenario analysis, metrics, and targets. We are also preparing our first standalone TCFD report.

Governance

Our governance structure, depicted in Figure below, is well-defined, encompassing the Board and management to address emerging risks such as climate change. Key stakeholders actively engage and strategize on these risks, ensuring effective governance mechanisms are in place.

The TCFD framework recommendations

Governance

Report on the organization's governance mechanisms involving climate-related risks and opportunities.

Risk management

Report on how the company identifies, assesses, and manages climate-related risks.

Strategy

Report on the potential impacts of climate-related risks and opportunities on the business, strategy, and financial planning.

Metrics and targets

Report on the metrics and targets used to assess and manage relevant climate-related risks and opportunities.

Core elements of recommended climate-related financial disclosures

Board's oversight of climate risks and opportunities

The Board takes an active role in overseeing climate-related matters within the organization to ensure strategic alignment with sustainability goals. The Managing Director and CEO play a pivotal role in approving climate strategies and regularly reviewing sustainability performance using key indicators on a quarterly basis. To enhance accountability and performance, an annual mid-year review of Operating Plans is conducted across all organizational levels. Additionally, a dedicated Board-level Sustainability Committee, led by the Chair of the Board, is tasked with overseeing sustainability performance and providing strategic guidance on climate-related issues, demonstrating a top-down commitment to environmental responsibility.

Management's integration of climate oversight

Climate risks and opportunities are seamlessly integrated into day-to-day operations at the plant level, ensuring that sustainability considerations are embedded into every aspect of our activities. Each facility's Operations team is actively engaged in meeting annual sustainability targets, thereby contributing to the achievement of long-term climate goals set by the organization. In India, our operations are primarily centralized in Mumbai, with production facilities strategically located in four regional clusters to optimize efficiency and minimize environmental impact. To drive local implementation of climate initiatives, each cluster appoints a dedicated Green Champion who collaborates closely with factory teams to implement measures such as energy efficiency improvements and renewable energy projects. For example, in India, production facilities based in four regional manufacturing clusters: North, South, Central, and North Eastern clusters. Each cluster has a Green Champion to coordinate with the respective plant teams that involve members from production, maintenance, and electrical departments. These teams lead implementation of climate-related measures, such as implementation of energy efficiency in operations and renewable energy projects. We are leveraging modern technology and use a cloud-based monitoring platform to track and report on sustainability performance on a monthly basis, enabling real-time visibility and informed decision-making to drive continuous improvement in our environmental performance.

Our Sustainability and CSR head, the highest c-suite level management executive, are responsible climate targets of achieving scope 1 & 2 net-zero emissions by 2035. Along with this 15% of our senior management's goal sheets are now dedicated to people & planet goals. Their KPIs include doubling energy efficiency by 2030 in with our EP100 commitment (w.r.t baseline of 2012), increasing renewable energy share and energy and emission intensity year-on-year in line with net-zero by 2035 targets. Each of our manufacturing clusters have plant cluster heads and green champions (sustainability officers) to look after performance of the plants on climate change front along with plant operations.

Governance structure

In addition to incentives, GCPL provides quarterly awards at the company level and annual awards at the group level to recognize the best performing individuals and teams in sustainability efforts. These awards serve to motivate and reward outstanding contributions towards environmental responsibility. The following members are entitled to these incentives:

Entitled to incentives	Incentivisation details
Head - Good & Green	At the Godrej Group level, green goals are established, and the best-performing companies are acknowledged during the annual awards ceremony. The Head of Good & Green is tasked with overseeing GCPL's performance in meeting its climate change objectives.
Business Unit Manager	Business Unit Managers are incentivized based on their performance against objectives set at the commencement of each financial year. These goals encompass both operational efficiency and climate action initiatives aimed at reducing environmental impact.
Green Champion	Green Champions are recognized and rewarded for their contributions to projects aimed at addressing climate change issues within the organization. Their efforts play a crucial role in advancing sustainability practices and fostering environmental responsibility.
Process Operation Manager	Operation Managers are acknowledged and incentivized for implementing improvements in the manufacturing process aimed at reducing emission intensity. Their efforts contribute to mitigating the environmental footprint of the company's operations and advancing its climate change goals.

Strategy

We remain committed to integrating climate change into our business strategy. We have established systems to connect climate change with our strategic goals and integrate related risks and opportunities into our Enterprise Risk Management (ERM) framework.

Climate change scenario analysis involves evaluating potential outcomes to assess associated risks and opportunities. The TCFD framework recommends considering various scenarios, including one aligned with the ambitious targets of the 2015 Paris Agreement (1.5°C future) and a business-as-usual (BAU) scenario, highlighting physical risks like flooding and heat waves. Transitional risks and opportunities arise as organizations move towards a low-carbon economy.

We have examined two Shared Socioeconomic Pathways (SSPs) provided by the International Panel on Climate Change: SSP-1 aligns with Representative Concentration Pathway (RCP) 2.6, and SSP-5 aligns with RCP-8.5. We have chosen the timeframe of 2030 for analysis to align with global development objectives, including the Sustainable Development Goals (SDGs), ensuring relevance to ongoing sustainability efforts.

SSP	Narrative
SSP-1 Sustainability: Taking the Green Road (Low challenges to mitigation and adaptation)	This is the Paris Agreement-aligned scenario where the world shifts towards sustainable development, improved global commons management, reduced inequality, and low material growth.
SSP-5 Fossil-fueled development: Taking the Highway (High challenges to mitigation, low challenges to adaptation)	This is the BAU scenario, where investments towards sustainability plateau, economic development staggers, and environmental degradation increases.

To assess physical risks, we modelled water scarcity, temperature, and precipitation variables under SSP-1 and SSP-5. We used tools such as the World Bank Climate Change Knowledge Portal and WRI Aqueduct to collect data from 2020 to 2039. As a result, we have identified prioritized facilities likely to experience severe climate impacts, including Katha, Puducherry, Guwahati, and Karaikal.

Way forward for addressing physical risks

Our TCFD assessment covered all our operations including new manufacturing sites that are coming up. As defined by the framework, we consolidated a repository of risks through site-level surveys, peer review and stakeholder consultation. Moreover we identified opportunities in transitioning to a low-carbon economy.

We sored each risk/opportunity using a 4-factor analysis by taking product of 'Likelihood', 'Impact', 'Vulnerability' and 'Speed of Onset'. 4-factor risk which involves vulnerability and speed of onset, in addition to likelihood and impact, is more practical for climate change, owing to the nature of adaptability and time dependence of the realized effects. All the risks were then ranked to evaluate prioritised or material climate risks. We examined key parameters such as temperature, water scarcity, and precipitation, all of which will have a crucial role in shaping the impact of climate change on our business.

Our businesses are particularly vulnerable to climate-related risks, such as supply chain disruptions, increased cost of upstream and downstream operations, and regulatory penalties. Our largest pool of consumers are in tropical countries such as India, Indonesia, and Africa, and all of these countries are witnessing significant impacts of climate change—unpredictable weather and scanty or excessive rainfall.

From our assessment, we have determined that the potential ramifications of climate change will be particularly pronounced in our operational location in India at Karaikal, Katha, and Guwahati manufacturing sites and have a plan in the next 3 years to address these risks.

We have already started taking necessary steps to address the potential risks. For example, for water availability, we have incorporated rainwater harvesting system at all our manufacturing facilities to improve groundwater table. In these water stress areas, we have developed required infrastructure so that the communities don't suffer due to lack of water. Besides, we are working with farming communities in four villages covering an area of 3300 Ha in implementing integrated watershed management programme.

To begin with climate strategy on mitigation and adaptation, we have considered Katha, Karaikal, Guwahati, and Puducherry for further detailed assessments. The focus will be on identifying cluster/facility-specific hotspots. This will help the company to improve supplier engagement, reduce greenhouse gas (GHG) emissions across the value chain, and consequently, lower operational and reputational risks.

The transition risk scenario analysis involved a thorough sectoral review to evaluate potential risks and opportunities. We utilized the EnROADS Simulator, developed by MIT Sloan and Climate Interactive, to model low-carbon economies aligned with the Well Below 2 Degrees (WB2DS) and 1.5°C futuristic scenarios. Through this analysis, the following risks and opportunities were identified:

RISKS

- Carbon price volatality
- Enhanced energy efficiency
- Transition to low-carbon technology
- Increase in fuel prices impacting upstream and downstream operations

OPPORTUNITIES

- Subsidized renewable energy
- Increased purchasing power of customers
- Manufacturing products with lower carbon and water footprint to attract environmentally conscious consumers

These identified risks and opportunities carry financial implications for the consumer goods sector. To assess their impact, we further evaluated the financial implications of prioritized risks. Specific risks with significant financial impacts are summarized on the next page.

Financial impact of climate-related risks

Increased cooling demand

- By 2030, the increase in cooling demand will result in higher electricity consumption costs.
- With every 1°C increase in temperature above 20°C, electricity consumption for cooling increases by approximately 1-8%.

Financial assessment

- Projected mean temperature (anomaly) calculated across all the facilities through SSP-1 and SSP-5
- Percentage increase in electricity consumption: 0.88-6.24%
- Summer electricity consumption: 1,32,32,579 kW

₹8.20-25.20 crore financial impact due to increase in electricity cost

Workforce health and safety

- Increase in workers' wages due to loss in productivity caused by heat wave induced heat stress.
- Financial impact due to loss in productivity in the fiscal year 2029-30

Financial assessment

- Days with a heat index of more than 35°C (anomaly): 146.6 days
- Total number of days lost: 7.76 days.
- Assuming 300 days of work.
- Total number of workers: 1195
- Average blended rate of non-managerial workers for the fiscal year 2023-24: ₹680/day
- Assuming 5% rate of inflation, inflated adjusted wage by 2030: ₹1,005/day.

₹0.93 crore financial impact due to loss in productivity in 2030

Increased cost of upstream and downstream operations

- Financial impact due to the rise in fuel prices and tax imposition scenario

Financial assessment

- Scope 3 emissions for the fiscal year 2021-22 from upstream transportation and distribution: 44,404 tCO_2e
- Tax imposed on oil calculated using the EnROADS Simulator: ₹14.34-20.76 lakh.

Water availability

- Facilities in high water-stress areas account for approximately 50% of water withdrawal.
- Financial impacts emerge from increased procurement of treated water by third-party vendors due to a change in the rainfall pattern and water recharge potential for North and South regions.

Financial assessment

- Rainfall Pattern: Baseline: 956 mm, BAU: 992 mm, and 1.5°C: 972 mm
- Water recharged through a large rainwater harvesting system:
- Baseline (fiscal year 2021-22): 1950 Mega litres (ML), BAU scenario: 1,548 ML, and 1.5 DS Scenario: 1,510 ML
- Inflation-adjusted cost of procurement from third-party in 2030: ₹1,91,66,036-2,09,39,923

Palm oil availability

- Effects on crop production and market price of palm oil

Financial assessment

- Decrease in the demand for palm oil due to a shift towards palm oil alternatives.
- As per the RCP 2.6 scenario, the market price of crude palm oil (CPO) is projected to decrease.
- Impact on the crop yield of palm oil by 2030: 30% decrease

₹0.42-0.68 crore financial impact of diesel consumption

₹0.04-0.05 crore financial impact of water consumption

Decrease in the demand of CPO might result in excessive supply, which may lower the price, resulting in no financial impact.

Physical climate risk adaptation

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We sored each risk/opportunity using a 4-factor analysis by taking product of 'Likelihood', 'Impact', 'Vulnerability' and 'Speed of Onset'. 4-factor risk which involves vulnerability and speed of onset, in addition to likelihood and impact, is more practical for climate change, owing to the nature of adaptability and time dependence of the realized effects. All the risks were then ranked to evaluate prioritised or material climate risks. We examined key parameters such as temperature, water scarcity, and precipitation, all of which will have a crucial role in shaping the impact of climate change on our business.

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Risk management

Our risk management process begins with a materiality assessment, where material issues are identified through stakeholder engagement and secondary research. We utilize a methodology that involves identifying issues across six capitals, engaging with over 450+ stakeholders, and developing a materiality matrix using specialized tools for issue prioritization. All stakeholder groups play a significant role in influencing our overall performance and operations.

Climate change is one of the material issues identified through this assessment, and it is integrated into our ERM. The Board-level Risk Management Committee and our Risk Management team oversee the risks and mitigation measures related to climate change, along with other key material topics identified. Our risk identification and management processes are aligned with our business strategy. We use analytical techniques such as scenario analysis to identify risks, assess their probability and impact qualitatively and quantitatively, and develop action plans for risk management.

These risk mitigation plans are presented to the Board-level Committee for input and are periodically updated. Climate change-related risks are evaluated alongside other business risks and classified into short-term (1-3 years), medium-term (3-5 years), and long-term (5-7 years) categories.

The risk mitigation strategy translates into action plans at two levels:

- Business level: We develop our sustainability strategy at the business level to manage major risks such as climate change and water-related risks. Progress on risk mitigation is monitored daily, monthly, quarterly, semi-annually, and annually.
- Site/plant level: The business strategy is cascaded down to the plant level, where action plans are created for each plant. Daily and monthly meetings are conducted to review progress.

We have established a comprehensive and structured approach to risk management, involving Board-level oversight, a dedicated Risk Management Committee, and a cross-functional team within the business to routinely assess risks across the company.

We actively seek feedback from employees through informal forums, discussions, and annual planning conferences to improve risk management practices. Regular open forums and monthly review meetings are also held to understand climate-related risks and develop mitigation measures.

Integrating climate-related risks in GCPL's ERM system

CLIMATE-RELATED RISKS ANALYSIS

GCPL's sustainability team conducted a study on climate change scenario analysis.

FINANCIAL IMPACT OF RISKS

In consultation with the Plant and Operations team, GCPL calculated the financial impacts of climate-related risks.

PRIORITISATION OF RISKS

Based on the financial impacts, the GCPL team prioritised the climate-related risks

INTEGRATION OF RISKS IN GCPL'S ERM

The Risks team incorporated climate-related risk drivers in GCPL's ERM framework that has a Broad-level oversight.

Metrics and targets

We identify, record, and monitor key performance metrics authentically, which helps to analyze our organisation's operational performance and establish goals and targets for continuous enhancement. A robust data management system is maintained to accurately record our performance and inform strategic decision-making.

Aligned with our Group's vision and goals, we have established five objectives known as the 'Greener India Targets,' aimed for achievement by the year 2025-26. Below is a breakdown of these goals, our approach toward achieving them, and our progress during the reporting period:

Focus area	Goal	Approach	Fiscal year 2023-24 performance
Energy	• Reduce specific energy consumption by 40% by 2025 • Increase renewable energy portfolio to 35% by 2025	• Improving processes and enhancing system efficiencies • Upgradation of technologies • Increasing adoption of renewable energy sources such as solar and biomass	• Reduced our specific energy consumption by 35% • Increased the renewable energy portfolio to 27%
Emissions	• Reduce GHG emission intensity by 45% by 2025 and carbon neutrality for Scope 1 and 2 emissions	• Extending the use of biomass for co-generation, open access and rooftop solar, and improving energy efficiency	• Reduced our GHG emission intensity by 41% *(Note: This includes Scope 1 and 2 emissions and specific emissions are calculated per tonne of production)*
Water	• Reduce water intensity by 40% by 2025 while maintaining water positivity	• Innovative water management systems, technological improvements, and integrated watershed management programme	• Reduced water intensity by 39% and achieved water positivity
Waste	• Maintain zero waste to landfill and achieve zero liquid discharge	• Judicious and innovative use of materials, including reuse and recycling and greater circularity	• Diverted 100% waste from landfill, and 100% of facilities have zero liquid discharge.

Public policy and climate advocacy

At GCPL, we understand the vital role businesses play in shaping public policy, particularly concerning climate change. In alignment with our commitment to sustainability and corporate responsibility, GCPL actively engages in public policy discussions and advocates for initiatives that address climate change and its impacts on our operations.

Trade association memberships and policy advocacy:

GCPL believes in the power of strong industry associations and memberships for collective growth and resilience. These partnerships provide us with a platform to share knowledge, foster innovation, and address key industry challenges effectively. Our trade association memberships and public policy advocacy are aligned with limiting average global warming to well below 2 degrees Celsius.

To ensure that our policy advocacy is conducted with integrity and credibility, we have established robust management structures and processes:

1. Database of Memberships: We maintain a centralized database of all trade association memberships, detailing the purpose of each association, our representatives, membership fees, and the value derived from each membership. This allows us to track the effectiveness of our engagements and ensure alignment with our business strategic goals.
2. Regular Reviews: We conduct regular reviews of our memberships and associations to assess the value derived from each engagement. These reviews help us determine whether our memberships continue to align with our evolving business objectives.
3. Functional Oversight: The senior leadership of our functions is responsible for managing trade association memberships within their areas of responsibility. They ensure that memberships contribute to their function's objectives and manage departmental representation in these associations.
4. Internal Audit Compliance: Our Internal Audit team rigorously monitors all activities related to association memberships to ensure compliance with legal requirements, ethical standards, and company policies. This ensures that our engagements uphold the highest standards of integrity and transparency.

Through our active participation in trade associations and advocacy efforts, we are committed to drive a positive change and contribute to a sustainable, net-zero future. We welcome policies that incentivize carbon emissions reduction and support initiatives that align with our operational areas, fostering a more sustainable and resilient business ecosystem.

We have made no contributions to any political parties in FY 2023-24. The following are the list of our industry associations for FY2023-24:

Sr. no	Name of the trade and industry chambers/ associations	Membership fees (INR)
1	Indian Beauty & Hygiene Association	5,40,000
2	The Indian Society of Advertisers	6,70,000
3	The Market Research Society of India	4,96,800
4	Bombay Chambers of Commerce	8,100
5	Advertising Standards Council of India	19,79,400
6	Home Insect Control Association	22,67,200
7	Federation of Indian Chambers of Commerce and Industry	80,45,924
8	Confederation of Indian Industry (India Plastics Pact)	10,80,000
Total		**1,50,87,424**

Other disclosures

A. Key financial ratios

	Standalone		Consolidated	
	FY 23-24	FY 22-23	FY 23-24	FY 22-23
Debtors' turnover ratio	20.36	22.90	10.05	11.18
Inventory turnover ratio	13.35	10.89	9.95	7.20
Interest coverage ratio	6.77	529.25	0.10	12.02
Current ratio	0.90	3.03	0.99	1.76
Debt equity ratio	0.21	-	0.25	0.07
Operating profit margin (%)	26.68%	24.37	21.78	19.07
Net profit margin (%)	7.83%	20.10	- 4.01	12.90
Return on net worth (%)	6.83%	17.56	- 4.25	13.34

Reasons for change in standalone ratios

- Change in the interest coverage ratio is due to increase in finance costs
- Change in the current ratio is due to increase in short term borrowings and decrease in investment
- Change in the debt-equity ratio is due to increase in short term borrowings.

Reasons for change in consolidated ratios

- Inventory turnover ratio has increased due to decrease in inventory (in absolute terms) by ~17% , with a corresponding increase in revenue by ~6%.
- Current ratio has fallen due to significant increase in short term borrowings , there by increasing overall current liabilities by ~70% . with a corresponding decrease in current assets by ~4%.
- Debt equity ratio has increased mainly due to significant increase in short term borrowings .

Formulae used for calculation of the ratios

Debt equity ratio (including financial liabilities)	((Non-current + Current Borrowings)/Total Equity)
Inventory turnover ratio	Net sales/average of opening and closing inventories
Interest coverage ratio	(PAT + finance cost + depreciation and amortization expense + (profit)/loss on the sale of fixed assets)/finance cost
Current ratio	Current assets/current liabilities
Debt equity ratio (including financial liabilities)	Non-current + current borrowings/total equity
Operating profit margin (%)	(Profit before depreciation, interest, tax, exceptional items and foreign exchange gain/loss less other income)/total revenue from operations
Net profit margin (%)	Profit after tax/net sales
Return on net worth (%)	Profit after tax/average equity

B. Internal control systems and their adequacy

We have implemented an internal control framework to ensure that all assets are safeguarded and protected against loss from unauthorised use or disposition and that transactions are authorised, recorded, and reported correctly. The framework includes Internal Financial Controls over Financial Reporting, which provides reasonable assurance over the integrity of financial statements of the company and reduces the possibility of frauds. Our Corporate Audit and Assurance department issues well-documented operating procedures and authorities with adequate built-in controls keep track of any major changes both at the beginning of any activity as well as during the process.

As part of the audits, they also review the design of key processes from the point of view of adequacy of controls. Periodic reports—as part of continuous monitoring—are generated to identify exceptions through data analysis. The internal controls are tested for their design and operating effectiveness across all our locations and functions by the Corporate Audit team; control failures are reviewed by the management from time to time for corrective action.

Controls with respect to authorisation in underlying IT systems are also reviewed periodically to ensure that users have access to only those transactions that their roles require. Our head office in Mumbai, offices across India, and all major factories follow an Information Security Management System and are ISO/IEC 27001:2013 certified.

Our Strateg Pillars

gic


INDIA'S FIRST
★ GOVERNMENT ★
REGISTERED*
Active based
anti-mosquito
agarbatti
Godrej
Good
Knight™
Agarbatt

Category develop existing portfolio

1

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

- Changing consumer preferences
- Hyperinflation and currency devaluation
- Commodity price volatility

1 NO POVERTY

3 GOOD HEALTH AND WELL-BEING

6 CLEAN WATER AND SANITATION

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

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.

12
#1 brands across 4 clusters

21%
EBITDA growth

15%
Growth in Africa and USA e-commerce

₹14,096
Crore in Revenue

Our chosen portfolio

At GCPL, our passion lies in crafting affordable, beautifully designed products with our customers at the core. As industry leaders, we focus on driving innovation-led growth and reshaping our product offerings. Accessibility and quality are paramount, especially in emerging markets where we have a strong presence.

Our footprint covers some of the largest and fastest-growing emerging economies globally. Despite this, key categories like Household Insecticides, Air Care, Hair Colour remain underdeveloped, presenting significant growth potential. We see this as a prime opportunity to leverage our expertise in product development, communication, and activations to create value. Our newly acquired categories, Deodorants and Sexual Wellness, also present immense growth opportunity in India and other emerging markets.

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

India & SAARC

- Launched van distribution program for expanding direct rural outreach to cover 3x villages
- Set up new chemist and cosmetic sales channel for accelerated growth.
- Modern trade channel in India delivered a **high double-digit growth trajectory.**
- E-commerce in India continued to be the fastest growing channel at >25% growth
- Doubled down our efforts on quick commerce.
- Geotagging of all general trade outlets in India, enabling optimal utilisation of our resources.

Indonesia

- In Indonesia, we shifted to distributor led model in general trade and simultaneously increased our reach and reduced the cost of operations.
- Multiple initiatives have been launched to leverage digital technologies and build closer connections with different partners across the supply chain

Our robust product lineup in Home and Personal Care categories enables us to deliver health and beauty benefits to consumers in emerging markets.

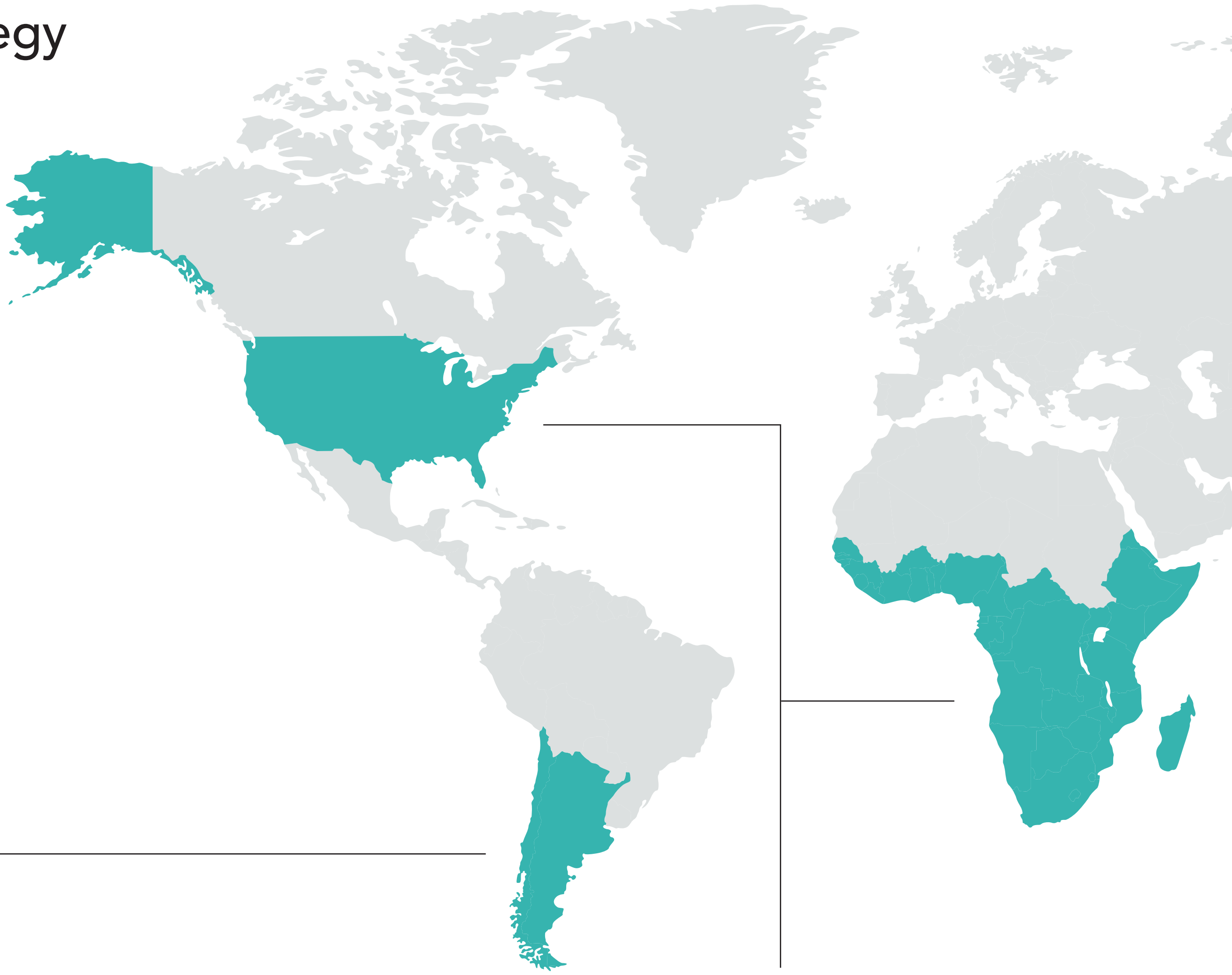
Our category development initiatives have yield motivating results in FY24, with penetration gains in most key categories. In India, Goodknight Liquid Vaporizer is penetrated ~25%, while in Indonesia and Africa, it ranges from 1% to 2%. In India, our mini Godrej Expert Rich Crème has helped grow Hair Color penetration by >500 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'll 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 5 years across all our markets.

Africa & USA

- Strong e-commerce focus in the USA led to >15% growth across the channel accounting for **~8%** of the total business
- In West Africa, we shifted to the outsourced distribution model with a national distributor resulting in strong double digit jump in distribution
- Our focus on growing our FMCG portfolio led to high double digit volume growth for Wet Hair in Africa

Our globalisation strategy



Latin America

#1 Hair Colour (Argentina)

#2 Hair Colour (Chile)

#1 Premium Beauty and Professional Products (Hair fixing sprays | Argentina)**

#2 Premium Beauty and Professional Products (Hair styling products | Argentina)*

#1 Premium Beauty and Professional Products (Sun Care | Depilatory products | Chile)

Sub-Saharan Africa & USA

#1 Hair Colour (Ethnic hair | South Africa)

#2 Premium Beauty and Professional Products (Hair extensions | Sub-Saharan Africa)

Source: *Nielsen, **Scentia , ***Minimarts

India & SAARC

- **#1** Household Insecticides
- **#1** Air Care
- **#1** Hair Colour
- **#2** Fabric Care
- **#2** Personal Wash and Hygiene

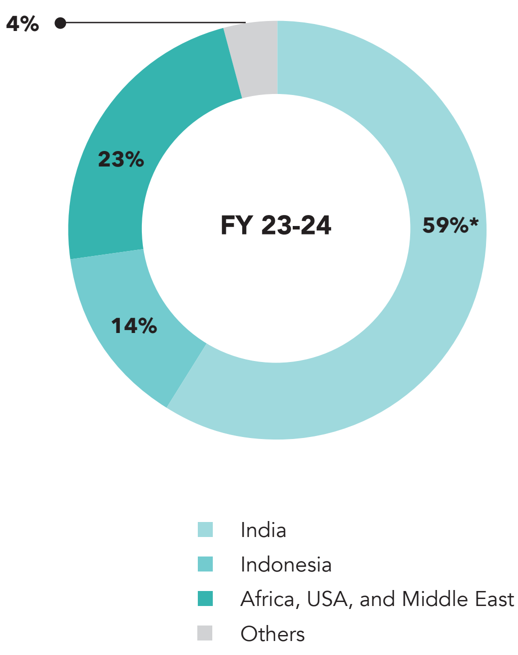
Indonesia***

- **#1** Household Insecticides
- **#1** Air Care
- **#1** Baby Wipes
- **#3** Hair Colour

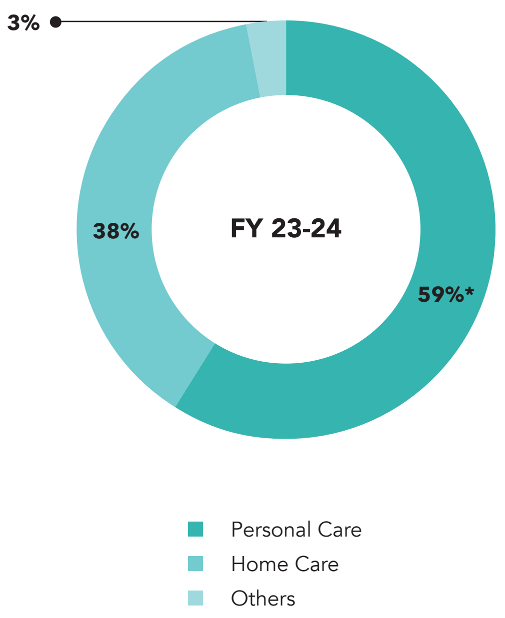
A broad emerging markets portfolio

In the fiscal year 2023-24, 41% 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

CINTHOL

₹ 500-1,000 crore

HIT

Godrej expert

HIT

Godrej aer

AIR FRESHENER Stella

₹ 200-500 crore

Godrej Ezee LIQUID DETERGENT

mitu baby

PROFECTIV Mega Growth

Strengthened brand positions across key markets and geographies

#1

#2

*Roby Sprays only

Renewed global category structure

Since fiscal year 2021-22, we established a global category framework. This structure drives our global categories in Household Insecticides, Air Care, Hair Colour, and Hygiene. It will focus on product development (innovation and renovation) and brand equity (brand strategy and advertising), fostering three key value drivers:

Coherent global strategy and cross-geography synergies

- Goodknight Liquid Vapouriser, a long-standing success in India, is expanding its reach in the region and venturing into new markets like Indonesia, Bangladesh, and Nigeria.
- Godrej Shampoo Hair Colour, initially launched in India, then followed by Indonesia, has now entered the Argentina market with variations in product, packaging, and positioning while retaining its core technology.
- Products like Goodknight Smart Spray in India, Goodknight Power Shots in Africa, and HIT Fast Insect Killer share the same technology platform. These products have been successfully launched in various markets, with adaptations to suit local preferences.
- We have introduced Aer Matic from Indonesia to India with great success, and conversely, we are bringing Aer Power Pocket from India to Indonesia, Bangladesh, and the Middle East

Scaling up products across our categories and geographies

Deeper capability on product and communication development

We have formalized our global innovation and renovation pipeline across categories, managed through a structured stage-gate process. Our focus is on revitalizing our core products to maintain a strong product portfolio.

Communication development is now centralized, supported by our in-house creative teams: Light Box (our media development studio) and Design Lab (leading new product development across geographies).

We are standardizing our advertising development approach globally. For instance, in Air Care, we capitalized on the insight that the category is often embraced during home visits. We incorporated the concept of "talking rooms" into advertisements in India (aer) and Indonesia (Stella).

Better alignment across product development and brand equity

Our Product and Equity teams are streamlined and collaborative, reporting directly to the Head of Global Category and Innovation. They work closely together on most projects, engaging in cross-training activities focused on decision-making and functional skills. The aim is to ensure our Marketing team is proficient in all core principles of their role.

Brand leaders play a crucial role in strengthening brand consistency, acting as guides for both activities. We leverage insights into local consumer behaviour and preferences, drawing on global ideas and expertise to innovate and develop products tailored to the evolving needs of different regions and markets.

Our global presence is as asset as we apply our expertise to address shared challenges in diverse markets, despite their geographical differences. Additionally, we are committed to expanding operations and hiring locally in emerging markets to capitalize on regional expertise and experience.

Enhanced, digitally enabled consumer insights

By taking a broad view of the landscape and considering current performance, trends, and shifts in consumer behavior, we gain insights into future possibilities for the evolution of both categories and brands to meet consumer needs. This approach helps us pinpoint opportunities that align with the trifecta—beneficial for the consumer, brand, and category. From a technological standpoint, we are committed to investing in consumer research and data analytics to identify trends and propel category growth.

Consumer obsession: A sustainability lens

Long-term brand tracking serves as a valuable tool to gauge the resonance of our brand values with consumers, translating into awareness, preference, and loyalty. Conducting brand perception surveys helps us identify our primary consumer segments and understand their priorities, shopping habits, and the most effective methods of capturing their attention. These insights contribute to a deeper understanding of consumer trends.

Traditional brand perception tracking involves scientifically selecting a relevant target group, often category users, and conducting surveys at their homes to gauge awareness, perception, and usage of brands in the category, along with the effectiveness of advertising.

Gathering consumer insights across various channels

In today's dynamic market, we are embracing a more agile approach. Leveraging new technologies, we continuously monitor brand performance and consumer sentiment, adapting as needed. This includes tracking preferences across various metrics, from awareness to product feedback, usage behaviour, and receptiveness to new ideas.

In the fiscal year 2023-24, we covered over 50,000 consumers and their perception of our brands. We reached these consumers through various channels, online and offline, randomly at their homes or at central locations to gather insights. This survey covered nearly 90% of our brands by revenue.

By incorporating a sustainability lens into our existing surveys, we gained a deeper understanding of the role sustainability plays in shaping consumer preferences.

We engaged our consumers to:

Assess attitudes towards sustainability

We posed inquiries to gain insights into how sustainability aligns with our consumers' priorities and values, and its impact on their perception of our brand.

Identify opportunities for innovation

We inquired about consumer values and preferences to uncover opportunities for brand differentiation and gain a competitive edge.

We conducted a brand perception survey among 21–45-year-olds in India. The results showed that 67% of respondents considered 'reusability' and 32% considered 'reducing plastic waste' to be important. This led to the perception of our product being eco-friendly among approximately two-thirds of consumers.

By adopting an agile approach to brand perception tracking, we are striving to keep our brands current and appealing to consumers. Our goal is to make well-informed decisions that support long-term growth, bolster our reputation, and contribute to a sustainable future

Democratising our brands

Our purpose has always been to serve the needs of consumers above everything else. We innovate continuously to create versions of our products in different sizes and at multiple price points to cater to as big a net of consumers as possible. Smaller value pack offerings such as Godrej Expert Rich Mini Crème and Godrej Selfie Shampoo Hair Color in India, , Goodknight Mini Liquid Vaporiser in India, and HIT Aerosol in Indonesia have revolutionised the market and made our products more accessible to a larger section of consumers. Our newly launched GoodKnight Agarbatti, priced at an affordable INR 10, is the only Government Registered safe and effective alternative to illegal incense sticks in the market and aims to right structure the category. This also increases consumer loyalty, when they see a bespoke creation of a beloved brand that works for them specifically.

2022

Godrej Expert Rich Crème (India)

2023

Goodknight Mini Liquid Vaporiser (India)

2024

Goodknight Agarbatti (India)

Revitalizing market reach

As we delve deeper into emerging markets, ensuring that consumers have access to our products on a regular basis is vital to our goal of achieving increased penetration. We are continuously expanding our distribution channels to increase our consumer reach, with a greater focus on unserved or poorly served rural and remote markets. Our van distribution program "Vistaar" aims to reach 3X villages directly and exponentially expand our direct distribution in rural markets.

We are rapidly increasing our presence across multiple platforms—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 disitrbution program.

Our leadership engages with our partners on ground

Channels of the future

New technologies are transforming the sales and distribution landscape. In India, they are growing more than double than that of traditional channels, with quick commerce gaining significant popularity. Additionally, e-commerce has seen strong growth across India, Indonesia, and the USA, and modern trade, Cash and Carry, and, more recently, eB2B continue to grow. In India and Indonesia, we have also refocused attention on the role of traditional kirana or neighbourhood convenience stores. Similarly, in Africa, we have seen the acceleration of proximity shopping to overcome the challenges posed by the pandemic. This has reinforced the importance of last-mile distribution. New models will now be omnichannel, straddling a pyramid of online and offline sales.

In Bangladesh, the focus continues to be on building the traditional kirana (modir dukaan) backbone because modern trade and e-commerce are limited to urban centres. In Sri Lanka, we continue to focus on all channels, including traditional, modern trade, and e-commerce.

Insights into consumer actions

India has been witnessing a K-shaped recovery of the economy with spends in the premium segments growing faster than the mass segment. Demand sentiment in rural has been weak. To cater to the fast growing premium segment, we have launched several premium innovations like Cinthol Foam Bodywash and AerO car fresheners. We have also entered new premium categories like Park Avenue Fine Fragrances and Kamasutra Sexual Wellness. For the mass segment, we are making our products more accessible and affordable. We launched access packs of Godrej Expert Rich Crème, Godrej Selfie Shampoo Hair Color and Goodknight Mini Liquid Vaporizer, in India. In Indonesia, we relaunched an access pack of our hero brand HIT Aerosol. We also launched a low-cost hair colouring solution to cater to consumers' shopping through general trade.

Partnerships

The interdependencies of our networks have always been crucial for the business. For the system to deliver successfully, we need all partners to be enabled and benefited. In addition to continuing our support towards our suppliers, distributors, wholesalers, and modern trade customers globally, we are establishing deeper partnerships with large scale salons across Africa.

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 created a blueprint of the ideal rural coverage. Guided by this blueprint, we have rolled out ***Project Vistaar*** through which we have expanded the Rural distribution by 2x outlets and 3x villages. The scale up in Direct Distribution has enabled GCPL to enhance Direct Reach across white space rural markets & increase quality of coverage in grey space markets. To strengthen our in-market execution, we have geo-tagged 100% of the Direct Coverage, and strengthened our Retail efficiency metrics. We had initiated tracking of tertiary sales in rural areas (measuring sales from sub stockists to rural retailers) and using that as a key performance indicator (KPI) for rural sales team. We launched the tertiary sales tracking system in the past year, which made us one of the first FMCG companies that not only tracks tertiary sales but also uses this data as a crucial KPI for our rural sales ecosystem.

We have experimented with moving the frontline salesforce to third-party payroll, which has resulted in improved productivity and reduced attrition. We have now moved 80% of the frontline salesforce to third-party payroll and plan to continue this transition going forward. Tapping into the emerging opportunity of a growing the chemist channel remains a key strategic lever for us. To achieve this goal, we have created a strong network of pharma/over-the-counter drug distributors, and accordingly, created a new revenue stream. This channel helps us expand our reach into the previously untapped chemist outlets and with the addition of the Sexual Wellness portfolio our Chemist Channel has emerged as a significant growth driver. We have added 1 lac+ chemist outlets into our Direct Coverage post the setup of the OTC channel. Post the Raymond's Consumer Business' integration we identified the need to build a cosmetic Channel to enhance our Direct Reach in the untapped Cosmetic network. This channel will help us strengthen our Distribution in the newly acquired Perfumes and Deodorants portfolio.

In Indonesia, we significantly accelerated our go-to-market transformation in general trade by outsourcing our direct operations to distributors. This transition has significantly reduced our operational complexity and released our Sales team's bandwidth to focus on business development activities. In addition, this has reduced the cost of operations and allowed us to deepen our direct coverage. We also initiated door-to-door sampling drive to build demand and educate consumers on our Household Insecticides portfolio. Going forward, we aim to continue the momentum on distribution expansion and double down on new outlets while maximising output from our existing distribution base. We are ramping up our go-to-market efforts across Africa. In West Africa, where trade is largely

unorganised and wholesale-led, we are scaling up our last-mile distribution through direct distribution model with a national distributor and driving salon advocacy. The transition to a national distributer has simplified our operational complexity and helped in increasing our reach significantly.

We continued our door-to-door sampling drive to build demand and educate consumers on our recently launched Household Insecticides portfolio, in addition to expanding distribution to modern trade. This resulted in a significant shift in our non-wholesale channel contribution. We aim to continue the momentum in Nigeria and strengthen fundamentals at an accelerated pace in South Africa to unlock the full potential over the next few years.

Customer satisfaction measurement

Satisfaction measurement	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY23-24 target
Net promoter score (NPS = Promoters-Detractors)	50%	50%	50%	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 expanding to other product categories such as Aer Pocket.

Central to the success of our D2D program is the personalized approach of our promoters with consumers. They engage consumers directly at their doorsteps, offering product demonstrations and explaining product features. This one-on-one interaction not only builds trust but also effectively addresses consumer queries & encourages a deeper connection with our brand.

To ensure consistency and effectiveness across all engagements, we have implemented robust audit systems and continuous training programs for our promoters. These initiatives empower them with the necessary skills and knowledge to deliver informative and engaging experiences in every consumer interaction.

Our outreach efforts are projected to impact a significant number of consumers nationwide, driving product trials and enhancing brand loyalty. By expanding and refining our efforts in other product categories, we aim to strengthen consumer relationships & increase product adoption.

Start of Door-to-Door Sampling in Indonesia

In FY24, based on effective India model of door-to-door sampling we brough this lever of market development to Indonesia for our brands. We took the best practices from India business, supported by the central team and common technology know how to start the program. We adapted the model to suit the local nuances and scalability of the program.

We started with a pilot and post stabilization increased it to 2 cities. In FY 24 we reached ~1 million consumers through our door-to-door program. Seeing the success, in terms of conversion and growth in those areas, we remain committed to invest and scale this program for formats which require market development.
Like India, to ensure consistency and effectiveness across all engagements, we have implemented robust audit systems and continuous training programs for our promoters. These initiatives empower them with the necessary skills and knowledge to deliver informative and engaging experiences in every consumer interaction. has context menu

Building tomorrow's growth: foundation stones

Improving efficiencies

We are enhancing efficiency throughout the value chain and boosting sales productivity by utilizing analytics and technology. Key drivers for future growth include minimizing sales losses through auto-replenishment and optimizing salesforce effectiveness with technology.

Building an omnichannel play

In response to evolving shopper trends and environments, we are strengthening our capabilities to meet the demands of omnichannel retailing. This involves addressing and resolving channel conflicts externally, and internally, establishing the appropriate team structure to effectively serve this channel with flexibility.

Rapid Simplification

In Africa & US, we continue to focus on driving profitability further by continuing the focus on simplification. We have significantly reduced the number of factories and SKUs in the last 2 years. Going forward, our transition into India based 3PL manufacturing for USA will lead to remarkable improvement in profitability

Exploring new go-to-market formats

In West Africa , we are actively focusing on increasing our distribution coverage through direct distribution model via a national distributor. This has enabled us to achieve strong increase in coverage and increase in volumes despite high inflation

Transforming modern commerce

Modern trade is a key driver of growth across geographies, and we intend to ramp this up. Building blocks include account and portfolio prioritisation, category management, fill rate improvement, and strong partnerships with customers through joint business planning. In India, we are investing in category management to build new-age categories such as Air Care, Household Insecticides and Liquid Detergents. To this end, our teams are sharing and learning on category management best practices from our Indonesian and Latin American businesses.

We are also investing in developing modern trade-specific analytics and shopper marketing capabilities. Modern trade accounts for nearly 65% of our business in Indonesia. In FY24, we successfully moved to re-distribution model in Indonesia for general trade while continuing direct services to Key accounts and E-com. It has allowed us to increase our range to general trade outlets and overall increase in the outlets covered on a regular basis. We believe that structurally this will lead us to strengthen our brand presence in general trade system along with our enhanced investment on key brand formats in mass media. Performance in FY24 has been encouraging with active outlets increase of ~10% and underlying volume growth in high teens. We continued our long-term journey to drive modern trade excellence, with a continued thrust on strategic investments, prioritising winning accounts, and focusing on joint business partnerships. In Africa, given that modern trade continues to be key, we are leveraging availability, strong in-store presence, and competitive pricing to build on the opportunity, particularly in South Africa. Our entire business in the USA is modern trade-led, with the channel split into retail and beauty stores. We continue to leverage strong channel partnerships and joint business planning to drive distribution and new product listing, compelling in-store presence, and competitive pricing.

Empowering frontline excellence: Training & skill development

Equipping our team members to best serve the changing landscape is critical. We continue to drive multiple capability building initiatives, which were enhanced over the past year and were moved online.

In India, our in-house training academy, the ‘Godrej Sales Academy’, has been moved online to encourage easy access and on-the-go learning. In other geographies too, we have leveraged online training modules for continuous skillset improvement in a tough macroenvironment, while also focusing on team engagement and motivation.

Accelerating e-commerce

In India, we fully integrated e-commerce more closely with our overall sales structure, building synergies on the omnichannel nature of shopper behaviour of our customer base. We embarked on the journey of leveraging e-commerce to expand our more premium categories such as Air Care, Household Insecticides, Liquid Detergents and saw some great results. This encouraged us to explore more of the channel's potential to sharply target an audience base with higher spending capacity along with a bigger appetite for experimentation. E-commerce represents strong opportunities to win in a fast-growing channel, while leveraging its unique reach to bring innovative products and brands to market.

Underpinning this benefit, in India, we are building a strong data backbone to leverage the data-rich environment of e-commerce and drive our efficiency and effectiveness across the board. We are investing in expanding capabilities in the e-commerce function by insourcing capabilities such as graphic design, content writing, and search engine optimisation as well as performance marketing. We have a dedicated Shopper Marketing team to distil insights from e-commerce brands and platforms to extract the maximum efficiency from our visibility and promo spends. To improve operational efficiencies, we have automated our processes from the order-receiving stage to the billing stage and are using data analytics to improve our forecasting methods. We have been able to improve our margins in the e-commerce channel through a better mix and optimisation of operational efficiencies and continue to further improve it.

Through joint business planning, promotion strategies, and online content, we have made substantial upgrades to our capabilities, which are yielding results in terms of on-platform conversion rates and off-takes. We continue to deliver strong performance on e-com-focused product innovations such as Goodknight Mosquito Nets, HIT Anti-mosquito Racquet, HIT Anti Roach Gel and Aer Matic.

In Indonesia, the focus is on our main platforms where we are collaborating for joint business partnerships, which have translated into new product launches, catalogues, and programmes. Driving focused digital activity on online and offline platforms helps in creating a seamless consumer experience: from digital awareness to e-commerce purchases. In the USA, our efforts to strengthen e-commerce fundamentals paid off with the business growing strongly to become nearly 8% of our overall USA business this year. We also began creating special ecommerce only products to serve large online consumer segments, thereby increasing the basket size across transactions. We have established a new e-commerce team in Latin America and are investing in multiple ways to grow our presence on different digital platforms and marketplaces.

Unlocking brand advocacy

In 2022, Godrej Expert Rich Crème introduced a mini pack priced at Rs. 15 to make the Crème format more affordable and accessible across all consumer segments. The primary objective was to increase penetration, particularly in rural India where adoption of this format lagged behind urban areas.

To capitalize on this opportunity, we focused on key rural regions such as Uttar Pradesh, Madhya Pradesh, Chhattisgarh, Maharashtra, and Bihar, which offered substantial market potential and room for expansion. Recognizing that traditional TV advertising alone would not suffice due to low TV penetration in these areas, we devised two strategic approaches to reach these “TV dark” consumers.

Firstly, we leveraged the increasing penetration of smartphones and internet services in these regions. Partnering with YouTube, we employed geo-targeting strategies to specifically reach consumers in rural areas with populations of less than 100,000. This digital approach ensured targeted outreach and engagement.

Secondly, we complemented our digital efforts with large-scale wall painting campaigns in villages with populations exceeding 5,000. These initiatives were designed to enhance awareness about the benefits and affordability of the Crème format priced at Rs. 15.

As a result of these initiatives, we successfully connected with previously untapped consumers in rural markets across these regions. The growth rates in these rural markets exceeded three times that of the national average, demonstrating the effectiveness of our targeted strategies in expanding market reach and penetration.

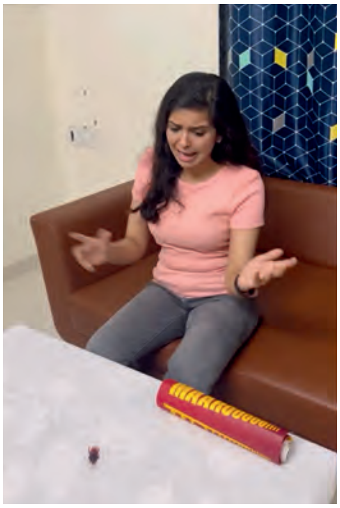
The HIT newspaper

When encountering a cockroach, people instinctively grab the nearest object, often a newspaper, to eliminate it. However, this age-old practice underutilizes newspapers, which have historically served to educate, inform, and influence. Laal HIT, as a market leader in cockroach solutions, took a unique approach to redefine this scenario.

We transformed the competition into an ally through the HIT Newspaper. This innovative concept involved delivering a rolled-up newspaper encased in a cover with a rubber cockroach attached. As unsuspecting individuals reached for their morning paper, they encountered the fake cockroach and instinctively attempted to swat it with the newspaper. This unexpected prank proved more effective than their morning coffee, turning the act into an engaging household game.

Upon unfolding the newspaper, consumers discovered a message: “Maarooo! Newspaper se nahi, Laal HIT se” (Swat it! Not with the newspaper, but with Laal HIT). The clever campaign sparked widespread delight among consumers, prompting them to share their experiences through videos, reels, and stories on social media.

This campaign not only creatively utilized print media but also effectively engaged and amused consumers, earning accolades for its ingenuity and impact.



The success of this initiative was recognized by the industry:

Gold at the EMVIES for Best Media Innovation in Out of Home & Ambient Media & Cinema

Silver at the EMVIES for Best Media Innovation in Print – Dailies and Magazines

Silver at GoaFest for Innovative Use of Print

HIT makes a comeback in Indonesia

In FY24, we built on the inherent strengths of our biggest brand to drive growth. Brand HIT was relaunched in Aerosol with an enhanced formulation which is now ~5x more effective. This along with a packaging refresh, introduction of 2 new fragrances and heightened media investments and on-ground activation grew consumer franchise. Penetration grew ~90bps with significant underlying volume growth.

Liquid vaporizers (LV) continue to gain penetration backed by increased media investments throughout the year and measured distribution drives. An underpenetrated market in LV gives ample opportunity to shift consumers from burning formats to safer, effective and attractive cost per night format and remains an attractive opportunity.

NYU colouring its way in Indonesia

NYU hair colour business shined for this year with aggressive double digit volume growth and increased share in available stores. With local manufacturing, enhanced media investment and focus on general trade for distribution, the format is poised for interesting actions. Brand mind measures and equity has been consistently improving across different regions. Our advertisement is focussed on building relevance while our distribution drives have led to an increase by ~4x in active outlets. We remain committed to scaling up NYU brand through enhanced investment in media and physical distribution.

Innovating dengue prevention and protection

India faces an annual threat from dengue outbreaks, necessitating robust measures to safeguard communities. Our brand, HIT, launched a campaign aimed at raising awareness among consumers about the increasing incidence of dengue and encouraging them to adopt preventive measures through our “Flying Insect Killer Spray” AKA Kala Hit.

Leveraging Google signals, we were able to strategically deploy targeted advertising to individuals actively seeking information on mosquito solutions, dengue and related topics.

Our approach was twofold: digital and traditional. Online, we strategically placed advertisements to reach concerned consumers precisely when they were searching for protective measures against dengue-carrying mosquitoes. Targeted YouTube campaigns enhanced brand recall and spurred consumer intent to purchase. We also collaborated with influencers who had personal experiences with dengue, which underscored the campaign’s message on prevention urgency.

Simultaneously, in the affected states, we complemented our digital efforts with strategic placements in local newspapers, ensuring our message reached a broader audience.

The success of the "Dengue Contextual" campaign has established a solid foundation for associating HIT FIK with dengue prevention efforts, positioning our brand as a leader in combating mosquito-borne diseases in India.


दैनिक सवेरा टाइम्स
अंधेरे से उजाले की ओर...
दिल्ली

पेट सफा
कब्ज से राहत
गैस से छुटकारा
एसिडिटी से आराम
गजब का फायदा
पेट सफा... तो हर रोग दफा

1200 करोड़ रुपए की लागत से 30 माह में बन कर तैयार होगा मेडिकल कॉलेज : मनोहर लाल

कांग्रेस का ठेका अब कुछ 'अर्बन नक्सलियों' के पास : मोदी

राजस्थान में बोले मोदी-गहलोत सरकार आतंकियों पर मेहरबान

10 अलगाववादियों की जमानत याचिका खारिज

प्रधानमंत्री मोदी का व्यक्तित्व साधारण नहीं, वह हरेक भारतवासी को अपना परिवार मानते हैं : अनुराग ठाकुर

भाजपा नीत एनडीए से अलग हुई अन्नाद्रमुक

पहले सी-295 विमान को वायु सेना में शामिल किया गया

डेंगू के लक्षणों में हो चुका है बड़ा बदलाव
नया वेरिएंट है पहले से ज्यादा खतरनाक, बिना देर किए डॉक्टर से संपर्क करना है जरूरी

जातिगत जनगणना हिंदुस्तान का एक्सरे : राहुल गांधी

HIT
डेंगू मच्छरों का अंत तुरंत

In Africa, our categories are heavily driven by the visual content and influencers. We plan to scale-up our strategy of co-creating content with influencers to enhance believability and impact, while driving new products and styles. We have also leveraged celebrity partnerships to amplify our digital presence. Darling Nigeria partnered with Ayra Starr, an international pop sensation from Nigeria, who is immensely popular among our core target audience of young women across Nigeria and other African markets.

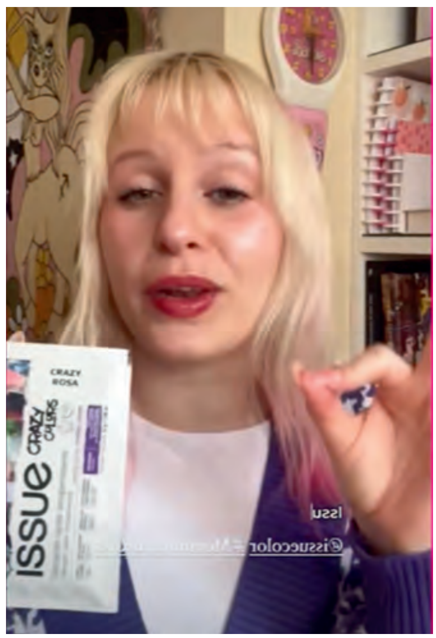
In Argentina, our Hair Styling brand Roby started a campaign to strengthen our consumers' self-esteem to embrace whoever they want to be. The brand launched a campaign called 'You Have All What You Need' and built partnerships with influencers by using our products to achieve different types of hairstyles to enhance their unique personalities. We partnered with nano, micro, and macro influencers, which allowed us to reach a larger audience in an organic manner.

In Argentina, we have been focused on raising awareness on breast cancer prevention with our annual Let's Dye October Pink campaign. In the last few years, our team has reached out to 3 million consumers annually and actively helped women understand the importance of early detection and diagnosis with the help of our brand Issue. We have also made donations to NGOs and other institutions that help breast cancer patients.

In Oct-2023, we introduced "The Pink Movement" - A breast cancer prevention campaign in Argentina. 80% of breast cancer cases in Argentina are diagnosed late and the chances of curing it is as low as 27%.

We supported this campaign in digital (social media ads and influencers) reaching +3.7M impacts.

Issue's 'Let's Dye October Pink' campaign



First-party data has become more relevant than ever before. Our Villeneuve brand has been gathering simple but important information on visitors. This tiny step will allow us to enhance consumer experience by providing relevant and personalised messages.

Harnessing technology and analytics

We have implemented various technology solutions throughout our value chain in India, starting with our sales team and extending to our channel partners. We continue to invest on technology led field force productivity improvements. We have geo-tagged our entire outlet universe which has enabled scientific redesign of salesmen routes and drive geo-adhered visits. We have launched a sales control centre which gives real time view of sales team performance and automated nudges to drive productivity. Predictive analytics empowers our urban sales teams to offer the right products in stores. In Modern Trade, our merchandisers are enabled through a AI based image recognition tool to detect and drive on-shelf-availability of our products. We have significantly enhanced our Media planning and deployment capabilities with ROMI based Media budget allocation across brands and scientific allocation across different media vehicles to optimise 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 have been implemented for distribution planning and execution. Robust analytics platform to forecast sales more accurately, factoring in external and internal variables and also automation of financial forecasting has helped improve predictability and operational efficiency.

We recently completed a successful migration of our SAP ERP to S/4 HANA. We have adopted a cloud first approach and all our applications including our SAP ERP are now migrated to cloud. We are also transitioning our analytics platforms to cloud to drive business decision making.

Technology remains integral in enhancing field-force productivity within our Indonesian operations. Hand-held terminals facilitate and monitor on-ground decision-making, while analytics and dashboards drive more precise execution. Our online portal connects and supports regional distributors, simplifying e-claim settlements.

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. Furthermore, We have strengthened our e-commerce analytics visibility on Amazon, translating insights into actionable strategies.

In the SAARC region, we harness the potential of tech partnerships and analytics to bolster our traditional trade expansion. We utilize cloud-based document management systems, micro-targeting, SOQ, and TPM to enhance efficiency and effectiveness.

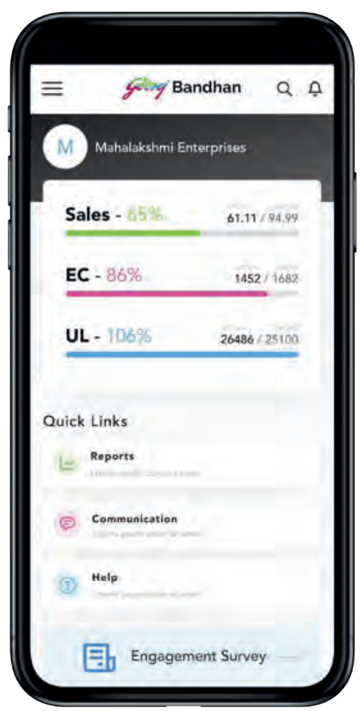
Through this approach, we aim to expand distribution in traditional trade in both Bangladesh and Sri Lanka while enhancing efficiencies in existing stores. Automation is being utilized to streamline inventory and claims management processes.

In Africa, we have started the journey to simplify and automate business processes with the implementation of SAP in South Africa, Mozambique and Zambia. We continue this journey and cover all African markets next year. 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.

Technology has also played a crucial role in consumer insights, leveraging data from the D2C channel in Nigeria to optimize product bundles and pricing strategies. Virtual interactions with consumers and stylists help us stay attuned to market trends and facilitate agile action planning.

Nurturing win-win partnerships

We enhanced digital connectivity by expanding our leading-edge android app ‘Bandhan,’ serving as a centralized hub for GCPL-related updates, communication, and distributor training. We have also adopted a holistic strategy to boost distributors’ return on investment to foster better engagement.



Bandhan, our industry-first app, that fosters better connect with distributors

Investment in media and communication

In the era of information overload, it's crucial to communicate our brand, values, and offerings consistently and clearly across various platforms. In fiscal year 2023-24, we continued to boost investments in brand communication across diverse media to maintain an ongoing dialogue with our consumers.

Being the market leader in Air Fresheners, Aer has always been at the forefront at building relevance for the category through awareness creation. As the most affluent consumers form the major portion of the target group, one of the key tasks was to devise a media strategy that reaches out to this set of consumers extensively and efficiently. They have seen significant changes in their media consumption habits. Many of them have either disconnected their regular TV connection or have started spending very little time on it, which is deemed inadequate to reach them solely through Linear TV.

To address the same, Aer leveraged on the Connected TV (users who watch OTT apps like Youtube, Netlfix etc on their smart TVs) as a new medium. Equipped with the insight that a large portion of affluent audiences have reduced their linear TV viewing, and now utilize CTV as their primary form of entertainment, we piloted campaigns on CTV across formats.

CTV for reaching affluent audience

The results immediately validated the approach with instant upliftment in sales, specially across Organized Trade (Modern Trade and E-com) as a majority of affluent audiences are both CTV viewers and OT shoppers. Significant blips were also recorded in the Google Share of Search (Gsos) parameter which is an indicator of our campaigns reaching out to newer audiences and the viewers considering us for purchase.

We launched Godrej Aer-O (A hanging car air freshener at an attractive price point of Rs 99) and decided to leverage CTV extensively to build awareness after success in the earlier campaigns. Leveraging the finding that there is a strong correlation between CTV viewers and car owners, we designed a campaign which targeted a significant portion of car owners through one single but highly relevant medium. The campaign resulted in sizeable gains for Aer-O across all the top geographies.

Aermatic tunnel activation

As Godrej Aer Matic hit new milestones during the year, we realized that the pleasurable experience of our signature fragrances should not be limited to living spaces. We also strove to captivate consumers during their outdoor celebrations, aiming to transcend mere branding and create a more immersive, engaging experience beyond the conventional advertising methods.

Unpleasant odours in densely populated areas, like certain localities in Mumbai, can diminish the festive atmosphere, Godrej Aer Matic's campaign aimed to "Remedy the unspoken bad." The strategy involved targeting areas with prevalent bad smells, such as fish markets and crowded festival sites, through a blend of traditional and digital media. The campaign employed engaging visual and audio advertisements to highlight how Godrej Aer Matic can transform the ambiance of any room or space, making it more inviting. Collaborations with local influencers and community leaders helped amplify the message, particularly during festivals, when the need for a fresh environment is most apparent

In Khardanda, known for its fishy odors, Godrej AER Matic introduced a fragrance tunnel, transforming the area's aroma, especially during the intense monsoon season coinciding with Ganesh Chaturthi. At Lalbaugh Ganesh Pandal, a festive hub, the campaign created an immersive aromatic experience with life-size AER Matic prototypes emitting signature fragrances. This initiative exceeded brand visibility, providing experiential insights into the product's convenience and efficacy.

The consumers responded positively to the campaign, sharing their feedback and applauding Godrej AER for making festivals more fragrant. We directly engaged with approximately 2 million people as they walked through the tunnel. These engagements led to new trials as well as market share gains in these geographies.


BONUS 50

2

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

- Changing consumer preferences
- Hyperinflation and currency devaluation
- Commodity price volatility
- Regulatory

3 GOOD HEALTH AND WELL-BEING
6 CLEAN WATER AND SANITATION
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION

We are streamlining our product line and reassessing our innovation methods to concentrate on core priorities. Our strategy involves using our production capabilities to emphasize high-profit items and optimize inventory. Additionally, we are enhancing operational efficiency through sustainable manufacturing practices, Industry 4.0 technologies, and rigorous quality management.

33%

Reduction in Africa SKUs

Zero

Waste to landfill since 2019

130 Km

Distance reduced to transport Finished Goods over last 2 years

Plastic neutral

in India

Net zero

by 2035 for Scope 1 and 2 emissions

Streamlining product offerings and enhancing process efficiencies

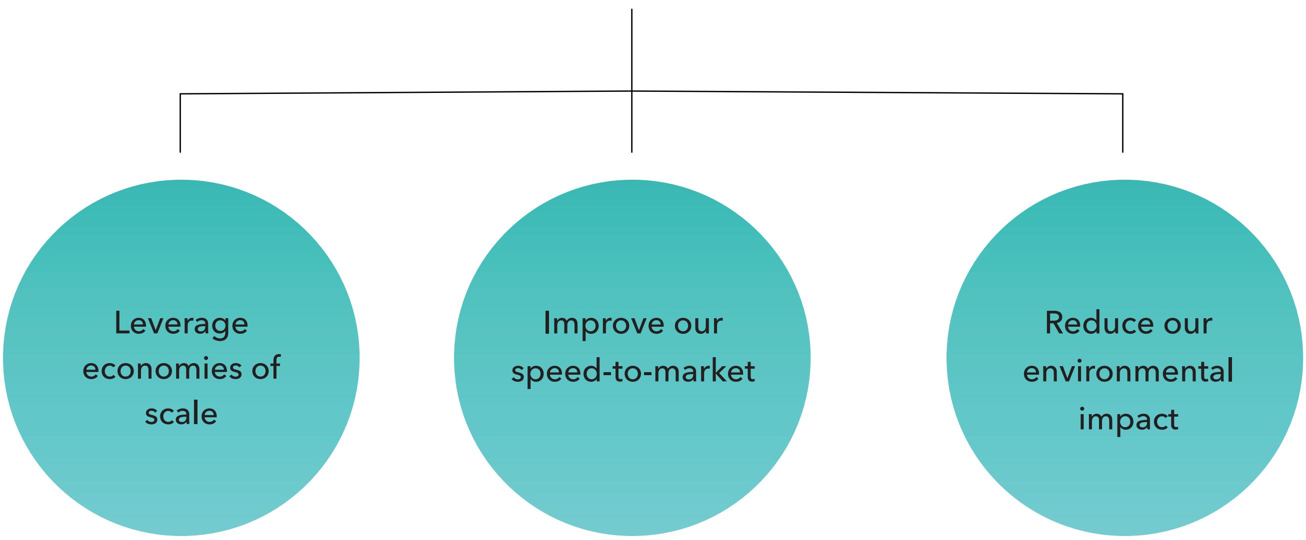
We have centered our operations on innovation from the start. Our approach to product innovation and enhancement has been redefined, focusing on high-impact opportunities that generate significant long-term value for our stakeholders. Our refined innovation strategy prioritizes the introduction of fewer but more impactful New Product Developments (NPDs) capable of driving substantial growth.

To drive our innovation capabilities, We have embraced key principles:

- A 'Less is more' principle: Prioritizing fewer, larger, and superior innovations.
- Enhanced consumer-centricity: Utilizing deep insights, with a focus on consumer input in decision-making.
- 100% Objectivity: Employing a rigorous stage-gate process with proper governance.
- Global integration: Efficiently harnessing synergies for global impact.
- Sustainability integration: Ensuring sustainability is ingrained in our products from inception.

While new brand development remains pivotal for value creation, we plan to phase out smaller brands where it aligns with our broader value realization strategy.

Our manufacturing investments and initiatives have a three-point focus



These initiatives will help us enhance our competitiveness in the market and promote sustainability throughout our value chain.

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

Critical enablers

1. SKU rationalisation

We have prioritized resource optimization and operational efficiency through a Stock Keeping Unit (SKU) rationalization strategy across our product lines, focusing particularly on high-performing products. This approach has streamlined our portfolio, resulting in notable improvements in manufacturing efficiency and waste reduction.

In March 2023, we had 1414 SKUs in Africa, comprising 1140 SKUs in hair fashion (a 36% rationalization) and 274 SKUs in wet hair products (a 10% rationalization). By February 2024, we reduced the SKUs to 1229, with 999 SKUs in hair fashion and 230 SKUs in wet hair products, achieving a 12% optimization in hair fashion and a 16% optimization in wet hair products for fiscal year 2024. This reduction reflects a 13% decrease in SKUs for the fiscal year, driven by our SKU rationalization efforts.

Our optimization initiatives resulted in reducing overall inventory levels from 93 days to 67 days. SKU rationalization has aligned our inventory more closely with actual demand, making our supply chain more efficient by reducing excess inventory and lowering the risk of overstocking and associated costs. We have also improved the accuracy of demand forecasts and refined planning processes to better predict customer demand.

Overall, in the GAUM regions (Africa, Middle East, and US), we improved our SKU rationalization significantly by 33% in fiscal year 2023 compared to fiscal year 2022. This improvement resulted in a decrease in SKUs produced from 4,910 in fiscal year 2022 to 3,280 in fiscal year 2023.

In Indonesia, our Product Range Simplification initiative is an ongoing effort that commenced last year, resulting in a 50% reduction in our product portfolio. The initiatives deployed during fiscal year 2023 have yielded significant benefits in fiscal year 2024. These include a further reduction of 10 days in inventory turnover, ensuring zero generation of new slow-moving and obsolete stock during the current year, and achieving tighter control over the entire supply chain. This streamlined approach has enhanced our operational efficiency and strengthened our inventory management practices, contributing to a more agile and responsive supply chain system.

2. Inventory optimisation

In our ongoing quest for operational excellence, we have achieved a significant milestone by reducing our inventory days. This strategic improvement in working capital management enhances our ability to respond to market fluctuations and align our supply chain more effectively with consumer demand. To achieve this, we have implemented various digital initiatives throughout our manufacturing and supply chain processes. One such initiative is the adoption of a Transportation Management System, which has improved our transportation operations, optimized routes and loads, and reduced freight costs.

Additionally, we have streamlined scheduling and planning procedures through automation, creating a seamless supply chain that enables immediate decision-making and enhances overall efficiency. Significant advancements have been achieved in critical initiatives, including the establishment of a future network layout for our distribution system and the adoption of sales strategies driven by replenishment for our distributors.

Concurrently, we are continually enhancing our demand forecasting capabilities using advanced analytics and historical sales data. This approach enables us to forecast future demand more accurately, adjust inventory levels proactively, and minimize the risk of stock-outs or excess inventory.

Our commitment to optimizing inventory remains unwavering as we explore and implement innovative solutions to drive efficiency, cut costs, and elevate customer satisfaction globally.

Engaging with shopfloor employees

3. Industry 4.0

We have made strategic investments in advanced automation technologies and IT systems to optimize our manufacturing processes, minimize manual intervention, and enhance operational efficiency.

In our North Cluster, we have installed an Energy and Utility Management System (EMS/UMS) at our Kathua plant. This system facilitates the daily monitoring and analysis of plant and utility energy consumption data, helping us to identify energy-saving opportunities and undertake timely corrective actions. Since the deployment of the EMS, specific energy consumption has been reduced by a commendable 35%, demonstrating the effectiveness of our initiatives. Real-time tracking and analysis of energy consumption data enable us to make informed decisions, ensuring optimal equipment performance and energy efficiency.

Additionally, at both the Katha and Kathua plants, we have executed several utility projects aimed at further enhancing energy efficiency. Our investments in automation have led to significant improvements in productivity and resource utilization. The installation of robotic pelletizers, advanced die sets, and productivity dashboards has streamlined our manufacturing processes, resulting in notable manpower savings and improved productivity by 10%. Moreover, our focus on continuous improvement extends to quality management, with the implementation of real-time quality inspection dashboards and standardized work procedures.

Our Industry 4.0 digitization initiatives have not only boosted productivity but also led to lower energy expenses. These initiatives are in line with our environmental goals while extending the lifespan of our equipment.

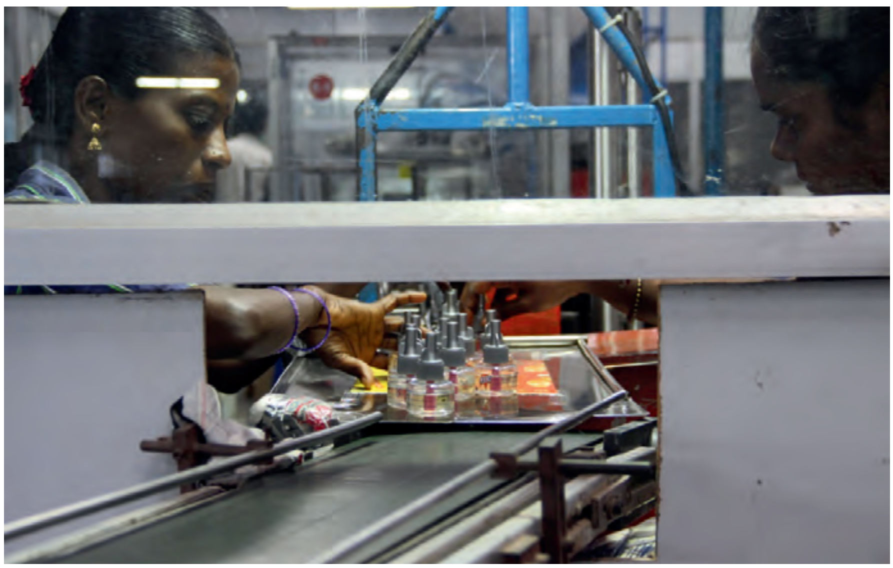
In the South Cluster, our focus on operational excellence and sustainability is evident through the deployment of advanced technologies and initiatives aimed at enhancing efficiency and reducing environmental impact. To enhance production monitoring and performance, we have integrated online IoT sensors into the Refill Line at our South Cluster. These sensors provide real-time data on production count, runtime, downtime, quality loss, and overall performance, enabling proactive decision-making and process optimization.

To streamline attendance management, we have installed Attendance Face Reader systems across all locations. This innovative technology enables employees to punch their attendance conveniently, regardless of their base location, while integration with our payment portal is underway to further enhance efficiency.

Our commitment to automation extends to various areas, including production lines and material handling processes. We have installed an Auto Hanger Feeding system, resulting in a reduction of 9 manpower/day. Similarly, the introduction of Auto Cartoning and Auto Coil Pick & Place machines in the Coil Packing process has led to significant manpower savings of 18/day. Moreover, the deployment of an Automatic Finished Goods Loading Conveyor has streamlined operation.

In the Northeast Cluster, we have made significant strides in automation by installing an Auto Leaflet Feeder. This implementation has led to manpower savings of 3 individuals per day, streamlining our operations and enhancing efficiency. At Lokhra 2 unit, we have implemented Ezee 20 gm online flow wrapping technology, coupled with a traffic management system, optimizing manpower by 12 individuals per day, reflecting our commitment to continuous improvement. Additionally, we have successfully converted the Omori 200 UPM LLP flow wrap machine for Fast card flow wrapping at the Lokhra 2 unit, incorporating a new booklet and leaflet feeder. This modification has resulted in a reduction of 9 manpower requirements per day, further enhancing operational efficiency. We have installed an online flow wrap machine with a leaflet feeder at Coil-8, leading to manpower savings of 12 individuals per day. Moreover, we have invested in infrastructure enhancement by installing a new 2.5-ton Hydraulic lift at our NC-53 unit, enabling us to utilize the 3rd floor as a raw material and packaging material store. This strategic move has facilitated the release of one external godown, contributing to operational streamlining and cost efficiency.

IoT implementation at our manufacturing facilities



In the Central West Cluster, our Malanpur plant now operates an Energy and Utility Management System (EMS/UMS), enabling daily monitoring and analysis of plant and utility energy consumption (electrical and steam) against daily targets. This system offers insights for immediate corrective actions to reduce energy consumption, resulting in a notable 7% reduction in specific energy consumption since implementation. Real-time tracking and analysis of energy usage guide our decisions, optimizing equipment performance and energy efficiency.

Additionally, IoT integration in RO1 & RO2 for tank heating has saved steam, with plans for effective steam trap monitoring, blowdown management, and digitalization of boiler flue gases. Digital displays across Soap lines 1 to 5 provide real-time production data, machine speeds, wrapping machine performance, and quality defect videos for safety awareness. The ongoing implementation of IoT for Overall Plant Efficiency (OPE) calculation in line 5 promises online monitoring of Availability, Performance, and Quality loss, enhancing line efficiency. To ensure consistent soap noodle output from CSP3, we have added standby SCADA, augmenting Mazzoni's single provision.

In Indonesia, our integration of IoT technology has significantly enhanced data capture from our manufacturing lines, particularly in HIT aerosol and wipes production. This data plays a crucial role in setting precise baselines, identifying system-wide losses, and implementing corrective actions for mitigation. As a direct outcome, we have reduced spares and maintenance costs by 8% for fiscal year 2024. Furthermore, this initiative has improved machine efficiency, resulting in increased capacity and subsequent Capex savings due to process enhancements.

In our manufacturing operations, we have deployed SMART coil feeding systems across Coil-6, Coil-7, and Coil-9 units to reduce manpower needs. Additionally, an IoT-based flow-wrapping system with smart feeding has been integrated into Line-2 of Coil-9 to lessen reliance on manual labour. At our Conso facility, an IoT-linked servo capper has been installed in the refill line, addressing quality issues caused by broken wicks.

In the Northeast cluster, we have initiated 27 automation projects, including flow wrap, cartoning, and filling machines, resulting in reduced manpower requirements and enhanced Overall Equipment Effectiveness (OEE). Notably, OEE for Godrej Expert Rich Crème and aer lines has increased by 13% and 7.6%, respectively.

Within the Central West cluster, we have executed 8 automation projects, including flow wrap machines, soap banding machines, and electric stackers, leading to reduced manpower needs and substantial cost savings.

4. Sustainable manufacturing

Our commitment to sustainability extends to optimizing manufacturing processes, reducing waste, and adopting energy-efficient technologies. These efforts aim to minimize our environmental impact and support a sustainable future. We are implementing sustainability initiatives throughout our supply chain and extending them to vendors via our Sustainable Procurement Policy.

Aligned with our Good & Green vision, we have set environmental sustainability goals for 2025-26. These include making one-third of our products greener than those in 2020, sourcing at least 35% of our energy from renewables, and maintaining zero waste to landfill status. We are also aiming to double our energy productivity by 2030 as per our EP100 commitment.

We monitor energy, emissions, water, and renewable data across locations under our full operational control. Incorporating carbon and water pricing helps us assess the financial impacts of our activities, guiding sustainability decisions throughout the value chain.

To track progress against our environmental goals, we follow the 'IPCC Guidelines for National Greenhouse Gas Inventories, 2006' and the 'IPCC AR6 Assessment Report'. Our sustainability team at the corporate level oversees performance, supported by manufacturing cluster heads and team members at each site.

For further information, please refer to our Sustainable Procurement Policy.

Our processes include:

- Conducting extensive meetings with various stakeholders to align priorities, budgets, and anticipated benefits for the fiscal year.
- Establishing targets aimed at enhancing environmental sustainability across our manufacturing processes and product lines.
- Incorporating sustainability goals into the core responsibilities of designated 'Green Champions' within our annual operational plan.
- Utilizing an internal sustainability tracking tool for data collection and analysis, producing monthly reports that focus on key metrics, including carbon emissions following the GHG protocol.
- Sharing and promoting best practices through multiple channels for broader adoption.
- Implementing a robust governance framework to monitor, assess, and enhance sustainability performance.
- Strategically planning improvements for underperforming units.
- Establishing an innovation unit to explore advanced sustainability solutions for the medium to long term.
- Participating in various ESG disclosures to benchmark our performance against industry peers, engaging external consultants as needed for specialized initiatives like materiality assessments or climate risk evaluations.

Enhancing our manufacturing processes to support a more sustainable future

Our goals and progress

01 Energy*

Reduce specific energy consumption by 40% by 2025 (v. 2011 baseline)

Increase renewable energy portfolio to 35% by 2025 (v. 2011 baseline)

Our Approach

- Process enhancements leading to enhanced system efficiency.
- Integration of renewable energy sources like solar and biomass
- Technology advancements and upgrades

- Reduced our specific energy consumption by 35%
- Increased renewable energy portfolio to 27%

02 Water**

Reduce water intensity by 40% by 2025 (v. 2011 baseline) while maintaining water positivity

Our Approach

- Revolutionary water management systems, advancements in technology, and the comprehensive integrated watershed management initiative.

- Reduced water intensity by 39% and achieved 15x water positivity (through rainwater harvesting within our facilities and our community watershed programme, we are conserving 15 times more water than we use in our operations).

03 Emissions***

Reduce GHG emission intensity by 45% by 2025 (v. 2011 baseline)

Our Approach

- Integrating sustainable energy sources like biomass and ongoing enhancements in operational efficiencies.

- Reduced our GHG emission intensity by 41%

04
Waste

Sustainable packaging commitment

- Maintain zero waste to landfill and achieve zero liquid discharge
- Collect and recycle 100% of pre- and post-consumer plastic
- Minimum 50-microns thickness of plastic product labelling to include the thickness of plastic and extended producer responsibility (EPR) registration details
- 20% reduction in packaging intensity
- 80% of plastic used to be recyclable
- Rigid plastics to be replaced by 30% recycled plastic by the fiscal year 2025-26. Flexible plastics to be replaced by 10% recycled plastic by the fiscal year 2026-27 and multi-layer plastics to be replaced by 5% recycled plastic by the fiscal year 2026-27.

Our Approach

- Strategically leveraging materials through innovative practices such as reuse and recycling, promoting greater circularity.
- Implementing a robust monitoring framework to oversee and execute initiatives aimed at reducing plastic packaging consumption and intensity.
- Engaging with vendors and businesses to enhance our utilization of PCR plastic in place of virgin plastic, contributing to sustainability goals and environmental stewardship.

- Our waste to landfill has reduced by 100% (diverted 100% waste from landfill)
- We are plastic neutral in India and collect and recycle 100% of pre- and post-consumer plastic that we send out

**Energy use is calculated by specific energy consumption per tonne of production.*
***Water usage is calculated by specific water consumption per tonne of production.*
****Emissions are tracked for Scope 1 and 2 and calculated by specific GHG emissions per tonne of production.*
Note: For India operations

1. Energy

2023 was warmest the year on record since 1850 serving as a stark reminder of the escalating climate crisis. In the face of this daunting reality there are challenges, but also opportunities to innovate, and to build a more resilient and sustainable world in which businesses like ours, have a crucial role to play. Moreover, fossil fuels are finite resources, their prices can be volatile. For us, energy efficiency and renewable are at the heart of our operations. By using less energy, we are able to lower our costs and by switching to renewables sources of energy we are able to get long-term cost savings and reduce operational expenses.

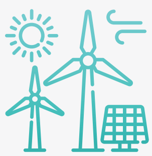
We follow a comprehensive approach that includes upgrading to more efficient equipment, switching to renewable technologies, and implementing energy-efficient practices across all our manufacturing sites.

The 2025 targets are taken up by each of our manufacturing sites. Every plant head's annual operating plan has targets to reduce energy consumption, increase renewable energy use and ensure savings and lower emissions.

Our approach includes emphasising process enhancements to improve energy efficiency and adopting renewable energy sources such as solar and biomass among others. We carry out periodic energy audits to help us identify areas where energy is wasted or inefficiently used. We analyse our processes, equipment, and systems, to uncover opportunities for improvement. Energy audits also highlight equipment maintenance needs that ensure they are serviced regularly and operate more efficiently, preventing unexpected breakdowns and production delays.

By 2025, 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 FY24, we have achieved –

35% reduction in specific energy consumption from FY 2011

27% Renewable energy used in operations

Our energy initiatives include –

1. In our Central West manufacturing cluster, we approached setting up our new soap plant with energy efficient systems in design. We installed an energy efficient CSP in the new soap expansion plant. This resulted in savings of Rs.200 lakhs. We have also installed energy efficient vacuum pumps, heat exchangers and IOT-based systems in RO to reduce our energy consumption.
2. Most of our lighting motion-sensor based and we have switched to LED and solar lights. We have also switched to energy-efficient BLDC Fans in our South cluster plants to reduce our energy use.
3. To reduce energy consumption, we have introduced innovative technologies like Fluid Bed Dryers (FBD) and Three-phase power factor controllers in our Northeast and South clusters respectively, leading to significant energy savings.
4. Through energy audits we identified and addressed multiple leakage points in our compressed air systems in the Northeast cluster. We invested in replacing the default valves and pipes and plug the leakages.
5. Several of our manufacturing sites have installed rooftop and shed solar panels that add to our renewable energy portfolio. We also use renewable biomass briquettes in our boilers instead of furnace oil.

Twice a year, we organise a green manufacturing conference where our green champions from various manufacturing sites gather to learn and share best environmental practices. During these conferences, we increase awareness about energy efficiency programmes and offer training on latest technology solutions for energy efficiency, conservation and renewables. We also bring in industry experts to share their insights and advancements, enhancing our team's knowledge and skills in sustainable practices.

Sustainability goals are a part of the manufacturing head's annual KPIs. The Green Manufacturing Governing Council is led by the Managing Director of Godrej Industries Group and GCPL's board-level ESG Committee reviews the environmental progress on a quarterly basis. Our sustainability monitoring tool records the performance of individual manufacturing units and analyses the data on a periodic basis. The portal accounts for key parameters such as production, materials, water and energy consumed, and waste generated, both hazardous and non-hazardous. The tool also calculates the respective carbon footprint as per the set GHG protocols. We devise a strategic action plan for underperforming units post discussion with the plant head to improve sustainability performance.

Impact initiative

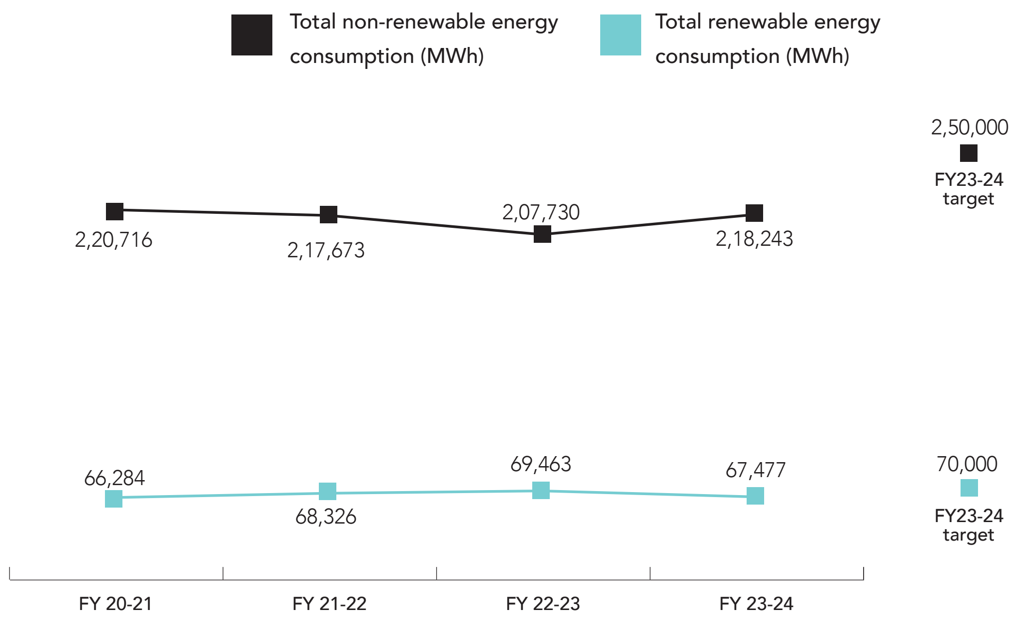
Biomass briquettes in boilers

We have shifted from using fossil fuels to using clean energy sources in our manufacturing. Biomass briquettes are derived from organic materials like agricultural waste, wood chips, or sawdust. Unlike finite fossil fuels such as furnace oil, biomass is renewable and abundant. They have a far lower carbon footprint and lower impact on air quality. Moreover, they are locally available and cost-efficient. Most of our boilers now use biomass briquettes as fuel and this has helped increase our renewable energy portfolio.

We are compliant with all the relevant environmental laws and regulations in the regions in which we operate. We ensure to follow all the rules of the land. Our energy intensity is 2,111 MJ/MT of product. Majority of our manufacturing facilities are ISO 14001 and ISO 9001 compliant.

Our energy consumption

Global energy consumption (in MWh)



Global energy consumption - 1,05,41,10,885 MJ

Non-renewable sources (in MJ)	
Liquified Petroleum Gases	32,72,498
HSD	4,94,10,847
Natural gas	31,09,64,213
Petcoke	3,32,50,750
Furnace Oil	19,04,68,878
Grid Electricity	22,38,27,632
Total non-renewable	**81,11,94,819**

Renewable sources (in MJ)	
Briquette	15,27,57,595
Wood Biomass	6,24,18,221
Solar Electricity	73,49,944
Green Electricity	2,03,90,306
Total renewable	**24,29,16,066**

2. Water

About half of the world's population experiences severe water scarcity for at least part of the year. Rainfall extremes have been increasing worldwide, as have the frequency, duration and intensity of droughts. Climate change is projected to intensify the global water cycle, and to further increase the frequency and severity of droughts and floods. In emerging economies where we operate, poor water quality is mainly due to low levels of wastewater treatment. In the face of this daunting reality there are opportunities to innovate and to build resilience.

At GCPL, we focus on reducing our water footprint and impact across all our manufacturing operations, in the products we make, and in the communities we operate.

We have focussed on reducing our water use across our value chain. Each of our manufacturing sites have annual environmental targets that includes reducing water use. We are also focussing on safeguarding water resources in drought-prone regions and water stress areas where we operate.

We carry out water use assessment to quantify water use in our manufacturing process, in our products, and of the regions where we operate. We organise regular water audits to measure our water use in manufacturing and identify hotspot areas for optimising water use. Through detailed life-cycle assessments we map water footprint from raw material sourcing to end-of-use for our products. We have also carried out a Task Force on Climate-related Financial Disclosures (TCFD) assessment and examined key parameters such as temperature, water scarcity, and precipitation, all of which will have a crucial role in shaping the impact of climate change on our business.

Our water management initiatives at manufacturing include –

1. Across all our manufacturing plants in India, we have adopted a zero-liquid discharge process. Through comprehensive wastewater treatment and water recycling processes such as tertiary reverse osmosis to improve wastewater quality, we ensure that all water used in our manufacturing process is recycled and repurposed.
2. We have invested in a number of rainwater harvesting structures in South, North, and Central West clusters that helps us harvest over 20,53,390 KL of water/annum and reduce our freshwater withdrawal.
3. To reduce water consumption, we installed 365 eco taps in our North East cluster that helps us save 626 KL of water/annum.
4. We have identified and eliminated leakages from fire hydrant lines on our North cluster. With 4 other water conservation projects North cluster has achieved saving of 6,900 KL of water/annum.
5. We have implemented sensor-based water taps in South cluster to further reduce our water use.

By 2025, we aim to –

Reduce our water intensity by

40%

from FY11

Maintain

water positivity

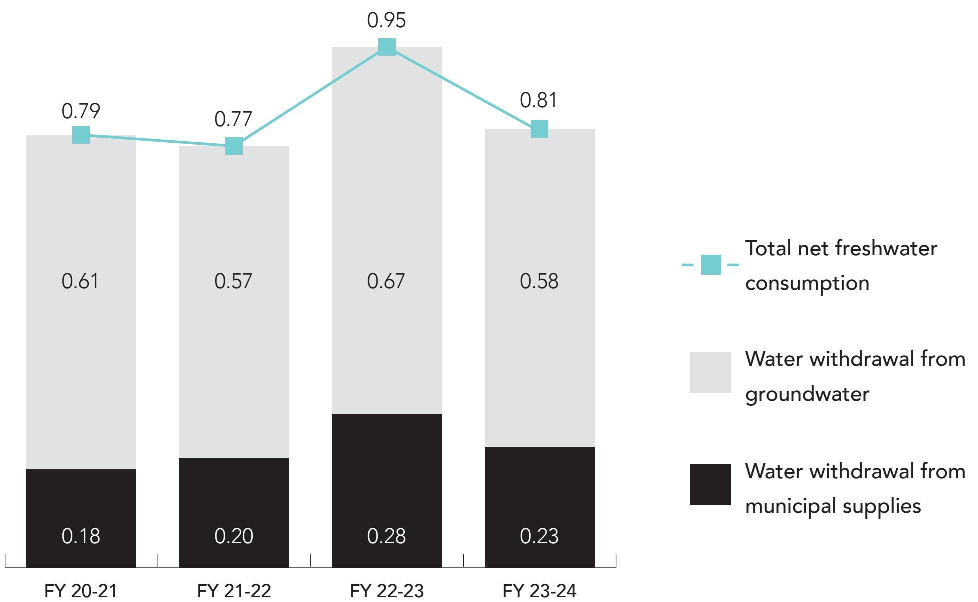
As of FY2024, we have achieved –

39% reduction in our water intensity from FY11

15x water positive

Twice a year we organise green manufacturing conference where all our green champions from across manufacturing sites gather for learning and sharing best environmental practices. As part of the learning, we create awareness on water efficiency programmes and bring in industry experts to share state-of-the-art technology solutions for water efficiency, treatment, and recycling.

Global water withdrawal (in million cubic meters)



Global water consumption (in Megalitres)

Ground water	579.60
Third party water	224
Total water withdrawal	**803.42**
Rainwater	2,053
Total water consumption	**2,857**

Global water consumption from water stress areas (in Megalitres)

Ground water	458.62
Third party water	164.46
Total water withdrawal	**623.08**
Rainwater	517.10
Total water consumption	**1,140.18**

Impact initiative

Our Godrej magic range of personal care products is reconstituted formulation that reduces water, plastic and transportation costs. Due to high water content of personal care products, tonnes of water is shipped before production and makes the finished product heavier while it is transported. Our magic handwash is powder to liquid handwash that uses half the plastic to package than regular handwash refill, along with significant water, fuel and paper savings.

Integrated community watershed management

Our integrated watershed development project is dedicated to restoring the ecological balance in the drought-prone district of Siddipet in Telangana. Currently, groundwater levels in many areas are below 400 feet, placing significant pressure on farmers. To address this, we have joined forces with NABARD and a local NGO to rejuvenate the land, replenish groundwater levels, facilitate essential irrigation, prolong cropping cycles, enhance both the quality and quantity of produce, improve livelihoods, and promote sustainable agricultural practices.

We have successfully treated 2,950 hectares of land, covering the total project area. To date, we have distributed over 8.5 lakh saplings for direct planting and seed dibbling. Additionally, the project has established 39 pandals and installed 25 drip irrigation systems on farmers' lands, with a 30% contribution from the beneficiary farmers. We have also trained over 100 farmers in alternative agricultural practices.

Water conserved – 9.20 million m^3 making GCPL

15x

water positive

3. Emissions

Extreme weather events due to climate change is one of the top global risks both in the short and the long-term. The effects of climate change are non-linear and exponential causing devastating impacts on countries in vulnerable regions. We are committed to be a part of the solution. We understand the magnitude of the task at hand and are unwavering in our dedication to reduce our emissions. Our commitment is rooted in actions that are guided by our comprehensive climate change mitigation strategy, clear targets, and regular assessments of our progress and impacts.

We monitor greenhouse gas (GHG) emissions, set short-term reduction targets, aim for long-term net-zero Scope 1 and 2 emissions, and reduction of Scope 3 emissions through supplier engagement in line Paris Agreement's goal of limiting average global warming to 1.5 degrees Celsius. We have also instituted a robust energy efficiency program with specific targets for energy reduction. Our aim is to double our energy productivity by 2030 compared to the 2018 baseline, aligning with the Climate Group's EP100 initiative. We also strive to reduce our air emissions from our manufacturing processes.

Here's how we are greening our operations and lowering our emissions -

1. We are increasing our renewable energy portfolio by switching to biomass briquettes instead of furnace oil or diesel for majority of boilers. We have invested in captive solar at our premises and are also purchasing green power from third party PPAs and open access systems. We have also invested in a cogeneration plant at our largest manufacturing site in Malanpur which will significantly boost our renewable energy consumption.
2. We have investing in energy efficiency improvements by replacing old motors with energy efficient ones, installing variable frequency devices to optimise our energy and make process modifications to improve productive and reduce energy consumption. Installation of solar lights, LED lights, and motion sensor systems further help reduce our energy consumption.
3. Our transport management system plays a crucial role in our overall emission impact. We are optimising our logistics and transportation to reduce our carbon footprint. This includes optimizing delivery routes to reduce mileage, and even exploring alternative, greener modes of transport and fuel-efficient vehicles. We work closely with our partners to ensure they align with our environmental standards. We have invested in a transport management system to improve route planning, vehicle loading, and delivery scheduling, further optimising travel and emissions.

We are advocates of the goals of the Paris Agreement and are aligned with limiting average global warming to 1.5 degrees Celsius.

Emission reduction targets

Target:
Scope 1+2 combined

Base Year:
2020

Target Year:
2035

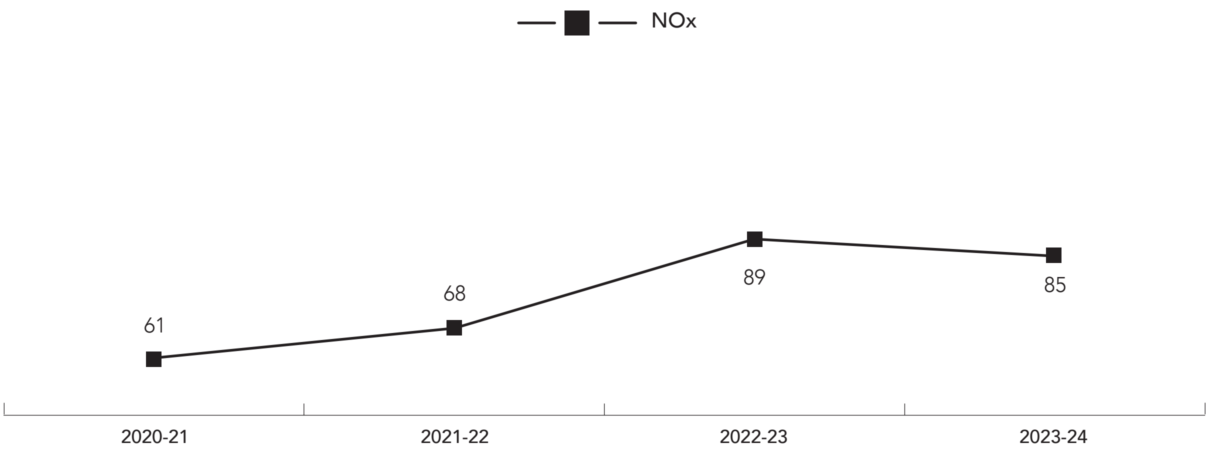
Base Year Emissions:
95,432 tCO_2e

Percentage of Total Base Year Emissions:
100%

Percentage Reduction Target From Base Year:
37.5

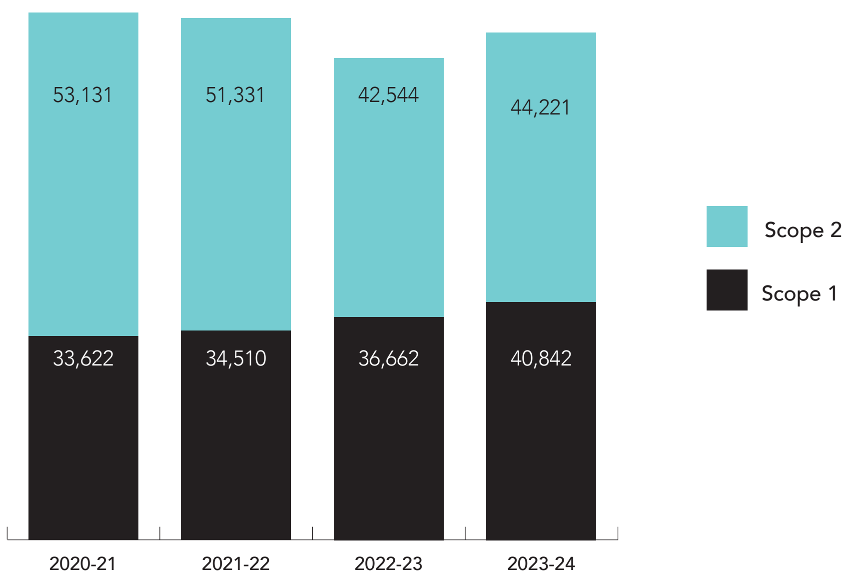
We have set these targets in line with the WB2DS scenario set by SBTi and we consider them to be science-based.

NOx emissions - India (MT NOx equivalent)



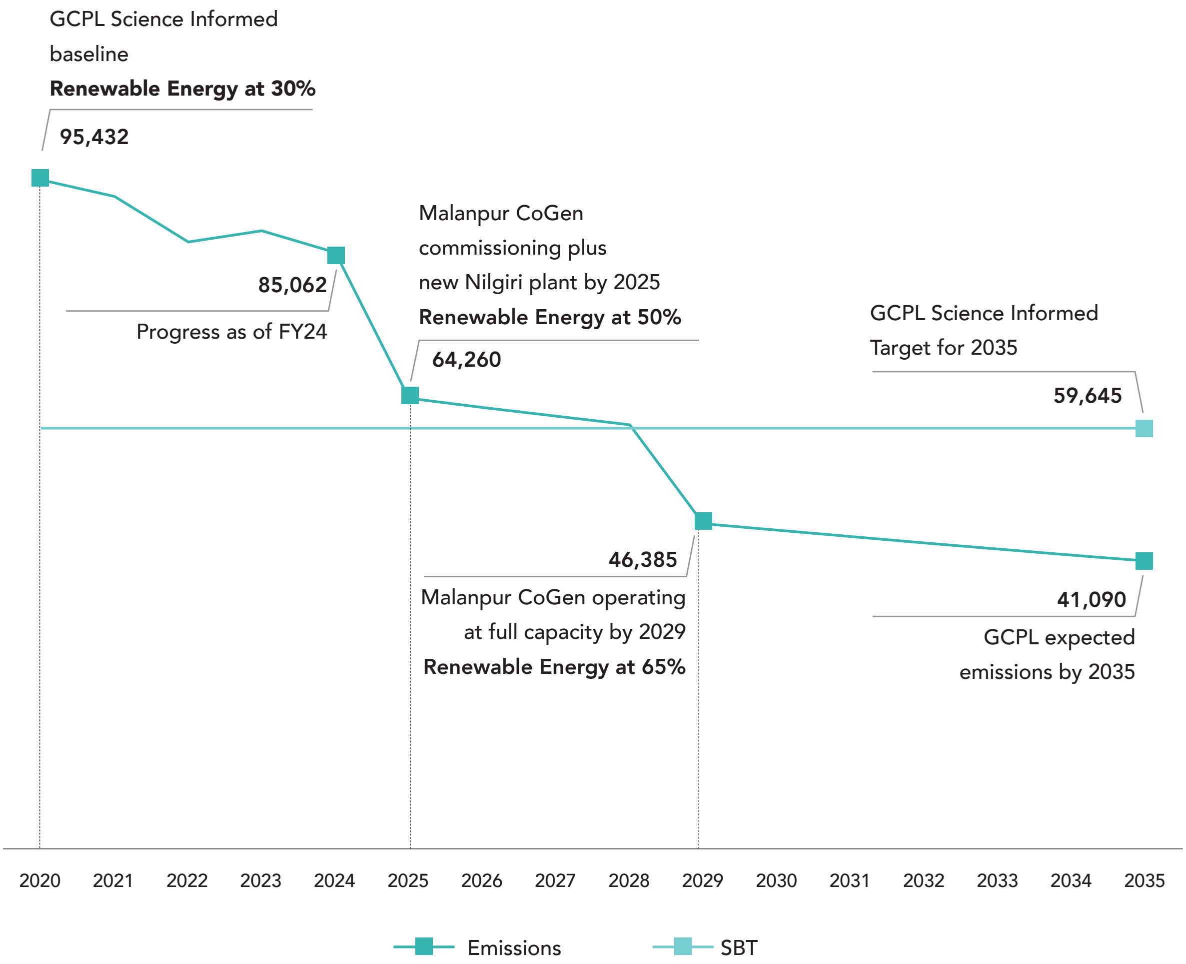
Global Scope 1 and 2 emissions (tCO_2 equivalent)

Note: The calculation for the FY22-23 & FY23-24 in tCO_2e and previous years is in tCO_2



For FY23-24, our Scope 1 energy intensity is 0.082 tCO2e/MT of product, our Scope 2 energy intensity is 0.089 tCO2e/MT of product.

Our scope 1 and 2 net-zero roadmap till 2035



We have a three-pronged approach towards reducing our emissions and moving towards a net-zero future. Along with energy efficiency initiatives, and increasing use of renewable energy, we are also investing in community projects.

Through our waste management projects we are diverting organic waste from landfills and converting waste for biomass production. We have also invested in afforestation projects in degraded land parcels for carbon sink creation and carbon sequestration in our existing watershed projects. This not only conserves water and stores carbon but also reinvigorates natural ecosystems, preserves biodiversity, and improves livelihoods for local farmers. We are currently neutralizing 20,000 MT annually of emission equivalents through these projects. Based on the total annual emissions abatement from these initiatives and our reductions in absolute emissions, we will further invest in projects for neutralisation by our target year.

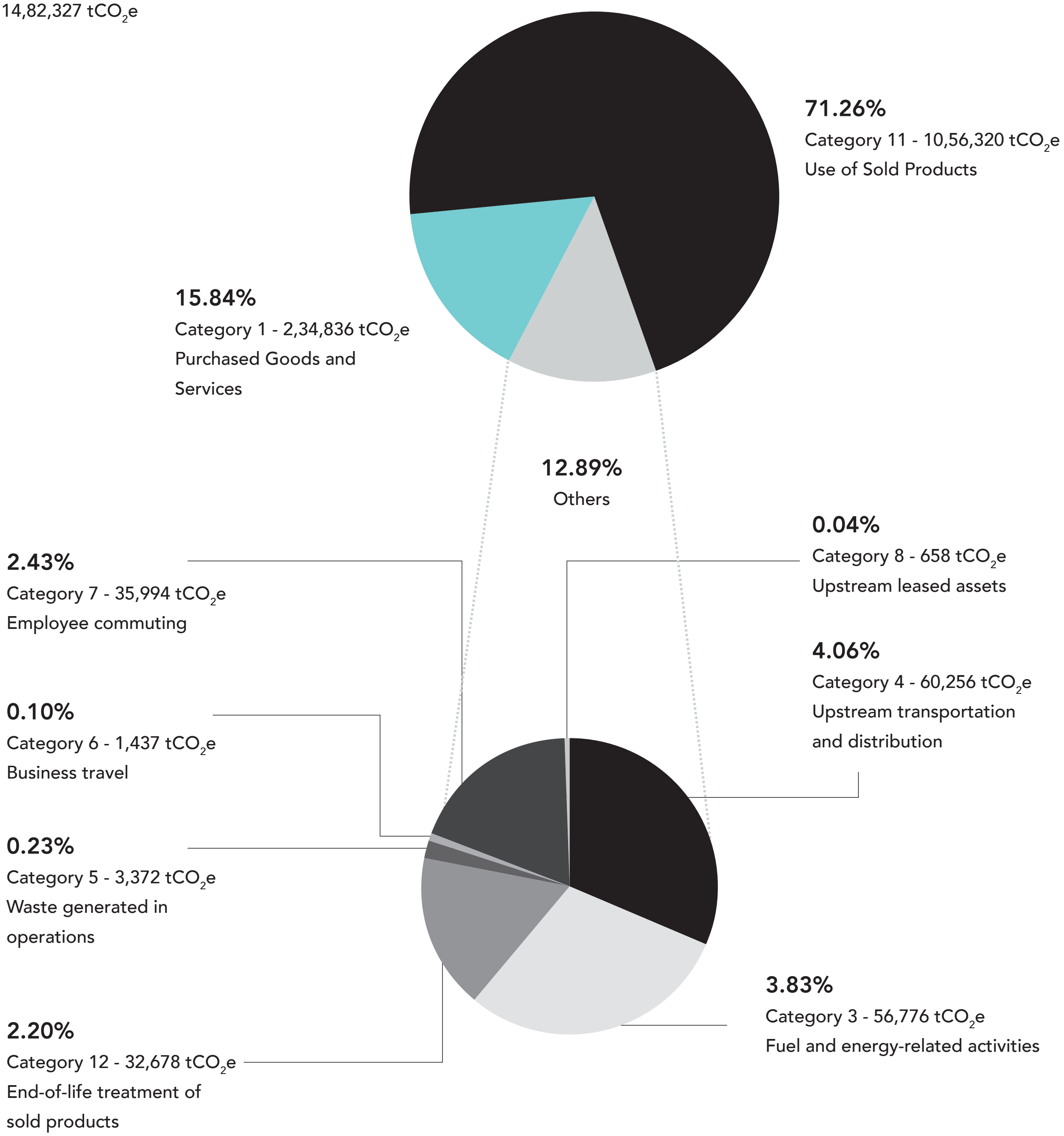
We are also reducing our Scope 3 emissions through supplier engagement.

Scope 3 emissions - India (tCO_2 equivalent) for FY 23-24

FY 21-22: 16,46,782 tCO_2e

FY 22-23: 13,33,796 tCO_2e

FY 23-24: 14,82,327 tCO_2e



Our strategy for reducing emissions and moving towards net zero carbon or carbon neutrality encompasses three key approaches :

Improving Energy Efficiency

We enhance resource efficiency across our operations to minimize energy, water, and raw material usage while maximizing productivity. This includes optimizing equipment capacity and transitioning to briquette-fired boilers over furnace oil-based ones. Collaboration with our supply chain partners under our Sustainable Supply Chain program allows for the sharing of best practices and sustainability audits.

As signatories to the EP100 global framework, developed by the Climate Group, we've committed to halving our operational energy intensity by 2030 compared to the 2012 baseline. With a current reduction of close to 40%, we are on track to meet this target well before 2030.

Increasing Use of Renewable Energy

We are ramping up our utilization of renewable energy sources such as briquette-fired boilers, microturbines, and solar PV installations. Additionally, we sell biomass ash to local farmers for use as fertilizer, promoting circularity in our operations.

Offsets

Through community-based waste management projects, we divert organic waste from landfills and invest in afforestation initiatives to create carbon sinks. These efforts not only reduce emissions but also contribute to water conservation, biodiversity preservation, and livelihood improvement for local communities.

4. Waste

Every year more than 2 billion tonnes of solid waste is generated globally, of which less than 15% is recycled. The recycling rate for plastic waste is even lower as only 9% of all plastic waste has been recycled. Waste has a significant impact on climate change. It contributes notably to greenhouse gas emissions, particularly methane from landfills.

Inefficient waste management strains our resources and results in pollution, affecting the quality of air, water, and soil. Moreover, it negatively impacts local communities and ecosystems, posing health risks and reducing the overall quality of life. It is imperative for us to implement effective waste management practices to conserve resources and protect the environment.

Scope of waste management

We manage all our waste throughout our value chain – from sourcing, manufacturing, packaging and post-consumer disposal. We aim to generate as little waste, reuse as much as possible and safely dispose the rest. Lowering our waste footprint enables us to not only reduce our environmental impact but also helps reduce our costs.

Waste we manage

Sourcing

- sustainable procurement policy that includes waste reduction and management

Manufacturing

- reducing, reusing and recycling waste
- adopting zero waste to landfill initiatives

Packaging

- reduce plastic packaging intensity, improve PCR usage and improve recyclability of packaging

Post-consumer

- Engage consumer on packaging waste disposal
- extended producer responsibility initiatives
- community waste management programmes

By 2027, we aim to –

Maintain zero waste to landfill in India and achieve

zero

liquid discharge in our manufacturing

Collect and recycle

100%

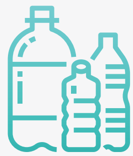
of pre and post-consumer plastic

20%

reduction in packaging intensity

80%

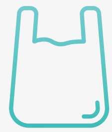
of plastic used to be recyclable



Rigid plastics to be replaced by

30%

recycled plastic



Replace flexible plastics with

10%

recycled plastic

Replace multi-layer plastics with

5%

recycled plastic

Our progress as of FY24 –

Collect and recycle

100%

of post-consumer plastic

22%

reduction in plastic intensity

40%

of the plastic we use is recyclable

Completed Life Cycle Assessments (LCAs) for

60%

of our products by revenue and 8 trails and testing completed for addition of post-consumer recycled plastics and plastic intensity reduction

Manufacturing waste

Across our manufacturing plants, we carry out waste assessments to collect and analyse data on our waste generation, disposal practices and areas of improvement. These waste audits help us identify existing waste management practices across our operations and build action plans as per best-in-class approach. Through detailed life-cycle assessments we map waste footprint of our products from raw material sourcing to end-of-use disposal.

Each of our manufacturing sites have annual quantifiable environmental targets that includes reducing waste and diverting waste from landfills. These targets and action plans are reviewed quarterly at the plant and at the corporate level. Every six months the progress is reviewed by the Board ESG committee on our environmental goals.

We have taken several measures to reduce waste generation and adopted recycling measures to divert waste from landfills. Some of our key initiatives include –

1. Our flagship Malanpur plant recycles Effluent Treatment Plant (ETP) sludge and send it for co-processing at a cement plant, helping us achieve zero waste to landfill status for our India operations.
2. Our investments in R&D are focused on reducing plastic waste. We conducted successful trails with several vendors to eliminate cap poly bag liners from HIT aerosol. As a result, we were able to eliminate the liners and reduce our plastic consumption by 7.4 MT / annum.
3. In Nigeria, Kenya, South Africa and Mozambique, we divert waste materials from our manufacturing plants and send for recycling. Globally, we have been able to lower our waste to landfill year-on-year.
4. We maintain full compliance with Extended Producer Responsibility (EPR) regulations. Our plastic packaging footprint in India amounts to approximately 17,995 metric tons (MT). We have been maintaining plastic neutrality since FY2021, ensuring we take back of an equivalent amount of plastic that we send to our consumers. Furthermore, we actively invest in community solid waste management programmes.

Reduce, Recycle, Replace approach to sustainable packaging

Implementing a Reduce, Recycle, Replace approach to sustainable packaging is a key focus area for us. Currently, over 40% of our plastic is recyclable, and we have successfully reduced our plastic packaging intensity by 22% since the fiscal year 2019-20.

In addition to our overarching good and green targets, we have set specific sustainable packaging goals at the company level. You can find detailed information about our commitment and progress against these targets in the Radical Simplification section under Sustainable Packaging Commitment .

Highlights in sustainable packaging for the fiscal year 2023-24

Highlights from our sustainable packaging efforts in the fiscal year 2023-24 include significant achievements in reducing plastic consumption. For instance, by converting metalized cartons to non-metalized ones for our Goodknight Liquid Vapouriser refills, we not only reduced plastic packaging consumption by 3,500 MT but also decreased our Extended Producer Responsibility (EPR) obligation and achieved substantial cost savings.

Innovating for good and green products

We are dedicated to innovating for environmentally responsible products within our core categories through our ESG-first product portfolio, focusing on reconstitution and naturals ranges. By the fiscal year 2025-26, we aim to conduct Life Cycle Assessments (LCAs) for 80% of our revenue-generating products. These assessments will inform our efforts to manufacture greener products and establish a sustainable framework for all new product developments.

To further reduce our environmental impact, we are exploring alternate packaging materials and increasing the utilization of Post-Consumer Recycled (PCR) plastic to minimize our reliance on virgin plastic. Our focus extends beyond regulatory compliance with EPR guidelines to include innovations in formulation, design, and delivery models aimed at reducing our plastic footprint.

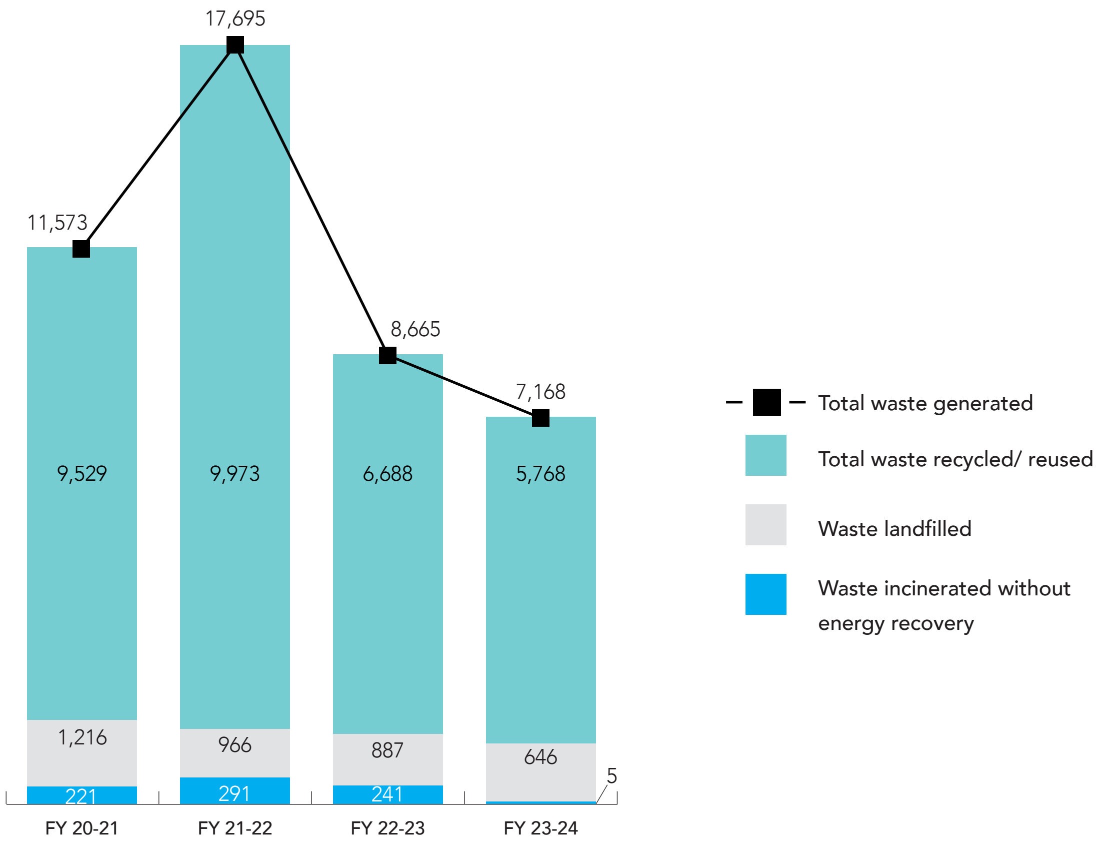
Highlights from the fiscal year 2023-24

Highlights from the year 2023-24 include completing LCAs for six products, accounting for over 50% of our revenue. Additionally, we conducted trials using PCR plastic for Goodknight Coils poly bags and explored PCR PET sources for Goodknight Xpress Liquid Vapouriser, demonstrating our commitment to green innovation and sustainable products.

You can learn more about these initiatives in the Radical Simplification section under Sustainability Built into Our Products from Day 1.

Twice a year we organise green manufacturing conference where all our green champions from across manufacturing sites gather for learning and sharing best environmental practices. As part of the learning, we create awareness on waste management programmes and bring in industry experts to share state-of-the-art technology solutions for waste reduction, and recycling. For FY2023-24, our global non-hazardous waste generated was 6,411 MT and hazardous waste was 757 MT.

Waste performance - Global (MT)



Sustainable packaging

As a consumer products company, all of our products are consumable, however we have a vital role to play in reducing the plastics and the packaging we send out. We have set clear targets to reduce our plastic usage and improve the addition of post-consumer recycled (PCR) plastics in our packaging. We have already exceeded our plastic intensity reduction targets and we are stepping up with PCR inclusion and explore alternatives to plastic. We have developed a 7-point agenda to achieve this –

I	Intensity reduction across packaging materials by 20%
M	Maximize use of PCR in our plastics
A	Assess packaging material consumption by building robust measurement mechanism
G	Guidelines for ease of recycling
I	Improve recyclability of our packaging to support zero waste to landfill
N	Network with academia, technology partners & industry peers to support packaging sustainability
E	Engage consumers on our packaging waste disposal and GCPL efforts on packaging sustainability

We have invested our R&D resources in making our packaging more sustainable. Moreover, the executive compensation of all GCPL leaders comprises of 15% of people & planet goals. They are in line with the company's vision to foster an inspiring workplace and build an equitable and greener planet. For sustainable packaging, goals for executive compensation include using better plastics, reducing plastic usage, replacing virgin plastics with post-consumer recycled plastics. Our plastics and packaging programmes include –

1. Increasing use of recyclable packaging - We aim to have 80% of our plastic packaging recyclable and we are currently at about 40%. We have mapped 16 products in our portfolio to achieve our target by switching to recyclable packaging material like aqueous coatings, paperboards and BOPP.
2. Using reusable packaging – The cartons, bags and corrugated boxes that are used in our supply chain are reused multiple times in our operations. For example, corrugated boxes that we use are recycled and they are reused at least four times to lower our environmental impact.
3. Inclusion of recycled materials – We are testing and running trails to include PCR in our packaging. In our products such as Ezee liquid detergent bottle, Good knight LV bottles, HIT cap, we are testing to replace 10%-50% virgin plastic with PCR.
4. Phasing out single-use plastic – From our offices and manufacturing plants we are phasing out single-use plastics. At our head office we have already phased out single-use plastics. All our garbage bags, stationery and office use items are recyclable r made from biodegradable materials. We are now working with our suppliers to ensure we phase out single-use raw material packaging that we use in our operations.

Packaging Materials - Wood/Paper fiber packaging

Coverage (% of cost of goods sold)
100%

Target 2023 (% of total weight)
80%

Recycled and/or Certified Material (% of total weight)
86%

Total Weight
36,793 MT

Plastic packaging

	FY 2020	FY 2021	FY 2022	FY 2023	What was your target for FY 2023?
A. Total weight (tonnes) of all plastic packaging	19,541	19,500	18,750	17,995	18,500
B. Percentage of recyclable plastic packaging (as a % of the total weight of all plastic packaging)	30	30	34	40	40
Coverage (as a % of cost of goods sold)	100%				

Impact initiative

Our Godrej Magic Floor Cleaner offers an affordable and sustainable solution. By mixing one sachet with water one can create a 500ml bottle of floor cleaner at a budget-friendly price. Our product drastically reduces plastic waste and energy consumption. Compared to traditional cleaners, it uses 94% less plastic and 72% less paper in packaging. Moreover, its compact gel-based sachets allow more units per truck, reducing transportation and emissions and lowering our environmental impact.

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

As a global FMCG player and responsible corporate, we commit to reducing waste across all our plants, processes, products, and supply chain. For the past five financial years, we have achieved zero waste to landfills from our manufacturing in India. Beyond managing our manufacturing waste, we recognise our responsibility to work with communities to manage waste. We collect 100% of the plastic waste we generate each year, as per Indian EPR laws, and collaborate with civic agencies, social enterprises, and citizens' groups to promote material reuse and recycling.

We also invest in helping communities around our offices and plant locations to identify and address their waste-related issues using circular economy principles. Since FY 2020-21, we have partnered with the Puducherry Municipal Corporation on a community waste management project. We digitally track waste management processes, raise awareness on door-to-door collection and source segregation, and have diverted over 1,400 MT of waste from landfills through clean-up drives and door-to-door collection. We established a sanitation park processing 4 TPD of waste and provided medical camps for over 1,100 waste workers. Our detailed project plan for sustainable waste management has influenced new tenders from the Government of Puducherry.

Our three-year project with Malanpur Nagar Parishad covers all 15 wards, aiming for zero waste to landfill and breaking even on operational costs by the third year. As of FY 2023-24, we diverted over 1,300 MT of waste from landfills.

Our integrated decentralized solid waste management system in Palashbari Municipal Board, Kamrup district, Assam. This project, covers all 10 municipality wards and surrounding commercial zones, aiming to break even on operational costs. Till FY 2023-24, it diverted over 2,200 MT of waste from landfills.

In In Kasauli, Solan district, Himachal Pradesh, we launched a municipal waste management project to tackle the increasing garbage issues impacting the area's natural beauty. In FY 2022-23, we conducted a baseline assessment in the Kasauli cantonment area and five surrounding Panchayats. In FY23-24 we organised cleaning drives, established waste-themed art installations, and engaged school children to raise awareness, diverting 652 kgs of waste.

In Goa, we partnered with the Goa State Pollution Control Board and Goa Waste Management Corporation on a three-year waste management project with Bicholim and Sattari Municipal Councils. Implemented by the Mineral Foundation of Goa and Sampurn(E)arth. As of FY 2023-24, we diverted over 1,400 MT of waste from landfills.

Overall, our community solid waste management programmes ensured that recyclable packaging is actually recycled through scientific waste management systems and collaboration with municipalities and urban local bodies. We helped diverted 7,200 MT of waste from landfills since 2019 and our goal is to transform waste management systems in five municipalities and divert over 8,000 MT of waste from landfills by FY 2025-26 through collaborative partnership.

Establishing winning products in new geographies

GCPL's presence spans some of the largest and most rapidly expanding emerging economies globally. Despite this, our primary categories in these regions, such as Household Insecticides, Air Care, and Hair Colour, remain relatively untapped, presenting significant growth potential. We view this as an opportunity for generating value by applying our strategies for category development, leveraging our expertise in roduct innovation, communication, and activations.

Our focus is on crafting products that resonate with local market preferences while also possessing the potential for global appeal. This approach allows us to harness our resources to create breakthrough innovations capable of traversing international boundaries, seizing global market opportunities, and ensuring sustained competitiveness in the long term.

We have already set the groundwork to realize this objective by introducing Magic, our innovative powder-to-liquid handwash, across diverse regions including India, Africa, Indonesia, and Latin America, establishing it as our maiden global offering. Similarly, our entry into the Household Insecticides segment in Africa through the introduction of Goodknight Power Shots exemplifies our commitment to this strategic direction.

Addressing unmet consumer needs

We value our consistent track record of disruptive innovations, enabling us to venture into new categories and cater to unfulfilled consumer demands. This endeavour has frequently resulted in the creation of new, unique brands that leave a lasting impression.

Our innovation evaluation process is rigorous, incorporating extensive consumer trials and test markets. This stringent approach guarantees that only the most promising products make it to market. By doing so, we enhance the likelihood of success, ultimately yielding higher returns on investment and fostering long-term value for our stakeholders.

We launched a new liquid detergent brand - Godrej Fab - for mass market

Enhanced, digitally enabled consumer insight

Continuing our commitment to consumer-centricity, our innovation strategy remains focused on enhancing consumer insight capabilities. This empowers our innovation team to craft products and solutions that precisely align with consumer needs and preferences.

Key aspects of our enhanced consumer insight capabilities include:

1. Global Structure

We maintain a global category structure that encourages the exchange of insights and expertise across the organization. This fosters better-informed decision-making and strategic planning by tapping into a wealth of knowledge.

2. Standardised testing protocols

Clear global testing protocols and action standards ensure consistent, high-quality evaluation of our products and innovations. This minimizes risks and enhances our chances of success in the market.

3. Strong agency partnerships

Strengthening our relationships with critical agency partners enables us to leverage their expertise and global reach. This enriches our intellectual capital and aids in developing products tailored to diverse consumer preferences.

4. Digital techniques

Harnessing modern digital techniques for consumer insights allows us to gather real-time data and identify emerging trends swiftly. This agility provides us with a competitive edge and enhances our long-term growth potential.

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

Situated at our global headquarters, Godrej One, in Mumbai, our state-of-the-art R&D centre is a cornerstone of our innovation ecosystem. Supported by local R&D teams, it fosters collaboration across geographies, facilitating the sharing of insights and best practices.

At our in-house global Design Lab, we seamlessly integrate design thinking into our processes, thereby enhancing our product capabilities. Unlike the common practice in the FMCG industry, where this capability is often outsourced, we have chosen to cultivate it internally, turning it into a distinct competitive advantage.

Comprising highly skilled graphic and industrial designers from various regions, the lab functions as a hub for collaborative projects, driving innovation and creativity across our product portfolio.

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 1

We maintain a continuous focus on the sustainability of our products, examining their life cycle to refine and bolster our NPD framework. This process is enriched by both quantitative and qualitative insights gathered from market research, focus groups, consumer panels, and analytics.

Our R&D remains pivotal in crafting innovative, high-quality products that serve the dual purpose of benefiting people and the planet.

1. Reconstitution portfolio

Our reconstitution portfolio holds a significant position in our endeavor to create innovative, top-quality products that offer advantages to both our customers and the environment. Recognizing the considerable water content in personal care products, we address the associated environmental impact of shipping water-intensive products. Our Magic Handwash and Magic Bodywash exemplify this approach. They are designed as powder-to-liquid or concentrate solutions, empowering consumers to add water themselves, thereby transforming the product into a usable liquid form. This innovative strategy not only reduces transportation weight but also lessens the environmental footprint typically associated with traditional product formulations.

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.

This approach brings significant benefits to the environment. Firstly, by eliminating water from our products, we reduce their overall weight, enabling us to transport larger quantities with fewer packaging materials. As a result, our reconstituted products require 84% less plastic packaging compared to their traditional liquid counterparts of the same volume. This reduction in packaging not only minimizes plastic waste but also contributes to a more sustainable supply chain. Secondly, the lighter weight of our reconstituted products leads to a 44% decrease in fuel consumption during transportation, subsequently reducing emissions by the same percentage. By curbing packaging, fuel consumption, and emissions, we actively promote environmental well-being while maintaining our commitment to delivering top-notch products to our consumers.

Usually, environmentally friendly products and packaging are associated with higher prices, appealing mainly to a niche market of environmentally conscious consumers. However, we firmly believe in making sustainable choices accessible to a wider audience. Our products are affordably priced, and we are dedicated to offering our innovative, eco-friendly products at a "green discount" rather than at a premium. We aim to make sustainable options more appealing and affordable, instigating positive changes in consumer behaviour and nurturing a greener, more responsible market.

2. Natural portfolio

We have dedicated ourselves to developing products crafted primarily with natural ingredients, a move aimed at setting our offerings apart from those already saturating the market and improving our position within it. Across our product categories, we have ensured the introduction of at least one natural product.

In the realm of Household Insecticides, a category subject to stringent regulations, we encounter a proliferation of counterfeit mosquito-repellent incense sticks (agarbattis) flooding the market. These products often conceal ingredients and harbour harmful chemicals, failing to meet the safety standards set by the Government of India. Their regular inhalation poses significant health risks, particularly to vulnerable demographics such as children and the elderly. In contrast, our Goodknight Naturals Neem Agarbatti is formulated with 100% natural neem and turmeric, effectively repelling mosquitoes while adhering to all requisite governmental approvals. Additionally, our commitment to natural ingredients extends across our Household Insecticide range, including Goodknight coils, liquid vaporizers, and personal mosquito repellents.

Furthermore, our hair colour brand, Godrej Nupur, boasts a natural henna-based formula. In regions like Africa and Indonesia, represented by brands such as TCB, Megagrowth, African Pride, Stella, and Mitu, we offer variants enriched with natural ingredients like aloe vera and almond. This concerted effort underscores our dedication to providing safe, effective products infused with the goodness of nature.

Goodknight Naturals Neem Agarbatti is made of 100% natural neem and turmeric

Supply chain sustainability

Aligned with our Good & Green goals, established in 2015, we have established clear sustainability criteria for our suppliers, outlined in the GCPL Sustainable Procurement Policy. We hold all key suppliers accountable for adhering to these standards and are dedicated to supporting them in achieving compliance. 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

Within our supplier evaluation framework, we have gathered both qualitative and quantitative data to formulate a comprehensive composite score derived from supplier responses. To drive continual adherence, we have instituted self-declarations from suppliers, supplemented by external audits conducted by a reputable consultant. Moreover, we have delineated category-specific targets, disseminated industry benchmarks, and recommended corrective measures and enhancement strategies.

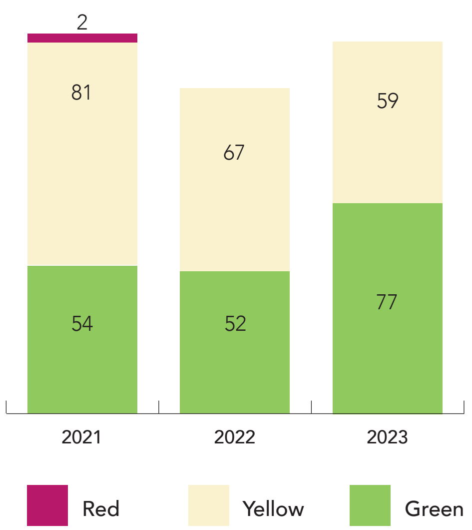
The Board ESG Committee receives regular updates on the progress of supplier evaluations, underscoring our commitment to accountability. Through these measures, we ensure suppliers align with our Sustainable Procurement Policy and its accompanying code, thereby mitigating any potential conflicts with ESG requirement.

As part of our supplier evaluations in India, we assessed 136 suppliers during the fiscal year 2023-24, representing approximately 76% of our procurement expenditures. Of the 136, we organised on-site assessment for 8 suppliers. These assessments, conducted by an external consultant, adhered to global standards such as ISO 9001, 28000, 45001, SEDEX, EcoVadis, and SEBI's Business Responsibility and Sustainability Reporting framework. The assessments focused on alignment with our sustainable procurement policy and our commitments to quality, ethical practices, environmental consciousness, and social responsibility. Our assessments consider ESG risks from suppliers based on country, sector, and commodity, including chemicals, corrugated boxes, dyes and colours, ceramic components, aluminium tins, and electrical components. Among 106 vendors with historical scores, 42% showed improvement in their average scores. Notably, none of the vendors exhibited non-compliance or significant negative impacts hence no suppliers were put on corrective plan or were terminated.

We initiated capacity building for suppliers and internal stakeholders to advance their sustainability journey. 71 unique suppliers, representing 52% of our Tier-1 suppliers, participated in training covering sustainability, ESG initiatives, human rights, biodiversity, and environmental parameters like extended producer responsibility and greenhouse gas emissions.

We share industry best practices and recommended actions for improvement. Sustainability assessments through a self-declaration questionnaire are part of our new vendor initiation protocol, reinforcing our commitment to sustainable practices. We annually review procurement practices to ensure alignment with our Sustainable Procurement Policy and track supplier progress to the green zone. In FY23-24, 25.4% of suppliers achieved more than a 25% score increase, with over 56% in the green zone.

Score category -wise no. of suppliers



Supplier screening for fiscal year 2023-24

552	136
Total number of Tier-1 suppliers	Total number of significant suppliers in Tier-1
76%	**0**
Total spend on significant suppliers in Tier-1	Total number of significant suppliers in non-Tier-1

136	136	100%
Total number of significant suppliers (Tier-1 and non-Tier-1)	Total number of suppliers assessed covering 100% of significant suppliers	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
- Making greener products
- Investing in the health and well-being of communities

Risks identified

- Changing consumer preferences
- Regulatory
- Climate change

3 GOOD HEALTH AND WELL-BEING

6 CLEAN WATER AND SANITATION

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Maintaining our status as a socially responsible company is important to us. A decade ago, we committed to fostering a more employable and environmentally sustainable world, prioritizing both people and the planet alongside financial gain. Today, we have entrenched this commitment at the heart of our strategic framework.

4.52
Global human capital return on investment

23%
Women in senior leadership

76%
Suppliers assessed for ESG

15x
Water positive

5,225
Malaria-free villages

ESG
Focused product portfolio

The biggest challenges of our time

Climate change and inequality stand as the biggest challenges facing humanity. Their combined impact is heightening global volatility, affecting businesses, supply chains, and communities. As emphasized by the Intergovernmental Panel on Climate Change (IPCC), urgent action is required, in the reduction of global emissions by more than half by 2030 to steer clear of a scenario where global warming exceeds 1.5 degrees Celsius by 2050. Moreover, the disproportionate burden of climate change falls heavily on emerging markets, including those within our operational scope, due to historical and escalating inequalities.

The latest IPCC report AR6 underscores the urgency of the situation, projecting a 1.5-degree global warming over pre-industrial levels by 2035 if current emission rates persist—a stark deviation from the targeted threshold set for 2050. Furthermore, globally, women's participation in labour markets remains lower than that of men, with the figure dipping below 25% in India specifically. Public health issues, compounded by preventable diseases such as malaria and dengue, continue to take a toll on the economies of the regions we serve.

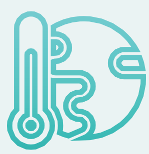
Recognizing our pivotal role in effecting change, we acknowledge that the realms of society, environment, and business are inextricably intertwined. As a responsible entity, our obligations extend beyond financial performance to encompass broader stakeholder interests. Sustainability has long been embedded within our ethos, exemplified by our significant investment in Godrej Trusts, which channel resources into education, environmental conservation, and healthcare initiatives.

In navigating an increasingly uncertain landscape, we initiated our sustainability journey a decade ago under the banner of our "good and green" vision. We pledged to foster a more employable and environmentally conscious world, prioritizing the well-being of both people and the planet alongside financial prosperity. Today, this commitment forms the cornerstone of our strategic approach.

This strategic pillar is fortified by three fundamental levers, each poised to facilitate our steadfast dedication to placing people and the planet alongside profit.

As per the World Business Council for Sustainable Development (WBCSD) Vision 2050 report, income inequality has witnessed a dramatic surge since 1980, manifesting both between and within nations. The report highlights that the wealthiest 1% of the global population has captured 27% of economic advancements, against 12% captured by the poorest 50%. Moreover, this elite 1% now commands 44% of global wealth, whereas the bottom 50% possesses a mere 2%. Furthermore, gender parity remains elusive, with women projected to achieve equality with men nearly a century from now. Widespread discrimination persists across various sectors of society, and an alarming estimate suggests that over 40 million individuals are trapped in modern-day slavery.

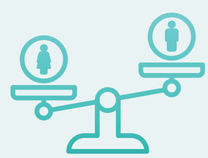
CLIMATE CHANGE



As per the most recent IPCC report AR6, if global greenhouse gas (GHG) emissions persist at their current rate, we can anticipate a 1.5-degree increase in global warming above pre-industrial levels by the year 2035. This projection notably exceeds the targeted threshold for 2050 by a margin of 15 years.

Read the IPCC report AR6

INEQUALITY



Globally, women's engagement in labour markets typically lags behind that of men. In India specifically, the participation of women in the labour force falls below 25%. Public health issues significantly affect the overall well-being of a nation. The economic repercussions of preventable diseases like malaria and dengue persistently afflict many of the regions where we conduct operations.

Developing a high-performing and diverse workforce

Our workforce serves as the foundation of our company. We prioritize investments in our human capital and remain committed to creating an environment that fosters inspiration. Our objectives include striving for zero fatalities in all our operations, achieving a representation of women at 30% in senior leadership positions*, and consistently optimizing our human capital return on investment (HCROI).

1. We have reported zero fatalities across all our operations.
2. Women represent 48% of the total workforce.
3. Women represent 23% of senior leadership position.
4. Our global HCROI is 4.52.

** Senior leadership comprises of L3 and L4 positions*

Making greener products

We remain dedicated to steadily diminishing the environmental footprint of both our products and operations while continually evaluating the sustainability of our products from a comprehensive lifecycle perspective. These insights are integral to our product development endeavours, ensuring that the goods we create are beneficial for both people and the planet. Additionally, we are committed to achieving Scope 1 and 2 net zero emissions by 2035.

1. Reduce, Recycle, Replace approach to sustainable packaging: 40% of our plastic is recyclable, with a 22% reduction in the packaging intensity from the fiscal year 2019-20.
2. Completed life-cycle assessments (LCAs) of products constituting over 60% of our revenue.
3. Innovating for greener products by building an ESG first product portfolio within our core categories to fulfil environmental imperatives.

Investing in the health and well-being of communities

In our efforts to fortify our social and relationship capital, we are directing our attention towards three primary areas of focus: health and well-being. Our objectives include fostering sustainable growth to cultivate a more inclusive and equitable world, nurturing robust relationships with our stakeholders, and making positive contributions to the communities where we operate.

1. Partnerships that protect people from vector-borne diseases: Our flagship Elimination of Mosquito-Borne Endemic Diseases (EMBED) programme, supported by the Governments of Madhya Pradesh, Uttar Pradesh, and Chhattisgarh, has reduced malaria incidence by 54% since 2015.
2. Waste and water stewardship: Our waste programmes cover 6,34,000 people with source segregation activities, processed 7,278 tonnes of waste annually.
3. Championing human rights: We have developed and rolled out a human rights due diligence tool based on the UN Guiding Principles. We have assessed 100% of our owned operations.

Developing a high performance and diverse workforce

Our people serve as the cornerstone of our company. We prioritize investments in our human capital and remain dedicated to cultivating an environment that inspires and motivates our employees.

Investing in the well-being of our people

Our company is committed to employee health and wellness, through comprehensive caregiving and support initiatives. For primary caregivers, we offer 6 months (24 weeks) of paid leave, nationwide daycare support, and flexible return-to-work options post-maternity leave, including up to 6 months (24 weeks) of unpaid leave if needed, along with specialized Employee Assistance Program (EAP) support. Secondary caregivers receive 2 months (8 weeks) of paid leave and EAP support. Additionally, we provide elder care benefits with two weeks of paid leave and access to elder care support services. Our health and wellness benefits extend further with coverage for gender reassignment surgery, childbirth/IVF, preventive health, and care for persons with disabilities (PWD). We also offer outpatient department (OPD) coverage up to INR 25,000, which includes clinic consultations, diagnostics, medicines, vaccinations, dental, and vision care. Psychiatric consultations are covered up to INR 30,000, over and above the OPD limit. Moreover, employees have access to unlimited tele-consultations available through both reimbursement and cashless models.

In the realm of health and wellness, where the pursuit of well-being is paramount, the role of resolute teams cannot be overstated. Through innovative programs, personalized care, and a holistic approach, our team has transcended traditional healthcare paradigms in trying to create a healthier organization. In today's fast-paced world, where stress and anxiety permeate every aspect of life, the Health and Wellness Team has emerged as a transformative force, championing initiatives that prioritize mental, physical, and emotional health. Their dedication to creating an environment of positivity and empowerment has not only improved outcomes but has also instilled a sense of positivity and confidence in the organisation.

One of the team's key strengths lies in their ability to tailor solutions to meet the diverse needs of their community. From implementing targeted wellness programs to offering personalized coaching and support, they have demonstrated an unparalleled level of adaptability and empathy, ensuring that every individual feels valued and supported on their journey towards optimal health.

Furthermore, the team's innovative approach to wellness has set them apart as trailblazers in the field. Whether through the integration of cutting-edge technology, the implementation of evidence-based practices, or the cultivation of partnerships with like-minded organizations, they have continuously tried to push the boundaries. Beyond their professional accomplishments, the Health and Wellness Team embodies the spirit of collaboration and compassion. Their cohesive teamwork, genuine empathy, and unwavering dedication to their mission have created a culture of trust and belonging, fostering deep connections and meaningful relationships with those they serve. The health, and Wellness Team's outstanding contributions through their tireless efforts, innovative spirit, and unwavering dedication, have not only improved the lives of individuals but have also set a benchmark in workplace wellness.

Employee support programmes:

Workplace stress management

- We have collaborated with Amaha, a mental health platform, to establish an Employee Assistance Programme for confidential mental wellness services.
- Over 100 consultations, 50+ awareness materials, and 10+ group sessions completed ranging from cognitive behaviour therapy, queer affirmative therapy, psychotherapy, relationship dynamics, emotive responsiveness, and mindfulness.
- Unlimited trust-based sick leaves.
- We offer psychiatric consultations reimbursements up to INR 30,000, over and above OPD and hospitalisation coverage.
- Our mental health awareness sessions in plants for both white-collar and workmen population has received positive feedback.
- We have piloted a study to understand the mental health index and integrating it into the Health Risk Assessment.

We are developing mental health allies and tailored stress management modules to provide anytime access to resources for all our employees.

- Our focus on mental wellness is evident through comprehensive self-care programs, abundant resources, and accessible counselling services.
- A major mental health literacy campaign had 350 participations.
- Mental health session in factory locations for both white-collar and workmen populations, receiving positive feedback.

Sport and health initiatives

- Our Godrej One headquarters houses a state-of-the-art fitness facility with full-time fitness instructors.
- We have a nutritionist at our headquarters that provides support on health food habits,meal planning and nutrition care programs.
- Every year we organise a Godrej group-wide men’s and women’s cricket tournament that runs for 2-months. People across locations come together and we encourage active participation to drive a culture of sports and fitness.
- Godrej health and wellness application for medicine delivery, booking diagnostics, medical consultations, and accessing hospital/home care assistance.
- Condition management programme with tailored fitness plans, nutritional guidance, or mental health support.
- We also organise periodic health sessions.

Working-from-home arrangements

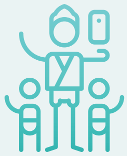
- Hybrid working model offering remote work for roles that do not require constant office presence.
- Our work from home model offers the option to work in the office for three days a week, with additional flexibility on an as-needed basis

Part-time working options

- Our flexible work arrangements include part-time options.
- We offer three options – 3 days' work week, 4 days' work week or half the work hours every day. Employees can avail any of the options as per their convenience.

Flexible working hours

- We offer flexible work arrangements, including remote work and part-time options, enabling our employees to maintain a healthy work-life balance.
- We follow core working hours between 10am – 4pm and offer flexibility to our employees to choose how they complete their 42.5 working hours in a week.



Paid Parental leave for the primary caregiver

- 26 weeks of paid leave for primary caregivers. A primary caregiver may be a birthing parent, a commissioning parent (in case of surrogacy) or an adoptive parent who identifies as a primary caregiver.
- We offer flexible return-to-work options post-maternity leave, including up to 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 a year from the birth / adoption of the child.

Paid family or Care leave beyond parental leave

- Care benefits with 2 weeks of paid leave to care for any member of the family.
- Access to elder care support services.
- Robust health insurance plans for employees' families, along with top-up options for enhanced coverage.
- Support extended to the dependents of employees, including parents, parents-in-laws, partners, siblings, and children.

Childcare facilities or contributions

- We offer childcare / daycare facilities in our head office and across all our manufacturing sites.
- Children of all our employees and workers can avail the facilities.

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

- Coverage for gender reassignment surgery, childbirth/IVF, preventive health, and care for persons with disabilities (PWD).
- Our OPD coverage includes clinic consultations, prescribed diagnostics, medicines, vaccinations, dental, and vision, available through reimbursement and cashless models.
- AI-enabled health kiosk for preventive and curative health checkups.
- Onsite medical centre across all offices and manufacturing sites.

Employee wellness programmes

Personalized health campaigns

The team realized that made-to-order health campaigns were essential for engaging and empowering employees towards their health. They designed an in-house health risk assessment toolkit that provides insights into physical and mental well-being, as well as future heart health and mental resilience. This unique tool has positioned Godrej as a market leader in evidence-based health assessments. The insights from the assessments led to the creation of targeted campaigns like "Stop the Snore," which reached over 200 employees across 50 locations, with 90 individuals identified as high-risk and comprehensive solutions provided to 7 of them. Another notable campaign was the "Pride Health Month," which focused on providing management support to the LGBTQ+ community, including a health session with one of India's first transgender doctors and comprehensive health checkups with expert consultations.

Mental health initiatives

Over the past year, the team has been dedicated to enhancing mental health literacy and psychoeducation within Godrej Industries Limited. The mental well-being chapter has been proactive with over 100 consultations, 50+ awareness materials, and 10+ group sessions ranging from cognitive behaviour therapy, queer affirmative therapy, psychotherapy, relationship dynamics, emotive responsiveness, and mindfulness. A major campaign towards increasing mental health literacy had 350 participations. The team has assisted individuals in improving their mental health by addressing key areas such as work-life balance, relationship management, self-esteem, self-compassion, LGBTQIA+ stressors, and stress management. A recent highlight includes a successful mental health session in factory locations for both white-collar and workmen populations, which received positive feedback. Furthermore, the team has initiated a pilot study to understand the mental health index and has integrated it into the Health Risk Assessment. To integrate personalization in their compassionate care, they are conducting a comprehensive analysis of the mental health index across business units to identify strengths and areas for improvement in each unit. They are also developing mental health allies and tailored stress management modules to align with the specific needs of the organization.

Godrej health and wellness application

In response to the COVID-19 pandemic, the team realized the importance of having a go-to place where employees could order home delivery of medicines, book diagnostics, get medical consultations, or access hospital or home care assistance. Godrej now has a health and wellness application that provides medicine delivery to over 2500 pin codes and offers home blood collection and diagnostics at clinics. With about one thousand downloads and a 4.3 rating, Godrej is among the few conglomerates in the world to have such a unique project. The app's shortest delivery time is 20 minutes.

Condition management programme

The team ensures that every person's unique needs and preferences are considered through tailored fitness plans, nutritional guidance, or mental health support. This is evident from the condition management program that they have rolled out, with approximately 70+ participants, 3500+ parameters evaluated, and 100+ consultations completed. This personalized approach fosters a sense of trust and rapport while empowering individuals to take ownership of their well-being journey.

AI-enabled health kiosk

As an organization with an expansive presence both nationally and internationally, health checkups for all employees should not only be easily accessible but uniform, quick, and efficient. Leveraging technology was the way to go. This has led to the genesis of an AI-enabled compact ATM-like kiosk for a health check both preventive and curative. The vision is to get health screening of up to 60+ parameters in less than 15 minutes, including a cardiac and respiratory workup with a remote doctor consult at all of their hubs. A prototype has already been installed at Godrej One, and the vision is to install similar kinds at all of their units.

Voluntary blood donation drive

The team has led the organisation towards a place in the India book of records and Asia book of records with the maximum number of voluntary blood donations in a single day by any organization. GILAC is now a Arogya healthy workplace platinum certification and has been the finalist of the global healthy workplace.

The Art of living workshop

Healthcare challenges in emerging economies are a matter of global concern, particularly as they disproportionately affect women due to intricate socioeconomic dynamics that often result in limited access to preventive diagnosis and suitable care. In alignment with our commitment to fostering enduring change, we sought to stimulate meaningful dialogue on underserved areas of women's health and take concrete steps to directly support female team members and their dependents.

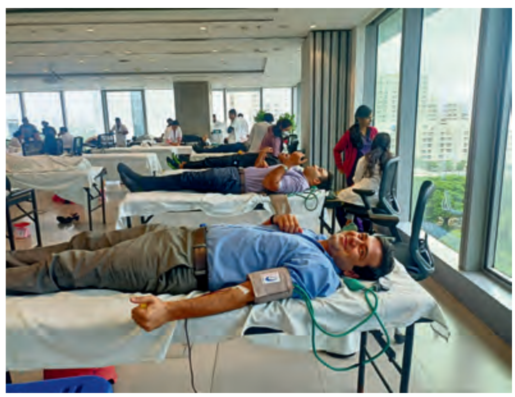
At our headquarters in Mumbai, we have established an onsite medical center, hospital facilities, a children's daycare facility, and a dedicated space for women's rest and breastfeeding.

Arogya healthy workplace session on call for obesity

Health and wellness camp at Baddi

Patient safety Day

Women's Day-2024



Blood donation 2024

We have collaborated with Amaha, a mental health platform, to establish an Employee Assistance Programme aimed at providing confidential mental wellness services. Through this program, our team members have access to personalised plans featuring a variety of resources, including self-help tools, short daily courses, informative articles, engaging activities, and the option to consult with trained therapists. We have also extended this support to the dependents of our employees, encompassing parents, partners, siblings, and children.

We are actively fostering open dialogue surrounding the significance of mental health by organising webinars featuring senior therapists and leaders. These sessions cover a range of topics, including self-care strategies, strengthening relationships, navigating social media, and mental health awareness, among others.

Team bonding activities

Occupational health and safety

We remain dedicated to fostering a culture centered on safety and health, striving to establish an organization free from incidents. To uphold this vision, we prioritize investments in top-tier safety infrastructure and the implementation of industry-leading safety systems. Our Occupational Health and Safety (OHS) Policy serves as a guiding framework, ensuring the maintenance of a safe and healthy workplace environment.

This framework encompasses various facets, including the establishment of a competent OHS organization, fostering a culture of safety awareness, conducting thorough hazard identification and risk assessments, implementing robust risk mitigation measures, and maintaining a focus on continual improvement, loss prevention, accident investigation, emergency management, health, and hygiene, as well as utilising safety performance measurement tools.

To gauge the effectiveness and comprehensiveness of our OHS management system, we have introduced an innovative assessment and scoring matrix. This tool enables us to evaluate the seamless integration of the four pillars into our operations.

Furthermore, in our pursuit of ongoing improvement, We have established a well-defined and measurable internal and external audit system. This process enables us to identify best practices and uncover opportunities for enhancement, thereby contributing to the continuous improvement of our health and safety initiatives.

We believe that people are the key to build a strong safety culture and as a company we should strive to connect each and every employee by using innovative ways like hands on trainings, skits and safety competitions. We have focused on improving safety awareness among all employees and contractual workforce. We arrange over 300 safety training programmes across plants and cover over 1,15,000 employees and contractual workforce every year.

Target 2027

0 Fatality	0 Dangerous Occurrence	LTIFR 50% reduction from LTFIR of 1.01 and sustaining the result	6 Training Manhours/ Person/Year	3 Safety Observation Nos/Person/ Year

FY 24 Status

0 Fatality	0 Dangerous Occurrence	0.45 LTIFR	3 Training Manhours/ Person/Year	1.3 Safety Observation Nos/Person/ Year

As per our commitment to close gaps on identified critical to safety areas, we have been investing in improving our safety infrastructure and systems. Some of key projects covered in last two years are around – Fall protection system, Electrical system upgrades, Machine Guarding & LOTO provisions and Fire prevention & protection system upgrade.

Automation and AI is the new way of working & we believe it can help us making our operation safer. As a company we are looking of all such opportunities. Last year we have used Drone for inspection of boiler stacks health. This has helped us in reducing the risk significantly.

Our safety and health improvement plan has four pillars:

1. People and culture

2. Safety infrastructure

3. Automation, technology, and artificial intelligence

4. OHS management system

(based on various health and safety standards, including ISO 45001)

97

Recordable work-related injuries

ZERO

Employee fatalities

ZERO

Contractor fatalities

We reported zero employee and contractor fatalities in the last 4 years across our geographies

All our manufacturing sites of are ISO 45001 certified. We have a detailed safety & health management system (SHMS) which is based on recognised standards such as ISO 45001. In addition to it, company's safety and health management system (SHMS) covers all the legal requirements pertaining to companies operations. SHMS system covers all site operations, employees, contractors & other stakeholder associated with 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. Company also reviews and assess SHMS system every 3 years and add best of the industrial practices in it.

We follow Hazard identification & risk assessment (HIRA) process based on ISO 45001 standard. We use specific techniques such as HAZOP, QRA for specific operations and risk. Employees, contractor and all other stakeholder takes 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 goes through a detailed assessment for safety & health risk assessment.

We have identified and created a list of significant risk and named it as "Critical To Safety". A detailed action plan to mitigate these risk at all sites is prepared and it's status is reviewed up to board level.

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 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.
Company safety policy gives right to all employee, contractor and stake holder freedom to take appropriate actions to save themself 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.

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.

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 leadership focus, we have heightened awareness at all organizational levels regarding incident classification and reporting, with reporting all incidents being a cardinal rule for us. These efforts have greatly enhanced our reporting capabilities.

As a company, we have made substantial investments in upgrading our safety infrastructure. As a result, we have maintained a zero-fatality record for the past 4 years, along with with no major fires or significant property damage reported.
In the fiscal year 2023-24, we achieved a notable 50% reduction in LTIFR cases, and we aim to sustain it since FY 2023.

Lost time injury frequency rate (Global consolidated data)	**Unit**	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**
Employees and contractors	LTIFR (n/million hours worked)	0.185	0.716	0.987	0.45
	LTIR (n/200,000 hours worked)				

We are committed to creating a culture of safety across all our operations

Critical enablers: Diversity, equity, and inclusion

We believe that fostering a diverse and inclusive workforce is fundamental to sustaining and advancing our competitive advantage. This approach enables us to harness a wider array of perspectives, skills, and experiences, thereby enhancing our ability to comprehend and cater to the diverse needs of our consumers. As a global conglomerate with a vision to delight over 2 billion consumers, becoming inclusive is not just in our DNA and the right thing to do, but it also makes excellent business sense.

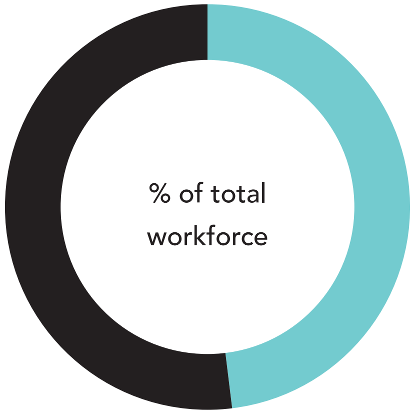
We take pride in our status as an equal-opportunity employer. Merit is our guiding principle, and we actively promote diversity while upholding the human rights of every individual. Our commitment to non-discrimination extends across various dimensions, including gender, sexual orientation, religion, nationality, race, disability, age, and other personal characteristics. We don not tolerate disrespectful or inappropriate behaviour, harassment, intimidation, unfair treatment, or any form of retaliation.

Women and Leadership

Women comprise 48% of our total workforce, reflecting our concerted efforts to cultivate an inclusive workplace. Across all white-collar positions, women hold a 26% share. In management positions, women hold a 31% share, while in senior management roles, the representation stands at 23%. We aspire to achieve a 30% representation of women in senior leadership roles, aligning with our commitment to diversity.

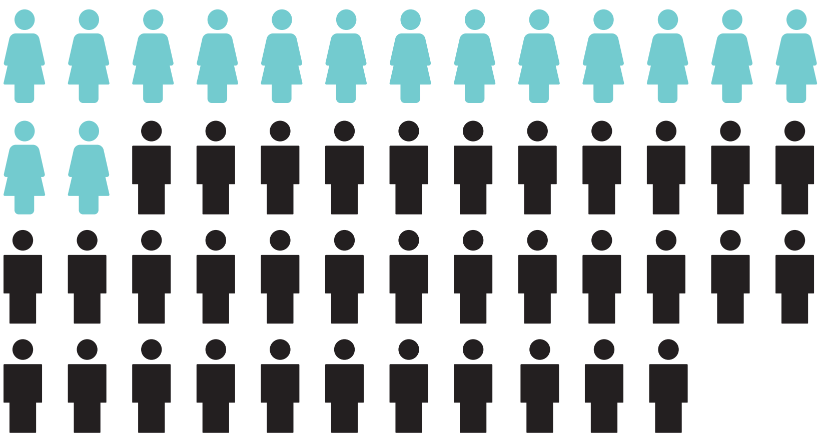
52%

men in total global workforce



48%

Women in total global workforce



31%

Women in all management positions

33%

women in junior management positions

23%

Women in senior management positions

22%

Women in revenue-generating management positions

41%

Women in STEM-related positions

DEI Fundamental Workshop

In February 2024, we started a DEI fundamental workshop. Recognizing the importance of leadership buy-in, the initiative began with comprehensive DEI fundamental workshops for all leaders across Sales and Manufacturing functions. These workshops served as a springboard for broader awareness, equipping leaders with the knowledge and skills to champion inclusivity within their teams.

Leveraging insights from focus group discussions with women in Sales and Manufacturing, the workshops explored critical topics including privilege, unconscious bias, and microaggressions. By directly addressing these often-subtle barriers, the workshops aimed to create a more open and supportive work environment for all. The content, carefully tailored based on the focus group discussions, ensured its direct relevance to the experiences and concerns of our employees. Further enriching the learning experience, the workshops incorporated case study discussions based on real-life scenarios. These exercises provided participants with practical tools to identify and navigate potential biases in everyday situations. By equipping leaders, managers and employees with a solid foundation in DEI principles, we are paving the way for a more inclusive and collaborative future for our organisation.

Building the next generation of women in leadership in Sales

Organisations like ours have encountered a significant challenge regarding the underrepresentation of women in roles such as field sales. In our India operations, we have actively pursued strategies to address this disparity by prioritizing the recruitment of more women in field sales positions. However, we have encountered persistent difficulties in establishing and nurturing a sustainable talent pool over time.

Aarambh

Aarambh is an affirmative hiring programme initiated in 2022, with a view to increase gender representation in our Sales function. To achieve a larger goal of 100 Women in Sales by 2025, Aarambh is a specially crafted program that involves a Trainee model of hiring women who are Freshers/ from a non-FMCG sales background and making them ready as Field officers for sales stint across the country. The 6-month trainee period consists of class-room training facilitated by various functional heads, assigned mentors at mid-managerial levels, who support the functional learning and frequent HR connects to address queries and help Aarambh trainees feel integrated into the system. Trainees are also supported with frequent connects from HRBPs. 25 Sales trainees have been hired through this programme, a variation of the Aarambh trainee program has been launched in the form of an internship program to increase scale of hiring from this pool.

Menstrual wellness for women in field sales roles

We believe in nurturing a culture defined by trust, respect, and inclusivity. Through ongoing dialogues concerning the diverse needs of men and women, we have recognized the importance of accommodating women's needs for time off during menstruation. This necessity is particularly acute for women in field roles, where the physical demands of outdoor work, combined with limited access to clean and hygienic washrooms, can lead to significant discomfort.

To provide support to our female team members, we are implementing the following measures:

- Encouraging women to utilise our unlimited sick leave policy whenever necessary.
- Facilitating opportunities for women to work from home, especially in field sales roles.
- Enhancing existing infrastructure, including ensuring the availability of clean washrooms at our major distributor points

Additionally, our Sales Leadership Team has organized sensitization workshops to address menstruation-related challenges faced by women in field sales roles.

Sharing the experience of an Aarambh trainee, as quoted by her:

"Being an Aarambh Trainee at GCPL has been a great opportunity to learn and grow as an individual. As much as the classroom sessions in Head office were informative, the practicality of those sessions when implemented in the market also teaches you a lot of things and the challenges you face while implementing those ideas also play an important role in making you ready to handle your own HQ."

An inclusive ecosystem of policies and awareness-building

In addition to our existing maternity benefits and day care facilities, we have implemented a Caregiver Travel Policy designed to support new mothers. This policy enables our women employees to bring along a caregiver and children up to 1 year of age for essential work-related travel.

To foster a culture of inclusion among our senior leaders and managers, we recently conducted a workshop titled 'Winning with Empathy'. This workshop utilised conversation and reflection as key tools to address unconscious biases. We aimed to raise awareness of unconscious biases among team managers, enhance the emotional intelligence of our people managers, and establish an inclusive framework for managerial practices.

Gender pay analysis

We understand the importance of cultivating a workplace that is fair and inclusive, which involves tackling the issue of 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 analyses 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 programs 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.

By addressing the gender pay gap, we not only promote fairness and equality within our workforce but also foster an environment conducive to innovation and long-term success.

We remain steadfast in our commitment to intensifying our efforts to eliminate the gender pay gap and nurture a workplace where every employee has equal opportunities for growth and success.

People with disabilities

11

PwDs across our operations

India gender pay parity for FY 23-24

Mean gender pay gap
(-) 8%

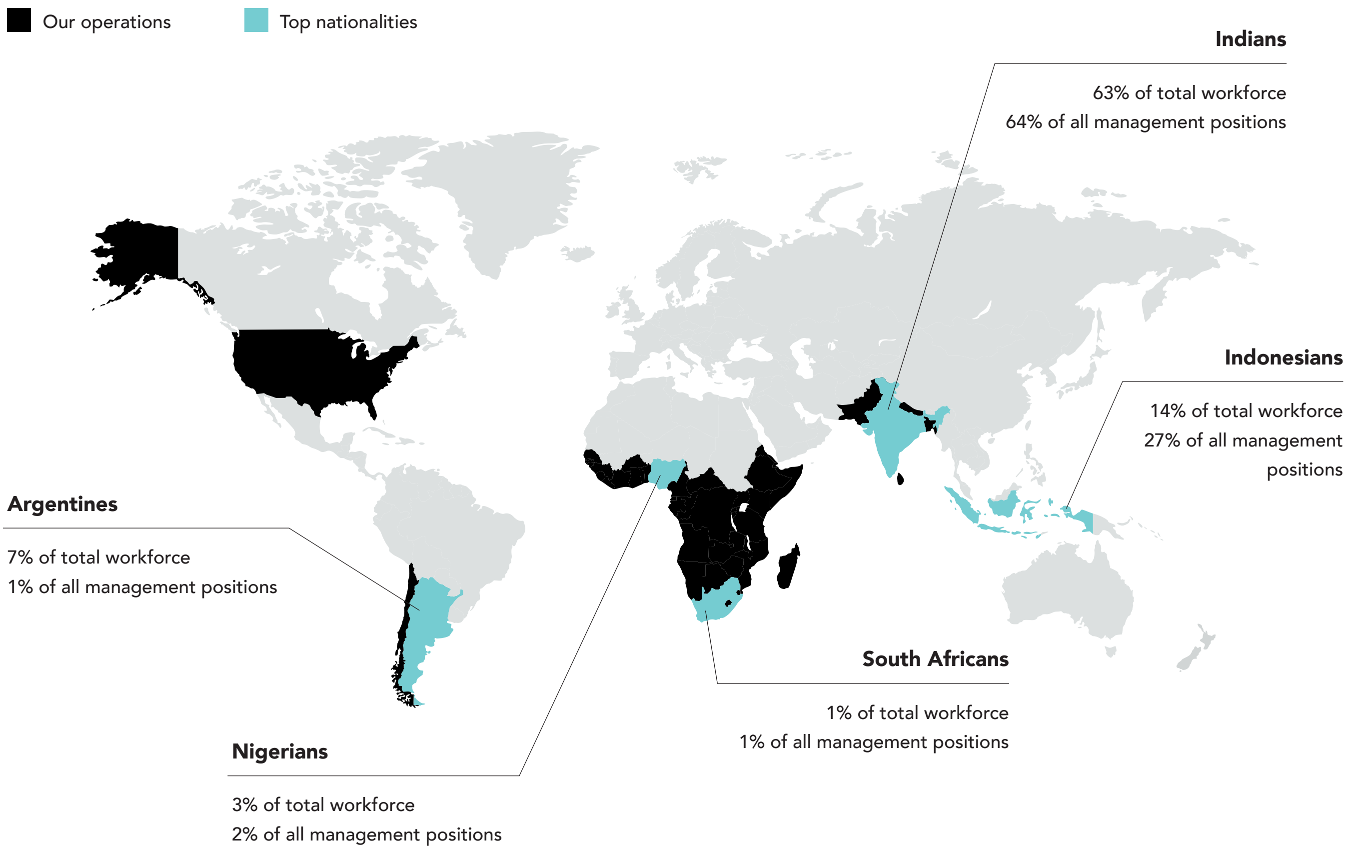
Mean bonus gap
(-) 4%

Median gender pay gap
2%

Median bonus gap
14%

Top 5 workforce nationalities

Note: Based on white-collar employees



Becoming More Diverse and Inclusive

Women in manufacturing

Women GeT is our affirmative hiring program for women in our manufacturing. In FY23-24 we hired 11 Women GeT in manufacturing units across. Given there is usually a shortage of women talent, finishing a Masters course with a Supply Chain/ Manufacturing background, the GeT programme was initiated with the objective of hiring women engineering graduates from IT and other engineering colleges such as Chemical & Electronics among other engineering streams to groom them into junior-management roles in our plant operations. There have been many learnings from the programme which will help us to make it more effective for the young women engineering professionals. We also have a differentiated Employee Referral Reward for women, LGBTQ and Persons with Disabilities (PwD) candidates.

Inclusive factories framework

As part of building lighthouse factory operations in the country, we have created a framework around building and sustaining inclusive factories. Work has commenced for two upcoming greenfields projects in India, where the commitment is to hire a gender-balanced workforce at white-collar, blue-collar and contractual levels, along with at least 5% of employees coming from the PwD & LGBTIQA+ community. This philosophy has led to the teams thinking about accessibility and inclusive design from the civil & design stage to machinery procurement, accessible technology, re-think safety workflows, map hiring & talent attraction processes, followed by the integration journey.

Currently, workflows are ongoing across all the above-mentioned streams, including designing a robust capability building programme. The machinery at the plants will be state-of-the-art high-speed lines and our 60-day capability programme will ensure seamless integration of our diverse workforce into key operational roles in the shopfloor operations.

We are also in the process of outlining long-term talent building within the marginalised communities in the area of Mechanical & Digital operations. All the above operations, including hiring have commenced, and while the first line in one greenfield in Madhya Pradesh is set to launch in Jul 2024, the greenfield in Tamil Nadu is set to be launched towards end of 2024. This framework will also form the bedrock of greenfield operations, across the GCPL's global manufacturing operations.

LGBT+ Inclusion

Our commitment to diversity and inclusion is evident in our comprehensive Equal Opportunity Policy and Gender-neutral Anti-sexual Harassment Policy. These policies are designed to protect the rights of all team members, including those who identify as lesbian, gay, bisexual, transgender, queer, and intersex (LGBT+). We extend medical benefits, such as hospitalisation cover, to domestic partners of our employees, allowing any team member to designate their spouse/domestic partner as a dependent, regardless of gender or sexual orientation. This inclusive approach also covers same-sex dependents, individuals with AIDS, and those undergoing fertility treatments. Moreover, our Adoption Policy is structured to support a gender-neutral primary caregiver.

We provide support to team members who wish to undergo gender transition through our Gender Affirmation Policy, which offers reimbursements for non-cosmetic surgeries and hormone replacement therapy. Additionally, we are actively reviewing our amenities and infrastructure to better cater to the needs of LGBT+ team members. As a proactive step, we have established two gender-neutral washrooms at our headquarters, Godrej One, in Mumbai.

DEI in Manufacturing and Sales

At GCPL, Manufacturing and Sales are two important focus areas for Diversity Equity and Inclusion.

Over the year, in our flagship Malanpur plant, we've witnessed improvement in both white-collar and blue-collar diversity. From just 9 females in white-collar positions in FY21, we've seen an increase to 22 in FY24, taking the overall white-collar diversity from 12.2% to 20%. Similarly, for our blue-collar diversity we have moved from 5 female workers in FY21 to 45 in FY24. This has elevated our blue-collar diversity share from a mere 1.3% to 8%. Our other manufacturing sites, like Conso in Pondicherry, Coil 6 in Karaikal & MM Nagar in Chennai also reflect 80%+ representation of women in contractual workforce.

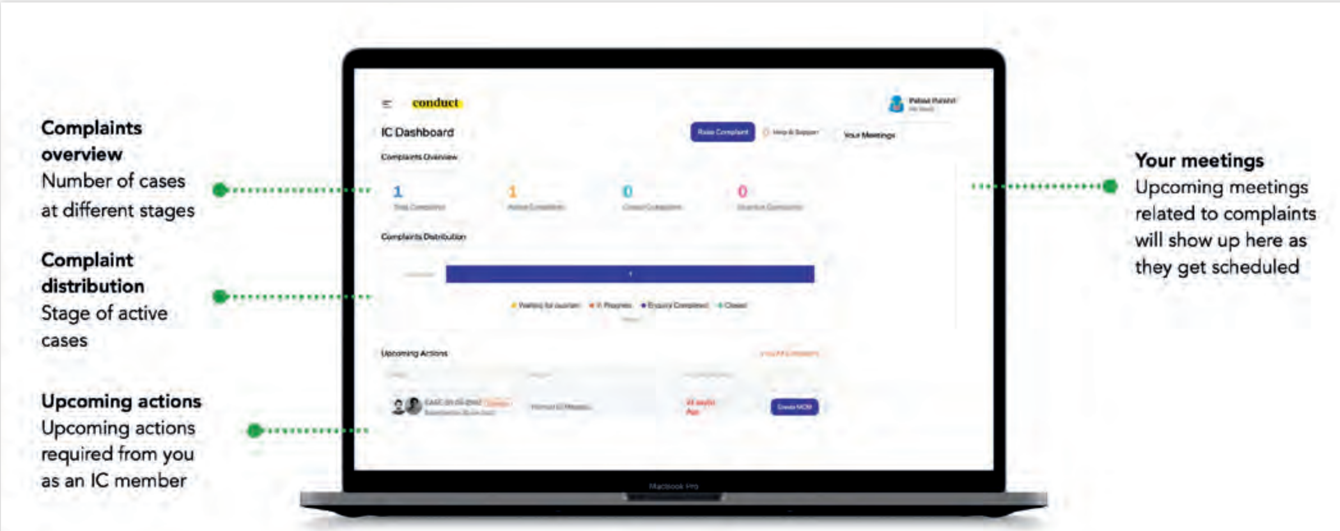
As a part of Aarambh initiative, we have onboarded total 25 saleswomen trainee across locations. Both the Sales & Manufacturing functions have been reporting an increasing trend in gender-representation over the last two years.

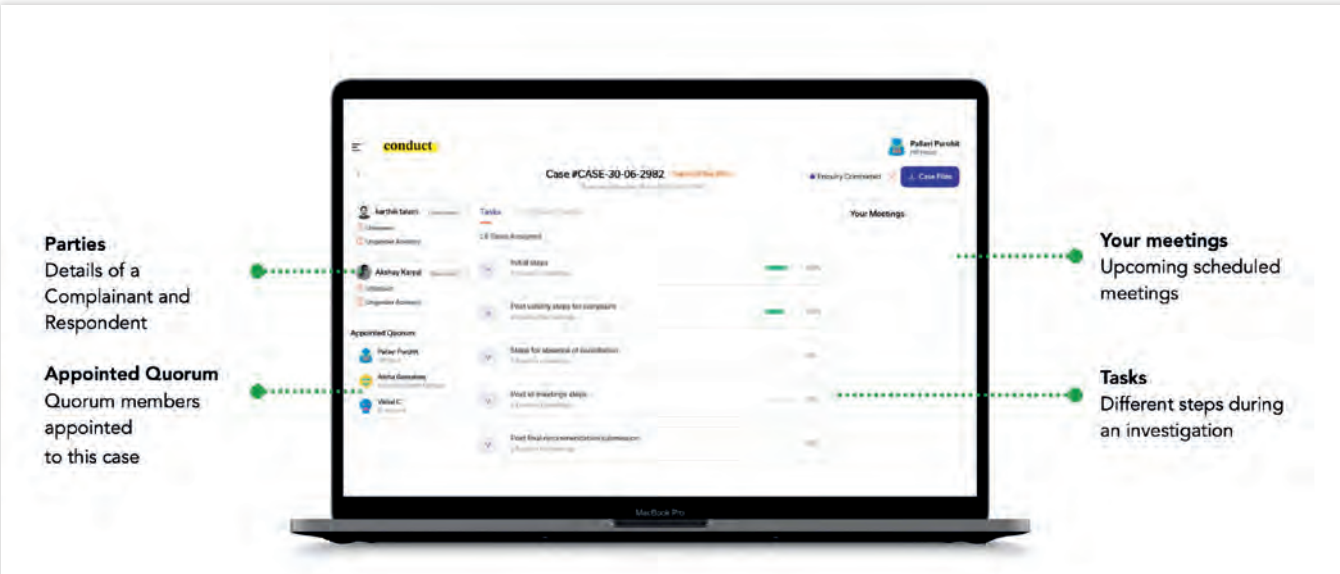
Prevention of Sexual Harassment

At Godrej, ensuring a safe and inclusive workspace for all is a top priority. This year, we have fortified our Anti-sexual Harassment Policy and procedures across all our locations, with the invaluable support of local HR teams and legal experts. Our policy is explicitly gender-neutral and extends protection to individuals of all genders, gender identities, and sexual orientations who may encounter harassment. To facilitate a streamlined complaint process, we have introduced an online platform for redressal, promoting transparency and accountability in addressing grievances. Additionally, we conduct mandatory training sessions for our Redressal Committee members and all Godrej team members at regular intervals to enhance awareness and comprehension of our policies and protocols.

Our updated anti-sexual harassment training module emphasizes raising awareness about sexual harassment in the workplace.

Complaints on sexual harassment	Complaints filed	Pending resolution at the end of the year
FY 21-22	4	0
FY 22-23	5	2
FY 23-24	4	1





Our online platform for redressal and POSH case management

Critical Enablers: Talent Development

At GCPL, we prioritize the continuous training and development of our employees, ensuring they possess the skills and knowledge necessary to excel in their roles. Our focus is on nurturing value-based, high-performing leaders who can effectively guide our growth ambitions. We achieve this by enhancing leadership effectiveness and establishing a future-ready leadership pipeline.

Living the 'Godrej Way'

The 'Godrej Way' serves as the foundation of our culture, encompassing our purpose and values, guiding our decisions and actions. We are committed to continuously exploring ways to build a more purposeful Godrej for all stakeholders. Our employee value proposition is centred around creating an inspiring workplace with an agile and high-performance culture, aimed at attracting, developing, and retaining top global talent.

We are significantly scaling up our development efforts with the Godrej Learning University, uniting various learning tracks: fundamental skills, behavioral and functional programs, flagship capability journeys, mentoring and coaching opportunities, and on-the-job learning.

Building superior functional capabilities

With the aim of strengthening critical functional and technical capabilities across levels, we have crafted comprehensive, high-impact functional programmes for key functions across geographies.

'Raise The Floor' created for the Marketing function, focuses on sharpening foundational marketing skills and is complemented by Media 101 sessions for a deeper understanding of media practices at Godrej. 'Business Finance 101' is for managers and leaders, as it aims to reinforce financial understanding and improve decision-making tied to financial performance. Our HR Academy comprises a diverse set of programmes that cover all HR facets, strives to expand knowledge and sharpen core skills for business partnering and Center of Excellence roles.

Leadership growth through the Godrej Capability Factors (GCFs)

To consistently shape present and future leaders, our tiered, level-differentiated capability development framework rooted in the GCFs aims to strengthen global leadership skills across levels, through curated, best-in-class offerings.
The 'Leading Self' programme run across clusters, seeks to enhance self-awareness, guiding participants on a journey of personal growth. With a view to strengthen capabilities in leading others, our 'Leading Teams for Impact' programmes focus on equipping people managers to drive team performance, motivation, engagement and development. Additionally, the 'High Impact Conversations' programmes aim to sharpen conversational intelligence in people managers, enabling meaningful career, development, and coaching dialogues with team members.

Leveraging executive coaching for senior leaders Capability Factors (GCFs)

We strongly believe that executive coaching plays a key role in leadership development, specifically in relation to strategic self-reflection and targeted individual development. Over a 6-8 month coaching journey with expert coaches, GLF and select succession pools systematically address their goals, emphasising critical capabilities for success in current and future roles. Our senior leadership consistently rates executive coaching as a highly meaningful and effective developmental tool, creating sustained impact in their roles.

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 offer customized development journeys for key cohorts at various leadership levels, integrating multidisciplinary elements for immersive experiences. These journeys include reflective conversations with mentors and coaches, structured forums for perspective sharing, facilitator-led masterclasses, self-paced learning modules, and capstone projects for applying learning on-the-job. Our programs are designed in collaboration with internal and external stakeholders, incorporating best practices from other organizations and addressing common developmental themes within Godrej. The development tracks consist of both cohort-based learning, where participants engage collectively, and individual tracks tailored to specific learning needs of participants.

Our Accel and Insignia training programmes

PROPEL	ACCEL	insignia
Mid-level managers	**Senior leadership**	**Management trainees**
Propel, a 12-month leadership development journey, targets mid-level managers. Initially launched in India with 21 participants, it will soon be rolled out across all our global locations.	Accel, a 12-month developmental opportunity, is tailored for senior leaders within Godrej Industries. This program seeks to deepen their understanding of the capabilities needed for progression to the next leadership level and equip them with the skills to drive change through capstone projects.	Insignia is a 12-18 month learning journey tailored for management trainees recruited from esteemed business schools.
Business benefits of the program		
The primary business benefit of this initiative is to enable participants to drive value across all Godrej Capability Factors, which are integral to our leadership capability framework. This comprehensive developmental journey includes masterclasses, mentorship from our leadership team, and immersive learning experiences through active involvement in strategic projects.	Participants benefit from a comprehensive program comprising masterclasses, personalized coaching by external mentors, mentorship from internal leaders, and hands-on implementation of change projects through capstone projects. Additionally, Accel facilitates the establishment of strong networks throughout the organization.	By offering structured business inductions and cross-functional learning opportunities, this program simultaneously fosters the early development of critical capabilities and boosts participant engagement.
Quantitative impact of business benefits (monetary or non-monetary)		
37% promoted to next level	40% role change/ promoted to executive-level roles	Improved engagement and retention of critical talent in the organisation
% of FTEs participating in the program		
3%	1%	1%

We prioritise investing in our employees through tailored Learning and Development (L&D) programs. On average, each employee dedicates 22 hours to training and upskilling initiatives. We allocate an average of ₹ 39,758 per employee for training in skill enhancement, health and safety protocols, prevention of sexual harassment, and other human rights issues.

Employee Training by Gender and Management Level

Average hours per FTE of training and development

Level	Women	Men	Total
L1	4.6	2.5	7.1
L2	10	10	20
L3	13	15	28
L4	18	15	23

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

Level	Women	Men	Total
L1	875	450	1,325
L2	9436	12,297	21,733
L3	28,833	33,585	62,418
L4	23,613	49,946	73,559

We at GCPL integrate a range of training programs to ensure comprehensive skill development and adherence to critical aspects such as health, safety, and human rights. Our focus lies in enhancing skilling and leadership capabilities through active programs, leveraging 360-degree feedback for holistic leadership development. We provide our employees access to digital learning platforms that offer a vast array of global learning resources. Our coaching and mentorship initiatives are instrumental in nurturing talent and fostering professional growth.

Additionally, our new managers undergo regular Enterprise Risk Management training to effectively navigate complex risk scenarios. We continuously update our cybersecurity training to proactively address evolving threats. Our teams work closely together, engaging in cross-training to enhance decision-making abilities and functional expertise. Through online platforms like the 'Godrej Sales Academy' and specialized programs such as Aarambh for women, we actively promote continuous learning, skill enhancement, and leadership development throughout the organization.

HCROI

At the Company, we deeply value the contributions of our employees and are dedicated to maximizing their potential to propel our growth and success. To assess the effectiveness of our investments in human capital, we measure our Human Capital Return on Investment (HCROI), a pivotal metric that provides insights into the profitability of our organization relative to total employee costs.

A higher HCROI signifies that we are efficiently utilizing our human capital to generate greater value from our workforce. By consistently monitoring and analysing our HCROI, we gain valuable insights into trends, evaluate the efficacy of our human capital strategies, and make informed, data-driven decisions to enhance the value derived from our workforce. This approach enables us to optimize our investments in talent development, recruitment, and retention, ensuring that we continue to cultivate a skilled, engaged, and diverse workforce that propels our company forward.

	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Total revenue	110,286,200,000	122,765,000,000	133,159,700,000	140,961,100,000
Total operating expenses	78,523,000,000	90,340,000,000	97,912,900,000	96,895,300,000
Total employee- related expenses (salaries + benefits)	11,233,400,000	11,041,400,000	11,114,800,000	12,493,400,000
Global HCROI (a-(b-c))/c	3.827	3.937	4.171	4.527
Total Employees	10,000	9,488	8,580	8,670

Engaging meaningfully

Our senior leadership team actively engages with employees through various platforms, including town halls and one-on-one conversations. To maintain a real-time understanding of our company's pulse and take immediate action, we have transitioned from static, point-in-time conversations and surveys to a culture of continuous listening.

We leverage Amber, a chatbot, to connect with team members across different geographic locations, reaching out to all of our global employees. Through this platform, we capture employees' experiences at defined intervals based on their tenure with the company. The feedback obtained through Amber enables us to promptly address individual concerns and implement organisational-level changes based on emerging themes.

We know that our employees are our greatest asset. We strive to create an environment where our team members feel valued and satisfied with their work. We regularly ask our employees about their likelihood to recommend us as a great place to work, their intent to stay with us, and their perception of the fairness of our performance evaluation process. Our goal is to ensure that our employees feel satisfied and engaged in their roles.

A clear sense of purpose is crucial for employees to feel motivated and committed. We regularly gauge our employees' excitement towards our strategic narrative and their trust in the decisions made by our senior leaders. We also ask them about the clarity of their goals and their contribution to business outcomes.

We are committed to fostering a happy and inclusive work environment. We regularly check in with our employees to ensure that we recognise and reward those who contribute to our success. We also ask our employees about their perception of our work environment's inclusivity and respect for diversity, and the extent to which they see the Godrej values lived out in everyday work and behaviours.

We recognise that stress can significantly impact our employees' well-being and productivity. We regularly ask our employees about the level of trust across the organisation, the collaboration between different work groups, and the clarity of processes and systems for contributing towards improvement ideas. We aim to identify and address sources of stress in our workplace, ensuring that our employees can perform at their best in a safe and supportive environment.

Trend of employee wellbeing

Godrej Consumer Products consistently surpasses industry benchmarks in employee well-being. As we utilise engagement data to gain insights and plan actions, our goal is to maintain high engagement scores year after year.

	Unit	FY 20-21	FY 21-22	FY 22-23	FY 23-24	Target for FY 23-24
Employee engagement	% of employees with top level of engagement, satisfaction, well-being, or employee net promoter score (eNPS)	86	86	85	86	85
Data coverage	% of employees who responded to the survey			100		

Employee turnover rate

	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Total employee turnover rate	17.1	11.5	23	26	22
Voluntary employee turnover rate	9.1	4.9	15	15.8	14.7
Data Coverage (as % of all FTEs globally)			100		

Workplace by Facebook serves as our internal social media and engagement platform, facilitating global connectivity with our teams. In the past year, we achieved a 56% active user rate and 12.6% engagement rate, demonstrating significant participation and interaction among our workforce.

A Glimpse at GLF 2024

Our annual leadership conclave, the Godrej Leadership Forum (GLF), is where senior leaders from across our Group companies come together for two days of collective learning. GLF 2024 delved into the theme 'The Seen, The Unseen,' sparking two days of profound sharing and strategic visioning, with thought leaders including Dr. Raghuram Rajan - Former RBI Governor and Professor at the University of Chicago, Sandeep Bakhshi - Managing Director and CEO of ICICI Bank Limited, Sunil Bharti Mittal - Chairman of Bharti Enterprises, and many more.

Learning and sharing at the Godrej Leadership Forum

Our GCPL Leadership meet

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 highly value our employees' ability to express their concerns, opinions, and suggestions. Facilitating open dialogue between employees and management is key to fostering a more engaged, empowered, and productive workforce. As part of this commitment, over 90% of our eligible employees are affiliated with recognized employee associations or collective bargaining groups. Our steadfast dedication to upholding an open and inclusive work environment ensures that every employee has a platform to voice their perspectives and actively contribute to shaping company policies and practices.

Through continuous engagement with employee representatives, we address a wide range of workplace concerns, including working conditions, health and safety measures, and opportunities for professional growth. This collaborative approach enables us to consistently refine our workplace policies and practices, ensuring they remain relevant, fair, and supportive of our employees' evolving needs and aspirations.

Our goal is to establish a workplace where every employee feels valued, heard, and empowered to perform at their best. By fostering strong relationships with employee associations, we effectively address the diverse needs of our workforce, fostering a thriving workplace culture that generates long-term value for all stakeholders.

Innovative recruitment approach

On another front, we are dedicated to cultivating an engaging and inclusive employer brand on business school campuses. Building upon insights from previous years, we revitalized Godrej LOUD (Live Out Ur Dream), our engagement platform, into an immersive experience that incorporates various engagement opportunities.

This initiative attracted 62 students from 10 prestigious business schools across India to participate in a curated program featuring leadership discussions and business immersions. From this group, we selected 23 students, with two-thirds of them being women. Through meaningful conversations, we encouraged these young individuals to reflect on their personal purpose, values, and potential to drive positive change in our world. Our belief is rooted in the notion that purpose-driven, determined young individuals can evolve into future leaders at Godrej.

Engaging with business school students at Godrej LOUD

Hiring for potential: Programme NEO

To attract and integrate talent from diverse academic and professional backgrounds, we introduced Programme NEO in FY23. This initiative welcomed applications from seasoned professionals who had graduated from prestigious universities and sought to redefine their career paths. Candidates were evaluated based on their potential and alignment with our values, leading to the recruitment and onboarding of 10 individuals across departments such as Sales and Marketing, Supply Chain, IT, and HR.

Over the past year, we have concentrated on providing a diverse array of upskilling and training opportunities to equip individuals with the necessary skills for the roles they were hired for.

	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Total number of new employee hires	261	462	481	406
Percentage of open positions filled by internal candidates (internal hires)	7.8	5.4	11.9	35.2
Average hiring cost (₹)	1,11,000	1,66,965	56,772	34,553

Recognising and celebrating high performance

Ensuring employee growth, development, and success requires regular performance evaluations and feedback. To support our employees in excelling in their roles, we have established a robust performance review system. All eligible employees undergo annual performance reviews, aiming to offer constructive feedback, define clear objectives for the upcoming year, and pinpoint opportunities for personal and professional growth.

These performance evaluations facilitate meaningful discussions between employees and their managers regarding past achievements, areas for enhancement, and future aspirations.

For mid-management and higher levels, we enhance the performance review process with a 360-degree feedback system. This comprehensive approach collects feedback from an employee's peers, subordinates, managers, and sometimes clients, providing a well-rounded assessment of an individual's performance, leadership abilities, and interpersonal skills.

Performance and career development reviews of employees:

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 way awards

These awards are dedicated to recognizing individuals whose behaviors align with our core values—Trust, Be Bold, Show Respect, Own It, Be Humble, and Create Delight. Held quarterly in India, the Godrej Way Awards honor outstanding contributors who exemplify our values in their actions.

Superstar awards

Recognised as the most prestigious awards at GCPL in India, the Superstar Awards commend the excellence of team members across all business functions, highlighting their exceptional performance and contributions.

The Godrej awards 2024

Organized across the entire Godrej Group, these awards celebrate exceptional performers within our organization. Winners were honored at a special event held at our Mumbai headquarters, acknowledging their remarkable contributions.

Ranked among the Best Companies to Work for:

Our commitment to fostering a high-trust, high-performance culture has earned us recognition our efforts towards promoting diversity and inclusion were acknowledged when we were named one of the Best Organizations for Women in 2023 by the Economic Times.

Initiatives for sustainability

We are committed to reducing the environmental footprint of our products and operations while evaluating their sustainability throughout their lifecycle. Insights gathered from this assessment inform our product development process, enabling us to create environmentally friendly products that benefit both people and the planet.

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

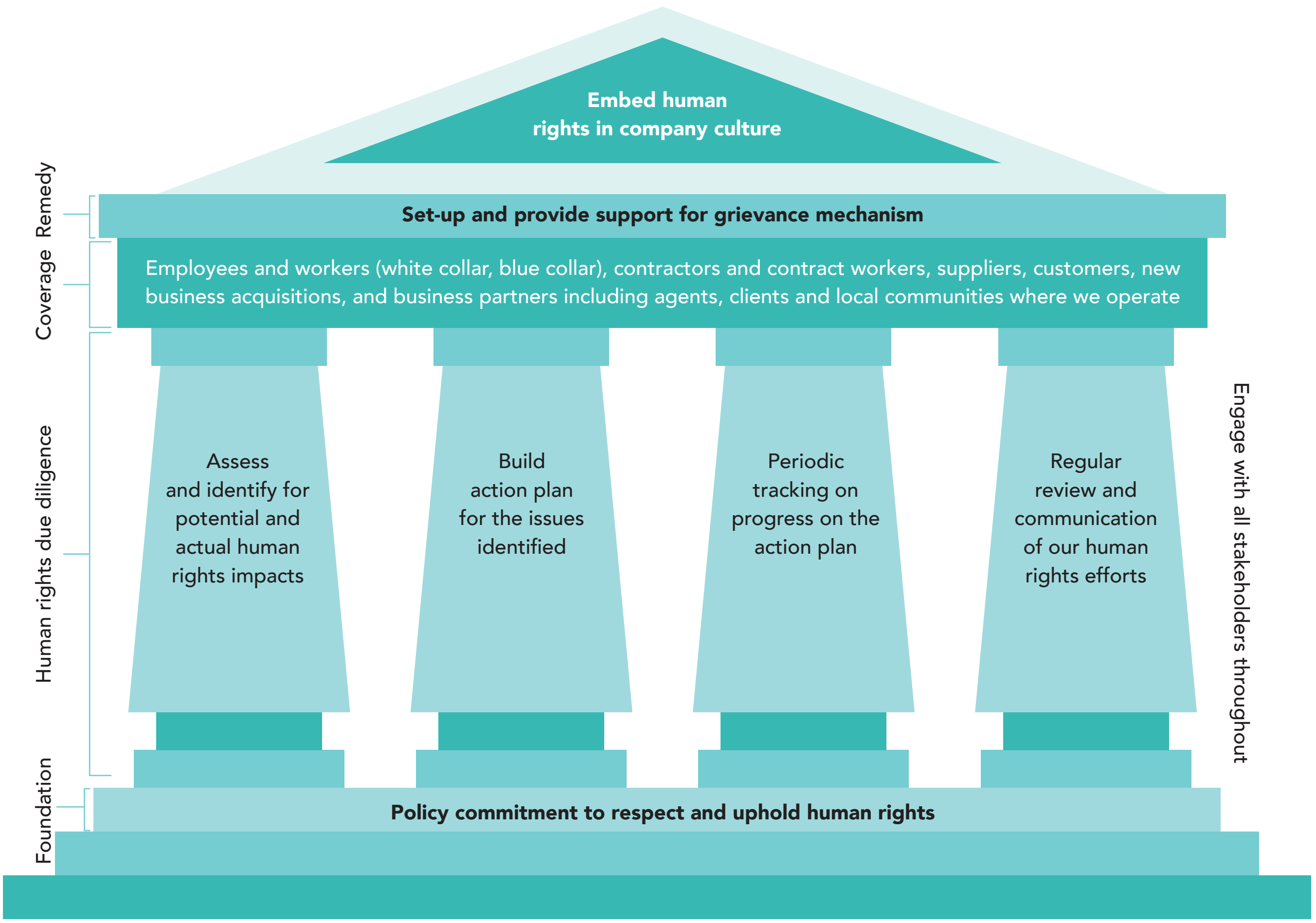

Project

Upholding human rights in the workplace

GCPL is committed to upholding human rights as an integral part of our vision for a more equitable, inclusive, and greener world. Our deep respect for human rights is embedded in our corporate values, driving our obligations to our employees, our suppliers, customers, consumers and new business acquisitions and business partners including agents, clients and local communities where we operate.

We actively address human rights risks within our operations and supply chain, focusing on preventing labour rights violations such as child labour, forced labour and unsafe working conditions. We ensure to go beyond compliance and build accountability by adhering to international standards like the United Nations Guiding Principles on Business and Human Rights.

Our human rights framework



Foundation

Human rights policy

To translate our commitment into action, we have established a robust Human Rights policy. It is aligned with the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, and our commitment extends to upholding the Human Rights Principles of the United Nations Global Compact and implementing the Voluntary Principles on Security and Human Rights. We adhere to all applicable human rights laws wherever we operate. However, where those laws and international human rights standards vary, we follow the higher standard. Where they differ, we adhere to the law of the land while seeking ways to respect international human rights to the greatest extent 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.

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 assess and identify for actual and potential human rights impacts by regularly organising systematic human rights risk assessments. Our robust assessment deep dives into our operations and mirror the reality on ground. Working closely with our key stakeholders we identified 10 salient human rights issues in our operations. These are the most important human rights at risk of negative impacts in our business operations and activities.

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 fiscal year 2022-2024, we assessed close to 20,000 employees, workers, contract workers and community members across 36 manufacturing plants in 9 countries which covers 100% of our owned operations. We also assessed suppliers covering 76% of our procurement spends for human rights impacts. The assessments covered our own employees, third-party and contract employees, women, children, migrant workers, and local communities.

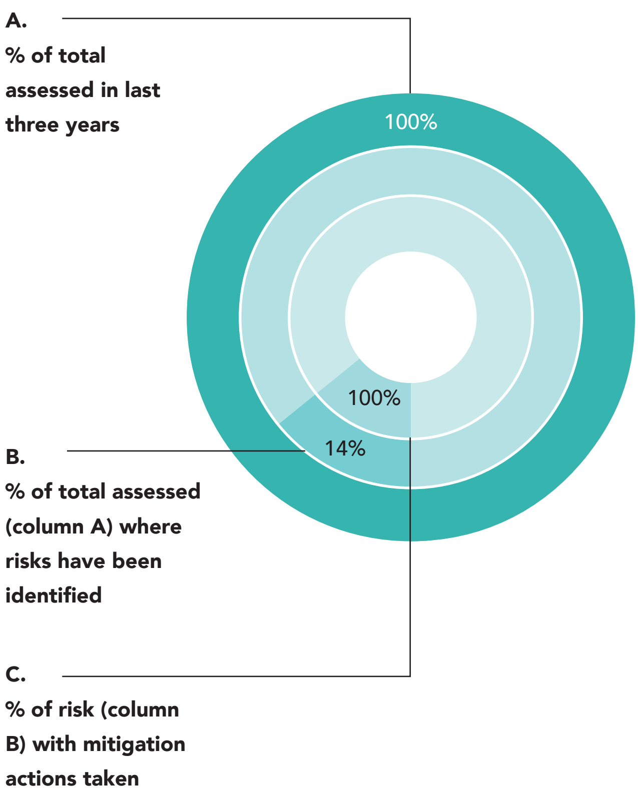
The assessment helps us to develop effective action plans that will contribute positively to people and communities across our operations. These assessments are key in improving our due diligence system and refining our policy and procedures.

Our human rights assessment between FY 2022 – FY 2024

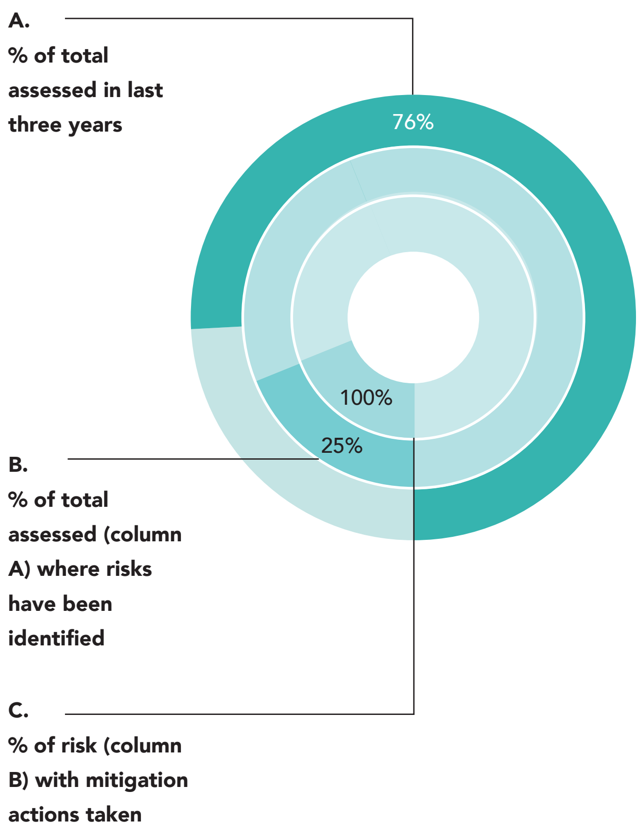
We have evaluated our own operations and supply chain in terms of human rights. Contractors, labourers, full-time employees, and Tier I suppliers are all included in this. This assessment does not cover joint ventures.

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 action plans for our 10 salient issues. These plans are customised for each region based on their assessment scores and they lay out our strategy to address, and strengthen our response on every parameter. The plan defines the actions our teams and supply chain needs to take on ground. The plan takes into consideration the best-in-class standards and international laws of human rights.

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 added a 'no-child' clause in all our agreements with contractors. Moreover, we are further making our monitoring process robust to ensure there are no child labourers employed in operations 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
Freedom of Association and collective bargaining	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.	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 documenting shopfloor meetings and proactively working on worker concerns.
Health and Safety	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.	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.
Working hours, wages and leaves	ILO recommends limited hours of work and adequate rest periods for workers. This ensure 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.	Across our operations we are installing a biometric system that records real time data of each worker ensuring everyone works adequately and are given periodic rest, leaves and fair wages.
Fair treatment and equal remuneration	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.	We are in the process of implementing end-contract compensation to cover all third-party contract workers.

Salient issue	Relevance	Our action
Community impact	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.	We are in the process to create a manual and SOP as per international standards to train our security teams on Human Rights.
Reporting and feedback	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 (OHCHR). Through a redressal mechanism we will ensure transparency, accountability, and empathy towards affected parties.	We are committed to instituting a 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.
Worker welfare	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.	We are committed to the well-being of all employees and workers by upholding worker welfare schemes and policies across all our operations. We are also planning to setup designated area for creche facilities and hiring of local qualified personnel to run it.

We have appointed Human Rights champions across all our business clusters to take the charge of implementing the action plan in their region. Our cluster champions along with HR teams are implementing the action plan phase-wise.

3. Periodic tracking and progress on action plan

In line with our commitment to human rights, we are actively strengthening systems and processes. This includes improving our labour contracts for our contract workers, improving our physical infrastructure for people with disabilities and creating awareness on human rights among others. We are also revising supplier contracts to include human rights clauses, and are collaborating with suppliers to implement corrective actions and capacity-building initiatives where necessary. We have organised a number of ESG awareness trainings for our suppliers in FY2023-24 which included training sessions on human rights.

To track and progress on our human rights action plan, we have established a cross-functional working committee comprising representatives from departments and clusters. This committee is entrusted with implementing human rights mitigation plans across our operations.

As of March 2024, all 14% of our manufacturing sites where we need to strengthen our human rights actions have successfully integrated our human rights action plan. We are committed to expanding our plan, ensuring that all our facilities adhere to the highest standards of human rights and equitable labour practices.

0

Zero tolerance
for discrimination

Zero tolerance
for forced labour, 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.

4. Regular review and communication of our human rights efforts

Across our operations, human rights considerations are seamlessly integrated, from oversight by the Board to implementation by operational teams, with diligent monitoring conducted by audit teams and steadfast support provided by HR at all levels.

We have established a dedicated Board-level committee focused on ESG, with human rights as a pivotal area of discussion. This committee convenes bi-annually to assess ESG risks, devise mitigation strategies, identify emerging focus areas, and monitor progress on the action plan.

Our Internal Audit team oversees compliance with local laws and will provide oversight on our Human Rights action plan implementation . They conduct regular reviews of operations across all geographical locations to uphold the highest standards of adherence.

Looking ahead, we are determined to address key human rights commitments with the support of our stakeholders. In the fiscal year 2024-25, we will -

- Develop action plans for all sites and suppliers to achieve our human rights objectives
- Report progress against the assessment and actions plans that have been rolled out

CSR initiatives

We started Project EMBED (Elimination of Mosquito Borne Endemic Diseases) in 2015 in Madhya Pradesh in collaboration with the Ministry of Health and Family Welfare's National Centre for Vector-borne Diseases Control (erstwhile NCVBDC), with a focus on malaria elimination, aligning with the Government of India's mission to eradicate malaria by 2030. Over the past six years, we expanded our initiative to include Uttar Pradesh, Chhattisgarh and Maharashtra. Collaborating with the state governments of Madhya Pradesh, Uttar Pradesh, Chhattisgarh, and Maharashtra as well as with our NGO partners, we conducted intensive behaviour change programmes in regions with high annual parasite indexes, where the case burden is most significant. We operated in each location for three years, raising awareness among households and vulnerable and marginalised groups.

In the fiscal year 2023-24, our malaria elimination initiative extended to ten districts: Balaghat, Sheopur, and Shivpuri in Madhya Pradesh; Badaun, Bareilly, Mirzapur, and Sonbhadra in Uttar Pradesh; Bastar and Kondagaon in Chhattisgarh; Gadchiroli in Maharashtra. Recognitions from the state governments of Madhya Pradesh and Uttar Pradesh underscored our role in aiding Madhya Pradesh's transition from a Category 3 to a Category 1 state in malaria elimination and assisting Uttar Pradesh in advancing from Category 2 to Category 1.

Furthermore, in the fiscal year 2020-21, we initiated interventions targeting dengue and chikungunya prevention in urban areas of Uttar Pradesh, Madhya Pradesh and Chattisgarh. In fiscal year 2023-24 we scaled the urban intervention to Maharashtra. Our urban dengue and chikungunya project, spanning eleven cities, aims to heighten awareness among urban poor communities about mosquito-borne diseases and educate them on protecting their families and neighbourhoods. This project currently operates in Bhopal, Gwalior, Indore, and Jabalpur in Madhya Pradesh; Lucknow, Kanpur, Agra, and Meerut in Uttar Pradesh; Raipur in Chhattisgarh; and Palghar and Thane in Maharashtra with the objective of reducing dengue and chikungunya cases and associated mortality.

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.

Our third project under EMBED focuses on providing technical support to the Government of India and Government of Uttar Pradesh in developing an integrated vector management protocol and facilitating its implementation in endemic states.

This project aims to:

- 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 of the rural malaria intervention was conducted in the fiscal year 2021-22. The assessment covered four districts of Madhya Pradesh—Shivpuri, Sheopur, Alirajpur, and Jhabua—1.5 years after the project's completion and exit from December 2021 to February 2022. The study revealed high community awareness about malaria symptoms (98%) and frequent testing (70%) among respondents with fever, leading to timely treatment and faster recovery. Additionally, 92% of participating households actively maintain cleanliness to prevent mosquito breeding. The Social Return on Investment (SROI) value for the overall program is ₹ 12.57, indicating that for every Rupee invested, the program generates a value of ₹ 12.57.

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

Outreach

- During the fiscal year 2023-24, our rural malaria initiatives extended to 17,46,922 households across 11,000 villages in 11 districts spanning Madhya Pradesh, Uttar Pradesh, Chhattisgarh and Maharashtra.

- Our urban dengue program engaged with 3,88,366 households in more than 2,000 urban settlements across 11 cities in Uttar Pradesh, Madhya Pradesh, and Chhattisgarh.

- Through the successful execution of all three projects, we reached out to over 28.4 million individuals by the end of the fiscal year 2023-24.

- A total of 3,452 Accredited Social Health Activist (ASHA) workers received training in vector-borne disease prevention and control methods.

- 137 participants underwent training on entomological surveillance, clinical management of malaria, and outbreak investigation across 29 States and and Union Territories.

- A Collaboration with the National Centre for Vector-Borne Diseases Control (NCVBDC) and GoUP, we conducted 20 outbreak surveillance visits to manage dengue and Zika outbreaks.

Impact

- In our rural malaria initiatives, we achieved 80% reduction in cases across 11 districts. Additionally, we observed a 45% increase in testing , with 5,225 villages out of 11,000 villages becoming malaria free in fiscal year 2023-24.

- Fever testing saw a notable 71% increase, accompanied by a 65% reduction in dengue cases in areas where we implemented interventions in fiscal year 2023-24. This success is largely attributed to our effective community integration and collaboration among various municipal departments. Moreover, we collaborated with NCVBDC to host a 'Technical Symposium on Dengue' in New Delhi, chaired by the ASMD- National Health Mission, Ministry of Health and Family Welfare on March 18, 2023. 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 finalized. It is being implemented by the states and serves as a foundational framework for GoI and endemic states in managing and controlling dengue, chikungunya, and Zika-related diseases.

- By the fiscal year 2025-26, our objective is to safeguard 30   million people against vector-borne diseases.

Transforming solid waste and plastic management

As a global FMCG player and responsible corporate, we commit to reducing waste across all our plants, processes, products, and supply chain. For the past five financial years, we have achieved zero waste to landfills from our manufacturing units. Beyond managing our manufacturing waste, we recognize our responsibility to work with communities to manage waste. We collect 100% of the plastic waste we generate each year, as per Indian EPR laws, and collaborate with civic agencies, social enterprises, and citizens' groups to promote material reuse and recycling.

We invest in helping communities around our offices and plant locations to identify and address their waste-related issues using circular economy principles. Since FY 2020-21, we have partnered with the Puducherry Municipal Corporation on a community waste management project, reaching over 200,000 people. We digitally track waste management processes, raise awareness on door-to-door collection and source segregation, and have diverted over 1500 MT of waste from landfills through clean-up drives and door to door collection. We established a sanitation park processing 4 TPD of waste and provided medical camps for 1,104 waste workers. Our detailed project plan for sustainable waste management has influenced new tenders from the Government of Puducherry.

Our three-year project with Malanpur Nagar Parishad covers all 15 wards, aiming for zero waste to landfill and breaking even on operational costs by the third year. As of FY 2023-24, we diverted 1,329MT of waste from landfills.

Our integrated decentralized solid waste management system in the Palashbari Municipal Board, Kamrup district, Assam, covers all 10 municipal wards and surrounding commercial zones. The project aims to break even on operational costs. Till FY 2023-24, it diverted 2,214MT of waste from landfills.

In Kasauli, Solan district, Himachal Pradesh, we launched a municipal waste management project to tackle the increasing garbage issues impacting the area's natural beauty. In FY 2022-23, we conducted a baseline assessment in the Kasauli cantonment area and five surrounding Panchayats. In FY23-24 we organized cleaning drives, established waste-themed art installations, and engaged school children to raise awareness, diverting 652 kgs of waste.

In Goa, we partnered with the Goa State Pollution Control Board and Goa Waste Management Corporation on a three-year waste management project with Bicholim and Sattari Municipal Councils. Implemented by the Mineral Foundation of Goa and Sampurn(E)arth, this project serves approximately 2.9 lakh people. In FY 2023-24, we diverted 1,449 MT of waste from landfills.

Overall, we diverted 7,278 MT of waste from landfills since 2019 and our goal is to transform waste management systems in five municipalities and divert over 8,000 MT of waste from landfills by FY2025-26 through collaborative partnership.

Integrated watershed management

Our integrated watershed development project is dedicated to restoring the ecological balance in the drought-prone district of Siddipet in Telangana. To address the water scarcity issue, we've joined forces with NABARD and a local NGO to rejuvenate the land, replenish groundwater levels, facilitate essential irrigation, prolong cropping cycles, enhance both the quality and quantity of produce, improve livelihoods, and promote sustainable agricultural practices.

We have successfully treated 2,950 hectares of land, covering the total project area. To date, we've distributed over 8.5 lakh saplings for direct planting and seed dibbling. Additionally, the project has established 39 pandals and installed 25 drip irrigation systems on farmers' lands, with a 30% contribution from the beneficiary farmers. We have also trained over 100 farmers in alternative agricultural practices. Through this project we will sequester 30,000 metric tons of CO2 per year and enhancing the entire community's capacity in water management and sustainable agriculture .

Investing in watershed management to help restore ecological balance

Statutory Reports

Board's Report

Dear Members,

Your Directors, with great pleasure, present the Annual and Integrated Report for the year ended March 31, 2024.

1. Results of Our Operations

The financial performance of your Company for the fiscal year under review is given below.

An overview of the performance of the Company's subsidiaries in various geographies is given separately in the Board's Report.

The shareholders may also refer to the Management Discussion and Analysis section, which gives more details on the functioning of the company.

(₹ Crore)

Financials: Abridged Profit and Loss Statement	**Consolidated**		**Standalone**	
	March 31, 2024	**March 31, 2023**	**March 31, 2024**	**March 31, 2023**
Total revenue from operations	**14,096.11**	13,315.97	**8,411.40**	7,667.17
Other income	**268.95**	168.41	**455.96**	139.48
Total income	**14,365.06**	13,484.38	**8,867.36**	7,806.65
Total expenses, including depreciation and finance costs	**11,689.97**	11,297.54	**6,429.77**	5,909.46
Profit before exceptional items and tax	**2,675.09**	2,186.84	**2,437.59**	1,897.19
Exceptional items	**(2,476.86)**	(54.11)	**(1,152.75)**	(27.59)
Profit before tax	**198.23**	2,132.73	**1,284.84**	1,869.60
Tax expense	**758.78**	430.27	**637.81**	355.90
Profit/loss after tax	**(560.55)**	1,702.46	**647.03**	1,513.70
Other comprehensive income	**(134.34)**	553.05	**6.68**	1.03
Total comprehensive income attributable to owners of the Company	**(694.89)**	2,255.51	**653.71**	1,514.73

2. Dividend

A. Dividend Declared

During the fiscal year 2023-24, the following interim dividend was declared on shares of face value of ₹ 1/- each, the details of which are as follows:

Declared at the Board Meeting held on	Dividend rate per share on shares of face value of ₹ 1/- each	Record Date
November 01, 2023	5.00	November 09, 2023

After the close of the financial year, the board has declared an interim dividend, the details of which are as follows:

Declared at the Board Meeting held on	Dividend rate per share on shares of face value of ₹ 1/- each	Record Date
May 6, 2024	10.00	May 14, 2024

B. Dividend Distribution Policy

The Board of Directors adopted the Dividend Distribution Policy pursuant to the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations), which requires the top 1,000 listed companies (by market capitalisation) to formulate the same. The Company's Dividend Distribution Policy may also be accessed through the following link [1].

3. Board of Directors

A. Number of Meetings

Seven Board meetings were held during the year. The details of the meetings and the attendance record of the directors are given in the Corporate Governance section of the Annual Report.

B. Changes in the Board of Directors

During the financial year, Mr. Narendra Ambwani retired as an Independent Director with effect from November 14, 2023 after completing his second term. On the basis of recommendation of Nomination and Remuneration Committee, the Board had considered and approved the appointment of Ms. Shalini Puchalapalli as an Independent Director with effect from November 14, 2023 for a period of five years which was approved by the shareholders in the AGM held on August 07, 2023.

Mr. Jamshyd Godrej, Non-Executive Non-Independent Director of the Company resigned with effect from January 24, 2024, upon attaining the age of 75 years.

The term of office of Mr. Sumeet Narang as an Independent Director ended on March 31, 2024. On the basis of recommendation of Nomination and Remuneration Committee, the Board had considered and approved the reappointment of Mr. Sumeet Narang for a second term of five years, subject to approval of the shareholders. The approval of the shareholders was received by means of postal ballot on March 26, 2024.

After the commencement of the financial year, Ms. Ndidi Nwuneli resigned from the Board with effect from May 1, 2024.

The Board places on record its appreciation for the contribution of Mr. Narendra Ambwani, Mr. Jamshyd Godrej and Ms. Ndidi Nwuneli during

[1] https://godrejcp.com/sustainability/codes-and-policies

their association with the Company.

On the basis of recommendation of Nomination and Remuneration Committee, the Board had considered and approved the appointment of Mr. Aditya Sehgal, as an Independent Director for a term of five years from July 15, 2024. The appointment is subject to the approval of the shareholders in the Annual General Meeting.

In the forthcoming AGM, Mr. Sudhir Sitapati and Ms. Tanya Dubash will retire by rotation, and being eligible, they will be considered for reappointment.

C. Audit Committee of the Board of Directors

Your Company has an Audit Committee in compliance with Section 177 of the Companies Act, 2013 and Regulation 18 of Listing Regulations. The Committee consists of the following Directors, viz., Mr. Sumeet Narang, Chairman of the Committee, and Dr. Omkar Goswami, Ms. Ireena Vittal, Ms. Pippa Armerding, and Ms. Shalini Puchalapalli, all being members of the committee. Mr. Pirojsha Godrej resigned from the committee with effect from August 7, 2023. Mr. Narendra Ambwani' s second term as an Independent Director ended on November 14, 2023, so he also ceased to be the member of the committee w.e.f. November 14, 2023. Ms. Ndidi Nwuneli also ceased to be the member of the Committee upon her resignation from the Board with effect from May 1, 2024.

D. Declaration from Independent Directors

All the Independent Directors have given their declaration confirming that they meet the criteria of independence as prescribed under the provisions of the Companies Act, 2013 and the Listing Regulations, and the same has been noted by the Board of Directors. The Independent Directors also confirmed the compliance with the code of conduct for directors and senior management.

E. Familiarisation Programmes

During the year, the Independent Directors were familiarised with the Manufacturing Footprint for GCPL India, Annual Operating Plan for the fiscal year 2023-24. Additionally, at all the Board meetings, detailed presentations covering business performance and financial updates were made. The programmes were conducted by the members of the Company management. The details of the same are available on the website of the Company and can be accessed through the following link [2].

F. Board Diversity Policy & Independence Statement

The Company has in place a Board Diversity Policy, which is attached as **Annexure 'A'**. The criteria for determining qualification, positive attributes, and independence of Directors are as per the Board Diversity Policy, Listing Regulations, and the Companies Act, 2013.

The Board Independence Statement is available on the Company website and can be accessed through the following link[3].

G. Remuneration Policy

The Company's Remuneration Policy for Directors, Key Managerial Personnel (KMP), and other employees is attached as **Annexure 'B'**. The Company's total rewards framework aims at holistically using elements such as fixed and variable compensation, long-term incentives, benefits and perquisites, and non-compensation elements (career development, work–life balance, and recognition).

[2] https://www.godrejcp.com/public/uploads/compliance_other_updates/Familiarisation_Programme_for_IDs_202324.pdf

[3] https://godrejcp.com/public/pdfs/codes_policies/people/Board_Independence_Statement_May2023.pdf

The Non-executive Directors receive sitting fees and commission in accordance with the provisions of the Companies Act, 2013.

H. **Remuneration to Directors**

The remuneration of Directors is in accordance with the Remuneration Policy formulated in accordance with various rules and regulations for the time being in force. The disclosure on the details of remuneration to Directors and other employees pursuant to Section 197 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, is given under **Annexure 'C'**. With respect to the information under Rule 5(2) and Rule 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, members may request the same by sending an email to the Company at investor.relations@godrejcp.com from their registered email address, quoting their name and folio number.

I. **Performance Evaluation of the Board of Directors, its Individual Members, and its Committees**

We conducted a formal Board effectiveness review, as part of our efforts to evaluate the performance of our Board and identify areas that need improvement to enhance the effectiveness of the Board, its Committees, and Individual Directors. This is in line with the requirements of the Companies Act, 2013 and the Listing Regulations. The Corporate Human Resources team of Godrej Industries Limited and Associate Companies worked directly with the Chairperson and the Nomination and Remuneration Committee of the Board to design and execute this process. It was later adopted by the Board.

Each board member completed a confidential online questionnaire, sharing vital feedback on how the Board currently operates and how its effectiveness could be improved. This survey included four sections on the basis of which feedback and suggestions were compiled:

- Board Processes
- Individual Committees
- Individual Board Members
- Chairperson

The criteria for Board processes included Board structure, strategic orientation as well as Board functioning, and team dynamics. Evaluation of each of the Board Committees covered whether they have well-defined objectives and the correct composition and whether they achieved their objectives. The criteria for Individual Board Members included skills, experience, level of preparedness, attendance, extent of contribution to Board debates and discussions, and how each Director leveraged their expertise and networks to meaningfully contribute to the Company. The criteria for the Chairperson's evaluation included leadership style and conduct of Board meetings. The performance evaluation criteria for Independent Directors included a check on their fulfilment of the independence criteria and their independence from the management.

The following reports were created as part of the evaluation:

- Board Feedback Report
- Individual Board Member Feedback Report
- Chairperson's Feedback Report

The overall Board feedback was facilitated by Ms. Ireena Vittal with the Independent Directors. The Directors put forth their views regarding the Board functioning effectively and identified areas that showed scope for improvement. Feedback from the Committees and Individual Board Members was shared with the Chairperson. Following her evaluation, a

Chairperson's Feedback Report was compiled.

J. Directors' Responsibility Statement

Pursuant to the provisions contained in Section 134 (5) of the Companies Act, 2013, your Directors, based on the representation received from the Operating Management and after due inquiry, confirm the following points:

a) In the preparation of annual accounts, the applicable accounting standards have been followed and no material departures have been made from the same.

b) They have selected such accounting policies and applied them consistently and made judgements and estimates that are reasonable and prudent to give a true and fair view of the state of affairs of the Company at the end of the fiscal year and of the profit of the company for that period.

c) They have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013, for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities.

d) They have prepared the annual accounts on a going concern basis.

e) They have laid down internal financial controls to be followed by the Company, and such internal financial controls are adequate and operating effectively.

f) They have devised a proper system to ensure compliance with the provisions of all applicable laws, and this system is adequate and operating effectively.

4. Transfer to Investor Education and Protection Fund

In accordance with the applicable provisions of the Companies Act, 2013 read with Investor Education and Protection Fund (Accounting, Audit, Transfer, and Refund) Rules, 2016 (IEPF Rules), all unclaimed dividends are required to be transferred by the Company to the IEPF after completion of 7 years. Further, according to IEPF Rules, the shares on which dividend has not been claimed by the shareholders for 7 consecutive years or more shall be transferred to the demat account of the IEPF authority. Accordingly, ₹1,36,56,128 unpaid/unclaimed dividends were transferred during the financial year 2023-24 to IEPF. No shares were required to be transferred during the current year.

The Company has appointed a Nodal Officer and a Deputy Nodal Officer under the provisions of IEPF Regulations, the details of which are available on the Company website and can be accessed through the following link [4].

The Company has uploaded the details of unpaid and unclaimed amounts lying with the Company as on March 31, 2023, on the Company website, which can be accessed through the following link [5]. The details of unpaid and unclaimed amounts lying with the Company as on March 31, 2024, will be available on the same link within 60 days of the AGM.

5. Finance

A. Loans, Guarantees, and Investments

The details of loans, guarantees, and investments as required by the provisions of

[4] https://godrejcp.com/investors/details-of-shares-to-iepf#Details-of-Nodal-Officer

[5] https://godrejcp.com/investors/unclaimed-dividend

Section 186 of the Companies Act, 2013 and the rules made thereunder are set out in the Notes to the Standalone Financial Statements of the Company.

B. Related Party Transactions

In compliance with the Listing Regulations, the Company has a Policy for Transactions with Related Parties (RPT Policy). The RPT Policy is available on the Company website and can be accessed through the following link [6].

Apart from the Related Party Transactions in the ordinary course of business and on arm's length basis, the details of which are given in the Notes to Financial Statements, no other Related Party Transactions require disclosure in the Board's Report for complying with Section 134(3)(h) of the Companies Act, 2013. Therefore, the disclosure of Related Party Transactions as required under Section 134(3)(h) of the Companies Act, 2013 in Form AOC-2 is not applicable.

6. Acquisition

During the year 2023-24, the Company entered into an agreement on April 27, 2023 for the acquisition of business of Raymonds Consumer Care Limited (RCCL) through slump sale basis. RCCL is a leading player in the deodorants and sexual wellness categories in India. RCCL is an Indian FMCG player operating primarily in deodorants and sexual wellness categories with two key brands - Park Avenue and Kamasutra. This acquisition allows the Company to complement its business portfolio and growth strategy with under-penetrated categories that offer a long runway of growth. The said acquisition was completed on May 08, 2023.

7. Subsidiaries, Associates, and Joint Venture

During the year, Godrej East Africa Holdings Limited alongwith its step down subsidiaries viz. DGH Tanzania Ltd, Mauritius, Charm Industries Ltd, Kenya and Sigma Hair Industries Ltd, Tanzania ceased to be subsidiaries of the Company w.e.f. March 26, 2024.

Darling Trading Co. Mauritius Ltd and DGH Phase Two Mauritius Ltd merged with Godrej Africa Holdings Limited on May 25, 2023 and September 12, 2023 respectively and accordingly both these companies ceased to be subsidiaries.

Weave Senegal ceased to be the subsidiary on March 31, 2024, and Indovest Capital ceased to be the subsidiary of the Company w.e.f. February 8, 2024.

As a part of restructuring of subsidiaries holding structure, Godrej UK Limited was acquired by your Company (Godrej Consumer Products Limited) from Godrej Netherlands BV on June 27, 2023, and accordingly it became our direct subsidiary. Also, Godrej South Africa Pty Ltd was acquired by Godrej Africa Holdings Limited from your Company on September 14, 2023, and accordingly it became our indirect subsidiary. However, it may be noted that these Companies continue to remain the Wholly Owned Subsidiaries of Godrej Consumer Products Limited.

The Company has incorporated Godrej Consumer Supplies Limited as a wholly owned subsidiary in India on December 15, 2023.

A. Report on the Performance of Subsidiaries and Associates

The details of the cluster-wise performance are given below:

[6] https://godrejcp.com/sustainability/codes-and-policies

Indonesia

In the fiscal year 2023-24, our Indonesia business demonstrated robust performance, achieving a 14% growth in topline. HIT delivered remarkable growth, particularly in the Aerosol and Electrics segment, as we continue to upgrade consumers from burning formats. Air fresheners had a muted performance driven by the category slowdown. Our hair colour segment delivered strong growth with localization of hair colour factory to enhance supply chain efficiencies, reflecting our strategic bet in this category. We continued to strengthen the fundamentals for the future, by doubling down on growth through strong distribution expansion in our General Trade business. Furthermore, we enhanced our in-store execution in modern trade by leveraging our data and analytics capabilities. Controllable Cost savings remained a key focus to support our growth initiatives and bolster profitability. Looking ahead, we remain committed to driving category development through breakthrough innovation, robust brand building, and strengthening our go-to-market strategy.

Africa, the Middle East, and the USA

Our business clusters in Africa, the Middle East, and the US experienced a varied year amidst a challenging macroeconomic landscape. While the EBITDA of the business improved by 330 bps, the net sales declined by 7% in ₹ terms over last year. This was primarily driven by steep currency devaluation in Nigeria and our divestment in the East Africa business. In local currency, the net sales have grown by 16% over the last year. Despite facing significant challenges, our rigorous cost optimization initiatives and timely price adjustments contributed to a notable improvement in EBITDA. We focused on strengthening the fundamentals for the future. We have significantly accelerated our GTM expansion and have implemented outsourced distribution in West Africa. We witnessed continued momentum on braid premiumisation in South Africa. Going forward, our focus would be to continue improving margins while delivering sales growth by driving operational excellence, strengthening our portfolio, investing in the consumer, and accelerating Wet Hair/ FMCG growth.

Latin America

In the face of currency devaluation and heightened inflation following governmental changes, our Latin America division stayed the course. Our net sales saw a modest 3% growth in Indian Rupees (INR), while EBITDA saw an 80% decline due to forex impacts in Argentina. Meanwhile, our Chilean operations experienced a notable rebound, with net sales growing by 20% in local currency (24% in INR). This recovery was complemented with a positive EBITDA, driven by cost-saving measures. Looking ahead, our strategic vision involves restoring growth momentum in both Argentina and Chile by emphasizing profitable expansion strategies and optimizing working capital management.

B. Policy on Material Subsidiaries

In compliance with the Listing Regulations, the Board has adopted a policy for determining material subsidiaries. This policy is available on the company website and can be accessed through the following link [7].

C. Financial Performance

A statement containing the salient features of the financial

[7] https://godrejcp.com/sustainability/codes-and-policies

statements of subsidiary/ies of the Company in the prescribed Form AOC-1, is a part of consolidated financial statements (CFSs) in compliance with Section 129(3) and other applicable provisions, if any, of the Act read with Rule 5 of the Companies (Accounts) Rules, 2014. Your Company does not have any joint venture/ associate Company requiring disclosure in Form AOC-1.

The said form also highlights the financial performance of each of the subsidiaries included in the CFS of the Company pursuant to Rule 8(1) of the Companies (Accounts) Rules, 2014.

8. Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act, 2013

Your Company has complied with the provisions relating to the constitution of the Internal Committee in compliance with the Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act, 2013, to consider and resolve all sexual harassment complaints reported by women. During the year, awareness regarding sexual harassment among employees was created through emails, e-learning modules and in-person workshops for all categories of workforce. There were zero complaints reported during the calendar year 2023, while 2 investigations were carried forward from 2022 into 2023 and accordingly, the committee has filed the complaint report with the concerned authorities in accordance with Section 22 of the aforementioned Act.

9. Talent Management and Succession Planning

Your Company has the talent management process in place with the objective of developing a robust talent pipeline for the organisation, which includes the senior leadership team. We have a comprehensive talent management process, where we identify critical positions and assess the succession coverage for them annually. During this process, we also review the supply of talent, identify high potential employees, and plan talent actions to meet the organisation's talent objectives. We continue to deploy leadership development initiatives to build succession for key roles.

10. Annual Return

In compliance with the provisions Section 134(3)(a) of the Companies Act, 2013, the Annual Return as per Section 92(3) of the Companies Act, 2013, is available on the Company website, which can be accessed through the following link [8].

11. Risk Management

Your Company has a well-defined process in place to ensure appropriate identification and mitigation of risks. The Risk Management Committee of the Company has been entrusted by the Board with the responsibility of identification and mitigation plans for the 'Risks that Matter'.

Elements of risks to the Company are listed in the Management Discussion and Analysis section of the Annual and Integrated Report.

12 Vigil Mechanism

Your Company has adopted a Whistle Blower Policy as a part of its vigil mechanism.

The purpose of the policy is to enable any person (employees, customers, or vendors) to raise concerns regarding unacceptable improper practices and/or any unethical practices in the organisation without the knowledge of the management. All employees shall be protected from any adverse action for reporting

[8] https://www.godrejcp.com/investors/annual-reports

any unacceptable or improper practice and/or any unethical practice, fraud, or violation of any law, rule, or regulation. This policy is also applicable to the directors of the Company.

Mr. V Swaminathan, Head Corporate Audit and Assurance, has been appointed as the Whistle Blowing Officer, and his contact details have been mentioned in the policy. Furthermore, employees are free to communicate their complaints directly to the Chairman/Member of the Audit Committee, or through other reporting channels as stated in the policy. The policy is available on the internal employee portal, and the Company website and can be accessed through the following link [9] . The Audit Committee reviews reports made under this policy and implements corrective actions, wherever necessary.

13. Family Settlement Agreement between the Promoters

The Company has been informed by way of a family letter dated April 30, 2024 issued jointly by Mr. Adi Godrej (ABG), Mr. Nadir Godrej (NBG), Mrs. Smita Godrej Crishna (SGC) and Mr. Jamshyd Godrej (JNG) that the Godrej family members have entered into a family settlement agreement and a brand & non compete agreement on April 30, 2024. The Company is not a party to these agreements.

The settlement contemplates a realignment of *inter alia* the shareholding of Godrej Industries Limited and Godrej Seeds & Genetics Limited, which are shareholders of the Company, subject to applicable regulatory approvals. Pursuant to the realignment, the management and control of the Company will continue with the ABG / NBG family, and the JNG / SGC family will not be involved in the management and operations of the Company.

Currently, there are no members of the JNG / SGC Family who are directors on the board of directors of the Company.

14. Annexures

A. Disclosure on Conservation of Energy, Technology Absorption, Foreign Exchange Earnings, and Outgo

Annexure 'D' of this report provides information on the conservation of energy, technology absorption, foreign exchange earnings, and outgo required under Section 134(3)(m) of the Companies Act, 2013 read with the Companies (Accounts) Rules, 2014, which forms a part of the Board's Report.

B. Corporate Social Responsibility

The corporate social responsibility (CSR) Policy is available on the Company website under the following link [10]. The CSR Report, along with details of CSR projects, are provided in **Annexure 'E'** of this report.

C. Employee Stock Option Scheme

The Company has a stock option scheme named as 'Employee Stock Grant Scheme, 2011'. The number and the resulting value of stock grants to be given to eligible employees are decided by the Nomination and Remuneration Committee, which are based on the closing market price on the date of the grants.

The vesting period, exercise period and the other terms of vesting, if any, are also decided by the Nomination and Remuneration Committee. Upon vesting, the eligible employee can exercise the grants and acquire equivalent shares of the face value of ₹ 1 per share.

The difference between the market price at the time of grants and that on the date of exercise is the gross gain/loss to the employee. The details of the grants allotted under the Godrej Consumer Products

[9] & [10] https://godrejcp.com/sustainability/codes-and-policies

Limited Employee Stock Grant Scheme, 2011 and the disclosures in compliance with Share Based Employee Benefits (SEBI) Regulations, 2014 and Section 62 1 (b) read with Rule 12 (9) of the Companies (Share Capital and Debentures) Rules, 2014 are set out in **Annexure 'F'**.

Your Company has not given a loan to any person under any scheme for or in connection with the subscription or purchase of shares in the Company or the holding company. Hence, there are no disclosures on voting rights not directly exercised by the employees.

15. Listing

The shares of your Company are listed on the BSE Limited and National Stock Exchange of India Limited. The applicable annual listing fees have been paid to the stock exchanges before the due dates. Your Company is also listed on the Futures and Options Segment of the National Stock Exchange of India.

16. Business Responsibility and Sustainability Report

Pursuant to Regulation 34 of the Listing Regulations, the Business Responsibility and Sustainability Report highlighting the initiatives taken by the Company in the areas of environment, social, economics, and governance is included in the Annual and Integrated Report. The same is also available on the website of the Company and can be accessed through the following link [11].

17. Auditor's and Auditors' Report

A. Statutory Auditors

In accordance with Section 139 of the Companies Act, 2013 and the rules made thereunder, M/s. B S R & Co., LLP, Chartered Accountants (Firm Regn. No. 101248W/W-100022) have been appointed as the statutory auditor for a second term of five years to hold the office from the conclusion of the 22nd AGM held on August 03, 2022, until the conclusion of the 27th AGM in the year 2027 at a remuneration as may be approved by the Board.

B. Cost Auditors

The Company is maintaining requisite cost records for its applicable products. Pursuant to directions from the Department of Company Affairs, M/s. P. M. Nanabhoy and Co., Cost Accountants, were appointed as cost auditors for the applicable products of the Company for the fiscal year 2023-24. They are required to submit the report to the Central Government within 180 days of the end of the accounting year.

C. Secretarial Auditors

The Board had appointed M/s. A. N. Ramani & Co. LLP, Company Secretaries, Practising Company Secretary, to conduct a secretarial audit for the fiscal year 2023-24. The Secretarial Audit Report for the fiscal year that ended on March 31, 2024, is attached herewith as **Annexure 'G'**. The Secretarial Audit Report does not contain any qualification, reservation, or adverse remark.

18. Corporate Governance

Pursuant to the Listing Regulations, the Report on Corporate Governance is included in the Annual and Integrated Report. The Practising Company Secretary's Certificate certifying the company's compliance with the requirements of corporate governance, in terms of the Listing Regulations, is attached as **Annexure 'H'**.

19. Management Discussion and Analysis

Management Discussion and Analysis as stipulated under the Listing Regulations is presented in a separate section forming a part of this Annual and Integrated Report.

[11] https://godrejcp.com/investors/annual-reports

The details pertaining to the internal financial control and its adequacy are also a part of the Annual and Integrated Report.

20. Confirmations

a. Your Company is in compliance with the applicable Secretarial Standards issued by the Institute of Company Secretaries of India.

b. There have been no material changes and commitments affecting the financial position of the Company that have occurred between March 31, 2024, and the date of this Board's Report.

c. There have been no instances of fraud reported by the auditors under Section 143 (12) of the Companies Act, 2013, and the rules framed thereunder, either to the Company or to the Central Government.

d. The Company has not accepted any deposits from the public, and as such, no amount on the account of principal or interest on deposits from the public was outstanding as on the date of the balance sheet.

e. During the financial year 2023-24, there were no significant and material orders passed by the regulators or courts or tribunals that can adversely impact the going concern status of the Company and its operations in the future.

f. During the year under review, no amount was transferred to any of the reserves by the Company.

21. Appreciation

Your Directors wish to extend their sincere thanks to the employees of the Company, central and state governments, as well as government agencies, banks, customers, shareholders, vendors, and other related organisations that have helped in your Company's progress, as partners, through their continued support and co-operation.

For and on behalf of the Board of Directors

Nisaba Godrej
Executive Chairperson

Mumbai, May 6, 2024

ANNEXURE 'A'

BOARD DIVERSITY POLICY

The case for boardroom diversity has never been stronger. In today's rapidly evolving business environment, we recognise the power of leveraging diverse perspectives, skills, and experiences to stay competitive. At Godrej Consumer Products, we seek board members with diverse backgrounds and viewpoints, who can provide a wide array of insights and ideas. The advantages of a diverse board extend beyond a social factor to encompass better financial performance, decision-making, innovation, and adaptability to changing market conditions.

Objective

The Board Diversity policy aims to create an environment that values and fosters inclusiveness, embraces a broad spectrum of talent, and champions a culture of meritocracy. The policy strives to ensure that its Board reflects diversity in its broadest sense including but not limited to, business experience, geography, age, gender, nationality, ethnicity, and race. By doing so, we aim to contribute to the Company's competitive advantage, stakeholder engagement, and overall business performance.

Scope and Applicability

This policy only applies to the Board of Directors of Godrej Consumer Products. It is crafted in line with Godrej Consumer Products' Code of Conduct and GCPL Human Right policy, which is committed to inclusion and diversity.

Policy Statement

We recognise and embrace the benefits of having a diverse Board and see increasing diversity at Board level as an essential element in maintaining a competitive advantage. Being a global company, we acknowledge to have diversity of thought and nationality to be able to best serve the consumers in regions where we operate. We aspire to maintain a balance with reference to:

- Membership of the Board includes a diverse mixture of skills, professional & industry backgrounds, geographical experience & expertise, gender, tenure, nationality, ethnicity, race, and diversity of thought.
- Board will include and make good use of the differences in the competency of skills, capabilities, knowledge, industry experience, background, race, gender, nationality and other qualities of the individual members as a whole.
- Board will have diversity in thought and nationality to best represent the consumers served in emerging markets globally.
- Board will have a range of views, thoughts, insights, perspectives, and opinions to improve its decision-making and benefit the Company's stakeholders.

Diversity Objectives

Our commitment and target is to have at least one woman director on the Board as per the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015. However, our aspiration is to ensure that no more than 50% of any one gender is represented on the Board. We recognise that Board composition may result in temporary periods when we are not able to achieve this balance.

Monitoring & Reporting

The Nomination and Renumeration Committee is responsible for ensuring that the Board has the right balance of skills, experience, and knowledge and, in accordance with its terms of reference, shall:

- Periodically review Board composition, succession planning, talent development and the broader aspects of diversity.
- Identify/evaluate candidates for appointment to the Board on merit against the Board Diversity policy objective and have diverse skills, experience, background, and expertise of current members of the Board.
- Report in the Corporate Governance section of the Annual Report on the implementation of the Board Diversity Policy and other regulatory and statutory requirements.

  Review

  The Nomination and Renumeration Committee will review the policy periodically keeping in view the statutory requirement and need of the organisation and recommend the same to the Board for their approval.

ANNEXURE 'B'

GCPL TOTAL REWARDS POLICY

At GCPL (Godrej Consumer Products Limited), the Total Rewards Framework is designed to encompass a comprehensive approach to employee compensation and well-being. It incorporates various elements to create a comprehensive rewards package that considers both financial and non-financial aspects. The framework encompasses fixed and variable compensation, including salary and incentives, as well as long-term incentives to promote employee engagement and long-term commitment. In addition to monetary rewards, benefits and perquisites are provided to enhance employee satisfaction and well-being. Furthermore, the framework also emphasizes non-compensation elements such as career development opportunities, work-life balance initiatives, and recognition programs, ensuring a well-rounded approach to employee rewards. By adopting this Total Rewards Framework, GCPL aims to provide a comprehensive package that supports employee growth, motivation, and overall satisfaction.

Highlights

The rewards framework implemented at GCPL provides employees with the flexibility to personalize various elements based on their specific needs. This framework is seamlessly integrated with GCPL's performance and talent management processes, ensuring that rewards are closely aligned with individual performance and contributions. A key focus of the framework is to deliver sharply differentiated rewards for our high-performing talent, recognizing their exceptional achievements and potential. Additionally, when determining total compensation, GCPL considers three significant factors: Position, Performance, and Potential. Specifically, for employees with high potential, GCPL aims to provide total compensation that exceeds the 75th percentile of the market, reflecting our commitment to attract and retain top talent. Through this approach, GCPL aims to create a culture of excellence and ensure that our employees are rewarded appropriately for their contributions and growth.

Total Cash Compensation

The total cash compensation includes all forms of direct monetary compensation that an employee receives, such as base salary, bonuses, incentives, and allowances, excluding non-cash benefits or perks. It has following two components:

(a) **Fixed Compensation:** comprising both "Fixed Compensation" and "Flexible Compensation." The Fixed Compensation encompasses basic salary, House Rent Allowance (HRA), and retirement benefits, including the provident fund and gratuity. On the other hand, the Flexible Compensation is a predetermined portion of the overall compensation that employees can allocate to different components based on their grade eligibility. At the beginning of each fiscal year, employees have the flexibility to distribute this amount among various options according to their individual needs and preferences.

(b) **Variable Compensation (Performance-Linked Variable Remuneration):** comprising employee rewards for delivering superior business results and individual performance. It is designed to provide a significant upside earning potential for overachieving business results. It has a 'Collective' component, linked to the achievement of specified business results, relative to the target set for a given fiscal year, and an 'Individual' component, based on an employee's performance, as measured by the performance management process.

It also includes **Employee Stock Grant Scheme**. This scheme is applicable to GLF (Godrej Leadership Forum) members, under this scheme stock options are granted annually at face value to vest over multi-years. The value of the stock grant is proposed by the management and approved by the Nomination and Remuneration Committee. This component comprises of 15 to 20% of the CTC of our leadership team.

Long-Term Incentive plans: LTI (Long Term Incentives) at Godrej strive to drive a culture of ownership and focus on long term result, it also has element of retention. In 2022, we introduced a long-term incentive plan that is linked to sustained business success over a four-year plan period based on metrics of market capitalisation and profit after taxes. This plan is applicable to the top leadership of GCPL. The payout under this plan is calculated at the end of the four-year period based on the business performance achieved during that time. To ensure the continuity of business success, half of the payout is deferred and paid out in the fifth year. This approach incentivises the top leadership to focus on the long-term growth and profitability of the company, driving sustainable value for all our stakeholders.

CEO Compensation

Our compensation philosophy is strategically designed to align a sizeable portion of our CEO's compensation with the attainment of business performance objectives and the best interests of our shareholders. This approach cultivates a culture of responsibility and fosters long-term value creation for all stakeholders. Our compensation philosophy seeks to achieve a harmonious equilibrium by rewarding the CEO for their exceptional leadership and accomplishments while also ensuring that their interests are closely aligned with our enduring business goals. It has the following three components:

(a) Fixed Compensation: Fixed compensation encompasses base pay, allowances, perks, and benefits. It includes a fixed salary, guaranteed payouts, and annual increments linked to the business performance. This component ensures that our CEO receives a competitive and stable remuneration package that reflects their skills, experience, and performance.

(b) Variable Compensation: Variable pay is directly tied to a combination of the company's overall business performance and the CEO's individual performance. The performance measures are calculated based on three predefined financial and relative financial metrics – Underlying Volume Growth, Reduction in Inventory & Account Receivables, and EBITDA & Working Media Growth. These financial and Operating metrics are set internally by the Management Committee and the Board of Directors.

This includes **Stock Option** Grants to incorporate external market performance measures. These options vests over multi-year periods aligning the CEO's interests with the long-term success of the company. The stock options represent a sizable portion of his total compensation, demonstrating a substantial commitment to the company's success and strengthens the alignment between the CEO's performance and shareholder value.

(c) Long Term Incentives:

A significant portion of the CEO compensation is tied to a long-term outlook and performance of the business which entails performance linked stock grant vesting and a component of cash payout on the achievement of a CAGR on market capitalization over a six year timeframe. The threshold for the plan is an achievement of target revenue CAGR growth, PAT CAGR growth and relative performance to BSE FMCG index.

ANNEXURE 'C'

INFORMATION PURSUANT TO SECTION 197 (12) OF THE COMPANIES ACT, 2013 READ WITH RULE 5 (1) OF THE COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014

The ratio of the remuneration of each Director to the median remuneration of the employees of the Company for the fiscal year 2023-24; the percentage increase/decrease in the remuneration of each Director, Chief Financial Officer, and Company Secretary during the fiscal year 2023-24:

A. Whole-Time Directors, Chief Financial Officer, and Company Secretary

Sr. No.	Name of the KMP	Designation	Percent Increase/ (Decrease) In Remuneration in the Fiscal Year 2023-24	Ratio of Median Remuneration of Each Director to the Median Remuneration Paid/Payable to all Employees for the Fiscal Year 2023-24
1	Nisaba Godrej	Executive Chairperson	(1.57%)	126.96
2	Sudhir Sitapati	Managing Director & CEO	31.81%	362.25
3	Sameer Shah*	Chief Financial Officer	Not Applicable	Not Applicable
4	Aasif Malbari#	Chief Financial Officer	Not Applicable	Not Applicable
5	Rahul Botadara	Company Secretary & Compliance Officer	0.75%	Not Applicable

*Mr. Sameer Shah has resigned as Chief Financial Officer w.e.f. August 10, 2023.

#Mr. Aasif Malbari has been appointed as Chief Financial Officer w.e.f. August 10, 2023. Accordingly, Percent increase/decrease in remuneration is not applicable to them.

Sr. No.	Name of Director	Percent Increase/(Decrease) in Remuneration in the Fiscal Year 2023-24	Ratio of Remuneration of Each Director to the Median Remuneration Paid/Payable to all Employees for the Fiscal Year 2023-24
1	Jamshyd Godrej*	-	3.67
2	Nadir Godrej	-	5.41
3	Tanya Dubash	-	5.14
4	Pirojsha Godrej	-	5.26
5	Narendra Ambwani*	-	5.41
6	Pippa Armerding	-	8.08
7	Omkar Goswami	-	7.89
8	Ndidi Nwuneli*	-	8.30
9	Ireena Vittal	-	7.92
10	Shalini Puchalapalli*	Not Applicable	2.93
11	Sumeet Narang*	Not Applicable	-

*Mr. Sumeet Narang has voluntarily waived the remuneration receivable from the Company.

*Mr. Jamshyd Godrej has resigned w.e.f. January 24, 2024.

*Mr. Narendra Ambwani's term as an Independent Director ended on November 14, 2023.

*Ms. Shalini Puchalapalli was appointed on the Board as an Independent Director w.e.f. November 14, 2023.

*Ms. Ndidi Nwuneli has resigned as an Independent Director w.e.f. May 1, 2024.

Note:

(i) The median remuneration of all the employees of the Company for the fiscal year 2023-24: ₹ 5.25 lakhs

(ii) The percentage increase in the median remuneration of employees in the fiscal year 2023-24: 13.39%

(iii) The number of permanent employees on the payrolls of the Company as on March 31, 2024: 2702

(iv) The average percentile increases already made in the salaries of the employees, other than the Managerial Personnel, in the last fiscal year and its comparison with the percentile increase in the managerial remuneration and justification thereof:

Total managerial remuneration comprises the remuneration of the Whole-Time Directors and commission paid to Non-Executive Directors. The Whole-Time Directors' remuneration is as per the resolution approved by the shareholders and will not exceed 10% of the company's net profits as permitted by the Companies Act, 2013. The Non-Executive Directors are also eligible for a sitting fee of ₹ 1 lakh per Board meeting attended and ₹ 20,000 per committee meeting attended. The shareholders, at the AGM held on July 30, 2018, authorised the payment of commissions on profits to the Non-Executive Directors at the rate not exceeding 1% of net profits of the Company with authority to the Board to determine the manner and proportion in which the amount be distributed among the Non-Executive Directors. The Board has authorised a base commission of ₹ 20 lakhs per annum to each Non-Executive Director. All the Independent Directors are paid an additional commission linked to their attendance at various committee meetings and Independent Directors' meetings. There is no change in the base amount of the commission on profits or sitting fees payable to

Non-Executive Directors for attending meetings of the Board/Committee thereof. The percent change in remuneration represents a change in the pay-out based on actual attendance at meetings of the Board or Committee thereof for each of the Non-Executive Directors, compared with that in the previous year.

The average change in the salary of employees other than the Managerial Personnel is an increase of 30.02%, whereas that in the salary of the Managerial Personnel is an increase of 7.57%.

(v) The remuneration is as per the Remuneration Policy of the Company.

ANNEXURE 'D'

INFORMATION PURSUANT TO SECTION 134 (3) (M) OF THE COMPANIES ACT, 2013 READ WITH THE COMPANIES (ACCOUNTS) RULES, 2014, WITH RESPECT TO CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNINGS, AND OUTGO

In line with GCPL's ambitious ESG goals, we're committed to growing our business while minimizing our environmental footprint and maximizing our positive social impact. At GCPL, sustainability isn't just a buzzword—it's at the heart of everything we do.

We place the highest priority on ensuring environmentally friendly practices across all our factories. Over the past year, we have invested approximately ₹652.47 lakhs across our manufacturing sites to enhance energy efficiency and reduce water consumption. These strategic investments have yielded impressive results:

- **Energy Efficiency:** We've reduced our specific energy consumption by 35% compared to the FY 2011 baseline.

- **Water Conservation:** In 2024 we have achieved 39% reduction in our water intensity from FY 2011, and we have conserved 9.20 million m3 water making GCPL 15x water positive.

- **Renewable Energy:** 27% of GCPL's energy is from renewable sources as of FY 2024.

These achievements reflect our unwavering dedication to sustainability and our commitment to creating a brighter, greener future. At GCPL, we're not just meeting targets—we're setting new standards for sustainable growth.

Our Environment Performance:

	FY 24	FY 23	% Change
Total Energy [MJ]/[t]	2367	2558	-7%
Specific Water by Product [m^3/t]	1.29	1.49	-13%

To reduce our energy footprint, we have focused primarily on process optimization, the use of energy-efficient equipment, and cutting-edge technology. We are also dedicated to increasing our use of renewable energy, implementing stringent monitoring, and ensuring swift mitigation of any issues. Some of the noteworthy projects undertaken across our manufacturing sites include:

Process and Load Optimization

North East	North	South	Central
Reduction of Shrink Wrap Machine load • Reduction in number of heater • Reduction in blower flow rate	Provision of dedicated Brine chillers for soap lien stampers	GK Flash RHA (Ring Heater Assembly) Temperature testing operation elimination	Evaporative condenser in chilling unit in Line 3 & 4
Change in Line Layout of Refill Section	Reduction in TRM (Tripple Role Mill) motor size	GK Flash Device soldering operation elimination	Replacing 2 inch transfer line by 3 inch resulted in saving in power consumption
Reduction in Refill section batch time	Reduction in UB cutter motor size	Domestic line bottle & cap conveyer induction motor is eliminated by introducing vibrator	
Reduction in Connected load through load optimization	Elimination of cold well pump in water chiller		
Increase in EPHC batch size from 500kg to 700kg	Reduction in conveyors motors from 2 hp to 0.5 hp		
Replacement of double acting Lift hydraulic power pack with single acting power pack	HPSEB (Himachal Pradesh State Electricity Board) CD (contract demand) reduction 400kva to 250kva.		
Twist manufacturing • Reduction in vessel heater capacity from 18KW to 13.5KW • Increase in Twist Filling Hopper size from 110kg to 180kg (elimination of buffer tank of Twist Bulk)	Reduction of soap line hopper and extruder motor size from 7.5HP motor to 5HP. Reduction of soap line extruder motor size from 30 HP to 25HP		
Replacement of 600 KVA DG with 250 KVA DG			
Air pressure reduction from 7.5 bar to 6.5 bar			

Use of Energy Efficient Equipment and Technology

North East	North	South	Central
Installation of Air Pre-heater in HWG in coil 8 unit	Installation of two HVLS (High-Volume, Low Speed) fans in place of 25 wall mounted industrial fans.	Installation of Unigas Burner system for air heater	Installation energy efficient Vacuum Pump
Replacement of conventional light to automatic light-based system	Reduction in lighting load in RM/PM by installing flood light.	Installation of dehumidifier System on the drier conveyor for coil drying	Installation of evaporative condenser in chilling unit in Line 3 & 4
Ceiling and Exhaust Fan replacement with energy efficient BLDC (brushless direct current) fan	Replacement of water chiller in soap plant at all the three lines with energy efficient chilling system.	Installation of 3 Phase power factor controller	Installation of solar streetlights

Replacement of pneumatic system by mechanical push system for bottle feeder	Replacement of compressed worm with linear worm at all the three lines.	Installation of energy efficient motor IE4 in place of IE2 motors	Installation of LED light by replacing HPSV lamp
Providing auto stop of Turn Table	Replacement of USN 3 stamper with IMSA at Line 3	Reduction in lighting load installing low wattage LED light in Admin area	Installation of energy efficient CSP plants
Auto on /off for exhaust fans	Installation of 15 KW VFD by replacing 18.5 KW compressor. VFD installation for RC Fans. Insulation for RC Fans.	Ceiling and Exhaust Fan replacement with energy efficient BLDC (brushless direct current) fan	Installation of Auto temp heating in RO section
	Replacement of ordinary motor with energy efficient motor.		

Renewable Energy

North East	North	South	Central
-	-	Installation of Roof top Solar panel in Coil 9 and Coil 6 unit with the capacity of 115 and 315 kWp	Proposed Cogeneration installation is in progress, which will give results from FY 24-25

To reduce our water consumption, we are focusing on the 3R methodology: Reduce, Recycle, Reuse

Some of the noteworthy projects undertaken across our manufacturing sites include:

Cluster	Reduce	Reuse	Recycle
North East	• Installation of water efficient taps in toilet/ urinal/canteen areas		
North	• Reduction in water holding capacity of Hot/ Cold well of chillers. • Replacement of water cooled air compressor with VSD (Variable speed drive air cooled) compressor • Identification & elimination of leakages from fire hydrant line	• Installation of rainwater collection & utilization system	
South	• Water management using level sensors in water storage tanks • Installation of sensor-based water taps in all the washrooms and Canteen areas	• Installation of Rainwater harvesting system of 1 lakh liter capacity in CONSO unit • Installation of system to reuse Cooling water for process which is a byproduct in the DH system	• Use of STP treated water for toilet flushing and gardening purposes
Central		• Installation of Rainwater harvesting system 15 lakh litre	

Awards & Appreciation

We have won awards from national and state level authorities for our exceptional work in sustainability and environment protection. Some of the note worthy accreditation received by our manufacturing sites are:

North East	North	South	Central
• CII award on best Practices on "Contractor safety Management" by Sikkim Unit. • NCQC- 4 teams won Par Excellence and 1 team won Excellence award. • 5th ICC OHS Awards 2023. • FMCG Large sector - Sikkim Unit got Gold Winner, Lokhra II got Silver. • FMCG SME sector - Kalapahar AER got Gold Winner, Meghalaya Coil got Gold Runners up. • GILAC Safety Awards -Best location for celebrating National Road Safety Award 2023. • NSCI Safety awards 2023 (Manufacturing sectors)- Awards yet to be received but results are out with five factories selected consecutively in 2 years. • Gold award -TQM summit organized by QCFI.	• 2 Gold awards in 5th ICC Occupational Health & Safety Awards. • 2 awards at CII in National Poka Yoke competition. • 1 award at CII in National JH competition. • 9 Par-Excellence & 1 Excellence award in NCQC	• WSO Safety Gold Award was won by MMN team. • Got the Gold Award in QCFI SHE competition by CONSO and MMN Unit	• NCQC awards- 12 numbers (11 par excellence & 1 excellence) • Platinum SEEM National Energy Award 2023 for energy efficiency usage. • Indian National Suggestion Schemes' Association (INSSAN) – 20 numbers • Level 1 5S Workplace Management System certification from QCFI, India.

Technology absorption:

In line with our Company vision of "Bringing the goodness of health & beauty to consumers in an emerging market" we continue to develop & launch innovative products in our core markets. Our Research & Development function has undertaken multiple launches in the fiscal year 2023-2024:

1) Aer-O
2) Renofluthrin 0.025 % coil
3) Goodknight Agarbatti
4) HIT Mini Spray
5) Goodknight Mini LV
6) Godrej FAB laundry detergent
7) Godrej Expert Rich Crème mini pack
8) Shampoo Hair Colour (Latam)
9) African Pride Feel it Formula Range
10) Relaunch HIT Aerosol in Indonesia

Our focus on addressing gaps in the consumer market has driven these innovations. Safety, efficacy, cost, and quality parameters are of paramount importance and form the core of our product innovation process.

This philosophy has helped GCPL populate a robust pipeline of strategic innovations for the coming few years.

Some of the important initiatives that were being driven at R&D were:

R&D product categories initiated by the Company

1) Deodorants and sexual wellness which includes Park Avenue and Kama Sutra

2) Developing value-added liquid detergents

3) Renovation & innovation of hair colours

4) Innovation in the HI category

5) Expanding the Godrej Professional Colour and Care Portfolio with new products

6) New premium Car & Home fragrances across geographies

Benefits derived from the above R&D efforts:

Over the current fiscal year, R&D-driven innovations have led to significant market disruptions, resulting in the creation and launch of consumer-centric products. The division has spearheaded the hyper-agile development and launch of India's first and only government-registered incense stick, Aer-O car fragrances, and a value-added laundry detergent in record time. This has proven yet again the ability of R&D to create disruptive products that address current consumer and market needs.

We have actively enhanced our understanding of product formats and new technologies. As a result, the company has filed several patents in India and abroad. R&D has also actively driven cost optimisation initiatives over the current fiscal year, leading to significant cost savings that lead to the improvement of product margins.

Sustainability

GCPL continued its commitment to plastic waste reduction and efforts to create greener products. We have launched a reconstituted floor cleaner that reduces plastic consumption by 90% as compared to conventional products. We are committed to improving recyclability, use of PCR materials and reducing the plastic intensity. Significant progress has been made in incorporating recycled plastic material in our core brands Goodknight and Ezee.

Progress on capability building:

Capability-building initiatives in the form of both online and offline training, improvement of lab infrastructure and regular collaboration and interaction with our partners have enhanced the skill development of the function. Special focus was given to consumer immersion for the R&D team for enhanced consumer connection for a deeper understanding of the needs and experience of FMCG products. We believe consumer-focused, disruptive innovations supported by regular upskilling will continue to create value and delight consumers globally in the new fiscal year.

Plan of Action:

R&D will continue to play a key role in the product development and launch of both international and domestic products by:

1) Focusing on "blue sky thinking" and first-of-its-kind innovations and technologies

2) Collaborating internally and externally to fuel open innovation

3) Enhancing the deodorants and sexual wellness portfolio

4) Innovations in Home & Personal Care

5) Identifying gaps in the consumer market and developing relevant products both for India and the International market

6) Ensuring the development of sustainable products and packaging

7) Capability building

Expenditure on R&D

(₹ Crore)

	Fiscal Year 2023-24	Fiscal Year 2022-23
Capital	**0.82**	0.97
Recurring	**25.29**	21.20
Total	**26.11**	22.17
Total R&D expenditure as a percentage of total sales turnover	**0.32%**	0.29%

Foreign Exchange Earnings and Outgo

(₹ Crore)

		Fiscal Year 2023-24	Fiscal Year 2022-23
I.	Foreign exchange used	**532.22**	**618.92**
II.	Foreign exchange earned	**546.65**	**292.18**

ANNEXURE 'E'

CSR REPORT

A brief outline of the Company's CSR Policy, including an overview of projects or programmes proposed to be undertaken, with a URL to the CSR Policy and initiatives.

GCPL is committed to the Godrej Group's 'Good & Green' vision of creating a more inclusive and greener India. The GCPL CSR policy focuses on addressing the critical social, environmental, and economic needs of the marginalised and less privileged sections of society. We adopt an approach that integrates the solutions to these problems into the strategy of the Company to benefit communities at large and deliver social and environmental impact. The Company has framed a CSR Policy in compliance with the provisions of the Companies Act, 2013. The policy as well as projects and programmes under the CSR Policy are available on the Company website and can be accessed through the following link. [12]

An overview of the projects or programmes undertaken during the fiscal year 2023-24 is given below. We have aligned our programmes to national priorities and missions, and they are categorised as follows.

A. Community Development

Godrej believes in people, planet, profit – meaning our focus is to improve and support people and communities, work towards sustainable environment and be a responsible company. As a part of our people focus, we work very closely with the communities around our operations. We understand that the need of every community may be different based on a lot of factors; the focus is to drive interventions that are need based and through the participation of the people. Through our various community projects focused on access to WASH, education, health, disaster relief and entitlements, we have been able to reach over 7,000 people directly and indirectly.

WASH

This year we addressed the community need of deteriorating sanitation conditions in schools. Specifically, two toilets were constructed in a primary school in Sikkim, and one public toilet in Kattukupam, Pondicherry. These initiatives have significantly improved hygiene and sanitation for approximately 250 students and over 1,000 individuals, respectively.

[12] https://godrejcp.com/investors/annual-reports

Furthermore, recognizing the challenge of accessing clean drinking water which has the presence of hard water in Malanpur, Madhya Pradesh. We set up a water purifier and water cooler to the Malanpur primary school, benefiting over 470 students and ensuring they have access to safe drinking water.

Enabling quality education

STEM labs were established in 40 schools spanning Pondicherry, Karaikal and Chennai, as part of an initiative aimed at promoting STEM education among students from low-income backgrounds. This endeavour has benefitted over 3,800 students. Furthermore, to ensure the sustainability of this effort, 36 teachers were provided with training. Consequently, more than 500 students have successfully developed science models, achieving significant learning improvement in STEM education.

Access to better health

Two fully equipped ambulances were provided to two Public Health Centres (PHCs) in rural Kamrup district, Assam, as part of an initiative aimed at ensuring timely medical support to the community. These ambulances have enabled efficient transportation and assistance for over 1,200 people residing in the vicinity of the PHCs, contributing significantly to healthcare accessibility and emergency response in the region.

Access to entitlements

The national and state governments have implemented several welfare schemes aimed at supporting the most vulnerable segments of the population. However, many of the intended beneficiaries remain unaware of these schemes or lack knowledge about the process to access them. In response, we have collaborated with non-profit partners to raise awareness and facilitate access to these schemes among communities residing around our factories.

Initial awareness sessions have been conducted across four locations, reaching out to over 300 daily wage workers. These sessions serve as a vital step in ensuring that eligible individuals are informed about the available government welfare schemes and understand the procedures required to access them.

Disaster support

In response to the devastating Chennai floods this year, our organization swiftly mobilized support for disaster relief assistance to affected communities. We extended support to 600 families in Chennai, offering essential aid such as food, shelter, clothing, and other necessities during their time of need. This timely intervention aimed to alleviate the hardships faced by those impacted by the natural disaster and to provide them with much-needed relief and support as they worked to recover and rebuild their lives.

B. Employability and Livelihoods

At Godrej, we collaborate with non-profit organisations and social enterprises to design and run several skilling programmes for youth from low-income sections of society. We aim to improve the earning potential of our trainees by building their skills and by empowering them. Apart from core domain skills, our programmes also focus on life skills training, entrepreneurship development, and post placement support.

As of March 2024, our organization has successfully trained more than 4,57,000 young individuals in skills aimed at enhancing their earning potential. Among our various projects, two notable initiatives are the Beauty-preneur (BP) and Home-preneur (HP) platforms, designed to empower nano and micro entrepreneurs within the beauty industry.

Under the Beauty-preneur project, we provide support to women micro entrepreneurs operating in the beauty and wellness sector across different regions of the country. This initiative focuses on guiding nano entrepreneurs to stabilize and expand their enterprises. Since the fiscal year 2016-17, we have extended assistance to over 10,201 women entrepreneurs. Moreover, in the fiscal year 2024, we welcomed 1,541 new entrepreneurs into our program, demonstrating the continuous growth and impact of our efforts.

In addition to our core support programs, we introduced short workshops tailored to address specific topics and services within the beauty and wellness domain. These workshops serve as an avenue for women interested in acquiring or enhancing their skills in these areas, particularly those who may not be able to commit to long-term training programs. Through these workshops, we have successfully reached and benefitted over 10,846 women, further expanding our reach and impact within the community.

C. Elimination of Vector-Borne Endemic Diseases

Project EMBED (Elimination of Vector-Borne Endemic Diseases) started in 2015 in Madhya Pradesh in partnership with the Ministry of Health & Family Welfare's National Centre for Vector Borne Diseases Control (erstwhile NVBDCP) focusing on malaria elimination in line with the Government of India's mission. Over the past 9 years, we extended our initiative to Madhya Pradesh, Uttar Pradesh, Chhattisgarh and in FY24 we scaled the program to Maharashtra. In FY 21, we extended our focus on dengue and chikungunya prevention in urban areas. We collaborate with NGOs and state governments to run intensive behaviour change programmes in regions with a high annual parasite index, where the case burden is the highest. We work in each location for 3 years, spreading awareness among households and people at the bottom of the pyramid and vulnerable and marginalised groups.

Our urban dengue and chikungunya project in eleven cities focuses on increasing the awareness of urban poor communities regarding the spread of mosquito-borne diseases and educating them regarding how to keep their families and communities safe. The project runs in Bhopal, Gwalior, Indore, Jabalpur in Madhya Pradesh and Lucknow, Kanpur, Agra, Meerut in Uttar Pradesh, Raipur in Chhattisgarh and Thane and Palghar in Maharashtra. It aims to reduce dengue and chikungunya cases and associated mortality. Our third project under EMBED focused on providing technical support to the Government of India, Government of Uttar Pradesh and Government of Maharashtra to help develop an integrated vector management protocol and support the roll out of the same in endemic states. In FY24, we organised one national level conclave in Delhi in partnership with National Center for Vector Borne Disease Control (NCVBDC).

In FY24, in addition to above we extended the program to include a Civic action model of equipping community citizens – women and youth to take leadership in their communities for prevention of dengue. We ran awareness sessions for these select volunteers and equipped them with information on detection of larvae and working collaboratively with municipal corporation for prevention. We ran the program in 12 BMC wards of Mumbai (Maharashtra), Gwalior, Bhopal, Indore and Jabalpur (Madhya Pradesh), Lucknow, Kanpur, Agra, Meerut (Uttar Pradesh) and Raipur (Chhattisgarh).

- In our rural malaria project, we have seen an 80% reduction in cases in FY 24. Further treatment completion rate is up by 59% and testing has increased by 45%.

- Increase in fever testing up by 71% and there has been 65% reduction in Dengue cases in intervention geographies. This must be a large part been due to our successful integration with communities and cross linkages between different municipal departments.

- Finally, we partnered with the National Centre for Vector Borne Diseases Control (NCVBDC) to organise a national conclave on prevention and control of Dengue with a focus on inter-departmental co-ordination and partners prioritizing urban dengue challenges. This was chaired by Additional Secretary and Mission Director-National Health Mission, Ministry of Health and Family Welfare. Partners included Jhpiego, WHO, GHS, PCI and PHFI.

The framework on Dengue and Chikanguniya created for this program has become the foundation for GoI and all endemic states to manage and control Dengue, Chikungunya and Zika type diseases.

Through the successful implementation of all three projects, by the fiscal year 2025-26, we aim to protect 30 million people against vector-borne diseases.

D. Waste Management

As a global FMCG player and responsible corporate citizen, GCPL is committed to reducing waste across all its plants, processes, products, and supply chain. To this end we have been sending zero waste to landfills from our manufacturing units for the last 5 financial years. Beyond addressing the waste from our manufacturing processes, GCPL recognises its responsibility to work with communities to manage waste. We do this not just by collecting back 100% of the plastic waste we generate every year as per Indian EPR laws, but we go beyond and work with civic agencies, social enterprises, and citizens' groups to ensure that we work in partnership to increase reuse of material and recycle as much as possible.

To this end we are invested in helping communities around our offices and plant locations identify and mitigate their waste related issues through a variety of interventions by using circular economy principles.

Since the fiscal year 2020-21, we have partnered with the Puducherry Municipal Corporation to implement a community waste management project reaching out to over 200,000 people. We are digitally tracking the waste management process and raising awareness on door-to-door collection and source segregation. In FY 24 we have diverted over 1,000 MT of waste from landfills through clean-up drives and door to door collection. We have also set up a sanitation park which now processes 4TPD of waste. We provided 308 waste workers access to medical camps. Further, the implementation team has drafted a detailed project plan to the Govt. of Puducherry with an action plan for sustainable waste management solutions for the state. This DPR has become the basis for the new tender that was released this year by the government to onboard a new concessionaire for waste collection and processing.

In September 2022, we initiated an end-to-end waste management project in the newly formed Malanpur Nagar Parishad, where one of GCPL's oldest and biggest factories is based. The 3-year project will operate in all 15 wards of the Nagar Parishad with the aim of sending zero waste to landfill and breaking even on the operational cost of solid waste management by year 3. In FY24, the project has diverted 946 MT of waste from landfills.

GCPL has initiated an integrated decentralised solid waste management system in Palashbari Municipal Board in Kamrup district of Assam in October 2022. Kamrup district currently houses several GCPL manufacturing units. The project will cover all 10 wards of the municipality as well as surrounding commercial zones that are open to partnering, to reach optimal capacity and break even from an operational cost perspective. In FY24, the project has diverted 2090 MT of waste from landfills.

Baddi in Solan district of Himachal Pradesh houses two GCPL factories. Kasauli is one of the well-known tourist destinations in Solan district and initiated a municipal waste management project to tackle the growing garbage issue in the region which mars the natural beauty of the geography. In FY24, we engaged and trained 2010 households through door-to-door IEC. We also conducted several solid waste management workshops, clean up drives with community members, set up waste themed art installations to create interest in citizens and tourists, and worked with school children to build awareness about the issue. Through this project, we have been able to divert 625 kg of waste from landfill.

The state of Goa is one of the largest tourist hubs in the country and therefore needs to continually focus on waste management to ensure its natural beauty does not get negatively impacted. In FY23, GCPL in partnership with Goa State Pollution Control Board and Goa Waste Management Corporation, initiated a three-year waste management project with Bicholim and Sattari Municipal Councils. The project is being implemented by Mineral Foundation of Goa (MFG) in partnership with Sampurna Earth. This project caters to ~2.9 lakh people in the region. In FY24, the project has diverted 1449 MT of waste from landfill and has given 1131 waste workers access to social entitlements and medical camps.

In FY 24 we partnered with India Sanitation Coalition – Federation of Indian Chamber of Commerce and Industry to initiate a program on plastic circular cities in Maharashtra. The aim of this project is to design a holistic waste management solution for six cities with 1 million+ population in Maharashtra through specially designed research to bring out the challenges, gaps, and solutions. IN FY24 we worked with the Urban Local Bodies of Nasik, Nagpur, Aurangabad, Pimpri-Chinchwad, Vasai-Virar and Mira-Bhayander to document their public waste management systems and identify opportunities to strengthen the existing processes.

E. Nature - Water conservation

Within our Good & Green framework, water positivity is an important component. This signifies our commitment to rejuvenating water resources in drought-prone regions. In FY18 we collaborated with the National Bank for Agriculture and Rural Development (NABARD), and selected a water stressed community in Siddipet, Telangana to initiate a watershed treatment initiative in partnership with a local non-profit organization.

This project, spanning ten villages, not only endeavours to rejuvenate and increase the local water table but also prioritizes community capacity-building to ensure the project's sustainability. In FY 24 we have conserved 9.2 million cubic meters of water.

In FY18 we similarly undertook a watershed management program on Sustainable Agriculture Land Management aimed at improving agricultural practices and increase green cover, thereby ensuring carbon conservation in the soil. In the FY 24, our efforts extended support to over 17 farming families through the establishment of pandal-based vegetable cultivation. We have successfully concluded the watershed project by transferring its management to the Village Watershed Committee.

In FY 24 we initiated a water stress study in Malanpur, Madhya Pradesh to assess the ground water depletion and water quality in the region. In FY 25 we will pilot the recommendations from this study for a watershed management program in Malanpur.

F. Nature – Biodiversity

In 2024, our organization embarked on a Biodiversity Ecological Restoration initiative across the states of Maharashtra, Karnataka and Tamil Nadu. This project is centered on the ecological rehabilitation of three key regions: Sindhudurg in Maharashtra, Malendu in Karnataka, and Valparai in Tamil Nadu. The primary objective is to restore the native habitats by reintroducing endangered plant species across more than 30 hectares of land. The selection of these plants is meticulously guided by comprehensive research on endangered native species.

Moreover, the project entails the establishment of nurseries to ensure the availability of these indigenous plants for future restoration efforts. A crucial aspect of our endeavour involves ongoing monitoring to track the growth and survival rates of the reintroduced flora, as well as to assess the resultant increase in local biodiversity, encompassing various species of plants, insects, and birds.

In the fiscal year 2024, the project was initiated in collaboration with a local partner possessing specialized expertise and extensive research experience in the targeted intervention area.

ANNEXURE-II FORMAT FOR THE ANNUAL REPORT ON CSR ACTIVITIES TO BE INCLUDED IN THE BOARD'S REPORT FOR FINANCIAL YEAR COMMENCING ON OR AFTER 1ST DAY OF APRIL 2020

1. **Brief outline on CSR Policy of the Company.**

GCPL is committed to the Godrej Group's 'Good & Green' vision of creating a more inclusive and greener India. The GCPL CSR policy focuses on addressing the critical social, environmental, and economic needs of the marginalised and less privileged sections of society. We adopt an approach that integrates the solutions to these problems into the strategy of the Company to benefit communities at large and deliver social and environmental impacts. The Company has framed a CSR Policy in compliance with the provisions of the Companies Act, 2013. The policy as well as projects and programmes under the CSR Policy are available on the Company website and can be accessed through the following link.

2. **Composition of CSR Committee:**

Sr. No.	DIN	Name of Director	Designation / Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1	00591503	Nisaba Godrej	Executive Chairperson	2	2
2	00066195	Nadir Godrej	Non-Executive Director	2	2
3	00026028	Tanya Godrej	Non-Executive Director	2	1
4	00236658	Narendra Ambwani	Independent Director	2	2
5	09197063	Sudhir Sitapati	Managing Director & CEO	2	2

3. **Provide the web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the Company.**

https://www.godrejcp.com/sustainability/codes-and-policies

https://www.godrejcp.com/sustainability

4. **Provide the details of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable (attach the report).**

No impact assessments were conducted as no projects qualified as per MCA guidelines.

5. **Details of the amount available for set off in pursuance of sub-rule (3) of rule 7 of the Companies (Corporate Social Responsibility Policy) Rules, 2014 and amount required for set off for the financial year, if any**

Sr. No.	Financial Year	Amount available for set-off from preceding financial years (in ₹)	Amount required to be setoff for the financial year, if any (in ₹)
1	FY2022-23	NIL	NA

6. **Average net profit of the Company as per section 135(5).**

₹ 1727.36 Crore

7. (a) **Two percent of average net profit of the Company as per section 135(5)**

₹ 34.55 Crore

(b) **Surplus arising out of the CSR projects or programmes or activities of the previous financial years.**

NA

(c) **Amount required to be set off for the financial year, if any**

NA

(d) **Total CSR obligation for the financial year (7a+7b+7c).**

₹ 34.55 Crore

8. (a) **CSR amount spent or unspent for the financial year:**

Total amount spent for the Financial Year	Amount Unspent				
	Total Amount transferred to Unspent CSR Account as per section 135(6)		Amount transferred to any fund specified under Schedule VII as per second proviso to section 135(5)		
	Amount.	Date of transfer	Name of the Fund	Amount	Date of transfer
₹ 34.64 Crore	NIL	NA	-	-	-

(b) Details of CSR amount spent against ongoing projects for the financial year:

(₹ Crore)

1	2	3	4	5		6	7	8	9	10	11	
Sr. No.	Name of the project	Item from the list of activities in Schedule VII to the Act.	Local Area (Yes/No)	Location Of the project		Project duration	Amount allocated for the project	Amount spent in the current FY	Amount transferred to Unspent CSR Account for the project as per Section 135(6)	Mode of Implementation (Direct) (Yes/No)	Mode of Implementation - Through Implementing Agency	
				State	District						Name	CSR registration number
1	Salon-i	Schedule VII (i) livelihood enhancement projects	No	GJ, MH, RJ, UP	Palanpur, Ahmedabad, Baroda, Surat Jaipur, Ajmer, Jodhpur, Udaipur, Banaras, Mumbai	36	1.54	1.54	-	No	Saath Charitable Trust	CSR00000021
2	Salon-i	Schedule VII (ii) livelihood enhancement projects	No	UP, KA, TN	Mandya, Mysore, Mangalore, Shimogga Trichy	24	0.07	0.07	-	No	Vrutti	CSR00000538
3	Salon-i	Schedule VII (iii) livelihood enhancement projects	Yes	MH	Mumbai,	24	0.58	0.58	-	No	Save the Children India (Vipla Foundation)	CSR00000158
4	Salon-i	Schedule VII (iv) livelihood enhancement projects	Yes	GJ	Kadi, Kalol	24	0.36	0.36	-	No	Friends of the Women World Banking	CSR00000871
5	Salon-i	Schedule VII (v) livelihood enhancement projects	Yes	Assam	Guwahati	24	0.44	0.44	-	No	Access Development	CSR00002703
6	Salon-i	Schedule VII (iv) livelihood enhancement projects	Yes	MH	Mumbai	24	0.20	0.20	-	No	Eklavya Foundation	CSR00013122
7	Salon-i	Schedule VII (vi) livelihood enhancement projects	Yes	MH	Mumbai	14	0.02	0.02	-	Yes	Rural Shores	NA

1	2	3	4	5		6	7	8	9	10	11	
Sr. No.	Name of the project	Item from the list of activities in Schedule VII to the Act.	Local Area (Yes/No)	Location Of the project		Project duration	Amount allocated for the project	Amount spent in the current FY	Amount transferred to Unspent CSR Account for the project as per Section 135(6)	Mode of Implementation (Direct) (Yes/No)	Mode of Implementation - Through Implementing Agency	
				State	District						Name	CSR registration number
8	EMBED rural	Schedule VII (i) promoting preventive healthcare	No	UP, MP, CH, MH	Shivpuri, Sheopur, Balaghat Bareily, Badaun, Mirzapur, Sonbhadra Bastar, Kondagaon, Gadchiroli	36	6.03	6.03	-	No	Family Health India	CSR00001169
9	EMBED urban	Schedule VII (i) promoting preventive healthcare	No	UP, MP, CH, MH	Gwalior, Bhopal, Indore, Jalbalpur, Lucknow, Kanpur, Agra, Meerut, Palghar, Thane, Raipur	36	6.26	6.26	-	No	Family Health India	CSR00001169
10	EMBED -IVM	Schedule VII (i) promoting preventive healthcare	No	Delhi, UP, MH	Delhi central, Lucknow, Pune	36	5.80	5.80	-	No	Centre for Health Research & Innovation	CSR00004757
11	EMBED - Civic action	Schedule VII (i) promoting preventive healthcare	Yes	MH	Mumbai	24	0.47	0.47	-	No	Civis	CSR00020458
12	EMBED	Schedule VII (i) promoting preventive healthcare	No	MH	Mumbai	24	0.54	0.54	--	Yes	Zefmo	NA
13	Waste management	Schedule VII (iv) environment sustainability	Yes	MP	Malanpur	36	0.79	0.79	-	No	Feedback Foundation	CSR00004049
14	Waste management	Schedule VII (iv) environment sustainability	Yes	Assam	Palashbari	36	0.88	0.88	-	No	Feedback Foundation	CSR00004049
15	Waste management	Schedule VII (iv) environment sustainability	Yes	Goa	North Goa	36	1.48	1.48	-	No	Mineral Foundation of Goa	CSR00033496
16	Waste management	Schedule VII (iv) environment sustainability	Yes	Assam	North Guwahati	36	0.15	0.15	-	No	Feedback Foundation	CSR00004049
17	Waste management	Schedule VII (iv) environment sustainability	Yes	Goa	North Goa	36	0.28	0.28	-	No	Mineral Foundation of Goa	CSR00033496
18	Waste management	Schedule VII (iv) environment sustainability	Yes	HP	Solan	36	0.82	0.82	-	No	Waste Warriors Society	CSR00002589
19	Waste management	Schedule VII (iv) environment sustainability	Yes	Pondi	Pondi	36	2.04	2.04	-	Yes	Recity	NA

1	2	3	4	5		6	7	8	9	10	11	
Sr. No.	Name of the project	Item from the list of activities in Schedule VII to the Act.	Local Area (Yes/No)	Location Of the project		Project duration	Amount allocated for the project	Amount spent in the current FY	Amount transferred to Unspent CSR Account for the project as per Section 135(6)	Mode of Implementation (Direct) (Yes/ No)	Mode of Implementation - Through Implementing Agency	
				State	District						Name	CSR registration number
20	Waste management	Schedule VII (iv) environment sustainability	Yes	MH	Nagpur, Nasik, Aurangabad, Pimpri-Chinchwad, Vasai-Virar and Mira-Bhayander	14	1.00	1.00	-	No	India Sanitation Coalition-Federation of Indian Chamber of Commerce and Industry	CSR00041061
21	Community projects	Schedule VII (ii) Promoting Education	No	MH	Mumbai	36	0.48	0.48	-	No	Institute of Chemical Technology	CSR00006632
22	Community projects	Schedule VII (i) promoting preventive healthcare	Yes	MH	Mumbai	14	0.15	0.15	--	No	Niramaya Health Foundation	CSR00000186
23	Community projects	Schedule VII (i) promoting preventive healthcare	No	MH	Mumbai	24	0.20	0.20	-	No	Live Love Laugh Foundation	CSR00012198
24	Community projects	Schedule VII (ii) Promoting Education	Yes	MH	Mumbai	24	0.15	0.15	-	No	Teach To Lead	CSR00002271
25	Community projects	Schedule VII (i) promoting preventive healthcare	No	Pan India		36	0.08	0.08		Yes	Amaha	NA
26	Community projects	Schedule VII (ii) Promoting Education	Yes	MH	Mumbai	14	0.10	0.10	-	Yes	Vidhi	CSR00000775
27	Community projects	Schedule VII (ii) Promoting Education	Yes	Pondicherry, TN	Pondicherry, Chennai	24	0.31	0.31	-	No	WOSCA	CSR00005910
28	Nature	Schedule VII (iv) environment sustainability	No	Karnataka, Maharashtra and Tamil Nadu	Ratnagiri, Sindhudurg, Coimbatore, Chikmagalur, Hasan, Pollachi	36	0.71	0.71	--	No	Nature Conservation Foundation	CSR00001665
29	Nature	Schedule VII (iv) environment sustainability	No	Telangana	Siddipet	36	0.42	0.42	--	No	PEACE	CSR00004249.
30	Nature	Schedule VII (iv) environment sustainability	No	MP	Malanpur	14	0.21	0.21	--	No	Family Health India	CSR00001169
	Total						**32.56**	**32.56**				

Note: Additional 0.05 Cr was accrued interest across all programmes which is also utilised.

(c) **Details of CSR amount spent against other than ongoing projects for the financial year:**

(₹ Crore)

1	2	3	4	5		6	7	8	9	10	11	
Sr No.	**Name of the project**	**Item from the list of activities in Schedule VII to the Act.**	**Local Area (Yes/ No)**	**Location Of the project**		**Project duration**	**Amount allocated for the project**	**Amount spent in the current FY**	**Amount transferred to Unspent CSR Account for the project as per Section 135(6)**	**Mode of Implementation (Direct) (Yes/No)**	**Mode of Implementation - Through Implementing Agency**	
				State	**District**						**Name**	**CSR registration number**
1	Ongoing audit	NA	No	Pan India	NA	12	0.84	0.84	--	Direct	NA	NA
2	Monitoring and evaluation	NA	Yes	Pan India	NA	12	0.05	0.05	--	Direct	NA	NA
	TOTAL						**0.89**	**0.89**				

(d) Amount spent in Administrative Overheads

₹ 1.10 Crore

(e) Amount spent on Impact Assessment, if applicable.

NA

(f) Total amount spent for the Financial Year (8b+8c+8d+8e)

₹ 34.64 Crore

(g) Excess amount for set off, if any

Sr.No.	Particular	Amount (₹ Crore)
(i)	Two percent of average net profit of the Company as per section 135(5)	34.55
(ii)	Total amount spent for the Financial Year	34.64
(iii)	Excess amount spent for the financial year [(ii)-(i)]	0.09
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	NA
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	NIL

9. (a) Details of Unspent CSR amount for the preceding three financial years: **(₹ Crore)**

Sr.No.	Preceding Financial Year	Amount transferred to Unspent CSR Account under section 135 (6) (in ₹)	Amount spent in the reporting Financial Year (in ₹)	Amount transferred to any fund specified under Schedule VII as per section 135(6), if any			Amount remaining to be spent in succeeding financial years (in ₹)
				Name of the Fund	Amount (in ₹)	Date of Transfer	
1	FY22-23	0.30	0.30		NIL		NIL
2	FY21-22	0.35	0.35		NIL		NIL
3	FY20-21	N/A	N/A		N/A		N/A
	TOTAL	**0.65**	**0.65**		**NIL**		**NIL**

(b) Details of CSR amount spent in the financial year for ongoing projects of the preceding financial year(s):

(₹ Crore)

1	2	3	4	5	6	7	8
Sr. No.	**Name of the project**	**Financial year in which project was commenced**	**Project duration**	**Total amount allocated to the project**	**Amount spent on project in reporting financial year**	**Cumulative amount spent at the end of financial year**	**Status of the project - Completed/Ongoing**
1	Waste Management	2022	36	2.15	0.33	2.15	Completed
2	Salon-i	2022	36	0.09	0.01	0.09	Completed
3	EMBED	2022	36	0.06	0.01	0.06	Completed
4	Covid recovery	2021	36	0.18	0.01	0.15	Completed
5	Salon-i	2021	36	3.15	0.07	3.15	Completed
6	EMBED	2021	36	2.72	0.21	2.72	Completed
7	Community support	2022	18	0.15	0.01	0.15	Completed
	TOTAL				**0.65**		

10. In case of creation or acquisition of capital assets, furnish the details relating to the asset so created or acquired through CSR spent in the financial year (asset-wise details). **NA**

    (a) Date of creation or acquisition of the capital asset(s).

    (b) Amount of CSR spent for creation or acquisition of capital assets.

    (c) Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.

    (d) Provide details of the capital asset(s) created or acquired (including complete address and location of the capital asset).

Sr. No.	Date of creation or acquisition of the capital asset(s)	Amount of CSR spent for creation or acquisition of capital asset (₹ Lakhs)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.	Provide details of the capital asset(s) created or acquired (including complete address and location of the capital asset)
	NA	NA	NA	NA

11. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per section 135(5).

    NA

Sd/-
Sudhir Sitapati
Managing Director & Chief Executive Officer

Sd/-
Nadir Godrej
Chairman of CSR Committee

ANNEXURE 'F'

AS PER THE DISCLOSURE REQUIREMENT SPECIFIED UNDER THE SEBI (SHARE-BASED EMPLOYEE BENEFITS) REGULATIONS, 2014 AND SECTION 62 (1) (B) OF THE COMPANIES ACT, 2013 READ WITH RULE 12 (9) OF THE COMPANIES (SHARE CAPITAL AND DEBENTURES), RULES, 2014, THE FOLLOWING INFORMATION IS DISCLOSED IN RESPECT OF EMPLOYEE STOCK BENEFIT PLANS:

Sr. No.	Particulars		Godrej Consumer Products Limited Employee Stock Grant Scheme
1	Date of shareholders' approval for the options granted under the scheme		March 18, 2011
2	Total number of options approved for grants under the Scheme		25,00,000
3	Vesting requirements		As specified by the Nomination and Remuneration Committee, subject to minimum 1 year from the date of grant
4	Exercise price or pricing formula		₹ 1 per share
5	Maximum term of options granted		As may be decided by the Nomination and Remuneration Committee as per the prevalent regulatory provisions
6	Source of shares		Direct allotment
7	Variation of terms of options		None
8	Number of options outstanding as on April 1, 2023		9,90,235
9	Number of fresh options granted during the year		3,24,671
10	Number of options lapsed during the year		84,727
11	Number of options vested during the year		1,22,834
12	Number of options exercised during the year		1,25,011
13	Number of shares arising as a result of exercise of options		1,25,011
14	Money realised by exercise of options		1,25,011
15	Number of options outstanding and exercisable at the end of the year		11,05,168
16	Method used to account for the options		The Company has calculated the employee compensation cost using the fair value of stock options, in accordance with IND AS
17	Weighted-average exercise prices and weighted-average fair values of options (shall be disclosed separately for options whose exercise price either equals or exceeds or is less than the market price of the stock)		Exercise price: ₹ 1.00 per share Fair value: ₹ 1012.09
18	Employee-wise details of options granted to —		
	i)	Senior Managerial Personnel	As per Note 1 below
	ii)	Any other employee who receives a grant in any one year of option amounting to 5 per cent or more of the option granted during that year	As per Note 1 below
	iii)	Identified employees who were granted option, during any one year, equal to or exceeding one per cent of the issued capital (excluding outstanding warrants and conversions) of the company at the time of grant	Nil

Sr. No.	Particulars		Godrej Consumer Products Limited Employee Stock Grant Scheme
19	Diluted Earnings Per Share (EPS) pursuant to issue of shares on exercise of option calculated in accordance with Accounting Standard (AS) 20 'EPS'		₹ 6.32 per share (standalone) ₹ (5.48) per share (consolidated)
20	Description of the method and significant assumptions used during the year to estimate the fair values of options, including the following weighted-average information:		The fair value of the options granted has been calculated using the Black–Scholes Options pricing formula, and the significant assumptions made in this regard are as follows:
	i)	Risk-free interest rate	7.14%
	ii)	Expected life	2.09 years
	iii)	Expected volatility	29.52%
	iv)	Expected dividends	NIL
	v)	The price of the underlying share in the market at the time of option grant	₹ 1025.50

Note 1: Employee-wise details of options granted to Senior Managerial Personnel and details of options granted more than 5 per cent in any 1 year

	Granted in fiscal year 2021-22 and outstanding as at March 31, 2024	Granted in fiscal year 2022-23 and outstanding as at March 31, 2024	Granted in fiscal year 2023-24 and outstanding as at March 31, 2024	Total outstanding options as at March 31, 2024
Venkateswara Yadlapalli, Head – R&D	425	41,783*	2,387	44,595
Omar Momin, Head - M&A	710	41,783*	2,387	44,880
Vijaykumar Kannan, Head – Business Transformation and Digital	-	41,596*	2,387	43,983
Robert Menzies, Head - Category & Innovation	887	43,119*	3,342	47,348
Aasif Malbari, Chief Financial Officer	-	-	1,51,782*	1,51,782*
Sudhir Sitapati, Managing Director & CEO	3,79,098*	69,056*	95,717*	5,43,871*

*Option granted was more than 5 per cent of the options granted in 1 year

'Annexure G'

Form No MR – 3

FOR THE FINANCIAL YEAR ENDED MARCH 31, 2024

[Pursuant to Section 204(1) of the Companies Act, 2013 and Rule No. 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

The Members,
Godrej Consumer Products Limited

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Godrej Consumer Products Limited (hereinafter called the 'Company'). The Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing our opinion thereon.

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company as well as the information provided by the Company, its officers, agents and authorised representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on March 31, 2024 complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner reported and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by company, for the financial year ended on March 31, 2024 according to the provisions of:

(i) The Companies Act, 2013 (the Act) and the rules made thereunder;

(ii) The Securities Contracts (Regulation) Act, 1956 and the rules made thereunder;

(iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

(iv) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;

(v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):-

  (a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

  (b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

  (c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;

  (d) The Securities and Exchange Board of India (Share based Employee Benefits and Sweat Equity) Regulations, 2021;

  (e) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;

  (f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with clients; (Not applicable)

  (g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009; (Not applicable) and

  (h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; (Not applicable)

We have also examined compliance with the applicable clauses of the following:

(i) Secretarial Standards issued by The Institute of Company Secretaries of India.

(ii) The SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 / the Listing Agreements entered into by the Company with the BSE Limited and The National Stock Exchange of India Limited.

During the period under review the Company has complied with the provisions of the Acts, Rules, Regulations, Guidelines, Standards, etc. mentioned above.

The other laws, as informed and certified by the Management of the Company which are specifically applicable to the Company based on their sector/industry are:

a. Insecticide Act, 1968 and rules made thereunder.

b. Legal Metrology Act and rules made thereunder.

c. Drugs & Cosmetics Act, 1940.

We report that, having regard to the compliance system prevailing in the Company and on examination of the relevant documents and records in pursuance thereof on test check basis, the Company has complied with the above laws applicable specifically to the Company.

We further report that

The Board of Directors of the Company is duly constituted with a proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

Furthermore, a system for seeking and obtaining further information and clarifications on the agenda items before the meeting exists for meaningful participation at the meeting.

All the decisions were passed by majority in the meetings of the Board and there were no dissenting views from the Board members.

We further report that there are adequate systems and processes in the Company, commensurate with the size and operations of the Company, to monitor and ensure compliance with applicable laws, rules, regulations and guidelines**.** The Company has taken into consideration the whistle blower complaints received; further, there was a fraud against the Company by employee/s for which the Company has taken legal action.

We further report that during the audit period the Company has:

1. Issued shares upon exercise of options under Employee Stock Grant Scheme, 2011.

2. Acquired FMCG business of Raymond Consumer Care Limited (RCCL).

3. Alongwith one of its wholly owned subsidiary has entered into an agreement for divesting its entire stake in wholly owned subsidiary viz. Godrej East Africa Holdings Limited, Mauritius.

For **A. N. Ramani & Co. LLP**
Company Secretaries
Unique Code - L2024MH015700
Peer Review Certificate No.:616/2019

Bhavana Khatri
Partner
FCS -8636, COP – 9577
UDIN **-** F008636F000298079

Date: 6th May, 2024
Place: Kanpur

Note: This report is to be read with our letter of even date which is annexed as Annexure A and forms an integral part of this report.

'Annexure A'

The Members
Godrej Consumer Products Limited

Our report of even date is to be read along with this letter.

1. Maintenance of Statutory and other records are the responsibility of the management of the Company. Our responsibility is to express an opinion on these records based on our audit.

2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurances about the correctness of the contents of the records. The verification was done on test basis to ensure that correct facts are reflected in records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.

3. We have not verified the correctness and appropriateness of the financial records and books of Accounts of the Company. We have relied on the report of the Statutory Auditor in respect of the same as per the guidance of the Institute of Company Secretaries of India.

4. We have conducted our audit on the basis of details / documents provided by company through email and/ or other digital mode. We had visited the client for few clarifications.

5. Wherever required, we have obtained the management representation about the compliance of laws, rules and regulations and happening of events etc.

6. The Company is following a system of obtaining reports from various departments to ensure compliance with applicable laws. The Company is following an electronic compliance management system for compliance management to ensure compliance with applicable laws, rules, regulations and guidelines.

7. The compliance of the provisions of Corporate and other applicable laws, rules, regulations and standards is the responsibility of the management. Our examination was limited to the verification of procedures on test basis.

8. The Secretarial Audit Report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the company.

For **A. N. Ramani & Co. LLP**
Company Secretaries
Unique Code - L2024MH015700

Bhavana Khatri
Partner
FCS - 8636, COP – 9577

Place: Kanpur
Date: 6th May, 2024

ANNEXURE 'H'

Practicing Company Secretary's Certificate on Corporate Governance

To,
The Members,
Godrej Consumer Products Limited

We have examined the compliance of conditions of corporate governance by Godrej Consumer Products Limited ('the Company') for the year ended on 31st March, 2024, as stipulated in Regulation 17 to 27 and clauses (b) to (i) of regulation 46(2) and para C, D and E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations').

Management Responsibility

The compliance of conditions of Corporate Governance is the responsibility of the Company's Management including the preparation and maintenance of all relevant supporting records and documents.

PCS Responsibility

Our examination was limited to procedures and implementation thereof, adopted by the Company for ensuring compliance with the conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

Opinion

In our opinion and to the best of our information and according to the explanations given to us and the representations made by the Directors and the Management, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in above mentioned Listing Regulations as applicable during the year ended March 31, 2024.

We further state that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.

Restriction on use

This certificate is issued solely for the purpose of complying with the aforesaid Regulations and may not be suitable any other purpose.

For **A. N. Ramani & Co. LLP**
Company Secretaries
Unique Code - L2024MH015700

Bhavana Khatri
Partner
FCS -8636, COP –9577
UDIN: F008636F000319419

Place: Kanpur
Date: 6th May, 2024

Independent Practitioners' Reasonable Assurance Report

To the Directors of Godrej Consumer Products Limited

Assurance Report on the sustainability disclosures in the Business Responsibility and Sustainability Reporting (BRSR) Core Format[1] (called 'Identified Sustainability Information' (ISI) of Godrej Consumer Products Limited (the 'Company') for the period from 1 April 2023 to 31 March 2024. The ISI is included in the Business Responsibility and Sustainability Reporting of the Company for the period from 1 April 2023 to 31 March 2024.

Opinion

We have performed a reasonable assurance engagement on whether the Company's sustainability disclosures in the BRSR Core Format (refer to Annexure 1) for the period 1 April 2023 to 31 March 2024 has been prepared in accordance with the reporting criteria (refer table below).

Identified Sustainability Information (ISI) subject to assurance	Period subject to assurance	Page number in the Annual Report	Reporting criteria
BRSR Core (refer Annexure 1)	1 April 2023 to 31 March 2024	281 to 329	- Regulation 34(2)(f) of the Securities and Exchange Board of India (SEBI) Listing Obligations and Disclosure Requirements (SEBI LODR) - Guidance note for BRSR format issued by SEBI - World Resource Institute (WRI) / World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol (A Corporate Accounting and Reporting Standards)

This engagement was conducted by a multidisciplinary team including assurance practitioners, engineers and environmental and social professionals.

In our opinion, the company's Identified Sustainability Information on pages 281 to 329 of the Annual Report for the period 1 April 2023 to 31 March 2024, subject to reasonable assurance is prepared, in all material respects, in accordance with the Regulation 34(2)(f) of the Securities and Exchange Board of India (SEBI) Listing Obligations and Disclosure Requirements (SEBI LODR) and basis of preparation set out in the Section A, Business Responsibility and Sustainability Reporting of the Annual Report.

Basis for opinion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under those standards are further described in the "Our responsibilities" section of our report.

[1] Notified by SEBI vide circular number SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122 dated 12 July 2023

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

Our firm applies International Standard on Quality Management (ISQM) 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Management and the Board of Directors are responsible for the other information. The other information comprises the information included in the Company's Annual Report (but does not include the BRSR Core attributes and assurance report thereon).

Additionally, we have performed a limited assurance engagement on select BRSR and GRI indicators and issued an independent assurance report on 16 July 2024.

Our report thereon is included with the other information.

Our reasonable assurance opinion on the ISI does not extend to other information that accompanies or contains the 'ISI and our assurance report' (hereafter referred to as "other information"). We have read the other information, but we have not performed any procedures with respect to the other information.

Other matter

Select BRSR Core attributes of the Company for the year ended 31 March 2023 were assured by the previous assurance practitioner who had expressed an unmodified opinion on 17 May 2023.

Our opinion is not modified in respect of this matter.

Intended use or purpose

The ISI and our reasonable assurance report are intended for users who have reasonable knowledge of the BRSR Core attributes, the reporting criteria and ISI and who have read the information in the ISI with reasonable diligence and understand that the ISI is prepared and assured at appropriate levels of materiality.

Our opinion is not modified in respect of this matter.

Responsibilities for the identified Sustainability Information (ISI)

The management of the Company acknowledge and understand their responsibility for:

- designing, implementing and maintaining internal controls relevant to the preparation of the ISI that is free from material misstatement, whether due to fraud or error;
- selecting or establishing suitable criteria for preparing the ISI, taking into account applicable laws and regulations, if any, related to reporting on the ISI, identification of key aspects, engagement with stakeholders, content, preparation and presentation of the ISI in accordance with the reporting criteria;

- disclosure of the applicable criteria used for preparation of the ISI in the relevant report/statement;
- preparing/properly calculating the ISI in accordance with the reporting criteria; and
- ensuring the reporting criteria is available for the intended users with relevant explanation;
- establishing targets, goals and other performance measures, and implementing actions to achieve such targets, goals and performance measures;
- responsible for providing the details of the management personnel who takes ownership of the ISI disclosed in the report;
- ensuring compliance with law, regulation or applicable contracts;
- making judgments and estimates that are reasonable in the circumstances;
- identifying and describing any inherent limitations in the measurement or evaluation of information subject to assurance in accordance with the reporting criteria;
- preventing and detecting fraud;
- selecting the content of the ISI, including identifying and engaging with intended users to understand their information needs;
- informing us of other information that will be included with the ISI;
- supervision of other staff involved in the preparation of the ISI

Those charged with governance are responsible for overseeing the reporting process for the Company's ISI.

Inherent limitations in preparing the ISI

The preparation of the company's BRSR information requires the management to establish or interpret the criteria, make determinations about the relevancy of information to be included, and make estimates and assumptions that affect the reported information.

Measurement of certain amounts and BRSR Core metrics, some of which are estimates, is subject to substantial inherent measurement uncertainty, for example, GHG emissions, water footprint, energy footprint. Obtaining sufficient appropriate evidence to support our opinion/conclusion does not reduce the uncertainty in the amounts and metrics.

Our responsibilities

We are responsible for:

- Planning and performing the engagement to obtain reasonable assurance on the sustainability disclosures in the BRSR Core are free from material misstatement, whether due to fraud or error, in accordance with the Reporting Criteria in line with the section above.
- Forming an independent opinion, based on the procedures we have performed and the evidence we have obtained, and
- Reporting our reasonable assurance opinion to the Directors of Godrej Consumer Products Limited.

Exclusions

Our assurance scope excludes the following and therefore we will not express a conclusion on the same:

- Operations of the Company other than those mentioned in the "Scope of Assurance".
- Aspects of the BRSR and the data/information (qualitative or quantitative) other than the ISI.

- Data and information outside the defined reporting period i.e., 1 April 2023 to 31 March 2024.
- The statements that describe expression of opinion, belief, aspiration, expectation, aim, or future intentions provided by the Company.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgement and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence that is sufficient and appropriate to provide a basis for our reasonable assurance opinion.

The nature, timing, and extent of the procedures selected depended on our judgment, including an assessment of the risks of material misstatement of the information subject to reasonable assurance, whether due to fraud or error. We identified and assessed the risks of material misstatement through understanding the information subject to reasonable assurance and the engagement circumstances. We also obtained an understanding of the internal control relevant to the information subject to reasonable assurance in order to design procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of internal controls.

In carrying out our engagement, we:

- assessed the suitability of the criteria used by the company in preparing the reasonable assurance information;
- evaluated the appropriateness of reporting policies, quantification methods and models used in the preparation of the information subject to reasonable assurance and the reasonableness of estimates made by the company; and
- evaluated the overall presentation of the information subject to reasonable assurance.

Apurba Mitra
Partner

KPMG Assurance and Consulting Services LLP

Date: 16 July 2024
Place: Mumbai

Annexure – I

BRSR Core attributes

BRSR Disclosure	Description of indicator	Level of Assurance
Section C – Principle 5 – E7	Complaints on POSH	Reasonable
Section C – Principle 6 – E3	Total volume of water withdrawal, water consumption, water discharged in Kiloliters and its intensity	Reasonable
Section C – Principle 3 – E1(c)	Spending on measures towards well-being of employees and workers – cost incurred as a % of total revenue of the company	Reasonable
Section C – Principle 1 – E8	Number of days of accounts payable	Reasonable
Section C – Principle 3 – E11	Details of safety related incidents for employees and workers (including contract-workforce e.g. workers in the company's construction sites)	Reasonable
Section C – Principle 6 – E1	Details of total energy consumption and % of energy consumed from renewable sources (in Joules or multiples) and its intensity	Reasonable
Section C – Principle 8 – E5	Job creation in smaller towns – Wages paid to persons employed in smaller towns (permanent or non-permanent /on contract) as % of total wage cost	Reasonable
Section C – Principle 6 – E9	Details related to waste management and its intensity	Reasonable
Section C – Principle 8 – E4	Input material sourced from following sources as % of total purchases – Directly sourced from MSMEs/ small producers and from within India	Reasonable
Section C – Principle 5 – E3(b)	Gross wages paid to females as % of wages paid	Reasonable
Section C – Principle 9 – E7	Instances involving loss/breach of data of customers as a percentage of total data breaches or cyber security events	Reasonable
Section C – Principle 6 – E7	Details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) and its intensity	Reasonable
Section C – Principle 1 – E9	Concentration of purchases & sales done with trading houses, dealers, and related parties Loans and advances & investments with related parties	Reasonable
Section C – Principle 6 – E4	Water discharge by destination and level of treatment (in kiloliters)	Reasonable

Independent Practitioners' Limited Assurance Report

To the Directors of Godrej Consumer Products Limited

Assurance Report on select sustainability disclosures in the Integrated Annual Report prepared in accordance with the Business Responsibility and Sustainability Reporting (BRSR) framework and with reference to the Global Reporting Initiative (GRI) Standards 2021 (together called 'Identified Sustainability Information' (ISI)) of Godrej Consumer Products Limited (GCPL) (the 'Company') for the period from 1 April 2023 to 31 March 2024.

Opinion

We have performed an assurance engagement on the Identified Sustainability Information (ISI) as detailed in the table below:

Identified Sustainability Information (ISI) subject to assurance	Period subject to assurance	Page number in the Annual Report	Reporting criteria
• *Select BRSR attributes on a standalone basis (which are not part of BRSR Core)* • *Select GRI indicators on a consolidated basis* *(refer Appendix 1)*	From 1 April 2023 to 31 March 2024	92 to 329	- GRI Standards 2021 - Regulation 34(2)(f) of the Securities and Exchange Board of India (SEBI) Listing Obligations and Disclosure Requirements (SEBI LODR) - World Resource Institute (WRI) / World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol (A Corporate Accounting and Reporting Standards) - Corporate Value Chain (Scope 3) Accounting & Reporting Standard - Guidance note for BRSR format issued by SEBI

This engagement was conducted by a multidisciplinary team including assurance practitioners, engineers and environmental and social professionals.

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the company's Identified Sustainability Information on pages 92 to 329 of the Annual Report relating to select GRI indicators on a consolidated basis of reporting and select BRSR attributes (which are not part of BRSR Core) on a standalone basis of reporting for the period 1 April 2023 to 31 March 2024, subject to limited assurance is not prepared, in all material respects, in accordance with the the World Resource Institute (WRI) / World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol (A Corporate Accounting and Reporting Standards), and the Corporate Value Chain (Scope 3) Accounting & Reporting Standard , Regulation 34(2)(f) of the Securities and Exchange Board of India (SEBI) Listing Obligations and Disclosure Requirements (SEBI LODR) and with reference to the GRI Standards (2021) and the basis of preparation set out in notes in the section About the Report of the Annual Report.

Basis for conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information, and ISAE 3410, Assurance Engagements on Greenhouse Gas Statements*, issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under those standards are further described in the "Our responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

Our firm applies International Standard on Quality Management (ISQM) 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other information

Management and the Board of Directors are responsible for the other information. The other information comprises the information included in the Company's Annual Report (but does not include the select BRSR and GRI attributes and assurance report thereon).

Additionally, we have performed a reasonable assurance engagement on SEBI BRSR Core attributes and issued an independent assurance report on 16 July 2024.

Our report thereon is included with the other information.

Our limited assurance opinion on the ISI does not extend to other information that accompanies or contains the 'ISI and our assurance report' (hereafter referred to as "other information"). We have read the other information, but we have not performed any procedures with respect to the other information.

Other matter

Select BRSR and GRI attributes of the Company for the year ended 31 March 2023 were assured by the previous assurance practitioner who had expressed an unmodified opinion on 17 May 2023.

Our opinion is not modified in respect of this matter.

Intended use or purpose

The ISI and our limited assurance report are intended for users who have reasonable knowledge of the BRSR attributes and GRI attributes, the reporting criteria and ISI and who have read the information in the ISI with reasonable diligence and understand that the ISI is prepared and assured at appropriate levels of materiality.

Our opinion is not modified in respect of this matter.

Responsibilities for Identified Sustainability Information (ISI)

The management of the company are responsible for:

- designing, implementing and maintaining internal control relevant to the preparation of the Identified Sustainability Information that is free from material misstatement, whether due to fraud or error;
- selecting or developing suitable criteria for preparing the Identified Sustainability Information and appropriately referring to or describing the criteria; and
- preparing the Identified Sustainability Information in accordance with the reporting criteria.

Those charged with governance are responsible for overseeing the reporting process for the company's ISI.

Exclusions:

Our assurance scope excludes the following and therefore we will not express a conclusion on the same:

- Operations of the Company other than those mentioned in the "Scope of Assurance".
- Aspects of the BRSR and GRI attributes and the data/information (qualitative or quantitative) other than the ISI.
- Data and information outside the defined reporting period i.e., 1 April 2023 to 31 March 2024.
- The statements that describe expression of opinion, belief, aspiration, expectation, aim, or future intentions provided by the Company.

Inherent limitations

The preparation of the company's sustainability information requires the management to establish or interpret the criteria, make determinations about the relevancy of information to be included, and make estimates and assumptions that affect the reported information.

Measurement of certain amounts and BRSR and GRI attributes, some of which are estimates, is subject to substantial inherent measurement uncertainty, for example GHG emissions, water footprint, energy footprint. Obtaining sufficient appropriate evidence to support our opinion/conclusion does not reduce the uncertainty in the amounts and metrics.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain a limited assurance about whether the ISI is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Directors of GCPL.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgement and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence that is sufficient and appropriate to provide a basis for limited assurance conclusion.

Our procedures selected depended on our understanding of the information subject to limited assurance and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, we:

- assessed the suitability of the criteria used by the company in preparing the information subject to limited assurance;
- interviewed senior management and relevant staff at corporate and selected locations concerning policies for occupational health and safety, and the implementation of these across the business;
- through inquiries, obtained an understanding of Godrej Consumer Products Limited's control environment, processes and information systems relevant to the preparation of the information subject to limited assurance, but did not evaluate the design of particular control activities, obtain evidence about their implementation or test their operating effectiveness;
- made inquiries of relevant staff at corporate and selected locations responsible for the preparation of the Information subject to limited assurance;
- undertook all site visits out of which 6 were physical site visits and 5 were virtual site visits; we selected these sites based on the relative size of the production compared to total capacity, workforce of these locations to the total workforce, unexpected fluctuations in the information subject to limited assurance since the prior period, and sites not visited in the prior period;
- inspected, at each site visited, a limited number of items to or from supporting records, as appropriate;
- applied analytical procedures, as appropriate;
- recalculated the information subject to limited assurance based on the criteria; and
- evaluated the overall presentation of the information subject to limited assurance to determine whether it is consistent with the criteria and in line with our overall knowledge of, and experience with, the company's occupational health and safety.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Apurba Mitra
Partner

KPMG Assurance and Consulting Services LLP

Date: 16 July 2024
Place: Mumbai

Appendix – 1

Select BRSR and GRI attributes

BRSR Disclosure	Description of indicator	Level of Assurance
Section C – Principle 1 – L1	Awareness programs conducted for value chain partners on any of the Principles during the financial year	Limited
Section C – Principle 6 – L3	Water withdrawal, consumption and discharge in areas of water stress (in kiloliters)	Limited
Section A – 25	Complaints/Grievances on any of the principles under the National Guidelines on Responsible Business Conduct	Limited
Section C – Principle 6 – E5	Details of air emissions (other than GHG emissions) by the entity	Limited
Section C – Principle 1 – E6	Details of complaints with regard to conflict of interest	Limited
Section C – Principle 5 – E9	Percentage of your plants and offices that were assessed on Sexual Harassment, Discrimination at workplace, Child Labour, Forced Labour/ Involuntary Labour, Wages and Other human rights related issues.	Limited
Section C - Principle 2 – L3	Percentage of recycled or reused input material to total material used in production or providing services	Limited
Section C - Principle 2 - E2 (b)	Percentage of inputs were sourced sustainably	Limited
Section C – Principle 1 – E1	Percentage coverage by training and awareness programs on any of the Principles during the financial year	Limited
Section A – 21	Participation/Inclusion/Representation of women in BoDs and KMPs	Limited
Section C – Principle 3 – E7	Membership of employees and worker in association(s) or Unions recognised by the listed entity, for Permanent Employees & Permanent Workers	Limited
Section C – Principle 8 – E2	Information on project(s) for which ongoing Rehabilitation and Resettlement is being undertaken by your entity	Limited
Section C – Principle 5 – E1	Employees who have been provided training on human rights issues and policy(ies) of the entity, in the following format for current and previous FY. - Total Number of Employee - No. of employees covered - % Covered	Limited
Section A – 20b	Differently abled Employees and workers	Limited
Section A – 20a	Employees (including differently abled)	Limited
Section C – Principle 5 – E6	Number of Complaints on (Sexual Harassment, Discrimination at workplace, Child Labour, Forced Labour/Involuntary Labour, Wages and Other human rights related issues) made by employees and workers	Limited
Section C – Principle 9 – E3	Number of consumer complaints in respect of Data Privacy, Advertising, Cyber-Security, Delivery of essential services, Restrictive Trade Practices, Unfair Trade Practices	Limited
Section C – Principle 3 – E2	Details of retirement benefits, for Current Financial Year	Limited
Section C – Principle 5 – E3a & b	Details of remuneration/salary/wages	Limited
Section C – Principle 5 – E2	Details of minimum wages paid to employees and workers	Limited
Section C – Principle 3 – E1	Details of measures for the well-being of employees and workers	Limited
Section C – Principle 9 – E4	Details of instances of product recalls on account of safety issues	Limited
Section C – Principle 6 – L2	Details of greenhouse gas emissions - Scope 3	Limited

BRSR Disclosure	Description of indicator	Level of Assurance
Section C – Principle 2 – L5	Reclaimed products and their packaging materials (as percentage of products sold) for each product category	Limited
Section C – Principle 2 – L4	the products and packaging reclaimed at end of life of products, amount reused, recycled, and safely disposed	Limited
Section A – 22	Turnover rate for permanent employees and workers	Limited
Section A – 20a	Workers (including differently abled)	Limited

GRI Indicator	Description of indicator	Level of Assurance
303-3	Water withdrawal, consumption and discharge in areas of water stress (in kiloliters)	Limited Level
303-4	Water discharge by destination and level of treatment (in kiloliters)	Limited Level
303-3,5	Total volume of water withdrawal, water consumption, water discharged in Kiloliters and its intensity	Limited Level
405-1-b-iii	Differently abled Employees and workers	Limited Level
306-3,4,5	Details related to waste management and its intensity	Limited Level
302-1.302-3	Details of total energy consumption and % of energy consumed from renewable sources (in Joules or multiples) and its intensity	Limited Level
403-9	Details of safety related incidents for employees and workers (including contract-workforce e.g. workers in the company's construction sites)	Limited Level
305-1,2,4	Details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) and its intensity	Limited Level
305-3	Details of greenhouse gas emissions - Scope 3	Limited Level
305-7	Details of air emissions (other than GHG emissions) by the entity	Limited Level

Business Responsibility And Sustainability Report

SECTION A: GENERAL DISCLOSURES

I. Details of the listed entity

1	Corporate Identity Number (CIN) of the Listed Entity	L24246MH2000PLC129806
2	Name of the Listed Entity	Godrej Consumer Products Limited
3	Year of incorporation	2000
4	Registered office address	Godrej One, Pirojshanagar, Eastern Express Highway, Vikhroli (E), Mumbai 400 079
5	Corporate address	Godrej One, Pirojshanagar, Eastern Express Highway, Vikhroli (E), Mumbai 400 079
6	E-mail	investor.relations@godrejcp.com
7	Telephone	022 25188010/20/30
8	Website	www.godrejcp.com
9	Financial year for which reporting is being done	

	Start date	End date
Current Financial Year	01/04/2023	31/03/2024
Previous Financial Year	01/04/2022	31/03/2023
Prior to Previous Financial year	01/04/2021	31/03/2022

10	Name of the Stock Exchange(s) where shares are listed	National Stock Exchange of India Limited (NSE) BSE Limited (BSE)
11	Paid-up Capital (In ₹)	1,022,820,329
12	Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report	

Name	Rahul Botadara, Company Secretary and Compliance Officer
Contact	022 25188010/20/30
E mail	investor.relations@godrejcp.com

13	Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together). The disclosures made under this report are on a standalone basis. The Business Responsibility and Sustainability Reporting (BRSR) is in conformance with the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations 2015. The comparatives for FY 2022-23 have been restated due to recomputation of BRSR attributes on the basis of the approach, change in reporting boundary and methodology adopted for the disclosures of FY 2023-24. The restatements would enable completeness and comparability of information for the current year and previous year. The effects and reasons relating to restatements of the comparative year have been explained as footnotes in relevant indicators.	Standalone basis There are certain restatements in this report due to change in methodology or re-computation of certain attributes for FY 2022-23. The effects and reasons have been included under the following sections and principles of the BRSR Report. The restatements would enable completeness and comparability of information for the current year and previous year.
14	Name of assurance provider	KPMG Assurance and Consulting Services LLP
15	Type of assurance obtained	Reasonable assurance for BRSR core indicators Limited assurance for BRSR non-core indicators

II. Products/services

16 Details of Business Activities (accounting for 90% of the Turnover):

Description of Main Activity	Description of Business Activity	% of Turnover of the Entity
Manufacturing and marketing	Home care and personal care products	100%

17 Products / Services sold by the Entity (accounting for 90% of the Entity's Turnover):

Product / Service	NIC Code	% of Total Turnover Contributed
Home care	20211	45%
Personal care	20231, 20236	55%

III. Operations

18 Number of locations where plants and/or operations/offices of the entity are situated

Location	Number of plants	Number of offices	Total
National	14	4	18
International	22	1	23

19 Markets served by the entity

A Number of locations

Location	Number
National (No. of States)	28
International (No. of Countries)	17

B What is the contribution of exports as a percentage of the total turnover of the entity?

3.26%

C A brief on types of customers

Godrej Consumer Products caters to a diverse range of customers in emerging markets, with a significant presence in both urban and rural areas. Our focus spans from households using hair care products, hand wash, and other consumer goods to salons and stylists specialising in hair care. Through our extensive channel partners and technology-driven strategies, we ensure our products are available and accessible across diverse markets. We maintain a strong distribution network, including regional distributor networks and salon channels, to ensure our products reach to all consumers who use personal care and home care products.

IV. Employees

20 Details as at the end of Financial Year

A. Employees and workers (including differently abled)

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
	EMPLOYEES					
1	Permanent (D)	1498	1199	80.04%	299	19.96%
2	Other than permanent (E)	12	3	25.00%	9	75.00%
3	Total employees (D + E)	1510	1202	79.60%	308	20.40%
	WORKERS					
4	Permanent (F)	1204	1140	94.68%	64	5.32%
5	Other than permanent (G)	4441	2536	57.10%	1905	42.90%
6	Total workers (F + G)	5645	3676	65.12%	1969	34.88%

B. Differently abled Employees and workers:

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
	DIFFERENTLY ABLED EMPLOYEES					
1	Permanent (D)	3	3	100.00%	0	0.00%
2	Other than Permanent (E)	0	0	0.00%	0	0.00%
3	Total differently abled employees (D + E)	3	3	100.00%	0	0.00%
	DIFFERENTLY ABLED WORKERS					
4	Permanent (F)	4	4	100.00%	0	0.00%
5	Other than Permanent (G)	2	2	100.00%	0	0.00%
6	Total differently abled workers (F + G)	6	6	100.00%	0	0.00%

21 Participation/Inclusion/Representation of women

Particulars	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	11	6	54.55%
Key Management Personnel*	4	1	25.00%

*KMPs include the Chairperson and Managing Director and CEO who are also covered in the number of Board of Directors

22 Turnover rate for permanent employees and workers (Disclose trends for the past 3 years)

	Turnover rate in current FY 23-24			Turnover rate in previous FY 22-23			Turnover rate in the year prior to previous FY 21-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	19%	21%	**19%**	23%	31%	**25%**	22%	20%	**21%**
Permanent Workers	6%	40%	**8%**	7%	21%	**7%**	3%	27%	**4%**

Note: There is a change in the methodology for computation of turnover for employees and workers as per the definitions of BRSR guidance note and this has led to revision in the values for FY2022-23 in total turnover rate for employees from 23% to 25% and for workers from 5% to 7%.

V. Holding, Subsidiary and Associate Companies (including joint ventures)

23 (a) Names of holding / subsidiary / associate companies / joint ventures - Please refer to AOC - I in consolidated financial statements

S. No.	Name of the holding / subsidiary/associate companies/joint ventures (A)	Indicate whether holding/ Subsidiary/ Associate/Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
1	Godrej Consumer Care Limited (w.e.f. January 4, 2022)	Subsidiary	100%	No
2	Godrej Consumer Supplies Ltd (w.e.f. 15th December, 2023)	Subsidiary	100%	No
3	Godrej Consumer Products Limited Employees' Stock Option Trust	Subsidiary	100%	No

S. No.	Name of the holding / subsidiary/associate companies/joint ventures (A)	Indicate whether holding/ Subsidiary/ Associate/Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
4	Godrej Household Products (Lanka) Pvt. Ltd.	Subsidiary	100%	No
5	Godrej South Africa Proprietary Ltd	Subsidiary	100%	No
6	Godrej Consumer Products Bangladesh Ltd	Subsidiary	100%	No
7	Godrej Household Products (Bangladesh) Pvt. Ltd.	Subsidiary	100%	No
8	Belaza Mozambique LDA	Subsidiary	100%	No
9	Consell SA (under voluntary Liquidation)	Subsidiary	100%	No
10	Cosmetica Nacional	Subsidiary	100%	No
11	Charm Industries Limited (upto 26th March, 2024)	Subsidiary	0%	No
12	Canon Chemicals Limited	Subsidiary	100%	No
13	Darling Trading Company Mauritius Limited (merged with Godrej Africa Holdings Limited w.e.f. 25th May, 2023)	Subsidiary	0%	No
14	Deciral SA	Subsidiary	100%	No
15	DGH Phase Two Mauritius (merged with Godrej Africa Holdings Limited w.e.f. 12th September, 2023)	Subsidiary	0%	No
16	DGH Tanzania Limited (upto 26th March, 2024)	Subsidiary	0%	No
17	DGH Uganda(Liquidated w.e.f 21st Nov 2022)	Subsidiary	0%	No
18	Frika Weave (PTY) LTD	Subsidiary	100%	No
19	Godrej Africa Holdings Limited	Subsidiary	100%	No
20	Godrej Consumer Holdings (Netherlands) B.V.	Subsidiary	100%	No
21	Godrej Consumer Investments (Chile) Spa	Subsidiary	100%	No
22	Godrej Consumer Products (Netherlands) B.V.	Subsidiary	100%	No
23	Godrej Consumer Products Dutch Coöperatief U.A.	Subsidiary	100%	No
24	Godrej Consumer Products Holding (Mauritius) Limited	Subsidiary	100%	No
25	Godrej Consumer Products International (FZCO)	Subsidiary	100%	No
26	Godrej East Africa Holdings Limited (upto 26th March, 2024)	Subsidiary	0%	No
27	Godrej Global Mid East FZE	Subsidiary	100%	No
28	Godrej Holdings (Chile) Limitada	Subsidiary	100%	No
29	Godrej Indonesia IP Holding Ltd.	Subsidiary	100%	No
30	Godrej Mauritius Africa Holdings Ltd.	Subsidiary	100%	No
31	Godrej MID East Holdings Limited	Subsidiary	100%	No
32	Godrej Netherlands B.V.	Subsidiary	100%	No
33	Godrej Nigeria Limited	Subsidiary	100%	No
34	Godrej Peru SAC (under voluntary liquidation)	Subsidiary	100%	No
35	Godrej SON Holdings INC	Subsidiary	100%	No
36	Godrej Tanzania Holdings Ltd	Subsidiary	100%	No
37	Godrej (UK) Ltd	Subsidiary	100%	No
38	Godrej West Africa Holdings Ltd.	Subsidiary	100%	No

S. No.	Name of the holding / subsidiary/associate companies/joint ventures (A)	Indicate whether holding/ Subsidiary/ Associate/Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
39	Hair Credentials Zambia Limited	Subsidiary	100%	No
40	Hair Trading (offshore) S. A. L	Subsidiary	100%	No
41	Indovest Capital (upto 8th February, 2024)	Subsidiary	0%	No
42	Issue Group Brazil Limited	Subsidiary	100%	No
43	Kinky Group (Pty) Limited	Subsidiary	100%	No
44	Laboratoria Cuenca S.A	Subsidiary	100%	No
45	Lorna Nigeria Ltd.	Subsidiary	100%	No
46	Old Pro International Inc	Subsidiary	100%	No
47	Panamar Producciones S.A. (under voluntary liquidation)	Subsidiary	100%	No
48	PT Godrej Business Service Indonesia (Earlier named as "PT Ekamas Sarijaya")	Subsidiary	100%	No
49	PT Indomas Susemi Jaya	Subsidiary	100%	No
50	PT Godrej Distribution Indonesia	Subsidiary	100%	No
51	PT Godrej Consumer Products Indonesia (Earlier named as "PT Megasari Makmur")	Subsidiary	100%	No
52	PT Sarico Indah	Subsidiary	100%	No
53	Sigma Hair Industries Ltd. (upto 26th March, 2024)	Subsidiary	100%	No
54	Strength of Nature LLC	Subsidiary	100%	No
55	Style Industries Limited	Subsidiary	100%	No
56	Subinite (Pty) Ltd.	Subsidiary	100%	No
57	Weave Ghana Ltd	Subsidiary	100%	No
58	Weave IP Holdings Mauritius Pvt. Ltd.	Subsidiary	100%	No
59	Weave Mozambique Limitada	Subsidiary	100%	No
60	Weave Senegal Ltd (Ceased to exist on 31st March 2024)	Subsidiary	0%	No
61	Weave Trading Mauritius Pvt. Ltd.	Subsidiary	100%	No
62	Godrej CP Malaysia SDN. BHD	Subsidiary	100%	No

VI. CSR Details

24 (i) Whether CSR is applicable as per section 135 of Companies Act, 2013: (Yes/No) - YES

(ii) Turnover (in ₹) 82,678,641,516.00

(iii) Net worth (in ₹) 95,525,817,392.00

VII. Transparency and Disclosures Compliances

25 Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No)	(If Yes, then provide web-link for grievance redress policy)	FY 2023-24			FY 22-23		
			Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes	https://godrejcp.com/sustainability/codes-and-policies	0	0	None	0	0	None
Investors (other than shareholders)	Yes	https://godrejcp.com/sustainability/codes-and-policies	0	0	None	0	0	None
Shareholders	Yes	https://godrejcp.com/sustainability/codes-and-policies	92	3	Complaints resolved in April 2024	116	0	All complaints resolved
Employees and workers	Yes	https://godrejcp.com/sustainability/codes-and-policies	1	1	POSH complaints investigation underway	2	0	POSH complaints
Customers	Yes	https://godrejcp.com/sustainability/codes-and-policies	0	0	None	0	0	None
Value Chain Partners	Yes	https://godrejcp.com/sustainability/codes-and-policies	0	0	None	0	0	None

26 Overview of the entity's material responsible business conduct issues

Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1	Occupational health & safety	Risk	Physical risk to the workforce in manufacturing operations and frontline distribution teams. Lack of appropriate and sufficient training to workers and employees on best-practices related to OHS, might face health and safety risks such as frequent accidents at workplaces or manufacturing plants. Indirect risks posed due to this issue can be workplace closures, increase in legal and compliance costs, intense scrutiny by stakeholders, lower morale in the workforce, and adverse impact on brand reputation.	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. GCPL has a consistent record in zero fatalities across our offices and manufacturing plants leading to high-morale and trust amongst employees and workers.	Negative implication. Potential health and safety incidents and non-compliance hamper company reputation and have financial repercussions.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
2	Product safety and Quality Testing	Risk	The regulatory landscape is evolving and the guidelines pertaining to the composition of various products can change and evolve rapidly as GCPL's is present in multiple emerging economies.	GCPL has implemented quality testing standard operating procedures for all its products. GCPL has also incorporated a robust products and raw material quality testing procedure. This is supported by enhancing the capabilities of team through skill development trainings and ensuring safe and compliant operations.	Negative implication. Failure to adapt to ever evolving regulatory landscape especially with respect to usage of chemical components, across multiple geographies, the Company may face litigation risks from consumers, and risk of increased cost of chemical safety and alternative chemicals.
3	Business Ethics and Ethical Marketing	Risk	Business ethics are the moral principles that guide decision-making process for an organization. It includes policies, and values that govern the way companies and individuals engage in business activity. Ethical marketing and product labelling is a crucial factor in marketing as it highlights the products' unique selling point, composition, and claims on sustainability. GCPL has to be cognizant about marketing practices and make efforts to ensure claims which are ethically and factually correct.	GCPL has adopted multiple policies for example: code of conduct, whistle blower policy, anti-sexual harassment policy, human rights policy, and health and safety policy, to name a few. GCPL has developed and rolled out a human rights due diligence based on the UN Guiding principles and have assessed most of our owned operations. GCPL's supply chain policy also focuses on responsible conduct with all the stakeholders and adherence to human rights principles.	Negative implication. Any lapse in compliance of code of conduct may pose a governance risk. Moreover, if GCPL fails to communicate responsibly to the consumers and is engaged in false claims about its product and the sustainability performance, it is a reputational risk to the Company.
4	Governance and accountability	Risk	It means adhering to all reporting and transparency requirements by market regulators and further voluntarily discloses information on other international frameworks on ESG	GCPL adheres to BRSR in India and other international frameworks like CDP, GRI and Integrated Reporting <IR> frameworks. GCPL is consistently transparent in reporting leading to further investor and other stakeholder confidence.	Negative implication. Any lapse in reporting on material information may lead to regulatory and legal risks and decline in investor confidence. This may increase financial liabilities due to legal obligations, impact on credit score, lower employee confidence, and impact on brand reputation.
5	Sustainable Packaging	Risk and Opportunity	Enforcement of strict regulations on plastic, waste generation, and disposal arising from geographies such as India and Africa, may result in higher short-term costs for compliance	As most of GCPL products involves plastic packaging, we focus on plastic packaging intensity. It is determined by the weight of the packaging to overall product weight. GCPL has reduced plastic packaging intensity by over 22% from the base year of 2019-20. This has resulted in cost savings and reduced its Extended Producer Responsibility (EPR) requirements.	Positive implication. GCPL is proactively adapting best practices in sustainable packaging which reduces overall plastic intensity and helps reduce transportation costs due to reduced weights, and lower EPR requirements. GCPL has also taken targets and made progress on reducing overall packaging weight and waste generated from packaging. Additionally, we are exploring greener alternatives to plastic packaging.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
6	Sustainable supply chain management	Risk	GCPL is engaged in procurement of materials and services from diverse suppliers. Some of the key risks that can impact the company's supply chain are ESG compliance risk for critical suppliers, and unethical sourcing practices.	As a part of sustainable supply chain engagement, GCPL has collated qualitative and quantitative data, and evaluated close to 75% of suppliers by procurement spends for their ESG. To drive supplier engagement effectively, GCPL has also shared industry best practices and suggestive actions.	Negative implication. ESG non-compliance by critical suppliers is risky and will impact the Company's cost of procurement, increased cost of compliance and adverse impact on company's brand image.
7	Renewable Energy	Opportunity	Adoption of renewable energy will lower GCPL's emissions, and save costs in the long-term.	Currently, GCPL is utilizing over 27% renewable energy in its operations. We also use briquette fired boilers and microturbines for steam, and invest in solar PV and apply for green tariffs wherever available.	Positive implication. More renewable energy will help lower GCPL's emissions and even improve circularity of operations.
8	Research & Development	Opportunity	Strong R&D led initiatives with an ESG focus is a market opportunity and a brand differentiator.	GCPL has completed Life Cycle Assessments for products constituting 60% of our revenue. Through this, we are able to identify the areas of sustainable improvement. By addressing these gaps, we are able to make sustainable innovations and even offer products at a green discount rather than a green premium as we to pass on the savings to customers.	Positive implication. GCPL prioritises innovation in new technologies that offer consumers value for their money. R&D has played a pivotal role in developing new products in home care and personal care product portfolios.
9	Sustainable and Greener Products	Opportunity	GCPL has a key goal to ensure that its products are green while ensuring they are affordable and accessible.	GCPL has rolled out serveral green products, one example is the Godrej Magic Hand Wash. It uses lower water content compared to alternatives and has lower plastic packing impact thus further resulting in cost savings and offering the world's most affordable handwash.	Positive implication. GCPL looks to expand its product portfolio to be more affordable, accessible, and sustainable. This will prepare GCPL to invest further in product innovation and roll out products that are superior to available alternatives.
10	Diversity & Inclusion	Opportunity	Having an adequate diversity ratio and grooming women leaders is a key priority of GCPL	For the senior leadership roles at GCPL, women currently represent 22%. GCPL aims to have 30% women in senior leadership by 2030. We are also constantly seeking best practices in hiring women in leadership positions, provide opportunities to Person with disabilities (PwD), and LGBTQ communities.	Positive implication. GCPL aims to create an inclusive work environment where best-in-class talent aim to work. GCPL will invest in the overall development of its employees and providing training and skill development opportunities.

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core elements.

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and management processes									
1. a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
b. Has the policy been approved by the Board? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
c. Web Link of the Policies, if available	https://godrejcp.com/sustainability/codes-and-policies People -> Employee Code of Conduct	https://godrejcp.com/sustainability/codes-and-policies Sustainability -> Sustainable Procurement Policy	https://godrejcp.com/people/diversity	https://godrejcp.com/sustainability/codes-and-policies People -> Whistleblower policy	https://godrejcp.com/sustainability/codes-and-policies People -> GCPL Human Rights Policy	https://godrejcp.com/sustainability/codes-and-policies Sustainability -> Integrated Environment Management Policy	https://godrejcp.com/sustainability/codes-and-policies People -> Employee Code of Conduct	https://godrejcp.com/sustainability/codes-and-policies Sustainability -> CSR Policy	https://godrejcp.com/sustainability/codes-and-policies Legal -> Information Security Policy
2. Whether the entity has translated the policy into procedures. (Yes / No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3. Do the enlisted policies extend to your value chain partners? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes

	Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
4.	Name of the national and international codes/ certifications/labels/ standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	• GRI Standards 2021	• GRI Standards 2021	• ISO 45001 • GRI Standards 2021	• GRI Standards 2021	• GRI Standards 2021	• Science-based Targets initiative (SBTi) • GRI Standards 2021	• GRI Standards 2021	• GRI Standards 2021	• ISO 27001:2022 • GRI Standards 2021
5.	Specific commitments, goals and targets set by the entity with defined timelines, if any.	No	Cover 75% of our suppliers by procurement spends under Sustainable Procurement Policy by 2025	30% women representation in senior leadership	No	Conduct human rights self-assessment across our plants and locations in India and International operations covering 100% of our blue collar workforce by 2024	• Reduce specific energy consumption by 40% by 2025 (v. 2011 baseline) • Increase renewable energy portfolio to 35% by 2025 (v. 2011 baseline) • Reduce water intensity by 40% by 2025 (v. 2011 baseline) while maintaining water positivity	No	• Protect 30 million people against vector-borne diseases by 2025-26 • Divert over 5,000 MT of waste from landfills by 2025-26.	Receive ISO:27001:2022 certification for our information security system and process

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
						• Maintain zero waste to landfill and achieve zero-liquid discharge • Reduce GHG emission intensity by 45% by 2025 (v. 2011 baseline)			
6. Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	Not applicable	Covered 76% of our suppliers by procurement spends under Sustainable Procurement Policy.	23% women representation in senior leadership and on track to have 30% women represenation in senior leadership	Not applicable	Conducted a self-assessment across our plants and locations in India covering 93% of our workforce	• Reduced our specific energy consumption by 35% • Increased renewable energy portfolio to 27% • Reduced water intensity by 39% and achieved water positivity (through rainwater harvesting within our facilities and our community watershed programme, we are conserving 15 times more water than we use in our operations).	Not applicable	• Reached out to over 28.4 million and enabled their protection against vector-borne diseases • Diverted over 7,200 MT of waste from landfills	Received ISO:27001:2022 certification

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
						• Diverted 100% waste from landfills and on track to be zero liquid discharge • Reduced our GHG emission intensity by 41%			

Governance, leadership and oversight

7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)

   Please refer to the statement by our Managing Director and CEO in our Annual Integrated Report for FY 2023-24 for an update on our ESG targets, progress, challenges and way forward.

8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).

   The board-level ESG committee is responsible for the implementation and oversight of Business Responsibility policies.
   The ESG Committee consists of -
   Ms. Nisaba Godrej, Executive Chairperson, DIN: 00591503
   Mr. Sudhir Sitapati, Executive Director, DIN: 09197063
   Ms. Tanya Dubash, Non-Executive Director, DIN: 00026028
   Mr. Nadir Godrej, Non-Executive Director, DIN: 00066195
   Ms. Shalini Puchalapalli, Independent Director, DIN: 07820672
   Ms. Ndidi Nwuneli, Independent Director, DIN: 07738574

9. Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). - YES
If yes, provide details.

GCPL has an ESG Committee to strengthen oversight and governance of Sustainability risks, opportunities and progress against goals. The Committee meets at least twice in a year. The ESG Committee consists of -
Ms. Nisaba Godrej, Executive Chairperson, DIN: 00591503
Mr. Sudhir Sitapati, Executive Director, DIN: 09197063
Ms. Tanya Dubash, Non-Executive Director, DIN: 00026028
Mr. Nadir Godrej, Non-Executive Director, DIN: 00066195
Ms. Shalini Puchalapalli, Independent Director, DIN: 07820672
Ms. Ndidi Nwuneli, Independent Director, DIN: 07738574

10. Details of Review of NGRBCs by the Company

Subject for Review	Indicate whether review was undertaken by Director/Committee of the Board/Any other Committee									Frequency								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	Committee of the Board	Committee of the Board	Committee of the Board	Any other committee	Committee of the Board	Committee of the Board	Committee of the Board	Committee of the Board	Committee of the Board	Quarterly	Half yearly	Half yearly	Half yearly	Half yearly	Half yearly	Half yearly	Half yearly	Half yearly
Compliance with statutory requirements of relevance to the principles and rectification of any non-compliances	Committee of the Board	Committee of the Board	Committee of the Board	Any other committee	Committee of the Board	Committee of the Board	Committee of the Board	Committee of the Board	Committee of the Board	Quarterly	Half yearly	Half yearly	Half yearly	Half yearly	Half yearly	Half yearly	Half yearly	Half yearly

11.

	P1	P2	P3	P4	P5	P6	P7	P8	P9
Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.	No								
If Yes, Provide name of the agency	Not Applicable								

12. If answer to question (1) above is "No" i.e. not all Principles are covered by a policy, reasons to be stated:

Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
The entity does not consider the Principles material to its business (Yes/No)									
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)									
The entity does not have the financial or/human and technical resources available for the task (Yes/No)					Not applicable				
It is planned to be done in the next financial year (Yes/No)									
Any other reason (please specify)									

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE:

PRINCIPLE 1: Businesses should conduct and govern themselves with Integrity, and in a manner that is Ethical, Transparent and Accountable

Essential Indicators

1 Percentage Coverage by Training and Awareness Programmes on any of the Principles during the Financial Year:

Segment	Total Number of Training and Awareness Programmes held	Topics / Principles covered under the Training and its Impact	% age of Persons in respective Segment covered by the Awareness Programmes
Board of Directors (BoD)	17	Every year, we organise familiarisation programmes to dicuss material issues. In FY23-24, the Board was familiarised with actions on cyber security, ESG scores and Disclosures, Climate, Plastics, Sustainable Supply Chain and Procurement, Human Rights Due Diligence & Communities, Diversity, Safety, human rights, sustainable packaging, safety, sustainable manufacturing, and product life-cycle assessments and action items	100%
Key Managerial Personnel (KMP)	17	Every year, we organise familiarisation programmes to discuss material issues. In FY23-24, KMPs were familiarised with actions on cyber security, human rights, sustainable packaging, safety and health, sustainable manufacturing, and product life-cycle assessments	100%
Employees other than BoD and KMPs	3	Under human rights & health and safety, skill upgradation and environment, we have provided trainings on Prevention of sexual harassment, Environmental safety, Electrical Safety Training for industrial Work force, Training on Environment Management, Road safety and Firefighting among others	100%
Workers	3	Under human rights & health and safety, skill upgradation and environment, we have provided trainings on Prevention of sexual harassment, Environmental safety, Electrical Safety Training for industrial Work force, Training on Environment Management, Road safety and Firefighting among others	85%

2 Details of Fines / Penalties / Punishment / Award / Compounding Fees / Settlement Amount paid in proceedings [by the Entity or by Directors / Key Managerial Personnel (KMPs)] with Regulators / Law Enforcement Agencies / Judicial Institutions, in the Financial Year, in the following format:

(**Note:** The Entity shall make disclosures on the basis of Materiality as specified in Regulation 30 of Securities and Exchange Board of India (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the Entity's website)

Monetary					
	NGRBC Principle	Name of the regulatory/ enforcement	Amount (In INR)	Brief of case	Has an Appeal been preferred? (Yes / No)
Penalty/ Fine					
Settlement					
Compounding fee	9	Legal metrology department	1. Godrej Professional (INR 25,000) 2. Hit (INR 10000) 3. Godrej New Expert Natural Black (INR 50,000) 4. Godrej Nupur Henna (INR 50,000) Total – INR 1,35,000	1. Godrej Professional - Manufacturing and mrp declarations were not displayed on godrej professional website where products were displayed for sale. 2. Hit - Quantity and mrp declaration not mentioned in print advertisement. 3. Godrej New Expert Natural Black - Mrp, batch no. and use before date not reflected on the product packaging. 4. Godrej Nupur Henna - Font size of the mrp was not adequate	No
Imprisonment	N/A				
Punishment					

3 Of the Instances pertaining to Fines / Penalties / Punishment / Award / Compounding Fees / Settlement Amount disclosed above, details of the Appeal / Revision preferred in Cases where Monetary or Non-Monetary Action has been appealed:

Case details	Name of the Regulatory / Enforcement Agencies / Judicial Institutions
NA	NA

4 Does the Entity have an Anti-Corruption or Anti-Bribery Policy? If yes, provide details in brief and if available, provide a Web-link to the Policy:

Yes, the entity does have an anti bribery policy in place, it's a part of the code of conduct. Link - https://godrejcp.com/public/pdfs/codes_policies/people/Code-of-Conduct-for-Employees.pdf

5 Number of Directors / Key Managerial Personnel (KMPs) / Employees / Workers against whom Disciplinary Action was taken by any Law Enforcement Agency for the Charges of Bribery / Corruption:

Particulars	Financial Year 2023-24 (Current Financial Year)	Financial Year 2022-23 (Previous Financial Year)
Board of Directors	None	None
Key Managerial Personnel	None	None
Employees	None	None
Workers	None	None

6 Details of Complaints with regard to Conflict of Interest:

	Financial Year 2023-24 (Current Financial Year)		Financial Year 2022-23 (Previous Financial Year)	
Number of Complaints received in relation to Issues of Conflict of Interest of Directors	None	-	None	-
Number of Complaints received in relation to Issues of Conflict of Interest of Key Managerial Personnel (KMPs)	None	-	None	-

7 Details of any Corrective Action taken or underway on Issues related to Fines / Penalties / Action taken by Regulators / Law Enforcement Agencies / Judicial Institutions, on cases of Corruption and Conflicts of Interest:

The notices received from Legal Metrology (Packaged Commodities) Rules, 2011 are for label declarations on the product. The declarations are corrected to avoid any future notices.

8 Number of Days of Accounts Payables ((Accounts Payable *365) / Cost of Goods/Services procured) in the following format:

	Financial Year 2023-24 (Current Financial Year)	Financial Year 2022-23 (Previous Financial Year)
Number of Days of Accounts Payables	56	48

Note 1: Reasonable independent assurance carried out by KPMG Assurance and Consulting Services LLP for this indicator

9 Open-ness of Business:

Provide details of Concentration of Purchases and Sales with Trading Houses, Dealers, and Related Parties, alongwith Loans and Advances & Investments, with Related Parties, in the following format:

Parameter	Metrics		Financial Year 2023-24 (Current Financial Year)	Financial Year 2022-23 (Previous Financial Year)
Concentration of Purchases	a.	Purchases from Trading Houses as % of Total Purchases	0%	0%
	b.	Number of Trading Houses where Purchases are made from	0	0
	c.	Purchases from top 10 Trading Houses as a % of Total Purchases from Trading Houses	0%	0%
Concentration of Sales	a.	Sales to Dealers / Distributors as % of Total Sales	67.1%	71.7%
	b.	No. of Dealers / Distributors to whom Sales are made	2,217	1,885
	c.	Sales to top 10 Dealers / Distributors as a % of Total Sales to Dealers / Distributors	2.8%	2.8%
Share of Related Party Transactions (RPTs) in –	a.	Purchases (Purchases with Related Parties / Total Purchases)	2.5%	2.9%
	b.	Sales (Sales to Related Parties / Total Sales)	1%	1.3%
	c.	Loans & Advances (Loans & Advances given to Related Parties / Total Loans & Advances)	0%	0%
	d.	Investments (Investments in Related Parties / Total Investments made)	61.8%	68.8%

Note 1: A trading house is a business that specialises in facilitating transactions between the company and manufacturer. There are no purchases from trading houses in FY2023-24 and FY2022-23.

Note 2: We have considered closing balances disclosed in the Audited Standalone Financial statements for loans and advances and Investments.

Note 3: Reasonable independent assurance carried out by KPMG Assurance and Consulting Services LLP for this indicator

Leadership Indicators

1. Awareness programmes conducted for Value Chain Partners on any of the Principles during the Financial Year:

Total number of awareness programmes held	Topics / principles covered under the training	%age of value chain partners covered (by value of business done with such partners) under the awareness programmes
5	Biodiversity and land use, Human Rights, Greenhouse Gas and footprint, EPR, Sustainability and ESG sensitisation	8%

2 Does the Entity have Processes in place to avoid / manage Conflict of Interests involving Members of the Board of Directors? (Yes/No) and if yes, provide Details of the same:

Yes, we ensure that we're compliant with the requirements stated in the Companies Act and SEBI Listing Regulations for ensuring that there is no conflict of interest. At the beginning of the year, we receive the disclosure from directors for the entities in which they are interested and the similar disclosures are also received at the time of appointment of directors. Whenever any business decisions are taken, the Board is informed about the interest of any particular director in that matter and such director will not be included in the discussion and decision pertaining to the matter wherein he/she is interested. We ensure that an Independent Director on the board of GCPL should not be a Non-Independent Director on the board of another company if there is a Non-Independent Director on GCPL's board who is also an Independent Director on the board of the same other company. This prevents a situation where two directors might influence each other's decisions across different companies, and create conflict of interest.

PRINCIPLE 2: Businesses should provide goods and services in a manner that is sustainable and safe

Essential Indicators

1 Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.

	Current FY 23-24	Previous FY 22-23	Details of improvements in environmental and social impacts
R&D	34.49%	1.76%	Sustainable packaging, product development, improving health benefits of products and lowering environmental impact
Capex	5%	5%	Solar power plants to expand our renewable energy portfolio and water harvesting installations to reduce our freshwater withdrawal

2 a. Does the entity have procedures in place for sustainable sourcing? (Yes/No)

b. If yes, what percentage of inputs were sourced sustainably?

Yes. As part of our sustainable procurement policy, we've covered 76% of our suppliers by procurement spends in FY 23-24. We are committed to helping our suppliers make their operations more sustainable with focus on four parameters - ethically driven, social focussed, green inspired and quality centered.

3 Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste

a. Plastics (including packaging) : Our pre-consumer plastic waste generated in our manufacturing sites is sent for recycling to an authorized waste handler. We have partnered with a number of authorised waste management service providers for responsible collection, sorting, and recycling/co-processing of all our post-consumer plastic packaging.

b. E-waste : We dispose all e-waste through government approved e-waste recycler.

c. Hazardous waste : Each type of hazardous waste is disposed off inline with the stipulated guidelines and through authorised vendors. We submit annual returns and disclosures with respective state pollution control boards.

d. Other waste : Our manufacturing sites and our head office generates non-hazardous waste such as food, plastic, paper, and metal among others. All of this waste is segregated at source and sent to authorised vendors for recycling.

4 Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.

Yes, we're 100% compliant to Extended Producer Responsibility (EPR).

Leadership Indicators

1 Has the Entity conducted Life Cycle Perspective / Assessments (LCA) for any of its Products (for Manufacturing Industry) or for its Services (for Service Industry)? If yes, provide details in the following format:

NIC Code	Name of Product / Service	% of Total Turnover contributed	Boundary for which the Life Cycle Perspective / Assessment was conducted	Whether conducted by Independent External Agency (Yes/No)	Results communicated in Public Domain (Yes/ No) If yes, provide the web-link
20211, 20231, 20236	Aer Pocket, HIT Aerosol, Godrej Expert Crème, Godrej Ezee, Good knight coils	60%	Cradle-to-grave	Yes, LCA conducted by external agency.	Yes https://www.godrejcp.com/sustainability/codes-and-policies

2 If there are any Significant Social or Environmental Concerns and/or Risks arising from Production or Disposal of your Products / Services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same, alongwith Action taken to mitigate the same.

Name of Product / Service	Description of the Risk / Concern	Action Taken
No significant social or environmental risks found		

3 Percentage of Recycled or Reused Input Material to Total Material (by Value) used in Production (for Manufacturing Industry) or providing Services (for Service Industry):

Input material	Recycled or re-used input material to total material	
	Financial Year 2023-24 (Current Financial Year)	Financial Year 2022-23 (Previous Financial Year)
	None	None

4 Of the Products and Packaging reclaimed at End of Life of Products, Amount (in Metric Tonnes) Reused, Recycled and Safely Disposed, for the Current Financial Year and the Previous Financial Year:

Particulars	Financial Year 2023-24 (Current Financial Year)			Financial Year 2022-23 (Previous Financial Year)		
	Re-used	Recycled	Safely Disposed	Re-used	Recycled	Safely Disposed
Plastics (including Packaging)	None	17,995	None	None	18,750	None
E-Waste	None	None	None	None	None	None
Hazardous Waste	None	None	None	None	None	None
Other Waste	None	None	None	None	None	None

5 Reclaimed Products and their Packaging Materials (as Percentage of Products Sold) for each Product Category

Indicate Product Category	Reclaimed Products and their Packaging Materials as % of Total Products sold in respective Category
Plastic packaging	100% of all plastic packaging we have sold with our products has been reclaimed

PRINCIPLE 3: Businesses should respect and promote the well-being of all employees, including those in their value chains

Essential Indicators

1 a. Details of Measures for the Well-being of **Employees**:

Category	Total (A)	Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		Number (B)	% (B / A)	Number (C)	% (C / A)	Number (D)	% (D / A)	Number (E)	% (E / A)	Number (F)	% (F / A)
PERMANENT EMPLOYEES											
Male	1,199	1,199	100%	1,199	100%	N/A	N/A	1,199	100%	1,199	100%
Female	299	299	100%	299	100%	299	100%	N/A	N/A	299	100%
Total	1,498	1,498	100%	1,498	100%	299	N/A	1,199	N/A	1,498	100%
OTHER THAN PERMANENT EMPLOYEES											
Male	3	3	100%	3	100%	N/A	N/A	3	100%	0	0%
Female	9	9	100%	9	100%	9	100%	N/A	N/A	0	0%
Total	12	12	100%	12	100%	9	N/A	3	N/A	0	0%

b. Details of Measures for the Well-being of **Workers**:

Category	Total (A)	Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		Number (B)	% (B / A)	Number (C)	% (C / A)	Number (D)	% (D / A)	Number (E)	% (E / A)	Number (F)	% (F / A)
PERMANENT WORKERS											
Male	1,140	1,140	100%	1,140	100%	N/A	N/A	1,140	100%	0	0%
Female	64	64	100%	64	100%	64	100%	N/A	N/A	0	0%
Total	1,204	1,204	100%	1,204	100%	64	N/A	1,140	N/A	0	0%
OTHER THAN PERMANENT WORKERS											
Male	2,536	2,536	100%	2,536	100%	N/A	N/A	2,536	100%	0	0%
Female	1,905	1,905	100%	1,905	100%	1,905	100%	N/A	N/A	0	0%
Total	4,441	4,441	100%	4,441	100%	1,905	N/A	2,536	N/A	0	0%

c. Spending on measures towards well-being of Employees and Workers (including Permanent and Other than Permanent) in the following format:

Particulars	Financial Year 2023-24 (Current Financial Year)	Financial Year 2022-23 (Previous Financial Year)
Cost incurred on Well-being Measures as a % of Total Revenue of the Company	0.12%	0.11%

Note 1: Reasonable independent assurance carried out by KPMG Assurance and Consulting Services LLP for this indicator

Note 2: *Includes cost of accident insurance, health insurance, maternity leave benefit, paternity leave benefit, day-care facility cost.

Note: Reporting for permanent employees including permanent workers, management and non-management staff of the Company. The other than permanent employees and workers include those deployed through sub contractor and their wages including well-being measures are provided by the contractor.

2 Details of Retirement Benefits, for the Current Financial Year and the Previous Financial Year:

Benefits	Financial Year 2023-24 (Current Financial Year)			Financial Year 2022-23 (Previous Financial Year)		
	No. of Employees covered as a % of Total Employees	No. of Workers covered as a % of Total Workers	Deducted and Deposited with the Authority (Y / N / N.A.)	No. of Employees covered as a % of Total Employees	No. of Workers covered as a % of Total Workers	Deducted and Deposited with the Authority (Y / N / N.A.)
Provident Fund (PF)	100%	100%	Y	100%	100%	Y
Gratuity	100%	100%	Y	100%	100%	Y
Employees' State Insurance (ESI)	0%	66%	Y	100%	100%	Y
Others	None	None	None	None	None	None

*Includes cost of accident insurance, health insurance, maternity leave benefit, paternity leave benefit, day-care facility cost.

Note: Reporting for permanent employees including permanent workers, management and non-management staff of the Company. The other than permanent employees and workers include those deployed through sub contractor and their wages including well-being measures are provided by the contractor.

3. **Accessibility of Workplaces:**

Are the Premises / Offices of the Entity accessible to Differently abled Employees and Workers, as per the Requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any Steps are being taken by the Entity in this regard:

Our Godrej One (Global headquarters) is accessible for differently abled employees and workers with infrastructural modifications being updated on an on-going basis. Modifications are in progress for regional and manufacturing units. We are focusing on internship and job hirings with special focus on PwD inclusivity to ensure all our offices and premises are accessible to all.

4 Does the Entity have an Equal Opportunity Policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a Web-link to the Policy:

Yes, please visit https://godrejcp.com/people/diversity

5 Return to Work and Retention Rates of Permanent Employees and Workers that took Parental Leave:

Gender	Permanent Employees		Permanent Workers	
	Return to Work Rate	Retention Rate	Return to Work Rate	Retention Rate
Male	100%	86%	100%	72%
Female	100%	89%	100%	100%
Total	100%	88%	100%	86%

6 Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.

	Yes/No (If Yes, then give details of the mechanism in brief)	
Permanent Workers	Yes	We have a Grievance redressal committee to address Job related grievances of workers on regular basis. This is done through open houses, workmen representative, Canteen and safety commitees that happen once a month wherein representatives from unionsed workmen are involved and concerns / suggestions are considered, Grievance box where employees/workers can write their issues and drop it in the box and escalation to supervisors. Union bodies meet the management representatives on need basis if any urgent concern needs to be addressed.
Other than Permanent Workers	Yes	We have a Grievance redressal committee to address Job related grievances of workers on regular basis. This done through open houses which are conducted with management Contract supervisors have meetings once a month with the contract workers and any concerns raised are communicated to the management.

	Yes/No (If Yes, then give details of the mechanism in brief)	
Permanent Employees	Yes	We use Amber, a chat bot, to interact with team members across geographies. Through this platform, we capture people's experiences at a defined frequency based on their tenure in the Company. The feedback has helped us take both faster individual actions and make organisation-level changes based on emerging themes. We run annaul Intune surveys to know the pulse of our employees and we have the whistleblower policy for any grievance redressal against our people and process.
Other than Permanent Employees	Yes	Other permament employees can use the whistleblower channel for grievances. They also have access to Amber chat bot to send in their feedback/suggestions. They can also use informal channels where they can reach HR in person and voice their concerns.

7 Membership of Employees and Workers in Association(s) or Union(s) recognized by the Entity, for the Current Financial Year and the Previous Financial Year:

Category	Financial Year 2023-24 (Current Financial Year)			Financial Year 2022-23 (Previous Financial Year)		
	Total Employees / Workers in respective category (A)	No. of Employees / Workers in respective category, who are part of Association(s) or Union (B)	% (B / A)	Total Employees / Workers in respective category (C)	No. of Employees / Workers in respective category, who are part of Association(s) or Union (D)	% (D / C)
Total Permanent Employees	1,498	0	0%	1,274	0	0%
Male	1,199	0	0%	1,038	0	0%
Female	299	0	0%	236	0	0%
Total Permanent Workers	1,204	818	68%	1,236	908	73%
Male	1,140	814	71%	1,193	886	74%
Female	64	4	6%	43	22	50%

8 Details of Training given to Employees and Workers:

Category	Financial Year 2023-24 (Current Financial Year)					Financial Year 2022-23 (Previous Financial Year)				
	Total (A)	On Health & Safety Measures		On Skills Upgradation		Total (D)	On Health & Safety Measures		On Skills Upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
EMPLOYEES										
Male	1,202	332	28%	964	80%	1,038	1,038	100%	482	46%
Female	308	54	18%	264	86%	236	236	100%	113	48%
Total	**1,510**	**386**	**26%**	**1,228**	**81%**	**1,274**	**1,274**	**100%**	**595**	**47%**
WORKERS										
Male	3,676	3,186	87%	1,119	30%	1,193	996	83%	1,033	87%
Female	1,969	1,445	73%	50	3%	43	35	81%	33	77%
Total	**5,645**	**4,631**	**82%**	**1,169**	**21%**	**1,236**	**1,031**	**83%**	**1,066**	**86%**

9. Details of Performance and Career Development Reviews of Employees and Workers for Current and Previous Financial Years:

Performance and career development reviews have been conducted for all employees eligible during the Financial Year.

Category	Financial Year 2023-24 (Current Financial Year)			Financial Year 2022-23 (Previous Financial Year)		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
		EMPLOYEES				
Male	1,202	1,202	100%	1,038	1,038	100%
Female	308	308	100%	236	236	100%
Total	**1,510**	**1,510**	**100%**	**1,274**	**1,274**	**100%**
		WORKERS				
Male	3,676	0	0%	1,193	0	0%
Female	1,969	0	0%	43	0	0%
Total	**5,645**	**0**	**0%**	**1,236**	**0**	**0%**

10 Health and safety management system:

a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, the coverage such system?

b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

c. Whether you have processes for workers to report the work related hazards and to remove themselves from such risks. (Yes/N)

d. Do the employees/ worker of the entity have access to non-occupational medical and healthcare services? (Yes/ No)

a) Yes, All manufacturing sites of comapny are ISO 45001 certified. Company has a detailed safety & health management system (SHMS) which is based on recognised standards such as ISO 45001. In addition to it, company's safety and health management system (SHMS) covers all the legal requirements pertaining to companies operations.

SHMS system covers all site operations, employees, contractors & other stakeholder associated with sites' operations.

Company believes on continual improvement in SHMS implementation & effectiveness. Company has a system to check the system effectiveness based on findings from audits, inspection (internal & external), accident CAPA (Internal & external), legal changes. Company also reviews and assess SHMS system every 3 years and add best of the inductrial practices in it.

b) Company follows Hazard identification & risk assessment (HIRA) process based on ISO 45001 standard. Company also use specific techniques such as HAZOP, QRA for specific operations and risk. Employees, contractor and all other stakeholder takes part in HIRA process. Company has a trained team to carry out HIRA for all it's site operations.

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

Company has identified and created a list of significant risk and named it as "Critical To Safety". A detailed action plan to mitigate these risk at all sites is prepared and it's status is reviewed up to board level. Company has invested more than INR 15 CR on this in last two financial year.

c) Yes, Company understand and value power of employee participation for improvement in safety and health condition. Company encourage worker participation in hazard identification related to work activities. Workers are trained for identifying hazards, near miss, safety related incident. Company also celebrate various safety celebration throughout the year to increase safety awareness at all levels. Company has provided them multiple options which includes a mobile base reporting app named as I Safe, Safety suggestion box, hazard register. They can also report any hazard through their safety committee representative. All sites of company have safety committee with equal representation from workers. Company also checks effectiveness of hazard reporting system and safety committee effectiveness through SHMS evaluation system.

Company safety policy gives right to all employee, contractor and stakeholder the freedom to take appropriate actions to save themself from any hazard arising out of work related activities. We have a zero tolerance policy that prohibits any forceful work in unsafe conditions.

d) Yes, all our 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 requirements.

Company also arrange frequent program to improve awareness about health and this includes yearly medical check up , celebration of heart day, yoga day etc.Company considers that mental health as one of the key risk & tied up with 1to1help. This service was freely available for all GCPL employees. In addition to this company also celebrate mental health awareness month.

11 Details of safety related Incidents in the following format:

Safety Incident / Number	**Category (including Contract Workforce)**	**Financial Year 2023-24 (Current Financial Year)**	**Financial Year 2022-23 (Previous Financial Year)**
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.00	0.10
	Workers	0.07	0.59
Total Recordable Work-related Injuries	Employees	0	1
	Workers	15	26
No. of fatalities	Employees	0	0
	Workers	0	0
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0
	Workers	1	1

Note 1: We have revised FY2022-23 data for LTIFR and recordable work-related injuries as we corrected manhours data and included medical and Restricted Work Cases in recordable cases. The revision has led to reduction in reported LTIFR for workers from 0.96 to 0.59 and with inclusion in recordable work-related injuries the data has been revised from 3 to 26 for the previous year.

Note 2: Reasonable independent assurance carried out by KPMG Assurance and Consulting Services LLP for this indicator

12 Describe the measures taken by the entity to ensure a safe and healthy work place.

Our company vision is to bring about a strong Safety and Health culture and create an incident free organization. We are committed to provide a safe and healthy work environment for the well–being of all GCPL employees & stakeholders.

In order to achieve our aspirations, we have outlined a four pillar approach towards safety. These four pillars include:

1. People and Culture
2. Safety Infrastructure
3. OHS Management System
4. Automation, Technology and AI

We believe that people are the key to build a strong safety culture and as a company we should strive to connect each and every employee by using innovative ways like hands on trainings, skits and safety competitions. Company has focused on improving safety awareness among all employees and contractual workforce. We arrange over 300 safety training programs across plants and cover over 25,000 employees and contractual workforce every year. As per our commitment to close gaps on identified critical to safety areas, we have been investing in improving our safety infrastructure and systems. Some of key projects covered in last two years are around;

- Fall protection system
- Electrical system upgrades
- Machine Guarding & LOTO provisions
- Fire prevention & protection system upgrade

Automation and AI is the new way of working & we believe it can help us making our operation safer. As a company we are looking at all such opportunities. Last year we have used Drone for inspection of boiler stacks health. This has helped us in reducing the risk significantly.

Our safety performance was also recognized by various renowned national agencies such as NSC, CII for improvement in safety.

13. Number of Complaints on the following made by Employees and Workers:

	Financial Year 2023-24 (Current Financial Year)			Financial Year 2022-23 (Previous Financial Year)		
	No. of Complaints filed during the year	**No. of Complaints pending resolution as at the close of the year**	**Remarks**	**No. of Complaints filed during the year**	**No. of Complaints pending resolution as at the close of the year**	**Remarks**
Working Conditions	0	0	None	0	0	None
Health & Safety	0	0	None	0	0	None

14 Assessments for the year:

	% of Plants and Offices that were assessed (by the Entity or Statutory Authorities or Third Parties)
Health & Safety Practices Working Conditions	100% self-assessed
Working Conditions	100% self-assessed

15 Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.

We have a robust OHS plan in place to ensure we take preventive measures. As per our commitment to close gaps on identified critical to safety areas, we have been investing in improving our safety infrastructure and systems. Some of key projects covered in last two years are around -

- Fall protection system
- Electrical system upgrades
- Machine Guarding & LOTO provisions
- Fire prevention & protection system upgrade

Automation and AI is the new way of working & we believe it can help us making our operation safer. As a company we are looking at all such opportunities. Last year we have used drone for inspection of boiler stacks health. This has helped us in reducing the risk significantly.

Leadership Indicators

1 Does the Entity extend any Life Insurance or any compensatory package in the event of death of:

(A) Employees (Y/N)	Yes
(B) Workers (Y/N)	Yes

2 Provide the Measures undertaken by the Entity to ensure that Statutory Dues have been deducted and deposited by the Value Chain Partners:

Our Sustainable Procurement Policy ensures assessment of all our suppliers for adhering to compliance and local regulations. As part of our engagement with the suppliers, we ensure they are compliant to all local laws applicable.

3. Provide the Number of Employees / Workers having suffered High Consequence Work-related Injury / Ill-health / Fatalities (as reported in Question 11 of Essential Indicators above), who have been rehabilitated and placed in suitable Employment or whose Family Members have been placed in suitable Employment: in the Current Year and the Previous Year:

Particulars	Total No. of affected Employees / Workers		No. of Employees / Workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	Financial Year 2023-24 (Current Financial Year)	Financial Year 2022-23 (Previous Financial Year)	Financial Year 2023-24 (Current Financial Year)	Financial Year 2022-23 (Previous Financial Year)
Employees	0	0	0	0
Workers	1	0	1	0

4 Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)

Yes. We provide Medical Policy portablity option (pre-existing disease waiver) to superannuating employees

5 Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Working Conditions	76%
Health & Safety	76%

6 Provide details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.

After the assessment scoring, we worked with the suppliers who can better implement measures on health and safety and raise awareness in their operations. For example, for few of our suppliers we identified the need to get them ISO 45001 certified for occupational health and safety.

PRINCIPLE 4: Businesses should respect the interests of and be responsive to all its stakeholders

Essential Indicators

1 Describe the processes for identifying key stakeholder groups of the entity.

In consultation with our multiple business functions, we identified and formed a list of the most relevant stakeholders who are critical to our business. For us, at GCPL, stakeholders are those individuals or groups of individuals who can be impacted by and have an impact on our products, operations and activities. We prioritised the stakeholders based on the extent of their influence on our business functions and also their dependence on us. In our double materiality assessment, we selected a representative sample of each stakeholder group from each location. We then conducted engagements through various forums and discussion platforms.

We organise periodic materiality study findings and share with the GCPL Board. In addition, we formulated a stakeholder engagement process that will enable us to consult them, keep them informed of the latest activities, engage with them regularly and collaborate with or empower them. Regulatory changes, inputs, requests from investors, evolving supplier scenario, feedback from CSR implementation partners and local communities are informed to the Board and their guidance is sought for way forward on these matters.

Our Board Members are a part of the CSR and ESG committee and the Board is updated about the discussions in these meetings during the Board Meetings. Few of our Board and Senior Management travel to various geographies for market assessment and obtaining firsthand feedback from various stakeholders. Our CSR committee Board members visit our programmes on ground and communicate directly with our beneficiaries and NGO partners on ground. Additionally, we conduct Investor and Analyst calls multiple times a year wherein the investors get a chance to interact with the Board/ senior Management and satisfy their queries.

2 List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Employees	No	Email, townhalls, survey, function meetings, and conferences,	Monthly and quarterly	Company's development strategies
Suppliers	No (However, we have MSME supplier category	Email, phone, meetings, assessments and audits	Need based	Materials, services,and pricing
Distributors	No	SMS, email, advertisments, meetings	Need based	New launches, schemes and retail engagement programmes
Consumers	No	SMS, email, advertisments, events	Need based	Product quality, safety of product
Investors	No	Email, meetings, annual report, newsletter	Quarterly, annually and need-based	Company financial performance and material information
Industry associations	No	Email, meetings, conferences	Half yearly, need based	Regulations, trends and long-term business and sustainability commitments
Regulators	No	Upload on regulator website	Quarterly, half yearly, annually and need based	Regulation and compliance
NGO partners	No	Phone, email, meetings, conferences, audits	Weekly, monthly, quarterly and project need based	Programme updates and progress on targets and sustainability of the programmes on ground
Beneficiaries	Yes (People from underprivileged communities)	NGO network, community discussion, meeting with beneficiary	Programme need based	Feedback on the programme, needs of the community

Leadership Indicators

1 Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.

We organise periodic materiality study findings and share with the GCPL Board. In addition, we formulated a stakeholder engagement process that will enable us to consult them, keep them informed of the latest activities, engage with them regularly and collaborate with or empower them. Regulatory changes, inputs, requests from investors, evolving supplier scenario, feedback from CSR implementation partners and local communities are informed to the Board and their guidance is sought for way forward on these matters.

Our Board Members are a part of the CSR and ESG committee and the Board is updated about the discussions in these meetings during the Board Meetings. Few of our Board and Senior Management travel to various geographies for market assessment and obtaining firsthand feedback from various stakeholders. Our CSR committee Board members visit our programmes on ground and communicate directly with our beneficiaries and NGO partners on ground. Additionally, we conduct Investor and Analyst calls multiple times a year wherein the investors get a chance to interact with the Board/ senior Management and satisfy their queries.

2 Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.

Yes. We carried out a formal stakeholder engagement process while carrying out double materiality assessment in 2024. Our stakeholders provided inputs and covered a number of ESG material concerns, which have been incorporated into our ESG focus areas. For example, sustainable packaging and greener products were one of the biggest priorities. These have become imperative to our focus and we are working to reduce our plastic packaging intensity, increase our recyclable plastic packaging and find ways to lower the overall environmental impact of our products. In 2020, our previous materiality assessment revealed occupational health and safety a top material topic. Since then we have launched a Safety and Health policy and have built a robust process to create a safe and healthy work environment for all GCPL stakeholders - GCPL employees, business associates, processors, contractors, sub-contractors, vendors, transporters, customers, and visitors.

3 Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.

None. We will consider tracking and documenting this information in FY 25.

PRINCIPLE 5: Businesses should respect and promote human rights

Essential Indicators

1 Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:

Employees	**Financial Year 2023-24 (Current Financial Year)**			**Financial Year 2022-23 (Previous Financial Year)**		
	Total (A)	**No. of Employees / Workers covered (B)**	**% (B/A)**	**Total (C)**	**No. of Employees / Workers covered (D)**	**% (C/D)**
EMPLOYEES						
Permanent	1,498	295	20%	1,274	1,274	100%
Other than Permanent	12	0	0%	19	0	0%
Total	**1,510**	**295**	**20%**	**1,293**	**1,274**	**99%**
WORKERS						
Permanent	1,204	706	59%	1,236	1,143	92%
Other than Permanent	4,441	3,445	78%	4,077	3,819	94%
Total	**5,645**	**4,151**	**74%**	**5,313**	**4,962**	**93%**

2 Details of minimum wages paid to employees and workers, in the following format:

	Financial Year 2023-24 (Current Financial Year)					Financial Year 2022-23 (Previous Financial Year)				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
PERMANENT EMPLOYEES	1,498	0	0%	1,498	100%	1,274	0	0%	1,274	100%
Male	1,199	0	0%	1,199	100%	1,038	0	0%	1,038	100%
Female	299	0	0%	299	100%	236	0	0%	236	100%
OTHER THAN PERMANENT EMPLOYEES	12	0	0%	12	100%	19	0	0%	19	100%
Male	3	0	0%	3	100%	11	0	0%	11	100%
Female	9	0	0%	9	100%	8	0	0%	8	100%
PERMANENT WORKERS	1,204	0	0%	1,204	100%	1,236	0	0%	1,236	100%
Male	1,140	0	0%	1,140	100%	1,193	0	0%	1,193	100%
Female	64	0	0%	64	100%	43	0	0%	43	100%
OTHER THAN PERMANENT WORKERS	4,441	0	0%	4,441	100%	4,077	0	0%	4,077	100%
Male	2,536	0	0%	2,536	100%	2,717	0	0%	2,717	100%
Female	1,905	0	0%	1,905	100%	1,360	0	0%	1,360	100%

3 Details of Remuneration / Salary / Wages:

a. Median Remuneration / Wages:

Particulars	Male		Female	
	Number	Median Remuneration / Salary / Wages of respective Category (in ₹)	Number	Median Remuneration / Salary / Wages of respective Category (in ₹)
Board of Directors (BoD)	5	2,840,000	6	4,200,000
Key Managerial Personnel (KMP)*	3	29,199,584	1	66,655,970
Employees other than BoD and KMPs	1,196	858,590	298	840,035
Workers	1,140	385,969	64	109,231

*KMPs include the Chairperson and Managing Director and CEO who are also covered in the number of Board of Directorss

b. Gross Wages paid to Females as % of Total Wages paid by the Entity, in the following format:

	Financial Year 2023-24 (Current Financial Year)	Financial Year 2022-23 (Previous Financial Year)
Gross Wages paid to Females as % of Total Wages	18%	18%

Note 1: We have reported salaries and wages for permanent employees and workers

Note 2: Reasonable independent assurance carried out by KPMG Assurance and Consulting Services LLP for this indicator

Note 3: Reporting for permanent employees including permanent workers, management and non-management staff of the Company. The other than permanent employees and workers include those deployed through Sub contractor and their wages including well-being measures are provided by the contractor.

4 Do you have a focal point (individual / committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? - Yes. The Board-level ESG committee is responsible for addressing human rights impacts of our business.

5 Describe the internal mechanisms in place to redress grievances related to human rights issues.

For POSH, we have a dedicated complaint mechanism. We also have a whistle blower policy to report any issues including human rights complaints. We are working to build a dedicated grievance redressal system to cover all aspects of human rights.

6. Number of complaints on the following made by employees and workers:

Employees	Financial Year 2023-24 (Current Financial Year)			Financial Year 2022-23 (Previous Financial Year)		
	Filed during the Year	Pending resolution at the end of the Year	Remarks	Filed during the Year	Pending resolution at the end of the Year	Remarks
EMPLOYEES						
Sexual Harassment	1	1	Case received in March 2024	5	2	Investigations were completed at the end of the year and resolved in FY23-24.
Discrimination at Workplace	0	0	N/A	0	0	N/A
Child Labour	0	0	N/A	0	0	N/A
Forced Labour / Involuntary Labour	0	0	N/A	0	0	N/A
Wages	0	0	N/A	0	0	N/A
Other Human Rights related Issues	0	0	N/A	0	0	N/A

7 Complaints filed under the sexual harassment of women at workplace (prevention, prohibition and redressal) act, 2013, in the following format:

	Financial Year 2023-24 (Current Financial Year)	Financial Year 2022-23 (Previous Financial Year)
Total Complaints reported under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	1	5
Complaints on POSH as a % of Female Employees / Workers	0.04%	0.30%
Complaints on POSH upheld	0	5

Note 1: Reasonable independent assurance carried out by KPMG Assurance and Consulting Services LLP for this indicator

8 Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

We have set up a complaints committee for grievance redressal and we have this communicated through our policy roll-out to share points of contact. We have launched Conduct, a virtual platform for the reporting and redressal of complaints against sexual harassment to enable anonymous reporting and discussions. Our gender-neutral policy enables our employees from all genders to avail the protection against sexual harassment at the workplace. Post resolution of POSH complaints, decisions such as change of teams, locations, working arrangements, termination of respondent etc. further prevent adverse consequences.

9 Do human rights requirements form part of your business agreements and contracts? (Yes/No)

Yes. All our suppliers are part of the sustainable supply chain policy where Human Rights indicators form a core part of the policy.

10 Assessments for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)	
Child labour	93%	
Forced Labour/Involuntary Labour	93%	
Sexual harassment	93%	
Discrimination at workplace	93%	
Wages	93%	
Others – please specify	93%	Self-assessed for Freedom of Association, Health & Safety, Security and Community Development, Worker welfare

11 Provide Details of any Corrective Actions taken or underway to address Significant Risks / Concerns arising from the Assessments at Question 10 above:

Our robust assessment deep dives in our operations to mirror the reality on ground. Working closely with our key stakeholders we identified 10 salient human rights issues in our operations. These are the most important human rights at risk of negative impacts in our business operations and activities.

Our 10 salient human rights issues

1. Child labour
2. Forced labour
3. Discrimination
4. Freedom of Association and collective bargaining
5. Health and Safety
6. Working hours, wages and leaves
7. Fair treatment and equal remuneration
8. Community impact
9. Reporting and feedback
10. Worker welfare

We have developed action plans for our 10 salient issues. These plans are customised for each region based on their assessment scores and they lay out our strategy to address and strengthen our response on every parameter. The plan defines the actions our teams need to take on ground. The plan takes into consideration the best-in-class standards and international laws of human rights.

Leadership Indicators

1 Details of a business process being modified / introduced as a result of addressing human rights grievances/ complaints.

One thing we implemented is for each employee to acknowledge the Code of Conduct at the time of their joining, to ensure they up-hold the values of safety, respect and Human Rights at Godrej. The Code of Conduct also provides information on points of contact who will take any complaints in this respect forward. We have also started POSH sensitization workshops in partnership with experienced third party vendors and all employees have to mandatorily complete POSH eLearning module on the employee portal. The IC members have to undergo trainings every 6 months on how to deal with cases and provide support to the aggrieved parties. Complaints and cases are tracked and reviewed at the central level by leadership and HR teams at periodic basis.

2 Details of the scope and coverage of any Human rights due-diligence conducted.

From fiscal year 2022-2024, we assessed 93% of our sites and covered employees, workers, contract workers and community members across 13 manufacturing plants. We also assessed suppliers covering 76% of our procurement spends for human rights impacts. The assessments covered our own employees, third-party and contract employees, women, children, migrant workers, and local communities.

3 Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Our Godrej One (Global headquarters) is accessible for differently abled visitors and workers with infrastructural modifications being updated on an on-going basis. Modifications are in progress for regional and manufacturing units. Third party contractors are employed to conduct independent audits of our infrastructure in our manufacturing units so that we improve our facilities at a regular basis.

4 Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Sexual harassment	76%
Forced Labour/Involuntary Labour	76%
Discrimination at workplace	76%
Child labour	76%
Wages	76%
Others – please specify	

5 Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.

After the assessment scoring, we worked with the suppliers who can better implement measures on human rights and raise awareness in their operations. For example, for few of our suppliers we identified the need to integrate POSH awareness for their employees as part of their on-going trainings.

PRINCIPLE 6: Businesses should respect and make efforts to protect and restore the environment

Essential Indicators

1 Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:

Particulars	Unit	FY 23-24	FY 22-23
From renewable sources			
Total electricity consumption (A)	MJ	2,58,10,052	2,53,54,444
Total fuel consumption (B)	MJ	21,32,46,021	22,14,97,384
Energy consumption through other sources (C)		-	-
Total energy consumption (A+B+C)	MJ	23,90,56,073	24,68,51,828
From non-renewable sources			
Total Electricity Consumption (D)	MJ	12,23,93,299	12,38,04,580
Total fuel consumption (E)		51,30,04,527	47,99,22,871
Energy consumption through other sources (F)	MJ	-	-
Total Energy consumed from Non-Renewable Sources (D+E+F)	MJ	63,53,97,826	60,37,27,451
Total energy consumed (A+B+C+D+E+F)	MJ	87,44,53,899	85,05,79,279
Energy intensity per rupee of turnover (Total energy consumed/ revenue from operations in crore rupees)	MJ / Rupee	0.011	0.011
Energy Intensity per Rupee of Turnover adjusted for Purchasing Power Parity (PPP in USD Million) (Total Energy consumed / Revenue from Operations adjusted for PPP)	MJ / USD	0.024	0.026
Energy intensity in terms of physical output	MJ / MT of Product	2,367	2,558

Note 1: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency. YES. Reasonable independent assurance carried out by KPMG Assurance and Consulting Services LLP

Note 2: Renewable and Non - Renewable calculation has been updated for the FY 22-23 basis the calorific value and conversation factors of 2006 IPCC Guidelines for National Greenhouse Gas Inventories - Volume 2 Chapter 1.

For renewable sources, earlier as per old methodology the energy consumptions was 27,71,59,210 MJ and with new methodology there is a change in total energy consumption to 24,68,51,828 MJ. For non-renewable sources, earlier as per old methodology the energy consumptions was 59,85,83,293 MJ and with new methodology there is a change in total energy consumption to 60,37,27,451 MJ. Overall due to the change in methodology, there is a change in total energy consumed from 87,57,42,504 MJ to 85,05,79,279 MJ for the previous year.

Note 3: We've used the latest PPP conversion factor published for India in 2022 by OECD - 22.88

2 Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any

Not Applicable

3 Details of total water consumption in the following format:

Parameter		Unit	Financial Year 2023-24 (Current Financial Year)	Financial Year 2022-23 (Previous Financial Year)
Water Withdrawal by Source (in Kilolitres)				
(i)	Surface water	kl	0	0
(ii)	Groundwater	kl	3,36,136	3,36,755
(iii)	Third party water	kl	1,37,797	1,58,665
(iv)	Seawater / desalinated water	kl	0	0
(v)	Others – Rainwater	kl	20,53,390	19,34,946
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)		kl	25,27,323	24,30,366
Total volume of water consumption (in kilolitres)		kl	25,27,323	24,30,366
Water intensity per rupee of turnover (Total water consumption / Revenue from operations)		kl / Rupee	0.0000306	0.0000323
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP in USD million)		Kl / USD	0.0000699	0.0000738
Water intensity in terms of physical output		kl / MT of Product	6.84	7.31

Note 1: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency. YES. Reasonable independent assurance carried out by KPMG Assurance and Consulting Services LLP

Note 2: There is a re-categorization of municipal water from surface to third party sources and we have also added quantity of rain water harvested for FY 2022-23 in Others. The values have also revised for the ground water quantity for FY 2022-23 which has led to change in total volume of water withdrawal from 4,95,147 kl to 24,30,366 kl for the previous year.

Note 3: We've used the latest PPP conversion factor published for India in 2022 by OECD - 22.88

4 Water Discharge by destination and levels of Treatment

		FY 23-24	FY 22-23
Water discharge by destination and level of treatment (in kilolitres)			
(i)	**To Surface water**	0	0
	No treatment		
	With treatment – please specify level of treatment		
(ii)	**To Groundwater**	0	0
	No treatment		
	With treatment – please specify level of treatment		
(iii)	**To Seawater**	0	0
	No treatment		
	With treatment – please specify level of treatment		

		FY 23-24	FY 22-23
(iv)	**Sent to third parties**	0	0
	No treatment		
	With treatment – please specify level of treatment		
(v)	**Others**	0	0
	No treatment		
	With treatment – please specify level of treatment		
Total water discharged (in kilolitres)		0	0

Note 1: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

YES. Resonable independent assurance carried out by KPMG Assurance and Consulting Services LLP

5 Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

Yes, we have set up a ZLD process at each of our plant locations.

In the North, the Common effluent treatment plant (CETP) at the Baddi site act as a central processing unit, where other plants transfer all the effluents after primary treatment, whereas at the Jammu location, we recycle treated water and use for domestic purpose like plantaion and flushing in our plant, along with ETP/STP.

There are no waste water generated in our processes at south cluster; instead, only lab wash waters is discharged. At South cluster, we ensure ZLD in all our units by utilising STP to treat household waste water. No water is discharged out of any of our plant locations as the treated water is used for domestic purposes.

6 Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:

	Unit	FY 23-24	FY 22-23
NOx	Tonnage (t)	85	88.8
SOx	Tonnage (t)	255	136.4
Particulate matter (PM)	Tonnage (t)	60	49.3
Persistent organic pollutants (POP)		N/A	N/A
Volatile organic compounds (VOC)		N/A	N/A
Hazardous air pollutants (HAP)		N/A	N/A
Others – please specify		N/A	N/A

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

YES. Independent assurance carried out by KPMG Assurance and Consulting Services LLP and monthly environmental testing and assessment carried out by MOEF&CC approved agency - Advanced Environmental Testing and Research Lab Ltd.

7 Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:

	Unit	Financial Year 2023-24 (Current Financial Year)	Financial Year 2022-23 (Previous Financial Year)
Total Scope 1 Emissions	Metric tonnes of CO2 equivalent	36,076	33,370
Total Scope 2 Emissions	Metric tonnes of CO2 equivalent	24,362	24,643
Total Scope 1 and Scope 2 Emission Intensity per Rupee of Turnover (Total Scope 1 and Scope 2 GHG Emissions / Revenue from Operations)	MT CO2 eq. / Rupee	0.0000007	0.0000008
Total Scope 1 and Scope 2 Emission Intensity per Rupee of Turnover adjusted for Purchasing Power Parity (PPP in USD Million) (Total Scope 1 and Scope 2 GHG Emissions / Revenue from Operations adjusted for PPP)	MT CO2 eq. / USD	0.0000017	0.0000018
Total Scope 1 and Scope 2 Emission Intensity in terms of Physical Output	MT CO2 eq. / MT of Product	0.16	0.17

Note 1: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency. YES. Reasonable independent assurance carried out by KPMG Assurance and Consulting Services LLP

Note 2: Calculation for Scope 1 has been updated for the FY 22-23 basis the Greenhouse Gas Protocol Stationary Combustion tool Version 4-1 including tCO2e (equivalent emission). This has led to change in Scope 1 emission from 33,803 tCO2e to 33,370 tCO2e for the previous year.

Note 3: Calculation has been updated for Scope 2 for FY 22-23 basis the emission factors of 2006 IPCC Guidelines for National Greenhouse Gas Inventories - Volume 2 Chapter 1 including tCO2e (equivalent emission). This has resulted in change of Scope 2 emission from 26,895 tCO2e to 24,643 tCO2e for the previous year.

Note 4: We've used the latest PPP conversion factor published for India in 2022 by OECD - 22.88

8 Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.

Yes, GCPL has installed several solar power plants to increase the renewable energy consumption and reduce GHG. We also purchase open access power and use biomass for thermal energy requirement in our boilers. GCPL is also planning to set up a 1.5 MW Biomass based Cogeneration Power Project in Malanpur, Gwalior to replace natural gas.

In additional to increasing renewable energy consumption, GCPL also has a strong energy efficiency programme and specific energy reduction targets. During FY 23-24, GCPL completed 65 energy efficiency projects. We are also committed to the Climate Org's EP100 initiative, to double our energy productivity by 2030 as against the 2018 baseline.

9 Provide details related to waste management by the entity, in the following format:

Parameter	Financial Year 2023-24 (Current Financial Year)	Financial Year 2022-23 (Previous Financial Year)
Total Waste Generated (in Metric Tonnes)		
Plastic Waste (A)	1,029	1,339
E-Waste (B)	1.34	2
Bio-medical Waste (C)	-	-
Construction and Demolition Waste (D)	-	-
Battery Waste (E)	0	0
Radioactive Waste (F)	-	-
Other Hazardous Waste - Please specify, if any (G)	409	235
Other Non-Hazardous Waste generated (H) - Please specify, if any (Break-up by composition, i.e., by materials relevant to the sector)	2,458	3,560
Total (A + B + C + D + E + F + G + H)	3,898	5,136
Waste Intensity per Rupee of Turnover (Total Waste Generated / Revenue from Operations)	0.000000047 MT of Waste / Rupee	0.000000068 MT of Waste / Rupee
Waste Intensity per Rupee of Turnover adjusted for Purchasing Power Parity (PPP in USD Million) (Total Waste Generated / Revenue from Operations adjusted for PPP)	0.000000108 MT of waste / USD	0.000000156 MT of waste / USD
Waste Intensity in terms of physical output	0.01 MT of Waste / MT of Product	0.02 MT of Waste / MT of Product
For each category of waste generated, total waste recovered, through recycling, re-using or other recovery operations (in metric tonnes)		
(i) Recycled	3482	4,223
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
Total	3482	4223
For each category of waste generated, total waste disposed, by nature of disposal method (in metric tonnes)		
(i) Incineration	5.33	97
(ii) Landfilling	0	0
(iii) Other disposal operations	0	0
Total	5.33	97

Note 1: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency. YES. Reasonable independent assurance carried out by KPMG Assurance and Consulting Services LLP

Note 2: There was a change in methodology to capture the plastic waste we generate at our manufacturing sites in FY 2023-24 and accordingly the values for FY 2022-23 have been restated to enable comparability of information with FY 2022-23. This has resulted in change in our plastic waste from 933 MT to 1,339 MT for the previous year which in turn increased our total waste generated from 4,730 MT to 5,136 MT for the previous year

Note 3: We have recycled previous year's waste in FY23-24

Note 4: We have used the latest PPP conversion factor published for India in 2022 by OECD - 22.88

10 Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

GCPL committed strategy of waste reduction in Waste Management Policy to reduce the hazardous waste generation in manufacturing facilities.

Waste management hierarchy – Avoid, Reuse, Recycle, Energy recovery, and Treatment & Disposal.
Link - https://godrejcp.com/public/pdfs/codes_policies/sustainability/Waste-Management-Policy.pdf

11 If the entity has operations / offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) Where environmental approvals / clearances are required, please specify details in the format:

Sr. no	Location of	Whether the conditions of environmental approval / clearance are being complied with? (Y/N)	If no, the reasons thereof and corrective action taken, if any.
NA	N/A	N/A	All of our operations and offices are situated in designated industrial zones and complying to all environmental standards of impact assessment. We do not have any facilities or operations in ecologically sensitive areas where environmental approvals / clearances are required

12 Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Name and Brief Details of Project	EIA Notification No.	Date	Whether conducted by Independent External Agency (Yes / No)	Results communicated in Public Domain (Yes / No)	Relevant Web link
New plant set-up at Chengalpattu, Tamil Nadu. Procurement of EC was done by the land-owner, i.e., OneHub, as per agreed scope. Hence, the EIA was conducted by OneHub by themselves for new GCPL plant at Plot no 38, Survey No 91, Kunnapattu Village, Manamathy PO, Thiruporur taluk, Chengalpattu district, Panchanthiruthi Kunnappattu Paiyanur Amur, CHENGALPATTU, TAMIL NADU, Kunnappattu Govt. School, 603105	EC23B3812TN5860245N	16/03/2024	**Yes**	**No**	None

13. Is the Entity compliant with the applicable Environmental Law / Regulations / Guidelines in India, such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment Protection Act and Rules thereunder (Y/N). If not, provide Details of all such Non-compliances, in the format:

Sr. no	EIA Specify the law / regulation / guidelines which was not complied with	Provide details of the noncompliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
N/A – All GCPL units are compliant with applicable environmental law/regulations/guidelines in India under Water and Air Act and Environmental protection Act 1986.				

Leadership Indicators

1. Water Withdrawal, Consumption and Discharge in Areas of Water Stress (in Kilolitres):

   For each facility / plant located in areas of Water stress, provide the following information:

   (i) Name of the areas: Our plants in Karaikal, Chennai, Kathua and Malanpur – Coil 6, Coil 7, Coil 9, Coil 11, Conso, Kathua, MM Nagar, and Malanpur are considered in FY23-24, and in addition Baribrahma in FY22-23.

   (ii) Nature of operations: Manufacturing GCPL products

   (iii) Water Withdrawal, Consumption and Discharge in the following format:

Parameter		Financial Year 2023-24 (Current Financial Year)	Financial Year 2022-23 (Previous Financial Year)
Water Withdrawal by Source (in kilolitres)			
(i)	Surface Water	0	0
(ii)	Groundwater	263,833	2,15,339
(iii)	Third Party Water	137,797	1,58,665
(iv)	Seawater / Desalinated water	0	0
(v)	Others - Rainwater	5,17,101	4,56,966
Total Volume of Water Withdrawal (in Kilolitres)		9,18,731	8,30,970
Total Volume of Water Consumption (in Kilolitres)		9,18,731	8,30,970
Water Intensity per Rupee of Turnover (Water Consumed / Turnover)		0.000011	0.000011
Water Intensity in terms of physical output		2.49 kl / MT of product	2.50 kl / MT of product
Water Discharge by Destination and Level of Treatment (in Kilolitres)			
(i)	Into Surface water	0	0
	- No treatment		
	- With treatment – please specify level of treatment		
(ii)	Into Groundwater	0	0
	- No treatment		
	- With treatment – please specify level of treatment		
(iii)	Into Seawater	0	0
	- No treatment		
	- With treatment – please specify level of treatment		
(iv)	Sent to third-parties	0	0
	- No treatment		
	- With treatment – please specify level of treatment		
(v)	Others	0	0
	- No treatment		
	- With treatment – please specify level of treatment		
Total water discharged (in kilolitres)		0	0

Note 1: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency. YES. Independent assurance carried out by KPMG Assurance and Consulting Services LLP

Note 2: There is a re-categorization of municipal water from surface to third party sources for FY 2022-23 and we have also added quantity of rain water harvested for FY 2022-23 in Others. We updated the total water withdrawal basis additional sites for FY 2022-23 which were not considered earlier and this leads to change in previous year quantity from 3,30,763 KL to 8,30,970 KL for FY 22-23.

2 Please provide details of total Scope 3 emissions & its intensity, in the following format:

Parameter	Unit	Financial Year 2023-24 (Current Financial Year)	Financial Year 2022-23 (Previous Financial Year)
Total Scope 3 Emissions	Metric tonnes of CO2 equivalent	14,82,327	13,33,796
Total Scope 3 Emissions per Rupee of Turnover	Metric tonnes of CO2 equivalent / Rupee	0.000018	0.000018
Total Scope 3 Emission Intensity in terms of physical output	Metric tonnes of CO2 equivalent / MT of product	4.01	4.01

Note 1: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency. YES. Independent assurance carried out by KPMG Assurance and Consulting Services LLP

3 With respect to the ecologically sensitive areas reported at Question 10 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

All of our operations and offices are situated in designated industrial zones and complying to all environmental standards of impact assessment. We do not have any facilities or operations in ecologically sensitive areas where environmental approvals / clearances are required

4 If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:

Sr. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	Energy Saving	Installation of Air Pre-heater in HWG	209,302
2	Energy Saving	TRM motor rating reduction on L2	206,800
3	Energy Saving	Dedicated Brine chillers for Stampers for both the Lines	203,200
4	Energy Saving	Dedicated Water chiller for Both the Lines	102000
5	Energy Saving	Roof Top Solar Panel 315kva	98,880
6	Energy Saving	Shrink Wrap Machine-reducing the heater numbers	86,400
7	Energy Saving	Eliminate cold well pump in water chiller	79,200
8	Energy Saving	Replacement of water chiller in soap plant line 1	75,000
9	Energy Saving	Replacement of compressed worm with Linear worm on line 3	60,900

Sr. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
10	Energy Saving	Unigas Burner in HAG	48,606
11	Energy Saving	Installing 15 KW VFD + by replacing 18.5KW compressor	47,343
12	Energy Saving	Extruder 30HP Motor replaced with 25HP motor in M/C 1	46,488
13	Energy Saving	Replacement of USN 3 stamper with IMSA	45,000
14	Energy Saving	Reduce UB cutter motor size on Line-2	39,600
15	Energy Saving	Installation of VSD vacuum pump	37,620
16	Energy Saving	Air pressure reduction from 7.5 bar to 6.5 bar (7%* 22 kw*24 hrs*12 month)	30,492
17	Energy Saving	7.5HP motor to be replaced with 5HP in both machine hopper	23,244
18	Energy Saving	VFD for RC Fans	21,965
19	Energy Saving	1 HVLS fan installation in place of 18 wall mounting industrial fans	20,592
20	Energy Saving	Reduce no. of light in in RM/PM by installing flood light	20,592
	Total Energy Saving in Kwh		**1,503,224**
5	Water Saving	Dehumidifier system	600
6	Water Saving	Installation of Eco 365 tapes in canteen and toilets	29
7	Water Saving	Reduction of water holding capacity of Hot/Cold well of chillers	500
	Total WaterSaving in KL		**1,129**

5 Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.

We have built a sturdy Business Continuity Plan to further strengthen our business. Our Business Continuity Plan (BCP) consists of annual budgeting, long-term budgeting, a career development plan for employees and succession plan for all the key positions. The assessed operational impacts include those related to life safety, customer service, revenue/ cash flow, public image, regulatory, product development, competitive advantage, financial control/ reporting, liability increase.

The main objective is to ensure business continuity and zero negative impact on society, environment, stakeholders and economic losses. To make this BCP more robust in the company, organization conducts internal and external risk assessments and trainings for its employees and workers. Major organizational risks are identified, measured, monitored and reviewed by central risk review committee. This risk review committee consists of board of directors.

6 Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.

GCPL has a sustainable procurement policy (https://godrejcp.com/public/pdfs/codes_policies/sustainability/Sustainable-Procurement-Policy.pdf) under which the expectations for our suppliers are outlined to improve their sustainability performance. As part of the policy, GCPL engages a third party agency to conduct an annual supplier sustainability assessment and gives the suppliers feedback on areas of improvement. In addition, we continuously share our ESG best practices with our suppliers through periodic engagement.

7 Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

76%

PRINCIPLE 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

Essential Indicators

1 a. Number of Affiliations with Trade and Industry Chambers / Associations: 12

b. List the Top 10 Trade and Industry Chambers / Associations (determined based on the total Members of such Body) the Entity is a Member of / affiliated to:

Sr. no	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1	Indian Beauty & Hygiene Association	National
2	The Indian Society of Advertisers	National
3	The Market Research Society of India	National
4	Bombay Chambers of Commerce	National
5	Advertising Standards Council of India	National
6	Home Insect Control Association	National
7	Federation of Indian Chambers of Commerce & Industry	National
8	Confederation of Indian Industry	National

2 Provide Details of Corrective Action taken or underway on any Issues related to Anti-competitive Conduct by the Entity, based on Adverse Orders from Regulatory Authorities:

Name of authority	Brief of the case	Corrective action taken
None	None	None

Leadership Indicators

1 Details of public policy positions advocated by the entity:

Sr. no	Public policy advocated	Method resorted for such advocacy	Whether information available in public domain? (Yes/No)	Frequency of Review by Board (Annually/ Half yearly/ Quarterly / Others – please specify)	Web Link, if available
1	Promoting safe use of household insecticides in India by demanding a crackdown on production and import illegal mosquito repellent incense sticks laced with unapproved harmful chemicals (insecticides/ pesticides). This can cause health issues such as asthma, bronchitis, reactive airways disease and other respiratory ailments.	Formal representation at the central and state govt levels	Yes. The action taken basis our representations was taken up in Lok Sabha by Shri Bhagwanth Khuba, Minister of State for Chemicals and Fertilisers, Govt of India. https://sansad.in/getFile/loksabhaquestions/annex/1714/AU2141.pdf?source=pqals	N/A	https://sansad.in/getFile/loksabhaquestions/annex/1714/AU2141.pdf?source=pqals

PRINCIPLE 8: Businesses should promote inclusive growth and equitable development

Essential Indicators

1. Details of Social Impact Assessments (SIA) of Projects undertaken by the Entity based on Applicable Laws, in the Current Financial Year:

Name and Brief Details of the Project	SIA Notification No.	Date of Notification	Whether conducted by Independent External Agency (Yes / No)	Results communicated in Public Domain (Yes / No)	Relevant Web-link
No social impact assessments were carried out in FY24					

2. Information on Project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by the Entity, in the following format:

S. No.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the Financial Year (in Rs.)
NA						

3 Describe the mechanisms to receive and redress grievances of the community.

GCPL is committed to respecting the rights of local communities. Our Human Rights policy explicitly commits to the principle of free, prior and informed consent, and support its implementation by relevant national authorities within their legal frameworks. It is for this reason that most of its manufacturing units are set up in pre-designated industrial zones. The HR/Admin teams are in regular communication with the local government and communities for CSR project needs and implementation. All meetings between our NGO partners, CSR teams and the communities is summarised to gauge pur programme impacts, challenges and scope for improvement.

4 Percentage of input material (inputs to total inputs by value) sourced from suppliers:

Particulars	Financial Year 2023-24 (Current Financial Year)	Financial Year 2022-23 (Previous Financial Year)
Directly sourced from MSMEs / Small Producers	24%	19%
Sourced directly from within India	90%	88%

Note 1: Reasonable independent assurance carried out by KPMG Assurance and Consulting Services LLP for this indicator

5 Job creation in smaller towns

Wages paid to persons employed in smaller towns (permanent or non-permanent /on contract) as % of total wage cost

Location	FY23-24	FY22-23
Rural	14%	13%
Semi-urban	6%	8%
Urban	13%	17%
Metropolitan	66%	62%

Note 1: We have considered total wage cost as - Salaries and wages as per Note 38 and Processing and other manufacturing charges as reported in Note 41 in Audited Standalone Financial Statements for the year ended March 31, 2024, and the same has been bifurcated in rural/semi-urban/urban/metropolitan, as per our reporting boundary.

Note 2: Reasonable independent assurance carried out by KPMG Assurance and Consulting Services LLP for this indicator

Leadership Indicators

1 Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):

Details of negative social impact identified	Corrective action taken
N/A	

2 Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

Sr. no	State	Aspirational District	Amount spent (In INR)
1	Chhattisgarh	Bastar	4,755,671
2	Chhattisgarh	Kondagaon	5,808,831
3	Uttar Pradesh	Sonbhadra	4,575,671
4	Maharashtra	Gadchiroli	2,718,915

3 (a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized /vulnerable groups? - No

(b) From which marginalized /vulnerable groups do you procure? - No

(c) What percentage of total procurement (by value) does it constitute? - No

4 Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:

Intellectual Property based on traditional knowledge	Owned/ Acquired (Yes/No)	Benefit shared (Yes / No)	Basis of calculating benefit share
N/A			

5 Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.

Name of authority	Brief of the Case	Corrective action taken
	N/A	

6 Details of beneficiaries of CSR Projects:

CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalized groups
Salon-I programme	1,541 women entrepreneurs; 9,320 women	100%
EMBED Malaria Elimination	1,01,13,560 people	100%
EMBED Dengue Control	18,06,435 people	100%
EMBED civic action Mumbai	7,20,000 people	60%
EMBED civic action Chattishgarh, MP, UP	33,19,550 people	100%
Waste Management - Pondicherry	2,44,377 people	10%
Waste management - Malanpur	18,750 people	80%
Waste management - Palashbari	4,963 people	30%
Waste management Kasauli	12,000 people	20%
Waste management - Goa	1,61,772 people	5.08%

PRINCIPLE 9: Businesses should engage with and provide value to their consumers in a responsible manner

Essential Indicators

1 Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

We have a consumer grievances Standard Operating Procedure that is executed by the Quality control team. All consumer complaints, feedback, requests and queries are received via calls, website and social media and assigned a unique code for futher processing. All grievances are closed within 15 working days of receiving.

2 Turnover of products and/or services as a percentage of turnover from all products / services that carry information about:

Particulars	As a Percentage to Total Turnover
Environmental and social parameters relevant to the product	0.40%
Safe and responsible usage	19.00%
Recycling and/or safe disposal	26.00%

3 Number of consumer complaints in respect of the following for the current year and the previous year:

Particulars	Financial Year 2023-24 (Current Financial Year)			Financial Year 2022-23 (Previous Financial Year)		
	Received during the Year	**Pending resolution at end of Year**	**Remarks**	**Received during the Year**	**Pending resolution at end of Year**	**Remarks**
Data Privacy	0	0	N/A	0	0	N/A
Advertising	44	0	Complaints in promo campaigns painted on consumer walls. Respective sales and marketing teams have resolved these and have been informed to avoid such campaign paintings on the customer's house/ ground walls.	0	0	N/A
Cyber-Security	0	0	N/A	0	0	N/A
Delivery of Essential Services	0	0	N/A	0	0	N/A
Restrictive Trade Practices	0	0	N/A	0	0	N/A
Unfair Trade Practices	0	0	N/A	0	0	N/A
Other	25,599	18	Product customer complaints resolved through calls, mails and replacements. The pending complaints came in end of March and were resolved in April 2024	34,825	0	N/A
			N/A			

4 Details of instances of product recalls on account of safety issues:

	Number	Reasons for recall
Voluntary recalls	None	N/A
Forced recalls	None	N/A

5 Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.

Yes, the Information Security Management System policy is available on https://godrejcp.com/sustainability/codes-and-policies

6 Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.

N/A

7 Instances involving loss / breach of data of customers as a % of total data breaches or cyber security events

a. Number of instances of data breaches - 0

b. Percentage of data breaches involving personally identifiable information of customers - 0

c. Impact, if any, of the data breaches - Not applicable

Reasonable independent assurance carried out by KPMG Assurance and Consulting Services LLP for this indicator

Leadership Indicators

1 Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).

All product information is available on www.godrejcp.com

2 Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

We provide responsible usage directions on all our packaging labels, our websites, and social media handles

3 Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

N/A

4 Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable) If yes, provide details in brief. - **No**

Did your entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole? **- Yes**

In the fiscal year 2023-24, we covered over 50,000 consumers and their perception of our brands. We reached these consumers through various channels, online and offline, randomly at their homes or at central locations to gather insights. This survey covered nearly 90% of our brands by revenue.

Report on Corporate Governance

Company's Philosophy On Corporate Governance

Corporate governance refers to the framework of rules and practices through which the Board of Directors ensures accountability, fairness, and transparency in a company's relationship with all its stakeholders.

The Company is a part of over 125-year young Godrej Group, which has established a reputation for honesty, integrity, and sound governance. Its philosophy on corporate governance envisages attaining the highest levels of transparency, accountability, and equity in all facets of its operations and interactions – whether it is with shareholders, employees, lenders, or the government. The Company is committed to achieve and maintain the highest standards of corporate governance. It believes that all its actions must serve the underlying goal of enhancing the overall stakeholder value over a sustained period.

1. BOARD OF DIRECTORS

Godrej Consumer Products Limited's (GCPL) corporate governance practices are shaped by its Board of Directors. The Board is committed to protect the long-term interests of all our stakeholders, and considering this, it provides objective and prudent guidance to the management. Information related to the procedures, composition, committees, and several other factors of the Board is provided below.

A. Board procedures and effectiveness

Effective corporate governance is vital to us. The effectiveness of our Board of Directors, in particular, plays a critical role in the overall functioning and growth of our company. Our process ensures that our Board is aligned with the interests of our shareholders and is consistently striving to enhance its performance.

On the date of this Report, GCPL has a 10 member Board with 5 Independent Directors (11 members as on March 31, 2024 including 6 independent directors), who are eminent professionals from diverse fields, with expertise in finance, information systems, marketing, and corporate strategy. None of the Independent Directors have had any material association with the Godrej Group in the past. The Board of Directors also confirms that Independent Directors fulfil conditions specified in Listing Regulations and are independent of management. In line with the accepted best practices, to strengthen the focus and quality of discussion at the Board, GCPL's Board has appointed Ms. Ireena Vittal as the lead Independent Director. She has the following responsibilities:

- Provide leadership to the independent Directors, chair the Independent Directors meeting;
- Liaise on their behalf and ensure the Board's effectiveness to maintain high-quality governance of the organization;
- Taking a lead role, along with Chairperson in the Board evaluation process;
- Any other role as may be assigned by the Board

(i) Meeting and Attendance Requirements

The Board meets at least once in a quarter to review the Company's quarterly performance and financial results. The Board meetings are governed with a structured agenda. The Board periodically reviews compliance reports with respect to laws and regulations applicable to the Company.

Regular participation in Board Meetings is crucial for the smooth functioning of the Board. It ensures that all Board Members are on the same page and are actively contributing to the decision-making process.

Our average Board meeting attendance for FY 2023-24 stands at 90.26% of all meetings of the board of directors. The regulations require that every Board Meeting must have at least one-third of the Board members present i.e. 33% of the board strength including atleast one Independent Director. This requirement serves to guarantee that every Board member is sufficiently involved in the Board's activities and decisions. Additionally, the Company expects the minimum attendance of 50% for all Board members.

Before the commencement of the Audit Committee meeting, the Independent Directors have separate discussions with Internal Auditor and Statutory Auditors, without the presence of the management team. Comprehensive background information is provided to the Board members for all major items to enable them to take an informed decision.

Once a year, the Board members participate in a strategy meeting, in which they also interact with the management team of the Company. Additionally, every quarter, the Independent Directors have a meeting among themselves and subsequently provide their insights to the Chairperson.

(ii) Board Performance Assessment

Performance assessment is key to maintaining and enhancing the effectiveness of our Board. As part of our commitment to this, we conduct a formal Board Effectiveness Review in line with the requirements of the Companies Act, 2013, and the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015.

The process is designed and executed by our Corporate HR team in close collaboration with the Chairperson and the Nomination and Remuneration Committee of the Board. As part of the assessment, each Board member completes a confidential online questionnaire, providing essential feedback on the Board's operations and potential areas for improvement. They also complete a self-assessment of their effectiveness, ensuring a comprehensive and balanced evaluation of our Board's performance.

Familiarisation programmes for the Independent Directors cover topics such as the Annual Operating Plan for the fiscal year 2023-24, Global Categories Structures & Initiatives and Cluster wise performance and financial updates. The details of the same are available on the website of the Company and can be accessed through the following link[1].

(iii) Board Election Process

The process by which Board members are elected plays a crucial role in ensuring their accountability. Atleast two thirds of the directors (other than independent directors and Executive

[1] https://www.godrejcp.com/public/uploads/compliance_other_updates/Familiarisation_Programme_for_IDs_202324.pdf

Chairperson) are liable for retirement by rotation, of which every year atleast one third of the directors retire and offer themselves for reappointment. This process allows shareholders to vote off Board members if they have concerns about their performance, thereby enhancing the Board's overall accountability and alignment with shareholders' interests. The average tenure of the Board members as on March 31, 2024, is 9 years.

(iv) External Mandates

The number of external directorships that Board members hold can have significant implications for their commitment and performance. Recognising this, the total number of mandates held by a director has been regulated and capped by the Ministry of Corporate Affairs and SEBI.

As of March 31, 2024, the 4 Promoter group directors hold 4 or fewer other mandates in listed entities, all the 6 independent directors hold 2 or fewer other mandates in listed entities. The Managing Director & CEO doesn't have any other mandate in listed entity, demonstrating a strong commitment to our organisation.

B. Matrix on skill sets possessed by the Board of Directors

At GCPL, we recognise the importance of having a Board comprising of directors who have a range of experiences, capabilities, and diverse viewpoints. This helps us create an effective and well-rounded board. The capabilities and experiences sought in our Directors are outlined here:

- **Strategy and Business–** Is or has been the Chief Executive Officer (CEO) or Chief Operating Officer, or has held any other leadership position in an organisation, leading to significant experience in strategy or business management. Brings the ability to identify and assess strategic opportunities and threats in the context of the business.
- **Industry Expertise in Consumer Staples** – Has expertise with respect to the sector the organisation operates in. Has an understanding of the 'big picture' in the given industry and recognises the development of industry segments, trends, emerging issues, and opportunities.
- **Market Expertise**– Has expertise with respect to the geography the organisation operates in. Understands the macroeconomic environment, nuances of the business, and consumers and trade in the geography. Has the knowledge of the regulations and legislations of the market/(s) the business operates in.
- **Technology Perspective** – Has expertise with respect to business-specific technologies such as in the field of research and development and manufacturing. Has experience and adds perspective on the future-ready skills required by the organisation such as e-commerce, digital, and sustainability.
- **People and Talent Understanding** – Has experience in human resource management such that they bring

in a considered approach to the effective management of people in an organisation.

- **Governance, Finance, and Risk** – Has an understanding of the law and application of corporate governance principles in a commercial enterprise of a similar scale. Capability to provide inputs for strategic financial planning, assess financial statements, and oversee budgets for the efficient use of resources. Ability to identify key risks for the business in a wide range of areas including legal and regulatory.

- **Diversity of Perspective –** Provides diverse views to the Board that is valuable for managing our customers, consumers, employees, key stakeholders, and shareholders.

C. Process and criteria used for appointing new directors

The Nomination and Remuneration Committee evaluates the candidature of a new director in line with the Board Diversity Policy and the aforementioned skill sets and makes suitable recommendation to the Board for final approval. The appointment of all Directors is also subject to shareholders' approval.

Director Names/Skills	Age (Years)	Appointment Year	Gender	Committee Membership as on March 31, 2024	Strategy and Business	Industry Expertise in Consumer Staples	Market Expertise	Tech and Future Perspective	People and Talent Understanding	Governance, Finance, and Risk	Diversity of Perspective
Ms. Nisaba Godrej	46	May 2011	F	CSR, ESG RMC	√	√	√		√	√	
Mr. Nadir B. Godrej	73	Nov 2000	M	CSR, ESG RMC	√		√	√		√	√
Ms. Tanya Dubash	56	May 2011	F	CSR,ESG SRC	√		√			√	√
Mr. Pirojsha Godrej	44	Apr 2017	M	SRC	√		√			√	√
Mr. Sudhir Sitapati	48	Oct 2021	M	CSR, ESG, RMC	√	√	√		√	√	
Mr. Sumeet Narang	48	Apr 2019	M	AC, NRC	√		√	√		√	√
Dr. Omkar Goswami	68	Jun 2008	M	AC, RMC, SRC			√	√		√	√
Ms. Ireena Vittal	56	Apr 2013	F	AC, NRC	√	√	√		√	√	
Ms. Ndidi Nwuneli*	49	Apr 2017	F	CSR, ESG, AC	√		√		√	√	√
Ms. Pippa Armerding	56	Jan 2018	F	AC, NRC	√		√		√	√	√
Ms. Shalini Puchalapalli	50	Nov 2023	F	ESG, AC, NRC	√	√		√	√		

*Post the completion of financial year, Ms. Ndidi Nwuneli has resigned from the directorship from the close of May 1, 2024 on account of additional responsibilities taken in other organisations.

During the Financial Year, Mr. Narendra Ambwani retired from Board with effect from November 14, 2023, Mr. Jamshyd Godrej resigned from the Board w.e.f. January 24, 2024 upon attainment of 75 years of age and Ms. Shalini Puchalapalli has been appointed as an Independent Director on the Board w.e.f. November 14, 2023. She was appointed as a Member of AC, ESG and NRC on November 14, 2023 and as a Member of CSR Committee on May 1, 2024.

CSR-Corporate Social Responsibility Committee; NRC-Nomination & Remuneration Committee; RMC-Risk Management Committee; SRC- Stakeholders Relationship Committee; AC- Audit Committee; ESG-ESG Committee

D. Board Composition & other relevant details

(i) Composition of the Board

As of March 31, 2024, the Board composition is as follows:

Category		Number of Directors as on March 31, 2024
i)	**Non-Independent Directors**	
	Executive Chairperson	1
	Managing Director	1
	Non-Executive Promoter Directors	3
	Subtotal	5
ii)	**Independent Directors**	6
Total Strength (i + ii)		**11**

(ii) Other relevant details of the Directors as on March 31, 2024

Name of Directors	Date of Original Appointment	Relationship With other Directors	Category	Number of Directorships Held in Indian Public Limited Companies (including GCPL)*	Committee Positions including GCPL		Shares Held
					Committee Member (Including Committee Chairperson) **	Committee Chairperson **	
Nisaba Godrej	May 02, 2011	Sister of Tanya Dubash and Pirojsha Godrej	Promoter/ Executive Chairperson	6 (5)	0	0	3,70,087#
Nadir Godrej	November 29, 2000	None	Promoter/ Non-Executive	7 (5)	2	1	63#
Tanya Dubash	May 02, 2011	Sister of Nisaba Godrej and Pirojsha Godrej	Promoter/ Non-Executive	7 (5)	2	0	66#
Pirojsha Godrej	April 01, 2017	Brother of Tanya Dubash and Nisaba Godrej	Promoter/ Non-Executive	7 (4)	2	1	3,70,129#
Sudhir Sitapati	October 18, 2021	None	Managing Director & CEO	3 (1)	0	0	1,44,001
Pippa Armerding	January 30, 2018	None	Non-Executive/ Independent	1 (1)	1	0	Nil
Sumeet Narang	April 01, 2019	None	Non-Executive/ Independent	3 (3)	2	1	Nil
Omkar Goswami	June 18, 2008	None	Non-Executive/ Independent	3 (2)	4	0	Nil
Ndidi Nwuneli##	April 01, 2017	None	Non-Executive/ Independent	1 (1)	1	0	Nil
Ireena Vittal	April 30, 2013	None	Non-Executive/ Independent	2 (2)	2	0	Nil
Shalini Puchalapalli	November 14, 2023	None	Non-Executive/ Independent	1 (1)	1	0	350

#This shareholding reflects holding in their own name and does not include shares held as one of the trustee of family trusts.

##Resigned with effect from close of May 1, 2024.

*Does not include directorships in private companies, Section 8 companies, and foreign companies. Figures in brackets denote directorships in listed companies.

**Does not include chairmanship/membership in Board Committees other than the Audit Committee and Stakeholders' Relationship Committee and chairmanship/membership in board committees in companies other than public limited companies registered in India.

(iii) Details of directorship in other listed companies including category of their directorship as on March 31, 2024

Names of Directors		Directorship in Other Listed Companies	Category of Directorship
Nisaba Godrej	1.	Godrej Agrovet Limited	Director
	2.	VIP Industries Limited	Independent Director
	3.	Mahindra and Mahindra Limited	Independent Director
	4.	Bharti Airtel Limited	Independent Director
Nadir Godrej	1.	Godrej Industries Limited	Chairman & Managing Director
	2.	Astec Lifesciences Limited	Chairman
	3.	Godrej Agrovet Limited	Chairman
	4.	Godrej Properties Limited	Director
Tanya Dubash	1.	Godrej Industries Limited	Executive Director & Chief Brand Officer
	2.	Godrej Agrovet Limited	Director
	3.	Britannia Industries Ltd	Independent Director
	4.	Escorts Kubota Limited	Independent Director
Sudhir Sitapati		NIL	-
Pirojsha Godrej	1.	Godrej Agrovet Limited	Director
	2.	Godrej Properties Limited	Executive Chairperson
	3.	Godrej Industries Limited	Director
Shalini Puchalapalli		NIL	-
Pippa Tubman Armerding		NIL	-
Sumeet Narang	1.	Sapphire Foods India Limited	Director
	2.	Godrej Properties Limited	Independent Director
Ndidi Nwuneli		NIL	-
Omkar Goswami	1.	Adani Enterprises Limited	Independent Director
Ireena Vittal	1.	Asian Paints	Independent Director

E. Committees of the Board

The Company has constituted an Audit Committee in accordance with Section 177 of the Companies Act, 2013 and Regulation 18 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations'). The Stakeholders' Relationship Committee formed in accordance with Regulation 20 of the Listing Regulations and Section 178 of the Companies Act, 2013 inter alia looks into investor grievances. The Company has also formed a Nomination and Remuneration Committee in accordance with Section 178 of the Companies Act, 2013 and Regulation 19 of the Listing Regulations, which looks after the appointment, remuneration, and performance evaluation of Directors. The Company also has a Risk Management Committee in accordance with Regulation 21 of the Listing

Regulations, a CSR Committee in compliance with Section 135 of the Companies Act, 2013 and ESG Committee, in compliance with provisions of Companies Act, 2013 and Listing Regulations.

The ESG Committee which focuses on environment, social and governance areas, providing oversight on Sustainability risks, opportunities and progress against goals.

Composition of the Committees as on March 31, 2024

Name of Directors	Position in the Committee						
	Category	Audit Committee	Nomination & Remuneration Committee	Stakeholders' Relationship Committee	Risk Management Committee	CSR Committee	ESG Committee
Nisaba Godrej	Promoter and Executive Chairperson	None	None	None	Member	Member	Chairperson
Nadir Godrej	Promoter and Non-Executive	None	None	None	Member	Chairman	Member
Tanya Dubash	Promoter and Non-Executive	None	None	Member	None	Member	Member
Pirojsha Godrej	Promoter and Non-Executive	None	None	Chairman	None	None	None
Sudhir Sitapati	Managing Director and CEO	None	None	None	Member	Member	Member
Pippa Armerding	Independent	Member	Member	None	None	None	None
Sumeet Narang	Independent	Chairman	Member	None	None	None	None
Omkar Goswami	Independent	Member	None	Member	Chairman	None	None
Ndidi Nwuneli	Independent	Member	None	None	None	Member	Member
Ireena Vittal	Independent	Member	Chairperson	None	None	None	None
Shalini Puchalapalli	Independent	Member	Member	None	None	None	Member
Total Strength of the Committee		6	4	3	5	5	6
Number of Independent Directors in the Committee		6	4	1	1	1	2
Number of Non-Independent Directors in the Committee		-	-	2	3	4	4
Members of Senior Management in the Committee		-	-	-	1	-	-

Notes:

1) Mr. Pirojsha Godrej ceased to be the member of the Audit Committee with effect from August 07, 2023.

2) Ms. Ireena Vittal became the Chairperson of the Nomination & Remuneration Committee w.e.f. November 14, 2023.

3) Ms. Ndidi Nwuneli has been appointed as the member of the Corporate Social Responsibility Committee w.e.f. November 14, 2023. Ms. Ndidi resigned from the Board with effect from close of May 1, 2024 and consequently she ceased to be a member of the Audit, CSR and ESG Committee.

4) Ms. Shalini Puchalapalli has been appointed as the member of the Audit Committee, Nomination & Remuneration Committee and ESG Committee w.e.f. November 14, 2023 and as a member of the CSR Committee w.e.f. May 1, 2024.

5) Dr. Omkar Goswami has been appointed as the member of the Stakeholder Relationship Committee w.e.f. November 14, 2023.

6) Mr. Rahul Botadara, Company Secretary & Compliance Officer, is the Secretary of all the Board Committees. He is also responsible for redressing investor grievances.

F. **Terms of reference of Board Committees**

(i) **Audit Committee**

The terms of reference for the Audit Committee includes the matters specified in Section 177 of the Companies Act, 2013 as well as Part C of Schedule II of the Listing Regulations such as:

Financial Statements

- Overseeing the Company's financial reporting process and disclosure of its financial information to ensure that the financial statement is correct, sufficient, and credible.

- Reviewing, with the management, the annual financial statements and auditor's report thereon before submission to the Board for approval, with particular reference to:

  (a) Matters required to be included in the Director's responsibility statement to be included in the Board's report in terms of clause (c) of subsection (3) of Section 134 of the Companies Act, 2013.

  (b) Changes, if any, in accounting policies and practices and reasons for the same.

  (c) Major accounting entries involving estimates based on the exercise of judgment by the management.

  (d) Significant adjustments made in the financial statements arising out of audit findings.

  (e) Compliance with listing and other legal requirements relating to financial statements.

  (f) Disclosure of any related party transactions.

  (g) Modified opinion(s) in the draft audit report.

- Reviewing, with the management, the quarterly financial statements before submission to the Board for approval.

- Scrutiny of intercorporate loans and investments.

Review of Information

- Reviewing, with the management, the statement of uses/ application of funds raised through an issue, such as public, rights, or preferential issues; the statement of funds utilised for purposes other than those stated in the offer document/ prospectus/notice; and the report submitted by the agency monitoring the utilisation of proceeds of a public or rights issue and making appropriate recommendations to the Board to initiate steps in this matter.

- Reviewing the management discussion and analysis of financial condition and results of operations.

- Statement of deviations.

  - quarterly statement of deviation(s) including the report of the monitoring agency, if applicable, submitted to stock exchange(s) in terms of Regulation 32(1) of the Listing Regulations.

  - annual statement of funds utilised for purposes other than those stated in the offer document/ prospectus/notice in terms of Regulation 32(7) of the Listing Regulations.

Internal Control

- Reviewing, with the management, the performance of statutory and internal auditors, and adequacy of the internal control systems.

- Evaluation of internal financial controls and risk management systems.
- Reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity, or a failure of internal control systems of a material nature, and reporting the matter to the Board.

External and Internal Audit

- Recommendation for appointment, remuneration, and terms of appointment of auditors of the Company.
- Approval of payment to statutory auditors for any other services rendered by the statutory auditors.
- Reviewing of management letters/ letters of internal control weakness issued by the statutory auditors.
- Reviewing the appointment, removal, and terms of remuneration of the chief internal auditor.
- Reviewing the adequacy of the internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage, and frequency of internal audit.
- Reviewing internal audit reports relating to internal control weakness.
- Discussion with internal auditors of any significant findings and follow-up thereon.
- Discussion with statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern.
- Reviewing and monitoring the auditor's independence and performance, and effectiveness of the audit process.
- Periodical discussions with the auditors about internal control systems and the scope of audit including the observations of the auditors and review of the quarterly, half yearly, and annual financial statements before submission to the Board. Overseeing compliance of internal control systems.

Subsidiary Companies

- The Committee shall have access to the Audit Committee minutes of the subsidiary companies.
- Reviewing the financial statements, in particular the investments made by the subsidiary companies.
- Recommending the revision in the Policy for determining Material Subsidiaries to align it with the extant applicable provisions.
- Reviewing the utilisation of loans and/or advances from/ investment in the subsidiary exceeding ₹ 100 crore or 10 per cent of the asset size of the subsidiary, whichever is lower, including existing loans and advances.

Related Party Transactions

- Approval or any subsequent modification of transactions of the Company with related parties.
- Formal approval or omnibus approval of transactions with related parties or any subsequent modification of transactions of the Company with related parties including their basis.
- Laying down criteria for granting omnibus approval to related party transactions.
- Satisfy itself of the need for omnibus approval of related party transactions

so that that the approval is in the interest of the Company.

- Granting omnibus approval for related party transactions not exceeding ₹ 1 crore per transaction in a financial year.
- Reviewing on a quarterly basis, the statement of such significant related party transactions as may be specified by the Committee and the details of related party transactions entered into by the Company pursuant to each of the omnibus approval given.
- Recommending the revision in the Policy on Material-Related Party Transactions and on dealing with Related Party Transactions to align it with the extant applicable provisions.

Compliance

- Looking into the reasons for substantial defaults in the payment to the depositors, debenture holders, shareholders (in case of non-payment of declared dividends), and creditors, if any.
- Reviewing the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of non- compliance.
- Reviewing the findings of any examinations by regulatory agencies and any auditor observations.
- Reviewing the process for communicating the Code of Conduct to Company personnel and for monitoring compliance therewith.
- Reviewing compliance with respect to the provisions of Insider Trading Regulations at least once in a financial year and verifying that the systems for internal control for compliance with these regulations are adequate and operating effectively.
- Obtaining regular updates from the management regarding compliance matters.

Other Responsibilities

- Reviewing the functioning and compliances as regards the Company's Whistle Blower Policy.
- Approval of the appointment of the Chief Financial Officer after assessing the qualifications, experience, and background of the candidate.
- Valuation of undertakings or assets of the Company, wherever it is necessary by appointing a Registered Valuer in terms of Section 247 of the Companies Act, 2013.
- Instituting and overseeing special investigations as needed.
- Performing any other functions and activities related to this terms of reference as requested by the Board of Directors.
- Performing any other functions as required to be done by the Audit Committee as per the provisions of the Companies Act, 2013, the Listing Regulations, and any other laws or regulations from time to time.

(ii) Nomination and Remuneration Committee

The terms of reference of the Nomination and Remuneration Committee are as follows:

- Formulation of the criteria for determining qualifications, positive attributes, and independence of a Director and recommendation to the Board of Directors a policy relating to the remuneration of the Directors, key managerial personnel, and other employees.

- Formulation of criteria for the evaluation of performance of Independent Directors and the Board of Directors.

- Devising a policy on the diversity of Board of Directors.

- Identifying individuals who are qualified to become Directors and who may be appointed in senior management in accordance with the criteria laid down, and recommending to the Board of Directors their appointment and removal.

- Deciding whether to extend or continue the term of appointment of the Independent Director on the basis of the report of performance evaluation of Independent Directors.

- Recommending to the Board, all remuneration, in whatever form, payable to senior management.

- Administering the Employee Stock Grant Scheme of the Company and render all such functions required to be done under the SEBI (Share-Based Employee Benefit) Regulations, 2015.

- Performing any other functions and activities related to the terms of reference as requested by the Board of Directors.

- Performing any other functions as required to be done by the Nomination and Remuneration Committee as per the provisions of the Companies Act, 2013, the Listing Regulations, and any other laws or regulations from time to time.

(iii) Stakeholders' Relationship Committee

- Resolving the grievances of the security holders of the Company, including complaints relating to transfer/transmission of shares, non-receipt of Annual Report, and non-receipt of declared dividends; issue of new/ duplicate certificates; and general meetings.

- Review of measures taken for effective exercise of voting rights by shareholders.

- Review of adherence to the service standards adopted by the Company in respect of various services being rendered by the Registrar and Share Transfer Agent.

- Review of the various measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/ annual reports/statutory notices by the shareholders of the Company.

- Performing any other functions and activities related to the terms of reference as requested by the Board of Directors.

- Performing any other functions as required to be done by the Stakeholders' Relationship Committee as per the provisions of the Companies Act, 2013, the Listing Regulations, and any other laws or regulations from time to time.

(iv) Risk Management Committee

- To formulate a detailed risk management policy which shall include:

(a) A framework for identification of internal and external risks specifically faced by the listed entity, in particular including financial, operational, sectoral, sustainability (particularly, ESG related risks), information, cyber security risks or any other risk as may be determined by the Committee.

(b) Measures for risk mitigation including systems and processes for internal control of identified risks.

(c) Business continuity plan

- To ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company;

- To monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems;

- To periodically review the risk management policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity;

- Performing any other functions and activities related to this terms of reference as requested by the Board of Directors or any of its Committees or the Company management.

- Performing any other functions as required to be done by the Risk Management Committee as per the provisions of the Companies Act, 2013, the Listing Regulations and any other laws or regulations from time to time.

(v) Corporate Social Responsibility Committee

- Formulate and recommend to the Board a Corporate Social Responsibility Policy that shall indicate the activities to be undertaken by the Company as specified in Schedule VII of the Companies Act, 2013.

- Recommend the amount of expenditure to be incurred on the activities referred above.

- Monitor the Corporate Social Responsibility Policy of the Company from time to time;

- Perform any other functions and activities related to the terms of reference as requested by the Board of Directors.

- Perform any other functions as required to be done by the Corporate Social Responsibility Committee as per the provisions of the Companies Act, 2013, the Listing Regulations, and any other laws or regulations from time to time.

(vi) ESG Committee

- Spearhead GCPL's overall Sustainability ambition, strategy and long-term thinking.

- Review progress against Sustainability goals across the Company.

- Review key Sustainability risks for GCPL, set standards for monitoring, and sign off mitigation measures.

- Frame key long-term Sustainability opportunities for GCPL and align Board of Directors as required.

- Formulate and recommend to the Board of Directors, key Sustainability policies, as required.

- Performing any other functions and activities related to these terms of reference as requested by the Board of Directors.

G. Attendance details at Board/Committee meetings and at the last Annual General Meeting:

Names of Meetings	Board	Audit Committee	Nomination and Remuneration Committee	Corporate Social Responsibility	Stakeholders' Relationship Committee	Risk Management Committee	ESG Committee	Independent Director's Meeting	AGM
Number of Meetings held	7	5	3	2	1	3	2	1	1
Attendance of Directors									
Jamshyd Godrej	3	NA	NA	NA	NA	NA	NA	NA	Yes
Nadir Godrej	7	NA	NA	2	NA	3	2	NA	Yes
Tanya Dubash	6	NA	NA	2	1	NA	2	NA	Yes
Nisaba Godrej	7	NA	NA	2	NA	3	2	NA	Yes
Pirojsha Godrej	7	2	NA	NA	1	NA	NA	NA	Yes
Narendra Ambwani	5	4	1	0	1	NA	0	0	Yes
Sudhir Sitapati	7	NA	NA	2	NA	3	2	NA	Yes
Pippa Armerding	6	4	3	NA	NA	NA	NA	1	Yes
Sumeet Narang	7	5	3	NA	NA	NA	NA	1	Yes
Omkar Goswami	5	5	NA	NA	NA	2	NA	1	No
Ndidi Nwuneli	7	5	NA	1	NA	NA	2	1	Yes
Ireena Vittal	5	5	3	NA	NA	NA	NA	1	Yes
Shalini Puchalapalli	2	1	1	NA	NA	NA	1	NA	NA

Notes:

- 'NA' indicates not a member of the committee.
- The maximum gap between any two board meetings did not exceed 120 days during the year.
- Leave of absence was granted to the Directors whenever they could not be present for the Board/ Committee meeting.
- Board meetings were held on April 21, 2023, May 10, 2023, June 05, 2023, August 07, 2023, November 01, 2023, January 31, 2024, and February 12, 2024.
- Audit Committee meetings were held on May 10, 2023, June 05, 2023, August 07, 2023, November 01, 2023, and January 31, 2024.
- Nomination and Remuneration Committee meetings were held on May 10, 2023, June 05, 2023, and January 31, 2024.
- Corporate Social Responsibility Committee meetings were held on May 10, 2023 and January 31, 2024.
- Stakeholders' Relationship Committee meeting was held on November 01, 2023.
- Risk Management Committee meetings were held on June 27, 2023, September 14, 2023, and February 28, 2024.
- ESG Committee meetings were held on May 10, 2023 and January 31, 2024.
- Independent Directors meetings was held on May 10, 2023.
- Annual General Meeting was held on August 07, 2023.
- Mr. Narendra Ambwani's second term as an Independent Director ended on November 14, 2023, so he ceased to be the director of the company with effect from November 14, 2023.

H. Reappointment of Directors liable to retire by rotation.

The Board has five Directors whose period of office is liable to be determined for retirement by rotation, and of these five directors, one-third, i.e. two Directors, shall retire at the Annual General Meeting. Thus, Mr. Sudhir Sitapati and Ms. Tanya Dubash will retire at the ensuing Annual General Meeting of the Company and, being eligible, will be considered for reappointment as per the provisions of Companies Act, 2013, Listing Regulation and Articles of Association of the Company. Their brief resume is annexed to the notice of the Annual General Meeting.

I. Particulars of senior management and any changes therein

The particulars of senior management personnel and changes are given below:

Sr. No	Name of Senior Management Personnel	Designation
1.	Mr. Aasif Malbari	Chief Financial Officer (Appointed from August 10, 2023)
2.	Mr. Sameer Shah	Chief Financial Officer (Ceased w.e.f. August 10, 2023)
3.	Mr. Omar Momin	Head- M&A
4.	Mr. Venkateswara Yadalapalli	Head- R&D
5.	Mr. Robert Menzies	Head-Category & Innovation
6.	Mr. Vijay Kumar Kannan	Head- Business Transformation & Digital

The Board at its meeting held on May 6, 2024, has appointed Mr. Vaibhav Ram as a member of Senior Management designated as Global HR Head w.e.f. October 1, 2024.

2. REMUNERATION POLICY

The Remuneration Policy of the Company has been provided in the Board's Report section of the Annual Report as **Annexure 'B'**.

Remuneration to Directors:

Details of the remuneration to Directors are as follows:

Amount (₹) crore

Names of Directors	Sitting Fees	Commission on Profits	Salary, Allowances and Other Benefits	PLVR	Company's Contribution to PF	Monetary Value of Perquisites	Total
Whole-Time Directors							
Nisaba Godrej	-	-	4.46	1.25	0.20	0.76	6.67
Sudhir Sitapati	-	-	6.33	3.75	0.26	8.68	19.02
Subtotal	**-**	**-**	**10.79**	**5.00**	**0.46**	**9.44**	**25.69**
Non-Executive Directors							
Jamshyd Godrej	0.03	0.16	-	-	-	-	0.19
Nadir Godrej	0.08	0.20	-	-	-	-	0.28
Tanya Dubash	0.07	0.20	-	-	-	-	0.27
Pirojsha Godrej	0.08	0.20	-	-	-	-	0.28
Narendra Ambwani	0.06	0.22	-	-	-	-	0.28
Pippa Armerding	0.07	0.35	-	-	-	-	0.42
Omkar Goswami	0.06	0.35	-	-	-	-	0.41

Amount (₹) crore

Names of Directors	Sitting Fees	Commission on Profits	Salary, Allowances and Other Benefits	PLVR	Company's Contribution to PF	Monetary Value of Perquisites	Total
Ndidi Nwuneli	0.09	0.35	-	-	-	-	0.44
Sumeet Narang	0.00	-	-	-	-	-	0.00
Ireena Vittal	0.07	0.35	-	-	-	-	0.42
Shalini Puchalapalli	0.03	0.13	-	-	-	-	0.16
Subtotal	**0.64**	**2.51**	**0.00**	**0.00**	**0.00**	**0.00**	**3.15**
Total	**0.64**	**2.51**	**10.79**	**5.00**	**0.46**	**9.44**	**28.84**

Notes:

- In the case of Ms. Nisaba Godrej, salary includes basic salary and various elements of flexible compensation and reimbursement of medical expenses. The monetary value of perquisites includes accommodation and electricity expenses, perquisites for employer's provident fund contribution and interest.
- In case of Mr. Sudhir Sitapati, salary includes basic salary and various elements of flexible compensation. The monetary value of perquisites includes perquisites for car, perquisites for stock grants and perquisites for employer's provident fund contribution and interest.
- Ms. Nisaba Godrej and Mr. Sudhir Sitapati are eligible for Performance Linked Variable Remuneration (PLVR). PLVR is directly tied to a combination of the Company's overall business performance and the whole-time director's individual performance. The performance measures are calculated based on three predefined financial and relative financial metrics – underlying volume growth, reduction in inventory & account receivables, and EBITDA & working media growth. These financial and operating metrics are set internally by the Management Committee and the Board of Directors. The PLVR reflected in the table above is the amount paid in FY 2023-24 for FY 2022-23. PLVR payable for FY 2023-24 will be paid in FY 2024-25, and hence will be reflected in next year's Annual Report.
- Members may also refer to the total rewards policy given in the Board's Report.
- The shareholders have authorised the payment of commissions on profits to Non-Executive Directors at a rate not exceeding 1 per cent of net profits of the Company with authority to the Board to determine the manner and proportion in which the amount is distributed among the Non-Executive Directors. The Board has authorised a base commission of ₹ 20 lakhs per annum to each Non-Executive Director. All the Independent Directors are paid an additional commission linked to their attendance at Audit Committee meetings, Nomination and Remuneration Committee meeting, and Independent Directors' meeting. In addition, all the Non-Executive Directors are paid sitting fees for attending the meetings of the Board or Committees thereof.
- Mr. Sumeet Narang has voluntarily waived the remuneration receivable from the Company.
- Dr. Omkar Goswami and Ms. Ireena Vittal were originally appointed under the terms of the erstwhile Listing Agreement (refer to the table containing other relevant details of the Directors under Para 1 of Board of Directors for the original date of appointment). After the notification of Companies Act, 2013, these Independent Directors have been appointed for a period of 5 years and thereafter they have been reappointed for the second term of 5 years as permitted by the Companies Act.

  During the year, Mr. Sumeet Narang has been reappointed for the second term of 5 years.

3. DETAILS OF STAKEHOLDER COMPLAINTS AND STAKEHOLDERS' GRIEVANCE COMMITTEE

Total Complaints Pending at the Beginning of the Year	Total Complaints Received During the Year	Total Complaints Disposed During the Year	Total Complaints Pending at the End of the Year
Nil	92	89	3

Note: The pending complaints has been resolved after the close of the financial year.

4. GENERAL BODY MEETINGS

A. Annual General Meeting

Details of the last three Annual General Meetings of GCPL are as follows:

Date	Time	Venue	Details of Special Resolutions Passed
August 4, 2021	04:00 p.m.	Video Conferencing	NIL
August 3, 2022	05:45 p.m.	Video Conferencing	NIL
August 7, 2023	05:45 p.m.	Video conferencing	Appointment of Ms. Shalini Puchalapalli as an Independent Director of the Company for a term of 5 years commencing from November 14, 2023, till November 13, 2028.

B. Postal Ballot

One Postal ballot was conducted during the FY 2023-2024, details of the same is given below. The resolution was passed by the requisite majority. Details of the scrutinizers report and voting pattern is available on the Company website under link[2]

Date of Passing of Resolution	Details of Special Resolutions Passed	Procedure for Postal Ballot
March 26, 2024	Reappointment of Mr. Sumeet Narang (DIN No. 01874599) as an Independent director for a period of 5 years effective from April 1, 2024	The postal ballot notice was sent by electronic mode to those shareholders whose email address was registered with the Company/ Depositories. The postal ballot was conducted by Mr. Kalidas Vanjpe, Practising Company Secretary. Remote e-voting facility was provided by Central Depository Services Limited. The voting including e-voting facility was available from Friday, February 23, 2024, 9.00 a.m. (IST) to Saturday, March 23, 2024, 5.00 p.m. (IST).

5. MEANS OF COMMUNICATION

GCLP shares all vital information related to the Company and its performance, including quarterly results, press releases, and performance updates, corporate presentations, and the information required by the Listing Regulations are posted on the Company's website – www.godrejcp.com. The quarterly, half yearly, and annual results of the Company's performance are generally published in Business Line as well as in the Marathi newspaper Lokmat. Members of the management team holds conference calls/ meetings with financial analysts once in a quarter. The transcripts and link for audio recordings are filed with the Stock Exchange. The same is also available on the investor's page of Company's website. The presentations made to financial analysts and institutional investor are shared with the Stock Exchanges and uploaded

[2] https://godrejcp.com/investors/stock-exchange-filings

on the Company's website. The same may be accessed through the link given below.[3] The Company files its quarterly results on the electronic filing system of the Bombay Stock Exchange (BSE) Limited and National Stock Exchange of India Limited (NSE). The same are also available on the websites of the BSE Limited and The National Stock Exchange of India Limited namely https://www.bseindia.com/ and www.nseindia.com, respectively.

Reminder to Investors holding Physical Shares

Shareholders holding physical securities are requested to complete their KYC by furnishing PAN, contact details (Postal Address with PIN and Mobile Number), Bank A/c details and specimen signature, Choice of nomination (Optional) for their corresponding folio numbers.

The KYC forms can be downloaded through the link below [4].

6. GENERAL SHAREHOLDER INFORMATION

A. Annual General Meeting

Date and Time:	Wednesday, August 7, 2024, 5:45 p.m. (IST)
Venue/Mode:	Video Conferencing/ Other audio visual means

B. Financial Calendar

Financial Year:	April 1, 2023 to March 31, 2024

C. Interim Dividends during Fiscal Year 2023-24

Declared at Board Meeting held on	Dividend Rate Per Share on Shares of Face Value ₹ 1 Each	Record Date
November 01, 2023	₹ 5.00	November 09, 2023

D. Listing

The Company's shares are listed and traded on the following stock exchanges:

Name and Address of the Stock Exchange	Segment	Stock/Scrip Code	ISIN Number for NSDL/CDSL
BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400 001	Equity	532424	INE102D01028
The National Stock Exchange of India Limited Exchange Plaza, Bandra Kurla Complex, Bandra (East), Mumbai - 400 051	Equity; Futures and Options (F&O)	GODREJCP	

The applicable listing fees has been paid to the stock exchanges before the due date.

[3] https://godrejcp.com/investors/stock-exchange-filings

[4] https://liiplweb.linkintime.co.in/KYC-downloads.html

E. **Market Price Data**

The monthly high and low prices of GCPL at the BSE Limited and the NSE in Equity series for the year ended March 31, 2024, are as follows:

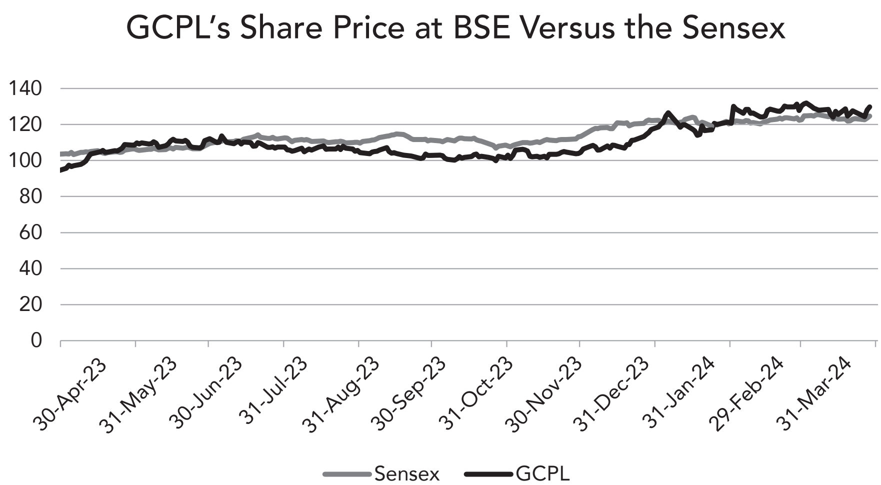
	BSE		NSE	
Month	**High Price**	**Low Price**	**High Price**	**Low Price**
Apr-23	994.45	896.85	992.20	897.00
May-23	1063.00	902.20	1,065.00	902.00
Jun-23	1088.70	1027.70	1,089.00	1,027.10
Jul-23	1101.55	1025.00	1,102.05	1,024.00
Aug-23	1047.40	999.05	1,048.00	999.00
Sep-23	1049.65	972.40	1,047.15	971.55
Oct-23	1007.50	959.55	1,007.75	959.80
Nov-23	1030.10	973.00	1,030.00	973.10
Dec-23	1138.70	1007.95	1,138.80	1,008.00
Jan-24	1229.95	1076.00	1,230.00	1075.60
Feb-24	1299.90	1176.70	1,314.30	1,175.00
Mar-24	1293.15	1176.75	1,282.75	1,176.55

Source: Websites of the respective stock exchanges

Note: High and low are in rupees per traded share

F. **GCPL's Share Price at BSE Versus the Sensex**

GCPL's share performance compared with the BSE Sensex for fiscal year 2023-24 is as follows:



Note:

Both the BSE Sensex and GCPL Share price are indexed to 100 at the beginning of the financial year.

G. **Registrar and Share Transfer Agent**

Link Intime India Pvt. Ltd,
Unit: Godrej Consumer Products Limited,
C-101, 247 Park, L B S Marg, Vikhroli West, Mumbai – 400 083
Tel. No.: 022-49186270
Email ID: rnt.helpdesk@linkintime.co.in
Website: https://linkintime.co.in/

The shareholders can use the following facilities provided by the Registrar and Share Transfer Agent of the Company for any grievance redressal.

'iDIA' is a Chatbot developed by Link Intime India Pvt. Ltd., our Corporate Registrar, that utilizes conversational technology to provide investors with a round-the-clock intuitive platform to ask questions and get information about any queries.

Talk to **iDIA** by logging in to www.linkintime.co.in

'SWAYAM' is a secure, user-friendly web-based application, developed by "Link Intime India Pvt Ltd.", our Registrar & Share Transfer Agent that empowers shareholders to effortlessly access various services. Investors are requested to get registered and have first-hand experience of the portal.

This application can be accessed at https://swayam.linkintime.co.in/

H. Share Transfer

In terms of amendments to Regulation 40 of Listing Regulations w.e.f. 1st April, 2019, transfer of securities in physical form has been stopped by SEBI.

SEBI has given the following clarifications:

1. The above decision does not prohibit the investor from holding the shares in physical form; investor has the option of holding shares in physical form even after April 01, 2019.

2. The physical shareholders are suggested to complete the KYC to continue availing the corporate benefits & RTA services.

3. Any investor who is desirous of transferring shares (which are held in physical form) after April 01, 2019 can do so only after the shares are dematerialized.

   The above decision by SEBI is not applicable for demat of shares, transmission (i.e. transfer of title of shares by way of inheritance / succession) and transposition (i.e. re-arrangement / interchanging of the order of name of shareholders) cases.

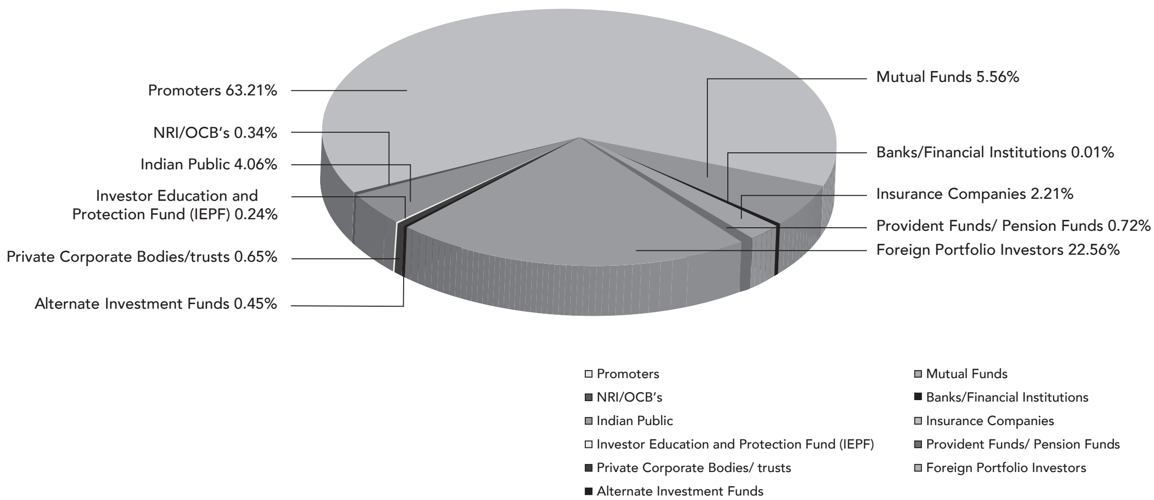
I. Distribution of Shareholding

Distribution of shareholding by size class as on March 31, 2024

Number of Shares	Number of Shareholders	Shareholders%	Number of shares held	Shareholding %
1-500	1,73,476	90.10	1,17,34,036	1.15
501-1,000	9,587	4.98	66,87,694	0.65
1,001-2,000	5,406	2.81	78,27,921	0.76
2,001-3,000	1,357	0.70	33,29,035	0.33
3,001-4,000	640	0.33	22,54,791	0.22
4,001-5,000	319	0.17	14,21,000	0.14
5,001-10,000	631	0.33	43,66,257	0.43
10,001 and above	1,126	0.58	98,51,99,595	96.32
Total	**1,92,542**	**100.00**	**102,28,20,329**	**100.00**

Distribution of shareholding by ownership as on March 31, 2024:

Category	Shares Held (Number)	Per Cent of Holding
Promoters	64,64,88,267	63.21%
Mutual Funds	5,68,43,295	5.56%
Alternate Investment Funds	45,88,735	0.45%
Banks/Financial Institutions	67,014	0.01%
Insurance Companies	2,26,16,035	2.21%
Provident Funds/ Pension Funds	73,70,457	0.72%
Foreign Portfolio Investors	23,06,97,576	22.56%
Investor Education and Protection Fund (IEPF)	24,54,406	0.24%
Private Corporate Bodies/trusts	65,97,363	0.65%
Indian Public	4,15,72,643	4.06%
NRI/OCB's	35,24,538	0.34%
Total	**102,28,20,329**	**100.00%**



J. Shares Held in Physical and Dematerialised Forms

Breakup of physical and dematerialised shares as on March 31, 2024:

	Number of Shares	Per Cent	Number of Folios	Per Cent
Physical	64,20,020	0.63	14,001	7.27
Demat	1,01,64,00,309	99.37	1,78,541	92.73
Total	**1,02,28,20,329**	**100.00**	**1,92,542**	**100.00**

Shares held in the demateralised mode have more liquidity than those held in the physical mode. Therefore, the Company urges shareholders holding shares in the physical form to convert their shareholdings to the demat mode.

K. Outstanding GDRs/ADRs/ Warrants/Convertible Instruments and Their Impact on Equity

GCPL does not have any outstanding GDRs/ADRs/warrants/convertible instruments.

L. **Commodity Price Risk or Foreign Exchange Risk and Hedging Activities**

GCPL is exposed to commodity risks mainly due to imported palm oil derivatives. We enter fixed price contracts with overseas suppliers in order to hedge price volatility.

For commodities imported at a contracted fixed price, there is an associated foreign exchange currency risk. The mitigation of this risk is managed by the Company's Forex Committee. The Committee periodically meets and reviews the overall foreign exchange currency exposure and enters into forward contracts to hedge the currency risk. Details of hedged and unhedged positions for foreign currency exposures are available in the Notes to the Financial Statement of the Annual Report.

Details of the exposure of the Company to palm oil derivatives are given below:

Commodity Name	Exposure in ₹ (Purchase orders raised during the year)	Exposure in Qty	% of such exposure hedged through commodity derivatives				
			Domestic market		International Market		Total
			OTC	Exchange	OTC	Exchange	
Palm Oil Derivatives	1,148 crore	1.40 Lac MT	Nil	Nil	Nil	Nil	Nil

M. **Plant Locations**

The Company's plants are located in the following states:

Names of States /Union Territory	Location of Plants
Jammu & Kashmir	SICOP Industrial Estate-Kathua, Hatli Moth-Kathua, Industrial Area Phase III Lane 2
Himachal Pradesh	Thana-Baddi, Katha-Baddi
Sikkim	Mamring, South Sikkim
Assam	Kalapahar-Guwahati, Brahamputra industrial park-village silla, Sarusajai-lokhra
Meghalaya	Byrnihat, Rebhoi District
Madhya Pradesh	Malanpur Industrial Area, District Bhind
Pondicherry	Kattukuppam-Manpet Post, Nallur Village-Mannadipet Commune, Nedungadu Commune-Karaikal, Thirunallar Commune-Karaikal
Tamil Nadu	Maraimalai nagar-Chengalpattu District

N. **Address for Correspondence relating to queries of GCPL shares**

Investor correspondence should be addressed to M/s. Link Intime India Pvt. Ltd, Unit: Godrej Consumer Products Limited, C-101, 247 Park, L B S Marg, Vikhroli West, Mumbai – 400 083.

Tel. No.: 022-49186270
Email ID: rnt.helpdesk@linkintime.co.in
Website: https://linkintime.co.in/

Correspondence to the Company should be addressed to: The Secretarial Department, Godrej Consumer Products Limited, 4th Floor, Godrej One, Pirojshanagar, Eastern Express Highway, Vikhroli (East), Mumbai-400079. CIN: L24246MH2000PLC129806

Tel. No.: 022 25188010/20/30
Fax No.: 022 25188040;
Email ID: investor.relations@godrejcp.com

Website: www.godrejcp.com

O. List of Credit Ratings Obtained during the Year

During the year, rating agencies have reaffirmed the following existing credit ratings of the Company.

[ICRA] A1+ (pronounced as ICRA A one plus) for ₹ 3000 crore Commercial paper

[Crisil] A1+ (pronounced as Crisil A one plus) for ₹ 3000 crore Commercial paper

[ICRA] AAA (pronounced as ICRA Triple A) for ₹ 800 Crore Long-term / Short-term, Fund based / Non-fund Based Facilities

7. FAMILY SETTLEMENT AGREEMENT BETWEEN THE PROMOTERS

The Company has been informed by way of a family letter dated April 30, 2024 issued jointly by Mr. Adi Godrej (ABG), Mr. Nadir Godrej (NBG), Mrs. Smita Godrej Crishna (SGC) and Mr. Jamshyd Godrej (JNG) that the Godrej family members have entered into a family settlement agreement and a brand & non compete agreement on April 30, 2024. The Company is not a party to these agreements.

The settlement contemplates a realignment of inter alia the shareholding of Godrej Industries Limited and Godrej Seeds & Genetics Limited, which are shareholders of the Company, subject to applicable regulatory approvals. Pursuant to the realignment, the management and control of the Company will continue with the ABG / NBG family, and the JNG / SGC family will not be involved in the management and operations of the Company.

Currently, there are no members of the JNG / SGC Family who are directors on the board of directors of the Company.

8. OTHER DISCLOSURES

A. Materially Significant Related Party Transactions that may potentially conflict with the Company's Interest

During fiscal year 2023-24, there were no materially significant related party transactions; that is, transactions of the Company of material nature with bodies including its subsidiaries, promoters, directors, management, and relatives, which may have potential conflict with the interests of the Company at large. Attention of members is drawn to disclosures of transactions with related parties, as set out in Notes to Accounts.

B. Details of Non-Compliance

There has not been any non-compliance of mandatory requirements, expected of the Company. No penalties or strictures were imposed on the Company by the stock exchanges, SEBI, or any statutory authority for matters related to capital markets during the last 3 years.

C. Vigil Mechanism/ Whistle Blower Policy

With a view to establish a mechanism for protecting employees reporting unethical behaviour, frauds, or violation of the Company's Code of Conduct, the Board of Directors have adopted a Whistle Blower Policy. No person has been denied access to the Audit Committee.

D. Web Link for Policies

The Whistle Blower Policy, the Policy for determining Material Subsidiaries, and the Policy on dealing with Related Party Transactions are available on the link given below [5].

[5] https://www.godrejcp.com/sustainability/codes-and-policies

E. Utilisation of Funds

There were no funds raised through preferential allotment or qualified institutions' placement as specified under Regulation 32 (7A) during this financial year.

F. Unclaimed Suspense Account

In compliance with the Listing Regulations, your Company has transferred the unclaimed shares into a demat account, namely the 'Unclaimed Suspense Account'. As and when an allottee approaches the Company, after proper verification, the shares are credited into the demat account of the allottee. The Voting rights on these shares shall remain frozen till the rightful owner of such shares claims the shares.

Particulars	No. of Shareholders	Number of Shares
Aggregate number of shareholders and the outstanding shares lying in the Unclaimed Suspense Account at the beginning of the year (April 1, 2023)	1451	8,23,329
Number of shareholders and aggregate shares transferred to the Unclaimed Suspense Account during the year	0	0
Number of shareholders who approached the issuer for transfer of shares from the Unclaimed Suspense Account during the year and aggregate shares transferred	22	12256
Number of shareholders to whom shares were transferred from the Unclaimed Suspense Account during the year and the aggregate shares transferred	22	12256
Number of shareholders to whom shares were transferred from the Unclaimed Suspense Account to the IEPF Account during the year and the aggregate shares transferred	0	0
Aggregate number of shareholders and the outstanding shares lying in the Unclaimed Suspense Account at the end of the year (March 31, 2024)	1429	8,11,073

G. Suspense Escrow Demat Account

In compliance with the Listing Regulations, your Company has opened the Suspense Escrow Demat Account for crediting the shares which are not dematted by the shareholders by depositing letter of confirmation within the prescribe timelines.

The details are as follows:

Particulars	No. of Shareholders	Number of Shares
Aggregate number of shareholders and the outstanding shares lying in the Suspense Escrow Demat Account at the beginning of the year (April 1, 2023)	0	0
Number of shareholders and aggregate shares transferred to the Suspense Escrow Demat Account during the year	5	2460
Number of shareholders who approached the issuer for transfer of shares from the Suspense Escrow Demat Account during the year and aggregate shares transferred	2*	600
Number of shareholders to whom shares were transferred from the Suspense Escrow Demat Account during the year and the aggregate shares transferred	1	360
Aggregate number of shareholders and the outstanding shares lying in the Suspense Escrow Demat Account at the end of the year (March 31, 2024)	4	2100

* Out of this, 1 request for share transfer to investor's account was completed during the year and the balance 1 request was completed after the close of the year.

H. Certificate from Practicing Company Secretary on Director's Eligibility

The Company has received a certificate from a company secretary in practice stating that none of the Directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as Directors of the Companies by the SEBI, Ministry of Corporate Affairs, or any such other statutory authority. The certificate is enclosed with this section as **'Annexure A'**.

I. Details of Total Fees Paid to Statutory Auditors

Details of total fees for all the services paid by the Company and its subsidiaries, on a consolidated basis, to the statutory auditor and all entities in network firms/network entity of which the statutory auditor is a part are as follows:

Amount ₹ **crore**

Type of Services	2023-24	2022-23
Audit Fees	2.13	1.99
Others	0.19	0.14
Total	**2.32**	**2.13**

J. Disclosures in Relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act, 2013:

	Filed during the Financial Year 2023-24	Resolved during Financial year 2023-24	Pending at the end of Financial year 2023-24
Number of Complaints	1	0	1

Note: The pending complaint has been resolved after the close of financial year.

K. Disclosure by listed entity and its subsidiaries of 'Loans and advances in nature of loans to firms/companies in which directors are interested by name and amount: NIL

L. Details of Material Subsidiaries

Name of the Material Subsidiary	Date & Place of Incorporation	Name of Statutory Auditors	Date of Appointment of Statutory Auditor
Godrej Africa Holdings Limited	19/01/2015, Port Louis, Mauritius	SM & Co	7th February, 2020
Strength of Nature LLC	25/02/2000, Atlanta, Georgia	BSR & Co., India (KPMG India)	1st October,2021
Godrej Consumer Products Holding Mauritius Limited	23/02/2010, Port Louis, Mauritius	SM & Co	7th February, 2020
PT Godrej Consumer Products Indonesia (earlier known as PT Megasari Makmur)	29/01/1996, Jakarta, Indonesia	KPMG – Indonesia -Sidharta & Widjaja Registered Public Accountants	14th June, 2017
Godrej Mauritius Africa Holdings Limited	23/02/2010, Port Louis, Mauritius	SM & Co	7th February, 2020

Name of the Material Subsidiary	Date & Place of Incorporation	Name of Statutory Auditors	Date of Appointment of Statutory Auditor
PT Godrej Distribution Indonesia (earlier known as PT. Intrasari Raya)	29/01/1996, Jakarta, Indonesia	KPMG – Indonesia -Sidharta & Widjaja Registered Public Accountants	14th June, 2017
Godrej SON Holdings Inc.	22-Mar-2016, United States of America	Chandan S Gupta & Co.	20th March, 2024

M. Details of Compliance with Corporate Governance Requirements

The Company has complied with the requirements specified in Regulations 17 to 27 and clause (b) to (i) of sub regulation (2) of Regulation 46 of the Listing Regulations.

N. Recommendation by the Board Committees

There have been no instances of rejection by the Board for any recommendations by the Board Committees during this financial year.

O. Compliance with discretionary requirements

The Company has ensured the implementation of discretionary items such as:

- Separate posts of Chairman, and CEO & MD, with the provision for reimbursement of expenses in the performance of official duties
- Unmodified audit opinions / reporting - The auditors have expressed an unmodified opinion in their report on the financial statements of the Company.
- Internal auditor reports directly to the Audit Committee

9. PRACTICING COMPANY SECRETARY'S CERTIFICATE ON CORPORATE GOVERNANCE

As stipulated in Para E of Schedule V of the Listing Regulations, the practicing Company Secretary's certificate regarding the compliance of conditions of corporate governance is attached to the Board's Report.

DECLARATION BY THE MANAGING DIRECTOR

I, Sudhir Sitapati, Managing Director & CEO of Godrej Consumer Products Limited (GCPL), hereby confirm pursuant to SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, that the Board of Directors of GCPL has laid down a Code of Conduct for all the Board members and senior management of the Company. The said Code of Conduct has also been posted on the Investors page of the Company website https://www.godrejcp.com/

All the Board Members and senior management personnel have affirmed their compliance with the said Code of Conduct for the year ended March 31, 2024.

For Godrej Consumer Products Ltd.

sd/-
Sudhir Sitapati
Managing Director & CEO

Mumbai, May 06, 2024

ANNEXURE A:

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,

The Members of
Godrej Consumer Products Limited
Godrej One, Fourth Floor,
Pirojshanagar, Eastern Express
Highway, Vikhroli East,
Mumbai – 400079.

I/We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Godrej Consumer Products Limited having CIN -L24246MH2000PLC129806 and having registered office at Godrej One, Pirojshanagar, Eastern Express Highway, Vikhroli East, Mumbai - 400079 hereinafter referred to as 'the Company'), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company & its officers. We hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ending on 31st March, 2024 have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or any such other Statutory Authority.

Sr. No.	Names of Directors	DIN	Date of Appointment in Company
1	Tanya Arvind Dubash	00026028	2nd May, 2011
2	Nadir Burjor Godrej	00066195	29th Nov, 2000
3	Pirojsha Adi Godrej	00432983	1st Apr, 2017
4	Nisaba Godrej	00591503	2nd May, 2011
5	Sumeet Subhash Narang	01874599	1st Apr, 2019
6	Omkar Goswami	00004258	18th Jun, 2008
7	Ireena Vittal	05195656	30th Apr, 2013
8	Ndidi Okonkwo Nwuneli	07738574	1st Apr, 2017
9	Pippa Fametta Tubman Amerding	08054033	30th Jan, 2018
10	Sudhir Sitapati	09197063	18th Oct, 2021
11	Puchalapalli Shalini	07820672	14th Nov, 2023

Ensuring the eligibility for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For **A. N. Ramani & Co. LLP**
Company Secretaries
UNIQUE CODE - L2024MH015700

Bhavana Khatri
Partner
FCS – 8636, COP –9577
UDIN:- F008636F000319441

Place: Kanpur
Date: 6th May, 2024

Financial Statements

Independent Auditors' Report

To the Members of
Godrej Consumer Products Limited

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the standalone financial statements of Godrej Consumer Products Limited (the "Company"), which comprise the standalone balance sheet as at 31 March 2024, and the standalone statement of profit and loss (including other comprehensive income), standalone statement of changes in equity and standalone statement of cash flows for the year then ended, and notes to the standalone financial statements, including material accounting policies and other explanatory information in which are included the Returns for the year ended on that date audited by the branch auditor of the Company's branch at Singapore.

In our opinion and to the best of our information and according to the explanations given to us, and based on the consideration of report of the branch auditor on financial statements/financial information of such branch as was audited by the branch auditor, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at 31 March 2024, and its profit and other comprehensive income, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the *Auditor's Responsibilities for the Audit of the Standalone Financial Statements* section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence obtained by us along with the consideration of report of the branch auditor referred to in paragraph (a) of the "Other Matters" section below, is sufficient and appropriate to provide a basis for our opinion on the standalone financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Revenue recognition

See Note 34 to standalone financial statements

The key audit matter	How the matter was addressed in our audit
Revenue is measured net of any discounts and rebates. Recognition and measurement of discounts and rebates accruals, involves judgement and estimates. This leads to a risk of revenue being misstated due to inaccurate estimation over discounts and volume rebates. Revenue is recognised when the control of the products being sold has transferred to the customer. There is a risk of revenue being overstated on account of manipulation in the timing of transfer of control, due to the pressure on the Company to achieve performance targets for the year. Accordingly, revenue recognition is considered to be a key audit matter.	Our audit procedures included: • Assessing the compliance of revenue recognition accounting policies, including those relating to discounts and rebates, with reference to Ind AS 115 Revenue from contracts with customers (applicable accounting standard); • Testing the design, implementation and operating effectiveness of the Company's general IT controls and key IT application/ manual controls over the Company's systems, with the assistance of our IT specialists. These IT systems enable recording of revenue and computing discounts and volume rebates in the general ledger accounting system; • Performing substantive testing by selecting statistical samples of revenue transactions recorded for the year as well as period end cut-off and agreeing to the underlying documents, which included sales invoices and shipping documents; • Performing substantive testing by agreeing statistical samples of discounts and rebate accruals and disbursements to underlying documents; • Performing a retrospective assessment of discounts and rebate accruals with prior period to evaluate the historical accuracy; and • Assessing manual journals posted to revenue to identify unusual items.

Intangible Assets -impairment assessment

See Note 6 to standalone financial statements

The key audit matter	How the matter was addressed in our audit
The carrying amount of goodwill and brands (indefinite life intangible assets) represent 27% of the Company's total assets. The identification of relevant Cash Generating Units (CGUs) for the annual impairment evaluation of Goodwill by the Company involves significant judgement. The annual impairment testing of goodwill and other intangible assets by the Company involves significant estimates and judgment due to the inherent uncertainty involved in forecasting and discounting future cash flows and determining the recoverable amounts. Accordingly, impairment assessment of goodwill and other intangible assets is considered to be a key audit matter.	Our audit procedures included: • Evaluating design and implementation and testing operating effectiveness of controls over the Company's process of impairment assessment and approval of forecasts; • Evaluating Company's basis to identify relevant CGUs; • Assessing the valuation methodology and challenging the assumptions used, in particular those relating to forecast revenue growth and earnings, weighted average cost of capital and royalty rates, long-term growth rates with the assistance of our valuation specialists; • Assessing the reliability of the financial projections prepared by the Company by comparing projections for previous financial years with actual results realized and analysis of significant variances, • Performing sensitivity analysis by assessing the effect of possible reductions in the above assumptions on the recoverable amount; and • Evaluating the adequacy of disclosures in respect of impairment evaluation of intangible assets in the standalone financial statements.

Business Combination - Acquisition of business from Raymond Consumer Care Limited

See Note 55 to standalone financial statements

The key audit matter	How the matter was addressed in our audit
The Company has completed the acquisition of FMCG business of Raymond Consumer Care Limited effective 8 May 2023 pursuant to a business transfer agreement at a total consideration of ₹ 2,825 crores. The Company has accounted for such acquisition as a business combination as per Ind AS 103 'Business Combinations' by recognizing identifiable assets and liabilities at fair value. The measurement of the identifiable assets and liabilities acquired at fair value is inherently judgmental. Fair value of brands was determined by the Company with the assistance of an external valuation expert using income approach (royalty relief method), considering the assets being measured. Given the complexity and judgement involved in fair value measurements and magnitude of the acquisition made by the Company, this is a key audit matter.	Our audit procedures included: • We have read the business transfer agreement to understand the key terms and conditions of the acquisition; • We have evaluated the accounting treatment followed by the Company with reference to Ind AS 103; • We have evaluated the design and implementation and tested the operating effectiveness of key internal controls related to the Company's valuation process; • We have involved our valuation specialists; – to gain an understanding of the work of the experts by examining the valuation reports. – to critically evaluate the key assumptions (including revenue projections, royalty rate, terminal growth rate and discount rate) and purchase price allocation adjustments. – to evaluate the valuation of acquired tangible and intangible assets based on our knowledge of the Company and the industry. • We have assessed the adequacy of the Company's disclosures in respect of the acquisition in accordance with the requirements of Ind AS 103.

Impairment evaluation of Investments in subsidiaries

See Note 8 to standalone financial statements

The key audit matter	How the matter was addressed in our audit
The carrying amount of the investments in subsidiaries (held at cost less impairment) represents 27 % of the Company's total assets. The investments are assessed for impairment when an indicator of impairment exists. Due to restructuring of operations and businesses in overseas geographies, there are impairment triggers requiring evaluation. The impairment assessment involves use of significant estimates and judgements due to the inherent uncertainty involved in forecasting discounting future cash flows and determining the recoverable amounts. In view of the significance of these investments and estimates and judgments involved, we consider impairment evaluation of investments in subsidiaries to be a key audit matter.	Our audit procedures included: • Evaluating design and implementation and testing operating effectiveness of controls over the Company's process of impairment assessment and approval of forecasts; • Assessing the indicators for impairment of the subsidiaries and understanding the Company's assessment of those indicators; • Assessing the valuation methodology and challenging the assumptions used, in particular those relating to forecast revenue growth and earnings, weighted average cost of capital and long-term growth rates, with the assistance of our valuation specialists; • Assessing the reliability of the financial projections prepared by the Company by comparing projections for previous financial years with actual results realized and analysis of significant variances; • Performing sensitivity analysis by assessing the effect of possible reductions in the above assumptions on the recoverable amount; and • Comparing the carrying amount of investments with recoverable amount based on discounted cash flow analysis.

Other Information

The Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the standalone financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the standalone financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the other information, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the relevant laws and regulations.

Management's and Board of Directors' Responsibilities for the Standalone Financial Statements

The Company's Management and Board of Directors are responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the state of affairs, profit/ loss and other comprehensive income, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. The Management and Board of Directors of the Company are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, the Management and Board of Directors are responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors are responsible for overseeing the financial reporting process of the Company.

Auditor's Responsibilities for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.

- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of standalone financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial statements/financial information of the branch of the Company to express an opinion on the standalone financial statements. For the branch included in the standalone financial statements, which has been audited by branch auditor, such branch auditor remains responsible for the direction, supervision and performance of the audit carried out by them. We remain solely responsible for our audit opinion. Our responsibilities in this regard are further described in paragraph (a) of the section titled "Other Matter" in this audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matter

a. We did not audit the financial statements of one branch included in the standalone financial statements of the Company whose financial statements reflect total assets of ₹ 0.21 crores as at 31 March 2024, total revenue of ₹ 1.33 crores, total net profit after tax of ₹ 0.12 crores and net cash inflows of ₹ 0.11 crores for the year ended on that date, before giving effects to consolidation adjusments, as considered in the standalone financial statements. The financial statements of this branch has been audited by the other auditor whose report has been furnished to us, and our opinion in so far as it relates to the amounts and disclosures included in respect of this branch, is based solely on the report of such other auditor.

Our opinion is not modified in respect of this matter.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2 A. As required by Section 143(3) of the Act, based on our audit and on the consideration of report of the other auditor on financial statements of such branch as was audited by other auditor, as noted in the "Other Matter" paragraph, we report, to the extent applicable, that:

a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.

b. In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books and the report of the other auditor and proper returns adequate for the purposes of our audit have been received from the branch not visited by us, except for the matter stated in the paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

c. The report on the accounts of the branch office of the Company audited under Section 143(8) of the Act by branch auditor has been sent to us and has been properly dealt with by us in preparing this report.

d. The standalone balance sheet, the standalone statement of profit and loss (including other comprehensive income), the standalone statement of changes in equity and the standalone statement of cash flows dealt with by this Report are in agreement with the books of account and with the return received from the branch not visited by us.

e. In our opinion, the aforesaid standalone financial statements comply with the Ind AS specified under Section 133 of the Act.

f. On the basis of the written representations received from the directors as on 31 March 2024 taken on record by the Board of Directors, none of the directors is disqualified as on 31 March 2024 from being appointed as a director in terms of Section 164(2) of the Act.

g. The modification relating to the maintenance of accounts and other matters connected therewith are as stated in the paragraph 2A(b) above on reporting under Section 143(3)(b) of the Act and paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

h. With respect to the adequacy of the internal financial controls with reference to financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".

B. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the report of the other auditor on separate financial statements of the branch, as noted in the "Other Matters" paragraph:

a. The Company has disclosed the impact of pending litigations as at 31 March 2024 on its financial position in its standalone financial statements - Refer Note 33 and 46 to the standalone financial statements.

b. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.

c. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company.

d (i) The management of the Company represented that, to the best of their knowledge and belief, as disclosed in the Note 58(i) to the standalone financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(ii) The management of the Company represented that, to the best of their knowledge and belief, as disclosed in the Note 58(ii) to the standalone financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(iii) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.

e. The interim dividend declared and paid by the Company during the year and until the date of this audit report is in accordance with Section 123 of the Act.

f. Based on our examination which included test checks, except for the instance mentioned below, the Company has used accounting softwares for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the respective softwares;

In the absence of independent auditor's report for the period 1 April 2023 to 31 March 2024 in relation to controls at service organisation for accounting software used for maintaining the books of account relating to consolidation process, which is operated by a third-party software service provider, we are unable to comment whether audit trail feature of the said software was enabled and operated for the period 1 April 2023 to 31 March 2024 for all relevant transactions recorded in the software.

Further, for the period audit trail (edit log) facility was enabled and operated for the respective accounting softwares, we did not come across any instance of the audit trail feature being tampered with.

C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us, the remuneration paid/payable by the Company to its directors during the current year is in accordance with the provisions of Section 197 of the Act. The remuneration paid/payable to any director is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:
101248W/W-100022

Vijay Mathur
Partner
Membership No: 046476
ICAI UDIN:24046476BKGPAY7136

Mumbai: 06 May 2024

Annexure A to the Independent Auditor's Report on the Standalone Financial Statements of Godrej Consumer Products Limited for the year ended 31 March 2024

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

(i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.

(B) The Company has maintained proper records showing full particulars of intangible assets.

(i) (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has a regular programme of physical verification of its Property, Plant and Equipment by which all property, plant and equipment are verified in a phased manner over a period of 3 years. In accordance with this programme, certain property, plant and equipment were verified during the year. In our opinion, this periodicity of physical verification is reasonable having regard to the size of the Company and the nature of its assets. No discrepancies were noticed on such verification.

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the title deeds of immovable properties (other than immovable properties where the Company is the lessee and the leases agreements are duly executed in favour of the lessee) disclosed in the standalone financial statements are held in the name of the Company.

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not revalued its Property, Plant and Equipment (including Right of Use assets) or intangible assets or both during the year.

(e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there are no proceedings initiated or pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder

(ii) (a) The inventory, except goods-in-transit and stocks lying with third parties, has been physically verified by the management during the year. For stocks lying with third parties at the year-end, written confirmations have been obtained and for goods-in-transit subsequent evidence of receipts has been linked with inventory records. In our opinion, the frequency of such verification is reasonable and procedures and coverage as followed by management were appropriate. No discrepancies were noticed on verification between the physical stocks and the book records that were more than 10% in the aggregate of each class of inventory

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been sanctioned any working capital limits in excess of five crore rupees in aggregate from banks and financial institutions on the basis of security of current assets at any point of time of the year. Accordingly, clause 3(ii)(b) of the Order is not applicable to the Company.

(iii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has made investments in companies and other parties and granted loans, unsecured, to other parties during the year, in respect of which the requisite information is as below. The Company has not provided any loans to companies, provided guarantees or security or granted advances in the nature of loans, secured or unsecured, to companies or any other parties during the year. The Company has not made any investments in, provided guarantees or security, granted loans and advances in the nature of loans, secured or unsecured, to firms and limited liability partnerships during the year.

(a) Based on the audit procedures carried on by us and as per the information and explanations given to us the Company has provided loans or stood guarantee to any other entity as below:

Particulars	**Loan (₹ in Crores)**
Aggregate amount during the year Others	0.03
Balance outstanding as at balance sheet date Others	0.03

(b) According to the information and explanations given to us and based on the audit procedures conducted by us, in our opinion the investments made and the terms and conditions of the grant of loans provided during the year are, prima facie, not prejudicial to the interest of the Company.

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the schedule of repayment of loans given to employees (which as per the Company's policy are interest free) is stipulated. The repayment of principal has been regular. Further, the Company has not given any advances in the nature of loans to any party during the year.

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no overdue amount for more than ninety days in respect of loans given. Further, the Company has not given any advances in the nature of loans to any party during the year.

(e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no loan or advance in the nature of loan granted falling due during the year, which has been renewed or extended or fresh loans granted to settle the overdues of existing loans given to same parties.

(f) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not granted any loans or advances in the nature of loans either repayable on demand or without specifying any terms or period of repayment.

(iv) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not given any loans, or provided any guarantee or security as specified under Section 185 of the Companies Act, 2013. In respect of the investments made by the Company, in our opinion the provisions of Section 186 of the Act have been complied with. The Company has not provided any guarantee or security to the parties covered under Section 186 of the Act.

(v) The Company has not accepted any deposits or amounts which are deemed to be deposits from the public. Accordingly, clause 3(v) of the Order is not applicable.

(vi) We have broadly reviewed the books of accounts maintained by the Company pursuant to the rules prescribed by the Central Government for maintenance of cost records under Section 148(1) of the Act in respect of its manufactured goods and are of the opinion that prima facie, the prescribed accounts and records have been made and maintained. However, we have not carried out a detailed examination of the records with a view to determine whether these are accurate or complete.

(vii) (a) The Company does not have liability in respect of Service tax, Duty of excise, Sales tax and Value added tax during the year since effective 1 July 2017, these statutory dues has been subsumed into GST.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion amounts deducted / accrued in the books of account in respect of undisputed statutory dues including Goods and Services Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs, Profession tax or Cess or other statutory dues have been regularly deposited by the Company with the appropriate authorities.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, no undisputed amounts payable in respect of Goods and Services Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues were in arrears as at 31 March 2024 for a period of more than six months from the date they became payable.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, statutory dues relating to Goods and Services Tax ('GST'), Excise duty, Sales tax, Service tax and Income-Tax which have not been deposited on account of any dispute are as follows:

Name of the statute	Nature of the dues	Amount (₹ in crores)	Amount paid under protest (₹ In crores)	Period to which the amount relates	Forum where dispute is pending
Central Sales tax Act and Local Sales tax Act	Sales tax (including interest and penalty, if applicable)	1.50	0.04	2002-03 to 2017-18	Supreme Court
Central Sales tax Act and Local Sales tax Act	Sales tax (including interest and penalty, if applicable)	9.35	4.27	1999-00 to 2007-08, 2009-10, 2013-14 to 2015-16	High court
Central Sales tax Act and Local Sales tax Act	Sales tax (including interest and penalty, if applicable)	16.20	8.74	2000-03, 2005-07, 2008-2018	Tribunal
Central Sales tax Act and Local Sales tax Act	Sales tax (including interest and penalty, if applicable)	1.28	0.35	2006-2009, 2010 -2018	Appellate Authority
Central Sales tax Act and Local Sales tax Act	Sales tax (including interest and penalty, if applicable)	0.18	0.17	2000-01, 2005-06 to 2007-08, 2014-15	Commissioner Appeals
Central Sales tax Act and Local Sales tax Act	Sales tax (including interest and penalty, if applicable)	3.24	2.02	2016-17	Deputy Commissioner
Central Sales tax Act and Local Sales tax Act	Sales tax (including interest and penalty, if applicable)	0.01	0.01	2005-06, 1998-99	Joint Commissioner
Central Sales tax Act and Local Sales tax Act	Sales tax (including interest and penalty, if applicable)	7.04	2.98	1996-97, 2002-2012, 2013-2016	Assessing Officer
Central Sales tax Act and Local Sales tax Act	Sales tax (including interest and penalty, if applicable)	1.18	0.73	1997-87, 2005-07	AAC, Cochin
Goods and Service Tax Act	Goods and Service Tax	2.21	0.44	2017-18 & 2023-24	Appeal Filed
Goods and Service Tax Act	Goods and Service Tax	31.03	1.75	2018-19, 2020-21	Commissioner (A)
Goods and Service Tax Act	Goods and Service Tax	4.94	0.35	2017-18, 2020-21	Appellate Authority
Goods and Service Tax Act	Goods and Service Tax	0.17	0.01	2019-20 and 2021-22	GST Authority
Goods and Service Tax Act	Goods and Service Tax	0.26	0.26	2019-20	Tribunal
The Central Excise Act	Excise duty (including interest and penalty, if applicable)	4.19	3.21	2009, 2010-11, 2012-13 to 2016-17	Commissioner (Appeals)
The Central Excise Act	Excise duty (including interest and penalty, if applicable)	24.31	-	2008-09 to 2011-12	Commissioner of Central Excise
The Central Excise Act	Excise duty (including interest and penalty, if applicable)	36.5	1.58	2004-2017	Customs, Excise and Service Tax Appellate Tribunal of various states
The Central Excise Act	Excise duty (including interest and penalty, if applicable)	6.41	-	2006-07, 2008-09, 2009-10	High Court

Name of the statute	Nature of the dues	Amount (₹ in crores)	Amount paid under protest (₹ In crores)	Period to which the amount relates	Forum where dispute is pending
The Central Excise Act	Excise duty (including interest and penalty, if applicable)	14.48	0.54	2007-08 to 2013-14	Supreme Court
Income tax Act, 1961	Income tax (including interest and penalty, if applicable)	6.41	-	AY 2006-07 to 2009-10	High court
Income tax Act, 1961	Income tax (including interest and penalty, if applicable)	6.43	-	AY 2006-07, 2007-08, 2008-09, 2010-11, 2011-12, 2012-13, 2014-15, 2016-17, 2018-19.	Income tax Appellate Tribunal

(viii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not surrendered or disclosed any transactions, previously unrecorded as income in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year.

(ix) (a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not defaulted in repayment of loans and borrowing or in the payment of interest thereon to any lender.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been declared a wilful defaulter by any bank or financial institution or government or government authority.

(c) According to the information and explanations given to us by the management, the Company has not obtained any term loans during the year. Accordingly, clause 3(ix)(c) of the Order is not applicable.

(d) According to the information and explanations given to us and on an overall examination of the balance sheet of the Company, we report that no funds raised on short-term basis have been used for long-term purposes by the Company.

(e) According to the information and explanations given to us and on an overall examination of the standalone financial statements of the Company, we report that the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries as defined under the Act.

(f) According to the information and explanations given to us and procedures performed by us, we report that the Company has not raised loans during the year on the pledge of securities held in its subsidiary companies (as defined under the Act).

(x) (a) The Company has not raised any moneys by way of initial public offer or further public offer (including debt instruments). Accordingly, clause 3(x)(a) of the Order is not applicable.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly, clause 3(x)(b) of the Order is not applicable.

(xi) (a) Based on examination of the books and records of the Company and according to the information and explanations given to us, considering the principles of materiality outlined in Standards on Auditing, we report that no fraud by the Company or on the Company has been noticed or reported during the course of the audit.

(b) According to the information and explanations given to us, no report under sub-section (12) of Section 143 of the Act has been filed by the auditors in Form ADT-4 as prescribed under Rule 13 of the Companies (Audit and Auditors) Rules, 2014 with the Central Government.

(c) We have taken into consideration the whistle blower complaints received by the Company during the year while determining the nature, timing and extent of our audit procedures.

(xii) According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, clause 3(xii) of the Order is not applicable.

(xiii) In our opinion and according to the information and explanations given to us, the transactions with related parties are in compliance with Section 177 and 188 of the Act, where applicable, and the details of the related party transactions have been disclosed in the standalone financial statements as required by the applicable accounting standards.

(xiv) (a) Based on information and explanations provided to us and our audit procedures, in our opinion, the Company has an internal audit system commensurate with the size and nature of its business.

(b) We have considered the internal audit reports of the Company issued till date for the period under audit.

(xv) In our opinion and according to the information and explanations given to us, the Company has not entered into any non-cash transactions with its directors or persons connected to its directors and hence, provisions of Section 192 of the Act are not applicable to the Company.

(xvi) (a) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(a) of the Order is not applicable.

(b) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(b) of the Order is not applicable.

(c) The Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, clause 3(xvi)(c) of the Order is not applicable.

(d) According to the information and explanations provided to us, the Group (as per the provisions of the Core Investment Companies (Reserve Bank) Directions, 2016) does not have more than one CIC.

(xvii) The Company has not incurred cash losses in the current and in the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors during the year. Accordingly, clause 3(xviii) of the Order is not applicable.

(xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that the Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

Also refer to the Other Information paragraph of our main audit report which explains that the other information comprising the information included in the annual report is expected to be made available to us after the date of this auditor's report.

(xx) To In our opinion and according to the information and explanations given to us, there is no unspent amount under sub-section (5) of Section 135 of the Act pursuant to any project. Accordingly, clauses 3(xx)(a) and 3(xx)(b) of the Order are not applicable.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:
101248W/W-100022

Vijay Mathur
Partner
Membership No: 046476
ICAI UDIN:24046476BKGPAY7136

Mumbai: 06 May 2024

Annexure B to the Independent Auditor's Report on the standalone financial statements of Godrej Consumer Products Limited for the year ended 31 March 2024

Report on the internal financial controls with reference to the aforesaid standalone financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(h) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

We have audited the internal financial controls with reference to financial statements of Godrej Consumer Products Limited ("the Company") as of 31 March 2024 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2024, based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the standalone financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial

reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company;
(2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company;
and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vijay Mathur
Partner
Membership No: 046476
ICAI UDIN:24046476BKGPAY7136

Mumbai: 06 May 2024

Standalone Balance Sheet as at March 31, 2024

₹ in Crores

	Note No.	As at March 31, 2024	As at March 31, 2023
I. ASSETS			
1. Non-current assets			
(a) Property, plant and equipment	3	**646.84**	675.52
(b) Capital work-in-progress	4	**65.06**	21.58
(c) Right-of-use assets	5	**94.62**	40.10
(d) Goodwill	6	**568.78**	2.48
(e) Other intangible assets	6	**3,005.59**	804.49
(f) Intangible assets under development	7	**5.21**	3.81
(g) Financial assets			
(i) Investments in subsidiaries	8	**4,258.96**	5,099.13
(ii) Other Investments	9	**1,218.85**	199.08
(iii) Loans	10	**0.01**	0.03
(iv) Others	11	**19.58**	17.53
(h) Deferred tax assets (Net)	12	**-**	322.03
(i) Non-current Tax assets (Net)	13	**53.64**	47.91
(j) Other non-current assets	14	**92.35**	46.46
Total Non-current assets		**10,029.49**	**7,280.15**
2. Current assets			
(a) Inventories	15	**646.86**	591.60
(b) Financial assets			
(i) Investments	16	**1,286.61**	2,109.59
(ii) Trade receivables	17	**491.34**	320.79
(iii) Cash and cash equivalents	18	**100.06**	17.69
(iv) Bank balances other than cash and cash equivalents	19	**143.84**	32.78
(v) Loans	20	**0.01**	0.05
(vi) Others	21	**50.21**	52.69
(c) Other current assets	22	**239.90**	156.04
Total Current assets		**2,958.83**	**3,281.23**
TOTAL ASSETS		**12,988.32**	**10,561.38**
II. EQUITY AND LIABILITIES			
1. EQUITY			
(a) Equity Share capital	23	**102.28**	102.27
(b) Other Equity	24	**9,450.30**	9,283.75
Total Equity		**9,552.58**	**9,386.02**
2. LIABILITIES			
Non-current liabilities			
(a) Financial Liabilities			
(i) Lease liabilities	25	**14.91**	28.80
(b) Provisions	26	**89.56**	58.93
(c) Deferred tax liabilities (Net)	12	**47.17**	-
(d) Other non-current liabilities	27	**0.71**	3.41
Total Non current liabilities		**152.35**	**91.14**
Current liabilities			
(a) Financial liabilities			
(i) Borrowings	28	**1,979.88**	23.82
(ii) Lease liabilities	29	**13.90**	13.28
(iii) Trade payables			
(a) Total outstanding dues of Micro and Small Enterprises	30	**51.48**	46.40
(b) Total outstanding dues of creditors other than Micro and Small Enterprises	30	**821.34**	664.69
(iv) Other financial liabilities	31	**165.46**	111.90
(b) Other current liabilities	32	**164.06**	157.82
(c) Provisions	33	**84.34**	65.35
(d) Current tax liabilities (Net)	12	**2.93**	0.96
Total Current liabilities		**3,283.39**	**1,084.22**
TOTAL EQUITY AND LIABILITIES		**12,988.32**	**10,561.38**

The accompanying notes 1 to 61 are an integral part of the Standalone Financial Statements.

As per our report of even date attached
For B S R & Co. LLP
Chartered Accountants
Firm Registration No. 101248W/W-100022

For and on behalf of the Board

Nisaba Godrej
Executive Chairperson
DIN : 00591503

Sudhir Sitapati
Managing Director & CEO
DIN: 09197063

Vijay Mathur
Partner
M. No. 046476

Aasif Malbari
Chief Financial Officer

Rahul Botadara
Company Secretary and Compliance-Officer

Mumbai: May 06, 2024

Standalone Statement of Profit and Loss for the year ended March 31, 2024

₹ in Crores

		Note No.	Year ended March 31, 2024	Year ended March 31, 2023
Revenue				
I	Revenue from Operations	34	**8,411.40**	7,667.17
II	Other Income	35	**455.96**	139.48
III	**Total Income (I + II)**		**8,867.36**	**7,806.65**
IV	**Expenses**			
	Cost of Materials Consumed	36	**2,965.07**	3,366.26
	Purchases of Stock-in-Trade		**655.67**	295.78
	Changes in Inventories of Finished Goods, Stock-in-Trade and Work-in-Progress	37	**(91.73)**	65.47
	Employee Benefits Expense	38	**498.56**	372.19
	Finance Costs	39	**134.10**	3.07
	Depreciation and Amortization Expense	40	**126.88**	107.99
	Other Expenses	41	**2,141.22**	1,698.70
	Total Expenses		**6,429.77**	**5,909.46**
V	**Profit Before Exceptional Items and Tax (III-IV)**		**2,437.59**	**1897.19**
VI	**Exceptional Items (net)**	42	**1,152.75**	**27.59**
VII	**Profit Before Tax (V-VI)**		**1,284.84**	**1,869.60**
VIII	**Tax Expense**			
	1) Current Tax	12	**272.09**	328.57
	2) Deferred Tax	12	**365.72**	27.33
	Total Tax Expense		**637.81**	**355.90**
IX	**Profit for the Year (VII-VIII)**		**647.03**	**1,513.70**
X	**Other Comprehensive Income**			
A	**(i) Items that will not be reclassified to profit or loss**			
	Remeasurements of defined benefit plans		**(0.24)**	1.40
	(ii) Income tax relating to items that will not be reclassified to profit or loss			
	Remeasurements of defined benefit plans		**0.08**	(0.49)
	Other Comprehensive Income/ (Loss) for the year (A)		**(0.16)**	**0.91**
B	**(i) Items that will be reclassified to profit or loss**			
	The effective portion of gains on hedging instruments in a cash flow hedge		**9.75**	0.19
	Debt instruments measured at fair value through other comprehensive income		**0.66**	-
	(ii) Income tax relating to items that will be reclassified to profit or loss			
	The effective portion of gains on hedging instruments in a cash flow hedge		**(3.49)**	(0.07)
	Debt instruments measured at fair value through other comprehensive income		**(0.08)**	-
	Other Comprehensive Income for the year (B)		**6.84**	**0.12**
	Total Other Comprehensive Income for the year (A+B)		**6.68**	**1.03**
	Total Comprehensive Income for the year (IX+X)		**653.71**	**1,514.73**
XI	**Earnings per Equity Share (Face Value ₹ 1)**	43		
	(1) Basic (₹)		**6.33**	14.80
	(2) Diluted (₹)		**6.32**	14.80

The accompanying notes 1 to 61 are an integral part of the Standalone Financial Statements.

As per our report of even date attached
For B S R & Co. LLP
Chartered Accountants
Firm Registration No. 101248W/W-100022

For and on behalf of the Board

Nisaba Godrej
Executive Chairperson
DIN : 00591503

Sudhir Sitapati
Managing Director & CEO
DIN: 09197063

Vijay Mathur
Partner
M. No. 046476

Aasif Malbari
Chief Financial Officer

Rahul Botadara
Company Secretary and Compliance-Officer

Mumbai: May 06, 2024

Standalone Statement of Cash Flows for the year ended March 31, 2024

₹ in Crores

		Year ended March 31, 2024	Year ended March 31, 2023
A.	CASH FLOW FROM OPERATING ACTIVITIES		
	Profit Before Tax	**1,284.84**	1,869.60
	Adjustment for:		
	Non-Cash Items		
	Depreciation and amortization expenses	**126.88**	107.99
	Unrealised Foreign Exchange (Gain) / Loss	**3.40**	(3.95)
	Bad Debts Written off	**0.03**	1.36
	Provision / Written off/(back) for Doubtful Debts / Advances	**(4.91)**	7.15
	(Release)/ Provision/ write off for Non Moving Inventory	**4.68**	(15.17)
	(Release)/ Provision towards Litigations	**(10.75)**	10.62
	Charge/(release) of Old Balances	**(1.27)**	(1.07)
	Expenses on Employee Stock Grant Scheme (ESGS)	**24.25**	20.16
	Provision / (Reversal) for diminution in the value of investments	**273.90**	8.82
	Finance cost	**134.10**	3.07
	(Profit) /Loss on sale of Property, Plant & Equipment and Intangible assets (net)	**(0.33)**	0.03
	(Profit) on Sale of Investments (net)	**(39.27)**	(21.87)
	Fair value (Gain) on financial assets measured at FVTPL (net)	**(4.44)**	(5.83)
	Interest Income	**(162.78)**	(88.93)
	Dividend Income	**(234.90)**	-
	(Gain)/Loss on sale of subsidiaries (net)	**790.38**	-
		898.97	**22.38**
	Operating Cash Flows Before Working Capital Changes	**2,183.81**	1,891.98
	Adjustments for:		
	Decrease / (Increase) in inventories	**(15.64)**	214.41
	Decrease / (Increase) in trade receivables	**(103.51)**	11.94
	Decrease in loans	**0.06**	-
	Decrease / (Increase) in other financial assets	**(0.33)**	9.42
	Decrease / (Increase) in other non-financial assets	**(63.31)**	79.05
	Increase in trade payables, Current liabilities and other financial liabilities	**132.12**	109.06
	Increase / (Decrease) in non - financial liabilities and provisions	**(34.13)**	(8.41)
		(84.74)	**415.47**
	Cash Generated from Operating Activities	**2,099.07**	2,307.45
	Adjustment for :		
	Income Taxes paid (net)	**(275.85)**	(330.46)
	Net Cash Flow from Operating Activities (A)	**1,823.22**	**1,976.99**
B.	CASH FLOW FROM INVESTING ACTIVITIES		
	Proceeds from sale of property, plant & equipment and intangible assets	**5.56**	2.50
	Amount paid for business combination (net of any cash and cash equivalents taken over)	**(2,716.29)**	-
	Purchase of property, plant & equipment and intangible assets	**(190.13)**	(164.65)
	Purchase of Non-Current Investments	**(1,006.16)**	(198.88)
	Proceeds / (Purchase) of current Investments - net	**778.09**	(993.61)
	Investments in subsidiaries	**(244.26)**	(698.55)
	Proceeds from divestment of subsidiary	**30.54**	-
	Dividend Received	**234.90**	-
	Interest Received	**127.72**	49.45
	Net Cash Flow (used in) in Investing Activities (B)	**(2,980.03)**	**(2,003.74)**

Standalone Statement of Cash Flows for the year ended March 31, 2024

₹ in Crores

		Year ended March 31, 2024	Year ended March 31, 2023
C.	**CASH FLOW FROM FINANCING ACTIVITIES**		
	Proceeds from Allotment of Equity Shares under Employee Stock Grant Scheme	**0.01**	0.01
	Proceeds from short term borrowings (Net)	**1,950.08**	23.82
	Finance Cost paid	**(125.63)**	(0.31)
	Dividend Paid	**(511.41)**	-
	Principal Payment of lease liabilities	**(71.37)**	(11.53)
	Finance cost paid towards Lease liabilities	**(2.49)**	(2.76)
	Net Cash Flow generated from / (used in) Financing Activities (C)	**1,239.19**	**9.23**
NET INCREASE/ (DECREASE) IN CASH AND CASH EQUIVALENTS (A+B+C)		**82.38**	**(17.53)**
	CASH AND CASH EQUIVALENTS		
	As at the beginning of the year	**17.69**	35.23
	Unrealised Foreign Exchange Restatement in Cash and Cash Equivalents	**(0.01)**	(0.01)
	As at the end of the year	**100.06**	17.69
NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS		**82.38**	**(17.53)**

* amount less than ₹ 0.01 crore

₹ in Crores

Movement of loans and borrowings and lease liabilities :	Year ended March 31, 2024	Year ended March 31, 2023
Opening Balance	**65.90**	31.45
Proceeds from short term borrowings (Net)	**1,950.08**	23.82
Principal Payment of lease liabilities	**(71.37)**	(11.53)
Finance cost paid towards Lease liabilities	**(2.49)**	(2.76)
Add/(Less) : Non Cash Interest/Lease Liability Accrual	**66.57**	24.92
Closing Balance	**2,008.69**	65.90

Notes:

1 The above Standalone Statement of Cash Flows has been prepared under the 'Indirect Method' as set out in IND AS 7, 'Statement of Cash Flows.'

2 The accompanying notes 1 to 61 are an integral part of the Standalone Financial Statements.

As per our report of even date attached
For B S R & Co. LLP
Chartered Accountants
Firm Registration No. 101248W/W-100022

For and on behalf of the Board

Nisaba Godrej
Executive Chairperson
DIN : 00591503

Sudhir Sitapati
Managing Director & CEO
DIN: 09197063

Vijay Mathur
Partner
M. No. 046476

Aasif Malbari
Chief Financial Officer

Rahul Botadara
Company Secretary and Compliance-Officer

Mumbai: May 06, 2024

Standalone Statement of Changes in Equity for the year ended March 31, 2024

(a) Equity share capital

₹ in Crores

	Note No.	
As at April 1, 2022		102.26
Changes in equity share capital during the year		0.01
As at March 31, 2023		**102.27**
Changes in equity share capital during the year	23	0.01
As at March 31, 2024		**102.28**

(b) Other equity (Refer Note 24)

₹ in Crores

	Reserves & Surplus				Other Comprehensive Income		Total
	Securities Premium	General Reserve	Other reserves	Retained Earnings	Effective portion of Cash Flow Hedges	Debt instruments measured at fair value through other comprehensive income	
Balance at April 1, 2023	**1,434.70**	**154.05**	**25.17**	**7,670.46**	**(0.63)**	**-**	**9,283.75**
Profit for the year	-	-	-	647.03	-	-	647.03
Remeasurements of defined benefit plans (net of tax)	-	-	-	(0.16)	-	-	(0.16)
Other comprehensive Loss / (Income) for the year (net of tax)	-	-	-	-	6.26	0.58	6.84
Total comprehensive income for the year	**-**	**-**	**-**	**646.87**	**6.26**	**0.58**	**653.71**
Dividends	-	-	-	(511.41)	-		(511.41)
Premium Received on Allotment of Shares / Exercise of Share options	10.92	-	(10.92)	-	-	-	-
Deferred employee compensation expense	-	-	24.25	-	-	-	24.25
Balance at March 31, 2024	**1,445.62**	**154.05**	**38.50**	**7,805.92**	**5.63**	**0.58**	**9,450.30**

₹ in Crores

	Reserves & Surplus				Other Comprehensive Income		Total
	Securities Premium	General Reserve	Other reserves	Retained Earnings	Effective portion of Cash Flow Hedges	Debt instruments measured at fair value through other comprehensive income	
Balance at April 1, 2022	**1,424.93**	**154.05**	**14.78**	**6,155.85**	**(0.75)**	**-**	**7,748.86**
Profit for the year	-	-	-	1,513.70	-		1,513.70
Remeasurements of defined benefit plans (net of tax)	-	-	-	0.91	-		0.91
Other comprehensive Loss / (Income) for the year (net of tax)	-	-	-	-	0.12		0.12
Total comprehensive income for the year	**-**	**-**	**-**	**1,514.61**	**0.12**	**-**	**1,514.73**
Premium Received on Allotment of Shares / Exercise of Share options	9.77	-	(9.77)	-	-		-
Deferred employee compensation expense	-	-	20.16	-	-		20.16
Balance at March 31, 2023	**1,434.70**	**154.05**	**25.17**	**7,670.46**	**(0.63)**	**-**	**9,283.75**

There are no changes in equity share capital and other equity due to prior period errors.

The accompanying notes 1 to 61 are an integral part of the Standalone Financial Statements.

As per our report of even date attached
For B S R & Co. LLP
Chartered Accountants
Firm Registration No. 101248W/W-100022

For and on behalf of the Board

Nisaba Godrej
Executive Chairperson
DIN : 00591503

Sudhir Sitapati
Managing Director & CEO
DIN: 09197063

Vijay Mathur
Partner
M. No. 046476

Aasif Malbari
Chief Financial Officer

Rahul Botadara
Company Secretary and Compliance-
Officer

Mumbai: May 06, 2024

1. Corporate Information

Godrej Consumer Products Limited (the Company) was incorporated on November 29, 2000, to take over the consumer products business of Godrej Soaps Limited (subsequently renamed as Godrej Industries Limited), pursuant to a Scheme of Arrangement as approved by the High Court, Mumbai. The Company is a fast moving consumer goods Company, manufacturing and marketing Household and Personal Care products. The Company is a public Company limited by shares, incorporated and domiciled in India and is listed on the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE). The Company's registered office is at 4th Floor, Godrej One, Pirojshanagar, Eastern Express Highway, Vikhroli (East), Mumbai – 400 079.

2. Basis of preparation, Measurement and Material Accounting Policies

2.1 Basis of Preparation and measurement

a) Basis of Preparation

The standalone financial statements have been prepared in accordance with Indian Accounting Standards ("Ind AS") as notified by Ministry of Corporate Affairs pursuant to Section 133 of the Companies Act, 2013 ('Act') read with the Companies (Indian Accounting Standards) Rules, 2015 as amended from time to time and other relevant provisions of the Act.

The standalone financial statements have been prepared on accrual and going concern basis. The accounting policies are applied consistently to all the periods presented in the standalone financial statements.

All amounts disclosed in the standalone financial statements and notes have been rounded off to the nearest crore with 2 decimal places as per the requirements of Schedule III, unless otherwise stated. Transactions and balances with values below the rounding off norm adopted by the Company have been reflected as "0" in the relevant notes to this financial statement.

The standalone financial statements of the Company for the year ended March 31, 2024 were approved for issue in accordance with the resolution of the Board of Directors on May 6, 2024.

Current versus non-current classification

All assets and liabilities have been classified as current or non-current as per the Company's normal operating cycle and other criteria set out in the Schedule III to the Companies Act, 2013. Based on the nature of products and the time taken between acquisition of assets for processing and their realization in cash and cash equivalents, the Company has ascertained its operating cycle as twelve months for the purpose of the classification of assets and liabilities into current and non-current.

b) Basis of Measurement

These standalone financial statements have been prepared on a historical cost basis, except for the following assets and liabilities which have been measured at fair value:

- Certain financial assets and liabilities (including derivative instruments) measured at fair value (refer accounting policy regarding financial instruments -2.4.e),
- Defined benefit plans – plan assets/(liability) and cash settled share-based payments measured at fair value (Note 50 & 51).

2.2 Key judgements, estimates and assumptions

In preparing these standalone financial statements, management has made judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

The areas involving critical judgements are:

i. Financial Instruments: Whether the contractual terms of a financial asset give rise on specified dates to cash flow that are solely payments of principal and interest on the principal amount outstanding. (Note 2.4 (e))

ii. Lease Term: Whether the company is reasonably certain to exercise extension options. (Note 2.4 (l))

The areas involving critical estimates/assumptions are:

i. Determination of the estimated useful lives of tangible assets and the assessment as to which components of the cost may be capitalized; (Note 2.4 (a))

ii. Determination of the estimated useful lives of intangible assets and determining intangible assets having an indefinite useful life; (Note 2.4 (b))

iii. Recognition and measurement of defined benefit obligations, key actuarial assumptions; (Note 50)

iv. Recognition and measurement of provisions and contingencies, key assumptions about the likelihood and magnitude of an outflow of resources; (Note 2.4 (i))

v. Fair valuation of employee share options, Key assumptions made with respect to expected volatility; (Note 2.4 (k)(ii)) and Note 51

vi. Fair values of financial instruments (Note 2.3)

vii. Impairment of financial and Non- Financial assets (Note 2.4.(e)(i) and 2.4(d))

viii. Recognition of deferred tax assets – availability of future taxable profits against which deferred tax assets (e.g. MAT) can be used (Note 12)

ix. Estimations of discounts, rebates and sales returns; (Note 2.4(j))

2.3 Measurement of fair values

The Company's accounting policies and disclosures require financial instruments to be measured at fair values.

The Company has an established control framework with respect to the measurement of fair values. The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

The management regularly reviews significant unobservable inputs and valuation adjustments. If third party information, such as broker quotes or pricing services, is used to measure fair values, then the management assesses the evidence obtained from the third parties to support the conclusion that such valuations meet the requirements of Ind AS, including the level in the fair value hierarchy in which such valuations should be classified.

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows.

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Company recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred. Further information about the assumptions made in measuring fair value is included in the Note 2.4.(e).

2.4 Material Accounting Policies

a) Property, Plant and Equipment

Items of property, plant and equipment, other than freehold land, are measured at cost less accumulated depreciation and any accumulated impairment losses. Freehold land is carried at cost and is not depreciated.

The cost of an item of property, plant and equipment comprises its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates, any directly attributable costs of bringing the asset to its working condition for its intended use and estimated costs of dismantling and removing the item and restoring the item and restoring the site on which it is located. If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment. Property, plant and equipment acquired in a business combination are recognized at fair value at the acquisition date.

Any gain or loss on derecognition of an item of property, plant and equipment is included in the statement of profit and loss when the item is derecognised.

The cost of property, plant and equipment at 1st April 2016, the Company's date of transition to Ind AS was determined with reference to its carrying value recognized as per previous GAAP(deemed cost), as at the date of transition to Ind AS, Subsequent costs are included in the assets carrying amount or recognized as a separate asset, as appropriate only if it is probable that the future economic benefits associated with the item will flow to the Company and that the cost of the item can be reliably measured. The carrying amount of any component accounted for as a separate asset is derecognized when replaced. All other repairs and maintenance are charged to the statement of profit and loss during the reporting period in which they are incurred.

Property, plant and equipment which are not ready for intended use as on the date of Balance Sheet are disclosed as "Capital work-in-progress".

Advances paid towards the acquisition of property, plant and equipment outstanding at each balance sheet date is classified as capital advances under "Other Non-Current Assets".

Depreciation

Depreciation is calculated on cost of items of property, plant and equipment less their estimated residual values, using the Straight Line Method, pro rata to the period of use, based on estimated useful lives and is generally recognized in the statement of profit and loss. Useful life of asset is estimated by the management based on internal technical assessment, past trends and expected operational lives.

The estimated useful lives of property, plant and equipment for current and comparative periods are as follows:

Asset	Management's estimate of useful life	Useful life as per Schedule II
Building	30 -60 Years	30 -60 Years
Plant & Equipment	3-25 Years	8-25 Years
Furniture & Fixtures	10 Years	10 Years
Vehicles	5-8 Years	10 Years
Office Equipment	5-10 Years	5 Years
Computers	3 Years	3 Years

Leasehold Improvements are depreciated over the shorter of the unexpired period of the lease and the estimated useful life of the assets.

Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

b) Goodwill and other Intangible Assets

Intangible assets acquired

separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any amortisation and accumulated impairment losses. Internally generated intangibles, excluding eligible development costs are not capitalized and the related expenditure is reflected in the statement of profit and loss in the period in which the expenditure is incurred.

The cost of intangible assets at 1st April 2016, the Company's date of transition to Ind AS was determined with reference to its carrying value recognized as per previous GAAP (deemed cost), as at the date of transition to Ind AS.

The useful lives of intangible assets are assessed as either finite or indefinite.

Goodwill

Goodwill is not amortised but it is tested for impairment annually or more frequently if events or changes in circumstances indicate that the asset may be impaired, and is carried at cost less accumulated impairment losses. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Other intangible assets

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization method and period are reviewed at least at the end of each reporting period. Changes in the expected useful life or expected pattern of consumption of future economic benefits embodied in the assets are considered to modify amortization period or method, as appropriate, and are treated as changes in accounting estimates.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually and whenever there is an indication that the intangible asset may be impaired. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the statement of profit and loss when the asset is derecognized.

Amortisation

Amortisation is calculated to write off the cost of intangible assets less their estimated residual values using the straight-line method over their estimated useful lives, and is recognised in Statement of profit and loss.

The estimated useful lives for current and comparative periods are as follows:

Software licences	6 years
Trademarks	10 years
Technical knowhow	10 years
Product registrations	5 years

Goodknight, Hit, Park Avenue and Kamasutra (Brands) are assessed as intangibles having indefinite useful life and are not amortised in the standalone financial statements.

Residual value, is estimated to be immaterial by management and hence has been considered at ₹ 1.

c) **Borrowing Costs**

Interest and other borrowing costs attributable to qualifying assets are capitalized. Other interest and borrowing costs are recognised as an expense in the period in which they are incurred.

d) **Impairment of non-financial assets**

An impairment loss is recognised whenever the carrying value of an asset or a cash-generating unit exceeds its recoverable amount. Recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs of disposal and its value in use. An impairment loss, if any, is recognised in the Statement of Profit and Loss in the period in which the impairment takes place. The impairment loss is allocated first to reduce the carrying amount of any goodwill (if any) allocated to the cash generating unit and then to the other assets of the unit, pro rata based on the carrying amount of each asset in the unit.

Goodwill and intangible assets that have an indefinite useful life are not subject to amortization and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are tested for impairment whenever events and changes in circumstances indicate the carrying amount may not be recoverable. An impairment loss recognized for goodwill is not reversed in a subsequent period.

e) Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial instruments also include derivative contracts such as foreign currency foreign exchange forward contracts, futures and currency options.

(i) Financial assets

Initial recognition and measurement

All financial assets are recognised initially at fair value plus, in the case of financial assets not recorded at fair value through profit or loss, transaction costs that are attributable to the acquisition of the financial asset. Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Company commits to purchase or sell the asset. However, trade receivables that do not contain a significant financing component are measured at transaction price.

Subsequent measurement

For the purpose of subsequent measurement, financial assets are classified in four categories on the basis of its business model for managing the financial assets and the contractual cash flow characteristics of the financial asset.

- Financial assets at amortised cost,
- Financial assets at fair value through other comprehensive income (FVTOCI)
- Financial assets at fair value through profit and loss (FVTPL)
- Equity instruments measured at fair value through other comprehensive income (FVTOCI) or fair value through statement of profit and loss (FVTPL).

Financial assets at amortised cost

A financial asset is measured at the amortised cost if both the following conditions are met: The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortised cost using the Effective Interest Rate (EIR) method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in other income in the statement of profit and loss. The losses arising from impairment are recognised in the statement of profit and loss. This category generally applies to trade and other receivables. For more information on receivables, refer to Note 54(B).

Financial assets at fair value through other comprehensive income (FVTOCI)

A debt instrument is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL

- the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Company may irrevocably elect to present subsequent changes in the investment's fair value in OCI (designated as FVOCI – equity investment). This election is made on an investment-by-investment basis.

Financial assets at fair value through profit or loss (FVTPL)

Any financial asset, which does not meet the criteria for categorization as at amortized cost or as FVTOCI, is classified as at FVTPL.

In addition, the Company may, at initial recognition, irrevocably designate a financial asset, which otherwise meets amortized cost or FVTOCI criteria, as at FVTPL. However, such election is allowed only if doing so reduces or eliminates a measurement or recognition inconsistency (referred to as 'accounting mismatch').

Financial assets included within the FVTPL category are measured at fair value with all changes recognized in the Statement of Profit and Loss. This includes all derivative financial assets.

Equity investments

All equity investments within the scope of Ind-AS 109 are measured at fair value. Equity instruments which are held for trading are classified as at FVTPL. For all other equity instruments, the Company decides to classify the same either as at FVTOCI or FVTPL. The Company makes such election on an instrument-by-instrument basis. The classification is made on initial recognition and is irrevocable.

If the Company decides to classify an equity instrument as at FVTOCI, then all fair value changes on the instrument, excluding dividends, are recognized in the Other Comprehensive Income (OCI). There is no recycling of the amounts from OCI to the statement of profit and loss, even on sale of investment. However, the Company may transfer the cumulative gain or loss within equity.

Equity instruments included within the FVTPL category are measured at fair value with all changes recognized in the statement of profit and loss.

Investments in Subsidiaries:

Investments in subsidiaries are carried at cost less accumulated impairment losses, if any. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount. On disposal of investments in subsidiaries, the difference between net disposal proceeds and the carrying amounts are recognized in the Statement of Profit and Loss.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or a part of a group of similar financial assets) is primarily derecognised (i.e. removed from the Company's balance sheet) when:

- The contractual rights to receive cash flows from the financial asset have expired, or

- The Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Company has transferred substantially all the risks and rewards of the asset, or (b) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset. When the Company has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Company continues to recognise the transferred asset to the extent of the Company's continuing involvement. In that case, the Company also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Company could be required to repay.

Impairment of financial assets

The Company assesses on a forward looking basis the Expected Credit Losses (ECL) associated with its financial assets that are debt instruments and are carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

For trade receivables, the Company applies a simplified approach. It recognises impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition. Trade receivables are tested for impairment after considering the sanctioned credit limits, security deposit collected etc. and expectations about future cash flows.

(ii) Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss or at amortised cost. A financial liability is classified at FVTPL if it is classified as held for trading or as derivatives designated as hedging instruments in an effective hedge, as appropriate. Such liabilities, including derivatives that are liabilities, shall be subsequently measured at fair value and net gains and losses including any interest expenses are recognised in the statement of profit or loss.

In the case of loans and borrowings and payables, these are measured at amortised cost and recorded, net of directly attributable and incremental transaction cost. Gains and losses are recognised in Statement of Profit and Loss when the liabilities are derecognized as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the statement of profit and loss.

The Company's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts, financial guarantee contracts and derivative financial instruments.

Derecognition
A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit and loss.

Financial guarantee contracts
Financial guarantee contracts issued by the Company are those contracts that require specified payments to be made to reimburse the holder for a loss it incurs because the specified debtor fails to make a payment when due in accordance with the terms of a debt instrument. Financial guarantee contracts are recognised initially as a liability at fair value, adjusted for transaction costs that are directly attributable to the issuance of the guarantee. Subsequently, the liability is measured at the higher of the amount of loss allowance determined as per impairment requirements of Ind-AS 109 and the amount recognised less cumulative amortisation.

Where guarantees to subsidiaries in relation to loans or other payables are provided for, at no compensation, the fair values are accounted for as contributions and recognised as fees receivable under "other financial assets" or as a part of the cost of the investment, depending on the contractual terms.

Offsetting of financial instruments
Financial assets and financial liabilities are offset and the net amount is reported in the balance sheet if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

f) Derivative financial instruments and hedge accounting
The Company uses derivative financial instruments, such as forward currency contracts and cross currency interest rate swaps, to hedge its foreign currency risks. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently re-measured at fair value. Any

changes therein are generally recognised in the statement of profit and loss account. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

At the inception of a hedge relationship, the Company formally designates and documents the hedge relationship to which the Company wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge. The documentation includes the Company's risk management objective and strategy for undertaking the hedge, the hedging economic relationship between the hedged item or transaction and the nature of the risk being hedged, hedge rationale and how the entity will assess the effectiveness of changes in the hedging instrument's fair value in offsetting the exposure to changes in hedged item's fair value or cash flows attributable to the hedged risk. Such hedges are expected to be highly effective in achieving offsetting changes in fair value or cash flows and are assessed on an ongoing basis to determine that they actually have been highly effective throughout the financial reporting periods for which they are designated.

Cash flow hedges

When a derivative is designated as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognised in OCI and accumulated in the other equity under 'effective portion of cash flow hedges'. The effective portion of changes in the fair value of the derivative that is recognised in OCI is limited to the cumulative change in fair value of the hedged item, determined on a present value basis, from inception of the hedge. Any ineffective portion of changes in the fair value of the derivative is recognised immediately in the statement of profit and loss.

If a hedge no longer meets the criteria for hedge accounting or the hedging instrument is sold, expires, is terminated or is exercised, then hedge accounting is discontinued prospectively. When hedge accounting for a cash flow hedge is discontinued, the amount that has been accumulated in other equity remains there until it is reclassified to the statement of profit and loss account in the same period or periods as the hedged expected future cash flows affect the statement of profit and loss. If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in other equity are immediately re-classified to the statement of profit and loss.

g) Inventories

Inventories are valued at the lower of cost and net realizable value. Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale. Costs are computed on the weighted average basis and are net of GST credits.

Raw materials, packing materials and stores: Costs includes cost of purchase and other costs incurred in bringing each product to its present location and condition. The aforesaid items are valued at net realisable value if the finished products in which they are to be incorporated are expected to be sold at a loss.

Finish goods and work in progress: In the case of manufactured inventories and work in progress, cost includes all costs of purchases, an appropriate share of production overheads based on normal operating capacity and other costs incurred in bringing each product to its present location and condition.

Provision is made for cost of obsolescence and other anticipated losses, whenever considered necessary.

If payment for inventory is deferred beyond normal credit terms, then the cost is determined by discounting the future cash flows at an interest rate determined with reference to market rates. The difference between the total cost and the deemed cost is recognised as interest expense over the period of financing under the effective interest method.

h) Cash and Cash Equivalents

Cash and cash equivalents in the balance sheet includes cash at bank and on hand, deposits held at call with financial institutions, other short term highly liquid investments, with original maturities less than three months which are readily convertible into cash and which are subject to insignificant risk of changes in value.

i) Provisions, Contingent Liabilities and Contingent Assets

A provision is recognised when the enterprise has a present obligation (legal or constructive) as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, in respect of which a reliable estimate can be made. These are reviewed at each balance sheet date and adjusted to reflect the current management estimates.

If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows specific to the liability. The unwinding of the discount is recognised as finance cost.

Contingent Liabilities are disclosed in respect of possible obligations that arise from past events but their existence is confirmed by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity. Contingent Assets are not recognised till the realization of the income is virtually certain. However the same are disclosed in the standalone financial statements where an inflow of economic benefits is probable.

j) Income Recognition

i) Revenue from contracts with customers

Revenue is recognized upon transfer of control of promised goods to customers based on consideration specified in the customer contract. Revenue excludes taxes or duties collected on behalf of the government.

Payment terms are generally agreed upon individually with customers which ranges from advance receipts to 180 days barring few customers.

Sale of goods

Revenue from sale of goods is recognized when control of goods are transferred to the buyer which is generally on delivery for domestic sales and on dispatch/delivery for export sales.

The Company recognizes revenues on the sale of products, net of returns, discounts, amounts collected on behalf of third parties (such as GST) and payments or other consideration given to the customer that has impacted the pricing of the transaction.

Accumulated experience is used to estimate and accrue for the discounts (using the most likely method) and returns considering the terms of the underlying schemes and agreements with the customers. No element of financing is deemed present as the sales are made with normal credit days consistent with market practice. A liability is recognised where payments are received from customers before transferring control of the goods being sold.

ii) Royalty & Technical Fees

Royalty and Technical fees are recognized on accrual basis in accordance with the substance of their relevant agreements.

iii) Interest income

For all debt instruments measured at amortised cost, interest income is recorded using the effective interest rate (EIR). EIR is the rate which exactly discounts the estimated future cash receipts over the expected life of the financial instrument to the gross carrying amount of the financial asset. When calculating the EIR, the Company estimates the expected cash flows by considering all the contractual terms of the financial instrument (for example, prepayments, extensions, call and similar options). The expected credit losses are considered if the credit risk on that financial instrument has increased significantly since initial recognition.

iv) *Dividend income*

Dividends are recognised in the statement of profit and loss on the date on which the Company's right to receive payment is established.

k) Employee Benefits

i) Short-term Employee benefits

Liabilities for wages and salaries including non-monetary benefits that are expected to be settled wholly within twelve months after the end of the period in which the employees render the related service are classified as short term employee benefits and are recognized as an expense in the Statement of Profit and Loss as the related service is provided. A liability is recognised for the amount expected to be paid if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

ii) Share-based payments

The cost of equity settled transactions is determined by the fair value at the grant date. The fair value of the employee share options is based on the Black Scholes model for time-based options and a combination of Monte-Carlo Simulation and Black-Scholes Merton model for performance-based options.

The grant-date fair value of equity-settled share-based payment granted to employees is recognized as an expense, with a corresponding increase in equity, over the vesting period of the awards. The amount recognized as an expense is adjusted to reflect the number of awards for which the related service and non-market performance conditions are expected to be met, such that the amount ultimately recognized is based on the number of awards that meet the related service and non-market performance conditions at the vesting date. For share-based payment awards with market performance conditions and non-vesting conditions, the grant-date fair value of the share-based payment is measured to reflect such conditions and there is no true-up for differences between expected and actual outcomes.

The dilutive effect of outstanding options is reflected as additional share dilution in the computation of diluted earnings per share.

iii) Post-Employment Benefits

Defined Contribution Plans

Payments made to a defined contribution plan such as Provident Fund maintained with Regional Provident Fund Office and Superannuation Fund are charged as an expense in the Statement of Profit and Loss as they fall due. Contributions to defined contribution schemes such as employees' state insurance, labour welfare fund, superannuation scheme, employee pension scheme etc. are charged as an expense based on the amount of contribution required to be made as and when services are rendered by the employees. The above benefits are classified as Defined Contribution Schemes as the Company has no further defined obligations beyond the monthly contributions.

Defined Benefit Plans

Gratuity Fund
The Company has an obligation towards gratuity, a defined benefit retirement plan covering eligible employees. Gratuity is payable to all eligible employees on death or on separation/ termination in terms of the provisions of the Payment of the Gratuity (Amendment) Act, 1972 or as per the Company's scheme whichever is more beneficial to the employees.

Provident Fund
Provident Fund Contributions which are made to a Trust administered by the Company are considered as Defined Benefit Plans. The interest rate payable to the members of the Trust shall not be lower than the statutory rate of interest declared by the Central Government under the Employees Provident Funds and Miscellaneous Provisions Act, 1952 and shortfall, if any, shall be made good by the Company. The Company's liability towards interest shortfall, if any, is actuarially determined at the year end.

The Company's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets.

The calculation of defined benefit obligations is performed at each reporting period by a qualified actuary using the projected unit credit method. When the calculation results in a potential asset for the Company, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan. To calculate the present value of economic benefits, consideration is given to any applicable minimum funding requirements.

Re-measurement of the net defined benefit liability, which comprise actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, excluding interest), are recognised immediately in the balance sheet with a corresponding debit or credit to retained earnings through OCI in the period in which they occur. Remeasurements are not reclassified to the statement of profit and loss in subsequent periods.

Net interest expense (income) on the net defined liability (assets) is computed by applying the discount rate, used to measure the net defined liability (asset), to the net defined liability (asset) at the start of the financial year after taking into account any changes as a result of contribution and benefit payments during the year. Net interest expense and other expenses related to defined benefit plans are recognised in the statement of profit and loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in the statement of profit and loss. The Company recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

iv) Other Long Term Employee Benefits

The liabilities for earned leaves and other long term incentives are not expected to be settled wholly within 12 months after the end of the period in which the employees render the related service. They are therefore measured as the present value of expected future payments to be made in respect of services provided by employees upto the end of the reporting period using the projected unit credit method based on actuarial valuation or based on management estimates.

Actuarial gains and losses in respect of such benefits are charged to the Statement Profit or Loss account in the period in which they arise.

l) Leases

At the inception it is assessed, whether a contract is a lease or contains a lease. A contract is a lease or contains a lease if it conveys the right to control the use of an identified asset, for a period of time, in exchange for consideration.

To assess whether a contract conveys the right to control the use of an identified asset, company assesses whether the contract involves the use of an identified asset. Use may be specified explicitly or implicitly.

- Use should be physically distinct or represent substantially all of the capacity of a physically distinct asset.
- If the supplier has a substantive substitution right, then the asset is not identified.
- Company has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use
- Company has the right to direct the use of the asset.
- In cases where the usage of the asset is predetermined the right to direct the use of the asset is determined when the company has the right to use the asset or the company designed the asset in a way that predetermines how and for what purpose it will be used.

At the commencement or modification of a contract, that contains a lease component, company allocates the consideration in the contract, to each lease component, on the basis of its relative standalone prices. For leases of property, it is elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

As a Lessee:

The Company recognizes a right-of-use asset and a lease liability at the lease commencement date.

Right-of-use asset (ROU):

The right-of-use asset is initially measured at cost. Cost comprises of the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, any initial direct costs incurred by the lessee, an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located less any lease incentives received.

After the commencement date, a lessee shall measure the right-of-use asset applying cost model, which is Cost less any accumulated depreciation and any accumulated impairment losses and also adjusted for certain re-measurements of the lease liability.

Right-of-use asset is depreciated using straight-line method from the commencement date to the end of the lease term. If the lease transfers the ownership of the underlying asset to the Company at the end of the lease term or the cost of the right-of-use asset reflects company will exercise the purchase option, ROU will be depreciated over the useful life of the underlying asset, which is determined based on the same basis as property, plant and equipment.

Lease liability:
Lease liability is initially measured at the present value of lease payments that are not paid at the commencement date. Discounting is done using the implicit interest rate in the lease, if that rate cannot be readily determined, then using company's incremental borrowing rate. Incremental borrowing rate is determined based on entity's borrowing rate adjusted for terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprises of fixed payments (including in substance fixed payments), variable lease payments that depends on an index or a rate, initially measured using the index or rate at the commencement date, amount expected to be payable under a residual value guarantee, the exercise price under a purchase option that the Company is reasonably certain to exercise, lease payments in an optional renewal period if the company is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Company is reasonably certain not to terminate early.

Lease liability is measured at amortised cost using the effective interest method. Lease liability is re-measured when there is a change in the lease term, a change in its assessment of whether it will exercise a purchase, extension or termination option or a revised in-substance fixed lease payment, a change in the amounts expected to be payable under a residual value guarantee and a change in future lease payments arising from change in an index or rate.

When the lease liability is re-measured corresponding adjustment is made to the carrying amount of the right-of-use asset. If the carrying amount of the right-of-use asset has been reduced to zero it will be recorded in statement of profit and loss.

Right-of-use asset and lease liabilities are presented separately in the balance sheet

Company has elected not to recognise right-of-use assets and lease liabilities for short term leases. The lease payments associated with these leases are recognised as an expense on a straight-line basis over the lease term.

Lessor
At the commencement or modification of a contract, that contains a lease component, Company allocates the consideration in the contract, to each lease component, on the basis of its relative standalone prices.

At the inception of the lease, it is determined whether it is a finance lease or an operating lease. If the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset, then it is a financial lease, otherwise it is an operating lease.

If the lease arrangement contains lease and non-lease components, then the consideration in the contract is allocated using the principles of IND AS 115. The Company tests for the impairment losses at the year end. Payment received under operating lease is recognised as income on straight line basis, over the lease term.

m) Income Tax
Income tax expense/ income comprises current tax expense /income and deferred tax/ expense income. It is recognised in the statement of profit and loss except to the extent that it relates to items recognised directly in equity or in Other comprehensive income, in which case, the tax is also recognized directly in equity or other comprehensive income, respectively.

Current Tax

Current tax comprises the expected tax payable or recoverable on the taxable profit or loss for the year and any adjustment to the tax payable or recoverable in respect of previous years. It is measured using tax rates enacted or substantively enacted by the end of the reporting period. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretations and establishes provisions where appropriate. Current tax assets and liabilities are offset only if,

- the Company has a legally enforceable right to set off the recognised amounts; and

- Intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Deferred Tax

Deferred Income tax is recognised in respect of temporary difference between the carrying amount of assets and liabilities for financial reporting purpose and the amount considered for tax purpose.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be utilized. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow the benefit of part or all of that deferred tax asset to be utilised such reductions are reversed when it becomes probable that sufficient taxable profits will be available.

Unrecognized deferred tax assets are reassessed at each reporting date and recognised to the extent that it has become probable that future taxable profits will be available against which they can be recovered.

Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax assets and liabilities reflects the tax consequences that would follow from the manner in which the Company expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset only if:

i. the entity has a legally enforceable right to set off current tax assets against current tax liabilities; and

ii. the deferred tax assets and the deferred tax liabilities relate to income taxes levied by the same taxation authority on the same taxable entity.

Deferred tax asset / liabilities in respect of temporary differences which originate and reverse during the tax holiday period are not recognised. Deferred tax assets / liabilities in respect of temporary differences that originate during the tax holiday period but reverse after the tax holiday period are recognised.

Minimum Alternate Tax (MAT) credit is recognized as an asset only when and to the extent there is a convincing evidence that the Company will pay normal tax during specified period.

n) Foreign Currency Transactions

i) Functional and Presentation currency

The Company's standalone financial statements are prepared in Indian Rupees (INR "₹") which is also the Company's functional currency.

ii) Transactions and balances

Foreign currency transactions are recorded on initial recognition in the functional currency using the exchange rate at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate at the reporting date. Non-monetary items that are measured based on historical cost in a foreign currency are translated using the exchange rate at the date of the initial transaction. Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rate at the date the fair value is determined.

Exchange differences arising on the settlement or translation of monetary items are recognized in the statement of profit and loss in the year in which they arise except for the qualifying cash flow hedge, which are recognised in OCI to the extent that the hedges are effective.

o) Government grants

Government grants, including non-monetary grants at fair value are recognised when there is reasonable assurance that the grants will be received and the Company will comply with all the attached conditions.

When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods necessary to match them with the costs that they are intended to compensate.

Government grants relating to purchase of property, plant and equipment are included in non-current liabilities as deferred income and are credited to the the statement of profit and loss on a straight line basis over the expected lives of the related assets.

p) Dividend

The Company recognises a liability for any dividend declared but not distributed at the end of the reporting period, when the distribution is authorised and the distribution is no longer at the discretion of the Company on or before the end of the reporting period. As per Corporate laws in India, a distribution in the nature of final dividend is authorized when it is approved by the shareholders. A corresponding amount is recognized directly in equity.

q) Earnings Per Share

Basic earnings per share is calculated by dividing the profit or loss for the period attributable to the equity shareholders by the weighted average number of equity shares outstanding during the period.

For the purpose of calculating diluted earnings per share, the profit or loss for the period attributable to the equity shareholders and the weighted average number of equity shares outstanding during the period is adjusted to take into account:

- The after income tax effect of interest and other financing costs associated with dilutive potential equity shares, and

- Weighted average number of additional equity shares that would have been outstanding assuming the conversion of all dilutive potential equity shares.

r) Segment Reporting

As per Ind AS-108 'Operating Segments', if a financial report contains both the consolidated financial statements of a parent that is within the scope of Ind AS-108 as well as the parent's separate financial statements, segment information is required only in the consolidated financial statements. Accordingly, information required to be presented under Ind AS-108 Operating Segments has been given in the consolidated financial statements.

s) **Business Combination**

Business combinations are accounted for using the acquisition accounting method as at the date of the acquisition, which is the date at which control is transferred to the Company. The consideration transferred in the acquisition and the identifiable assets acquired and liabilities assumed are recognised at fair values on their acquisition date. Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. Excess of the Company's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities over the purchase consideration is recognised, after reassessment of fair value of net assets acquired, is recognised as Capital reserve. The Company recognises any non-controlling interest in the acquired entity on an acquisition-by acquisition basis either at fair value or at the noncontrolling interest's proportionate share of the acquired entity's net identifiable assets. Consideration transferred does not include amounts related to settlement of preexisting relationships. Such amounts are recognised in the Statement of Profit and Loss. Transaction costs are expensed as incurred, other than those incurred in relation to the issue of debt or equity securities. Any contingent consideration payable is measured at fair value at the acquisition date. Subsequent changes in the fair value of contingent consideration are recognised in the Statement of Profit and Loss.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Company reports in its financial statements provisional amounts for the items for which the accounting is incomplete. During the measurement period, the Company retrospectively adjusts the provisional amounts recognised at the acquisition date to reflect new information obtained about facts and circumstances that existed as of the acquisition date and, if known, would have affected the measurement of the amounts recognised as of that date. During the measurement period, the Company shall also recognise additional assets or liabilities if new information is obtained about facts and circumstances that existed as of the acquisition date and, if known, would have resulted in the recognition of those assets and liabilities as of that date. The measurement period ends as soon as the Company receives the information it was seeking about facts and circumstances that existed as of the acquisition date or learns that more information is not obtainable but doesn't exceed one year from the acquisition date.

t) For the year ended 31 March 2024, the Ministry of Corporate Affairs has not notified any new standards or amendments to the existing standards applicable to the Company.

Note 3 : PROPERTY, PLANT AND EQUIPMENT

₹ in Crores

Particulars	Owned Assets									Assets given on lease	Total
	Freehold Land	Leasehold Land	Buildings	Leasehold Improvements	Plant and Equipment	Furniture and Fixtures	Vehicles	Office Equipment	Computers	Building	
Year ended March 31, 2024											
Gross Carrying Amount											
Opening Gross Carrying Amount	0.51	14.42	207.22	45.69	686.67	15.45	10.53	24.15	33.22	90.26	1,128.12
Additions	-	-	5.33	1.36	73.99	0.91	2.71	1.86	5.52	-	91.68
Transfer to leases (Refer Note 5)	-	(14.42)	-	-	-	-	-	-	-	-	(14.42)
Additions through business combination (Refer Note 55)	-	-	-	-	1.96	0.25	-	0.60	1.29	-	4.10
(Disposals)	-	-	(0.28)	(1.85)	(30.26)	(0.55)	(1.95)	(0.49)	(5.20)	-	(40.58)
Closing Gross Carrying Amount	**0.51**	**-**	**212.27**	**45.20**	**732.36**	**16.06**	**11.29**	**26.12**	**34.83**	**90.26**	**1,168.90**
Accumulated Depreciation											
Opening Accumulated Depreciation	-	4.11	34.62	29.48	316.88	9.94	5.79	14.85	25.08	11.85	452.60
Transfer to leases (Refer Note 5)	-	(4.11)	-	-	-	-	-	-	-	-	(4.11)
Depreciation charge during the year *	-	-	5.92	4.10	86.50	1.60	1.56	2.58	5.16	1.50	108.92
(Disposals)	-	-	(0.10)	(1.80)	(26.81)	(0.55)	(1.31)	(0.13)	(4.65)	-	(35.35)
Closing Accumulated Depreciation	**-**	**-**	**40.44**	**31.78**	**376.57**	**10.99**	**6.04**	**17.30**	**25.59**	**13.35**	**522.06**
Net Carrying Amount	**0.51**	**-**	**171.83**	**13.42**	**355.79**	**5.07**	**5.25**	**8.82**	**9.24**	**76.91**	**646.84**
Year ended March 31, 2023											
Gross Carrying Amount											
Opening Gross Carrying Amount	0.51	14.42	187.92	35.84	523.31	15.12	11.10	20.50	34.18	90.26	933.16
Additions	-	-	19.31	10.00	170.41	0.39	2.21	3.81	4.39	-	210.52
(Disposals)	-	-	(0.01)	(0.15)	(7.05)	(0.06)	(2.78)	(0.16)	(5.35)	-	(15.56)
Closing Gross Carrying Amount	**0.51**	**14.42**	**207.22**	**45.69**	**686.67**	**15.45**	**10.53**	**24.15**	**33.22**	**90.26**	**1,128.12**
Accumulated Depreciation											
Opening Accumulated Depreciation	-	3.95	29.15	24.81	254.19	8.55	5.91	12.35	25.69	10.35	374.95
Depreciation charge during the year *	-	0.16	5.47	4.81	67.87	1.45	1.79	2.66	4.66	1.50	90.37
(Disposals)	-	-	-	(0.14)	(5.18)	(0.06)	(1.91)	(0.16)	(5.27)	-	(12.72)
Closing Accumulated Depreciation	**-**	**4.11**	**34.62**	**29.48**	**316.88**	**9.94**	**5.79**	**14.85**	**25.08**	**11.85**	**452.60**
Net Carrying Amount	**0.51**	**10.31**	**172.60**	**16.21**	**369.79**	**5.51**	**4.74**	**9.30**	**8.14**	**78.41**	**675.52**

*Includes accelerated depreciation of ₹ 28.51 crores (31-Mar-23 ₹ 18.73 crores) on review of useful life of Property, Plant and Equipment.

Note 4 : Capital Work-In-Progress

₹ in Crores

	Amount
Year ended March 31, 2024	
Gross carrying amount	
Opening Gross carrying amount	22.22
Additions	134.62
Capitalised during the year	(91.68)
Closing Gross carrying amount	**65.16**
Accumulated Impairment	
Opening Accumulated Impairment	0.64
Add/(Less) Impairment provision during the year	(0.54)
Closing accumulated Impairment	**0.10**
Closing Net Carrying Amount	**65.06**

Capital work-in-Progress ageing schedule

As At March 31, 2024

₹ in Crores

Capital work in progress ageing	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	49.44	0.31	-	-	49.75
Projects temporarily suspended	-	-	-	-	-
CWIP -assets not categorised as projects	-	-	-	-	15.31
TOTAL	**49.44**	**0.31**	**-**	**-**	**65.06**

₹ in Crores

	Amount
Year ended March 31, 2023	
Gross carrying amount	
Opening Gross carrying amount	78.66
Additions	154.09
Capitalised during the year	(210.53)
Closing Gross carrying amount	**22.22**
Accumulated Impairment	
Opening Accumulated Impairment	2.03
Add/(Less) Impairment provision during the year	(1.39)
Closing accumulated Impairment	**0.64**
Closing Net Carrying Amount	**21.58**

As At March 31, 2023

₹ in Crores

Capital work in progress ageing	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	5.28	0.43	-	-	5.71
Projects temporarily suspended	0.07	-	-	-	0.07
CWIP -assets not categorised as projects	-	-	-	-	15.80
TOTAL	**5.35**	**0.43**	**-**	**-**	**21.58**

NOTE :

a) There are no projects whose completion is overdue or exceeded the cost as compared to its original plan.

Note 5 : Leases

Leases in which the company is a Lessee

Office Building & Land

The Company has leasing arrangements for its land, head office and other office buildings. Non-cancellable period for those lease arrangements vary. The Company pays lease charges as fixed amount as per the respective lease agreements. Right-of-use asset is measured, on a lease by lease basis, at carrying amount. Discounting to arrive the value of asset is done based on the incremental borrowing rate at the date of initial application.

Factories, Godowns and office buildings

The Company has leasing arrangements for its various factories, godowns and office buildings (other than mentioned above). Non-cancellable period for those leasing arrangements are less than 12 months and the Company elected to apply the recognition exemption for short term leases to these leases. The lease amount is charged as rent. The total lease payments accounted for the year ended March 31, 2024 is ₹ 41.70 crores (previous year ₹ 40.12 crores).

Leases in which the company is a Lessor:

The Company has entered into an agreement to give one of its office building on operating lease effective May 2020. The Company has also taken office building on operating lease for similar premises in the same building.

A] As a lessee:

(a) Right of use assets - Buildings & Land

₹ in Crores

	Office Buildings	Leasehold Land	Total
Year ended March 31, 2024			
Gross carrying amount			
Opening Gross carrying amount	66.23	-	66.23
Additions	-	58.10	58.10
Transfer from Property, Plant and Equipment (Refer Note 3)	-	14.42	14.42
Closing Gross carrying amount	**66.23**	**72.52**	**138.75**
Accumulated Depreciation			
Opening Accumulated Depreciation	26.13	-	26.13
Depreciation charge during the year	13.72	0.17	13.89
Transfer from Property, Plant and Equipment (Refer Note 3)	-	4.11	4.11
Closing Accumulated Depreciation	**39.85**	**4.28**	**44.13**
Net Carrying Amount	**26.38**	**68.24**	**94.62**

₹ in Crores

	Office Buildings	Leasehold Land	Total
Year ended March 31, 2023			
Gross carrying amount			
Opening Gross carrying amount	55.32	-	55.32
Additions	23.92	-	23.92
(Disposals)	(13.01)	-	(13.01)
Closing Gross carrying amount	**66.23**	**-**	**66.23**
Accumulated Depreciation			
Opening Accumulated Depreciation	25.48	-	25.48
Depreciation charge during the year	13.66	-	13.66
(Disposals)	(13.01)	-	(13.01)
Closing Accumulated Depreciation	**26.13**	**-**	**26.13**
Net Carrying Amount	**40.10**	**-**	**40.10**

(b) **Lease liabilities**

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Less than one year	**15.96**	17.51
One to three years	**16.22**	32.57
Three years to five years	**0.78**	5.28
More than five years	**0.23**	0.23
Total undiscounted lease liabilities as at 31 March	**33.19**	**55.59**

₹ in Crores

Lease liabilities (discounted)	As at March 31, 2024	As at March 31, 2023
Non-current	**14.91**	28.80
Current	**13.90**	13.28
TOTAL	**28.81**	**42.08**

(c) **Amounts recognized in statement of profit and loss**

₹ in Crores

	Year ended March 31, 2024	Year ended March 31, 2023
Expenses relating to short-term leases	**41.70**	40.12
Interest on leases	**2.49**	2.76
TOTAL	**44.19**	**42.88**

(d) **Cash outflow for leases**

₹ in Crores

	Year ended March 31, 2024	Year ended March 31, 2023
Total cash outflow for leases	**73.86**	14.29
TOTAL	**73.86**	**14.29**

B] As a lessor:

(a) **Amounts recognized in statement of profit and loss**

₹ in Crores

	Year ended March 31, 2024	Year ended March 31, 2023
Operating lease income	**11.89**	**11.30**

(b) **Undiscounted lease payments to be received after reporting date**

₹ in Crores

	Year ended March 31, 2024	Year ended March 31, 2023
Less than one year	**10.86**	10.86
One to three years	**1.36**	16.65
Three years to five years	**0.00**	0.00
Total undiscounted lease payments	**12.22**	**27.51**

Note 6 : Intangible Assets

₹ in Crores

	Goodwill	Other Intangible assets: Trademarks and Brands *	Computer Software	Technical Knowhow	Product registrations	Total Other Intangible assets
Year ended March 31, 2024						
Gross Carrying Amount						
Opening Gross Carrying Amount	2.48	791.56	54.06	0.10	0.33	846.05
Additions	-	-	4.03	-	1.44	5.47
Additions through business combination (Refer Note 55)	566.30	2,199.69	-	-	-	2,199.69
Disposals	-	-	-	-	-	-
Closing Gross Carrying Amount	**568.78**	**2,991.25**	**58.09**	**0.10**	**1.77**	**3,051.21**
Opening Accumulated Amortisation	-	0.31	40.96	0.10	0.18	41.55
Amortisation recognised for the year	-	-	3.91	-	0.16	4.07
Disposals	-	-	-	-	-	-
Closing Accumulated Amortisation	**-**	**0.31**	**44.87**	**0.10**	**0.34**	**45.62**
Closing Net Carrying Amount	**568.78**	**2,990.94**	**13.22**	**-**	**1.43**	**3,005.59**
Year ended March 31, 2023						
Gross Carrying Amount						
Opening Gross Carrying Amount	2.48	791.56	62.69	0.10	0.33	854.68
Additions	-	-	6.87	-	-	6.87
Disposals	-	-	(15.50)	-	-	(15.50)
Closing Gross Carrying Amount	**2.48**	**791.56**	**54.06**	**0.10**	**0.33**	**846.05**
Accumulated Amortisation						
Opening Accumulated Amortisation	-	0.31	52.88	0.10	0.12	53.41
Amortisation recognised for the year	-	-	3.89	-	0.07	3.96
Disposals	-	-	(15.81)	-	-	(15.81)
Closing Accumulated Amortisation	**-**	**0.31**	**40.96**	**0.10**	**0.19**	**41.56**
Closing Net Carrying Amount	**2.48**	**791.25**	**13.10**	**-**	**0.14**	**804.49**

Note :

* Includes brands amounting to ₹ 2,990.94 crores (31-Mar-23 ₹ 791.25 crores) that have an indefinite life and are tested for impairment at every year end. Based on analysis of all relevant factors (brand establishment, stability, types of obsolescence etc.), there is no foreseeable limit to the period over which the assets are expected to generate net cash inflows for the Company.

a) Impairment testing for Intangible assets with indefinite life- Goodknight and Hit brands

The recoverable amount of the brands are based on its value in use. The value in use is estimated using discounted cash flows over a period of 5 years. The measurement using discounted cash flow is level 3 fair value based on inputs to the valuation technique used. Cash flows beyond 5 years is estimated by capitalising the future maintainable cash flows by an appropriate capitalisation rate and then discounted using pre tax discount rate.

Operating margins and growth rates for the five years cash flow projections have been estimated based on past experience and after considering the financial budgets / forecasts approved by management. Other key assumptions used in the estimation of the recoverable amount are set out below. The values assigned to the key assumptions represent management's assessment of future trends in the relevant industries and have been based on historical data from both external and internal sources.

Following key assumptions were considered while performing Impairment testing:

	As at January 31, 2024	As at January 31, 2023
Annual growth rate	**5-10%**	5-8%
Terminal Growth Rate	**5%**	5%
Royalty relief rate	**12%**	12%
Pre- tax discount rate	**10.50%**	10.90%

The pre-tax discount rate is based on risk free rate, beta variant adjusted for market premium and company specific risk factors.

According to Ind AS 36 "Impairment of Assets", the annual impairment test for intangible assets with indefinite useful life may be performed at any time during an annual period, provided the test is performed at the same time every year. The Company has decided to perform impairment test for intangible assets with indefinite useful life at January 31 and same is being followed for future years.

With regard to the assessment of value in use, no reasonably possible change in any of the above key assumptions would cause the carrying amount of the Brands to exceed their recoverable amount.

No impairment has been charged to the Statement of Profit and Loss account during the financial year 31 March 2024 (31 March 2023 : Nil).

b) Impairment testing for Park Avenue and Kamasutra Cash Generating Unit (CGU) containing goodwill

The recoverable amount of Park Avenue and Kamasutra CGU to which this goodwill is allocated is determined at fair value less cost to disposal since acquistion happened in the current financial year. The fair value less cost of disposal is estimated using market approach which takes into account revenue multiple and margins multiple.

Other key assumptions used in the estimation of the recoverable amount are set out below. The values assigned to the key assumptions represent management's assessment of future trends in the relevant industries and have been based on historical data from both external and internal sources.

Following key assumptions were considered while performing Impairment testing:

	As at March 31, 2024
Revenue Multiple	**8**
Margin Multiple	**27**

The pre-tax discount rate is based on risk free rate, beta variant adjusted for market premium and company specific risk factors.

According to Ind AS 36 "Impairment of Assets", the annual impairment test for CGU containing goodwill may be performed at any time during an annual period, provided the test is performed at the same time every year. Since this year being the first year of business acquisition (refer note 55), the Company has decided to perform impairment test for CGU containing goodwill as at 31st March 2024.

With regard to the assessment of fair value less cost of disposal, no reasonably possible change in any of the above key assumptions would cause the carrying amount of the Brands and Goodwill to exceed their recoverable amount.

No impairment has been charged in this regard to the Statement of Profit and Loss account during the financial year 31 March 2024 (31 March 2023 : Nil)

Note 7 : Intangible Assets Under Development

₹ in Crores

	Amount
Year ended March 31, 2024	
Gross carrying amount	
Opening Gross carrying amount	4.49
Additions	6.87
Capitalised during the year	(5.47)
Closing Gross carrying amount	**5.89**
Accumulated Impairment	
Opening Accumulated Impairment	0.68
Add/(Less) Impairment provision during the year	-
Closing accumulated Impairment	**0.68**
Closing Net Carrying Amount	**5.21**

Intangible assets under development ageing schedule

As At March 31, 2024

₹ in Crores

Intangible assets under development ageing schedule	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	-	-	-	-	-
Projects temporarily suspended	-	-	-	-	-
CWIP -assets not categorised as projects	-	-	-	-	5.21
TOTAL	**-**	**-**	**-**	**-**	**5.21**

₹ in Crores

	Amount
Year ended March 31, 2023	
Gross carrying amount	
Opening Gross carrying amount	2.18
Additions	9.18
Capitalised during the year	(6.87)
Closing Gross carrying amount	**4.49**
Accumulated Impairment	
Opening Accumulated Impairment	0.49
Add/(Less) Impairment provision during the year	0.19
Closing accumulated Impairment	**0.68**
Closing Net Carrying Amount	**3.81**

Intangible assets under development ageing schedule

As At March 31, 2023

₹ in Crores

Intangible assets under development ageing schedule	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	-	-	-	-	-
Projects temporarily suspended	-	-	-	-	-
CWIP -assets not categorised as projects	-	-	-	-	3.81
TOTAL	**-**	**-**	**-**	**-**	**3.81**

NOTE :

a) There are no projects whose completion is overdue or exceeded the cost as compared to its original plan.

b) There are no suspended projects.

Note 8 : Investments In Subsidiaries

₹ in Crores

	Face Value	Numbers		Amounts	
		As At March 31, 2024	As At March 31, 2023	As At March 31, 2024	As At March 31, 2023
Unquoted, fully paid up:					
Carried at cost					
(a) Investments in Equity Instruments					
(i) Subsidiary Companies					
Godrej Netherlands B.V.	EUR 100	200	200	140.93	140.93
Godrej South Africa (Pty) Ltd. (Refer note (a) below))	ZAR 1	-	18,050,000	-	12.67
Godrej Consumer Products Holding (Mauritius) Ltd.	USD 1	185,944,409	185,944,409	982.15	982.14
Godrej Household Products Lanka (Pvt) Ltd.	LKR 10	114,333,457	70,258,458	60.01	47.65
Less : Provision for Diminution in the Value of Investments				(8.82)	(8.82)
Sub total				**51.19**	**38.83**
Godrej Consumer Products (Bangladesh) Ltd.	BDT 100	4,999	4,999	0.04	0.04
Godrej Mauritius Africa Holdings Ltd.	USD 1	160,313,941	155,190,990	1,460.18	1,357.80
Less : Provision for Diminution in the Value of Investments. (Refer Note 42)				(273.90)	-
Sub total				**1,186.28**	**1,357.80**
Godrej East Africa Holdings Ltd. (Refer note (a) below))	USD 1	-	109,450,001	-	808.25
Godrej Tanzania Holdings Ltd.	USD 1	17,850,001	17,850,001	121.29	121.29
Godrej SON Holdings INC.	USD 1	135,600,000	135,600,000	928.63	928.63
Godrej UK Ltd	GBP 1	9,833,901	-	128.46	-
Godrej Consumer Care Ltd.	₹ 10	10,000,000	10,000,000	10.00	10.00
Godrej Consumer Supplies Ltd	₹ 1	10,500,000	-	1.05	-
Godrej Consumer Products Limited Employees' Stock Option Trust*	-	-	-	-	-
Sub total				**3,550.02**	**4,400.58**
Amortised cost					
(b) Investments in Non-convertible Debentures					
(i) Subsidiary Companies					
Godrej Mauritius Africa Holdings Ltd. (Refer note below (b))	USD 1			708.94	698.55
			TOTAL	**4,258.96**	**5,099.13**
Aggregate Amount of Unquoted Investments				4,541.68	5,107.95
Aggregate Amount of Quoted Investments				-	-
Aggregate Market Value of Quoted Investments				-	-
Aggregate Provision for Impairment in the Value of Investments				(282.72)	(8.82)

Refer note 47 for percentage holding of the Company in subsidiaries

* Amounts less than 0.01 crores

Note:

a) During the year ended March 31, 2024 Godrej East Africa Holdings Limited and Godrej South Africa Proprietary Limited were sold. (Refer Note 42)

b) Redeemable Non-convertible debentures classified as at amortised cost have interest rates of 4.80% (31 March 2023 : 4.80%) and mature in two years (31 March 2023 : three years) (Refer Note 8(b)).

As per the Company's policy, investments include the fair value of financial guarantees issued as security for loans taken by subsidiaries. The details of such fair values included in the investments above is as shown below:

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Godrej Netherlands B.V.	**4.52**	4.52
Godrej Consumer Products Holding (Mauritius) Ltd.	**11.95**	11.95
Godrej Mauritius Africa Holdings Ltd.	**29.02**	29.02
Godrej East Africa Holdings Ltd.	**-**	19.62
Godrej Tanzania Holdings Ltd.	**3.07**	3.07
TOTAL	**48.56**	**68.18**

Note 9 : Other Investments (Non-Current)

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
At amortised cost		
Quoted :		
Investments in Target Mutual fund	**213.80**	199.08
Unquoted :		
Investments in Non-convertible Debentures with Non-Banking Financial Companies	**997.09**	-
At Fair Value through Profit or Loss		
Unquoted :		
Investment in Equity Instruments*	**-**	-
Godrej One Premises Management Pvt Ltd.* (1400 equity shares of ₹10 each)		
Investment – Early Spring Fund	**7.96**	-
TOTAL	**1,218.85**	**199.08**
Aggregate Amount of Unquoted Investments	**1,005.05**	-
Aggregate Amount of Quoted Investments	**213.80**	199.08
Aggregate Market Value of Quoted Investments	**213.76**	199.30
Aggregate Provision for Impairment in the Value of Investments	**-**	-

** Amounts less than 0.01 crores*

Note 10 : Non-Current Loans

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Unsecured, Considered Good, Unless Otherwise Stated		
Loans to Employees	**0.01**	0.03
TOTAL	**0.01**	**0.03**

Note 11 : Other Non-Current Financial Assets

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Unsecured, Considered Good, Unless Otherwise Stated		
Financial Guarantee Fee Receivables	-	1.15
Security Deposits	**19.58**	16.38
TOTAL	**19.58**	**17.53**

Note 12 : Tax Reconciliations

Tax expense recognised in the Statement of Profit and Loss

₹ in Crores

	Year ended March 31, 2024	Year ended March 31, 2023
Current Tax		
Current tax on profits for the year	**272.09**	328.57
Deferred tax (Net) Others	**71.64**	0.61
MAT credit utilised (adjustment on account of previous period)	**0.62**	(6.00)
MAT credit utilised	**198.46**	32.72
MAT credit derecognised	**95.00**	-
Total income tax expense	**637.81**	**355.90**

Deferred tax is in respect of origination and reversal of temporary differences. This also includes derecognition of previously recognised deductible temporary differences (i.e MAT).

Current Tax and Deferred Tax related to items recognised in Other Comprehensive Income during in the year :

₹ in Crores

	Year ended March 31, 2024	Year ended March 31, 2023
On remeasurements of defined benefit plans		
Deferred tax	**0.08**	(0.49)
On Debt instruments measured at fair value through other comprehensive income		
Deferred tax	**(0.08)**	-
On Cash Flow Hedge		
Deferred tax	**(3.49)**	(0.07)
Total	**(3.49)**	**(0.56)**

Reconciliation of tax expense and the accounting profit

The reconciliation between estimated income tax expense at statutory income tax rate to income tax expense reported in Statement of Profit & Loss is given below:

₹ in Crores

	Year ended March 31, 2024	Year ended March 31, 2023
Profit before income taxes	**1,284.84**	1,869.60
Indian statutory income tax rate	**34.94%**	34.94%
Expected income tax expense	**448.98**	653.32
Tax effect of adjustments to reconcile expected income tax expense to reported income tax expense:		
Deduction under Sec 80IC and 80IE (Refer note below)	**(108.33)**	(300.53)
Effect of other tax offsets	**3.47**	1.39
Tax impact of income not subject to tax	**(82.08)**	-
Tax effects of amounts which are not deductible for taxable income	**105.66**	7.72
Tax effect of long term capital losses for which no deferred tax asset is recognised (Refer note (g))	**269.49**	-
Adjustments for current tax of prior periods (Excess MAT utilised) (Refer note (d))	**0.62**	(6.00)
Total income tax expense	**637.81**	**355.90**

The Company benefits from the tax holiday available to units set up under section 80-IC and 80-IE of Income Tax Act, 1961. These tax holidays are available for a period of ten years from the date of commencement of operations.

Deferred Tax (Liabilities):

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Property, Plant and Equipment	**(12.03)**	(19.66)
Intangible assets	**(277.49)**	(196.19)
Others	**(7.56)**	0.80
Total deferred tax liabilities	**(297.08)**	**(215.05)**

Deferred Tax Assets:

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Defined benefit obligations	**16.73**	16.45
Provisions	**44.52**	37.89
MAT credit	**188.66**	482.74
Total deferred tax assets	**249.91**	**537.08**
Net Deferred tax (Liabilities) / Assets	**(47.17)**	**322.03**

Movement in Deferred tax Liabilities / Asset

₹ in Crores

	Property, plant and equipment	Intangible assets	Defined benefit obligations	Provisions	Other Deferred Tax Asset	Mat Credit (Refer note)	Deferred Tax Liabilities / Asset (Net)
As at 31st March 2022	(22.67)	(193.27)	17.53	38.15	0.71	509.46	349.91
(Charged)/Credited :							
- to profit or loss	3.01	(2.92)	(0.59)	(0.26)	0.16	(26.72)	(27.33)
- to other comprehensive income	-	-	(0.49)	-	(0.07)	-	(0.56)
At 1st April 2023	**(19.66)**	**(196.19)**	**16.45**	**37.89**	**0.80**	**482.74**	**322.03**
(Charged)/Credited :							
- to profit or loss	7.63	(81.30)	0.20	6.63	(4.79)	(294.08)	(365.72)
- to other comprehensive income	-	-	0.08	-	(3.57)	-	(3.49)
As at 31st March 2024	**(12.03)**	**(277.49)**	**16.73**	**44.52**	**(7.56)**	**188.66**	**(47.17)**

Liabilities for Current Tax (Net)

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Liabilities for Current Tax (Net)	**2.93**	0.96
[Net of advance tax of ₹ 601.76 crores (31-Mar-23 ₹ 128.87 crores)]		
TOTAL	**2.93**	**0.96**

(a) The Company offsets deferred tax assets and liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same tax authority.

(b) Significant management judgment is required in determining provision for income tax, deferred income tax assets (including MAT credit) and liabilities and recoverability of deferred income tax assets. The recoverability of deferred income tax assets is based on estimates of taxable income and the period over which deferred income tax assets will be recovered.

(c) "MAT paid in accordance with the tax laws, which gives future economic benefits in the form of adjustment to future income tax liability, is considered as an asset if there is convincing evidence that the Company will pay normal income tax against which the MAT paid will be adjusted.

During the year, the Company has utilised MAT credit of ₹ -(198.46) crores (31-Mar-23 : ₹ -(26.72) crores (net)). The Company has re-assessed its utilization of MAT credit, considering business projections, benefits available from tax holiday, remaining period for such benefits etc based on which the Company is reasonably certain of utilizing MAT credit of ₹ 188.66 crores (31-Mar-23 : ₹ 482.74 crores) in future years against the normal tax expected to be paid in those years and accordingly ₹ 95 crores of MAT credit has been derecognised.

(d) During the year ended March 31, 2024, the Company has reassessed tax benefits under section 80IE of the Income tax Act for financial year 2021-22 based on which incremental Minimum alternate tax credit of ₹ 0.62 crore (31-Mar-23 : ₹ 6 crores) has been recognised in the Standalone Financial Statements.

(e) New provision inserted in the Income tax Act (Sept 2019) with effect from fiscal year 2019-20, allows any domestic company to pay income tax at the rate of 25.17% subject to condition they will not avail any incentive or exemptions. The lower rate is an option and companies can continue to account based on the old rates. The Company has plants located in North-east region enjoying income tax exemption, and the effective rate based on the tax exemption plants is lower than 25.17%, so company decided to not opt for lower rate in FY 2023-24.

(f) Based on internal projections the Company plans to opt for the lower tax rate from FY 2025-26.

(g) Unreconginsed deferred tax asset: Deferred tax assets have not been recognised in respect of long term capital losses as at 31st March 2024 (₹ 771.21 crores) resulting into unrecognised tax effect of ₹ 269.49 crores as it is not probable that the future taxable long term capital gains will be available against which the Company can use the benfits therefrom.

Note 13 : Non-Current Tax Assets (Net)

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Advance Tax	**53.64**	47.91
[Net of Provision for taxation ₹ 2704.27 crores (31-Mar-23 ₹ 2,911.00 crores)]		
TOTAL	**53.64**	**47.91**

(Refer Note 12 for tax reconciliations)

Note 14 : Other Non-Current Assets

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Capital Advances (Refer Note below)		
Considered Good	**63.24**	15.15
Considered Doubtful	**0.64**	0.86
Less: Provision for Doubtful Advances	**(0.64)**	(0.86)
Advances other than capital advances		
Balances with Government Authorities (deposits paid under protest)	**28.60**	30.83
Other non-current assets (includes prepaid expenses)		
Considered Good	**0.51**	0.48
Considered Doubtful	**-**	-
Less: Provision for Doubtful Advances	**-**	-
	0.51	0.48
TOTAL	**92.35**	**46.46**

Note:

Capital advances include ₹ Nil crore (31-Mar-2023 ₹ Nil crore) paid to Related Parties. (Refer Note 47)

Note 15 : Inventories

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
(Valued at lower of cost and net realizable value)		
Raw Materials (Including Packing Materials)	**178.71**	202.22
Goods-in Transit	**26.86**	41.63
	205.57	243.85
Work-in-Progress	**55.76**	43.11
Finished Goods (Including Goods in Transit)	**246.11**	260.76
Stock - in - Trade	**125.04**	31.31
Stores and Spares	**14.38**	12.57
TOTAL	**646.86**	**591.60**

NOTE :

During the year ended March 31, 2024 an amount of ₹ 18.82 crores (31-Mar-23 ₹ 15.75 crores) was charged to the statement of Profit and Loss on account of write-down of inventories including damaged and slow moving inventory.

Note 16 : Investments (Current)

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
At Fair Value through Profit or Loss		
Quoted :		
Investments in Mutual Funds	**475.38**	863.94
At amortised cost		
Unquoted :		
Investments in Non-convertible Debentures with Non-Banking Financial Companies	**433.91**	728.37
Investments in Commercial Papers with Non-Banking Financial Companies	**-**	342.02
Investments in Deposits with Non-Banking Financial Companies	**268.83**	175.26
At Fair Value through Other Comprehensive Income		
Quoted :		
Investments in government securities	**108.49**	-
TOTAL	**1,286.61**	**2,109.59**
Aggregate Amount of Unquoted Investments	**702.74**	1,245.65
Aggregate Amount of Quoted Investments	**583.87**	863.94
Aggregate Market Value of Quoted Investments	**583.87**	863.94

Note 17 : Trade Receivables

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Secured		
Trade receivables- considered good	**2.14**	1.65
	2.14	1.65
Unsecured		
Trade receivables- considered good	**489.20**	319.14
Trade receivables- significant increase in risk	**13.16**	18.09
Trade receivables- credit impaired	**1.33**	1.36
Less: Allowance for Bad and Doubtful Debts	**(14.49)**	(19.45)
TOTAL	**491.34**	**320.79**

Refer note 54A & 54B for information on market risk and credit risk.

Refer note 47B for information about receivables from related parties.

Note :

There are no outstanding trade receivables which resulted into significant increase in credit risk apart from receivables which are impaired and provided.

Trade receivables ageing schedule

As At March 31, 2024

₹ in Crores

Trade receivables outstanding from Due date	Not due	Upto 6 months	6 months to 1 year	1-2 years	2-3 years	More than 3 years	Total
Undisputed trade receivables- considered good	285.16	172.02	18.05	14.77	0.82	0.52	491.34
Undisputed trade receivables- which have significant increase in risk	-	3.48	3.09	6.59	-	-	13.16
Undisputed trade receivables- credit impaired	-	-	-	-	-	-	-
Disputed trade receivables- considered good	-	-	-	-	-	-	-
Disputed trade receivables- which have significant increase in risk	-	-	-	-	-	-	-
Disputed trade receivables- credit impaired	-	-	-	-	0.81	0.52	1.33
Provision for bad and doubtful debts							(14.49)
Total	**285.16**	**175.50**	**21.14**	**21.36**	**1.63**	**1.04**	**491.34**

As At March 31, 2023

₹ in Crores

Trade receivables outstanding from Due date	Not due	Upto 6 months	6 months to 1 year	1-2 years	2-3 years	More than 3 years	Total
Undisputed trade receivables- considered good	197.83	93.27	7.58	13.00	4.37	4.74	320.79
Undisputed trade receivables- which have significant increase in risk	-	-	7.85	5.64	2.02	2.58	18.09
Undisputed trade receivables- credit impaired	-	-	-	-	-	-	-
Disputed trade receivables- considered good	-	-	-	-	-	-	-
Disputed trade receivables- which have significant increase in risk	-	-	-	-	-	-	-
Disputed trade receivables- credit impaired	-	-	-	0.75	0.44	0.17	1.36
Provision for bad and doubtful debts							(19.45)
Total	**197.83**	**93.27**	**15.43**	**19.39**	**6.83**	**7.49**	**320.79**

NOTE :

There are no unbilled receivables as at 31st March, 2024 and 31st March, 2023.

Note 18 : Cash and Cash Equivalents

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Balances with Banks		
- In Current Accounts	**48.93**	14.20
- Deposits with less than 3 months original maturity	**50.01**	-
	98.94	14.20
Cheques, Drafts on Hand	**1.10**	3.46
Cash on Hand	**0.02**	0.03
TOTAL	**100.06**	**17.69**

Note :

a) There are no repatriation restrictions with regard to cash and cash equivalents as at the end of the reporting period and prior periods.

Note 19 : Other Bank Balances

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Deposits with maturities more than 3 months but less than 12 months (Refer Note below)	**129.81**	19.10
In Unpaid Dividend Accounts	**14.03**	13.68
TOTAL	**143.84**	**32.78**

Note:

(a) The fixed deposits include deposits under lien against bank guarantees ₹ 4.70 crores (31-Mar-23 ₹ 4.36 crores).

Note 20 : Current Loans

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Unsecured, Considered Good, Unless Otherwise Stated		
Loans to Employees	**0.01**	0.05
TOTAL	**0.01**	**0.05**

Note 21 : Other Current Financial Assets

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Financial guarantee fee receivable	**-**	4.04
Interest on Non-convertible Debentures (Related Parties)	**18.34**	18.07
Refunds/Incentives receivables from Govt. Authorities (Excise duty/GST/Exports incentives)		
Considered Good	**24.99**	22.75
Considered Doubtful	**18.65**	18.65
Less: Provision for Doubtful Advances	**(18.65)**	(18.65)
	24.99	22.75
Derivative assets - forward exchange contracts	**-**	1.03
Others (includes receivables of insurance claims)	**6.03**	5.56
Security Deposits	**0.85**	1.24
TOTAL	**50.21**	**52.69**

Note 22 : Other Current Assets

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Balances with Government Authorities (GST)	**188.83**	124.47
Right to receive inventory	**7.09**	7.65
Other Advances (includes prepaid expenses, vendor advances)		
Considered Good	**43.98**	23.92
Considered Doubtful	**0.89**	0.62
Less: Provision for Doubtful Advances	**(0.89)**	(0.62)
TOTAL	**239.90**	**156.04**

Note :

Refer note 47B for information about advance paid to Related Parties.

Note 23 : Equity Share Capital

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Authorised		
1,030,000,000 Equity Shares (31-Mar-23: 1,030,000,000) of ₹ 1 each	**103.00**	103.00
10,000,000 Preference Shares (31-Mar-23: 10,000,000) of ₹ 1 each	**1.00**	1.00
Issued		
1,022,851,453 Equity Shares (31-Mar-23: 1,022,726,442) of ₹ 1 each	**102.29**	102.27
Subscribed and Fully Paid up		
1,022,820,329 Equity Shares (31-Mar-23: 1,022,695,318) of ₹ 1 each fully paid up	**102.28**	102.27
TOTAL	**102.28**	**102.27**

Notes:

a) During the year, the Company has issued 1,25,011 equity shares (31-Mar-23 : 1,14,239) under the Employee Stock Grant Scheme.

b) 31,124 Rights Issue equity shares (31-Mar-23 : 31,124 equity shares) are kept in abeyance due to various suits filed in courts / forums by third parties. No claims in respect of these shares have been received by the company.

c) The reconciliation of number of equity shares outstanding and the amount of share capital at the beginning and at the end of the reporting period:

	As at March 31, 2024		As at March 31, 2023	
	No. of Shares	₹ Crores	No. of Shares	₹ Crores
Shares outstanding at the beginning of the year	**1,022,695,318**	**102.27**	1,022,581,079	102.26
Add : Shares Issued on exercise of employee stock grant scheme	**125,011**	**0.01**	114,239	0.01
Shares outstanding at the end of the year	**1,022,820,329**	**102.28**	**1,022,695,318**	**102.27**

d) **Terms / rights attached to equity shares**

The Company has issued only one class of equity shares having a par value of ₹ 1 each. Each equity shareholder is entitled to one vote per share.

During the year ended March 31, 2024 the amount of per share interim dividend recognised as distribution to equity shareholders was ₹ 5 per share (31-Mar-23 ₹ Nil).

e) **Details of shareholders holding more than 5% shares in the Company:**

Name of the Shareholder	As at March 31, 2024		As at March 31, 2023	
	No. of Shares	% held	No. of Shares	% held
Godrej & Boyce Manufacturing Co Ltd	**75,011,445**	**7.33%**	75,011,445	7.33%
Godrej Industries Limited	**242,812,860**	**23.74%**	242,812,860	23.74%
Godrej Seeds & Genetics Limited	**280,500,000**	**27.42%**	280,500,000	27.43%

f) **Shares Reserved for issue under options**

The Company has 11,05,168 (31-Mar-23 year 9,90,235) equity shares reserved for issue under Employee Stock Grant Scheme as at March 31, 2024. (As detailed in Note 51)

g) Information regarding aggregate number of equity shares issued during the five years immediately preceding the date of Balance Sheet:

During the year 2018-19, pursuant to the approval of Shareholders, Company has allotted 340,722,032 number of fully paid Bonus shares on Sep 17,2018 in the ratio of one equity share of ₹1 each fully paid up for every two existing equity shares of ₹1 each fully paid up.

The Company has not issued shares for consideration other than cash and has not bought back any shares during the past five years other than as reported above.

The Company has not allotted any shares pursuant to contract without payment being received in cash.

h) There are no calls unpaid on equity shares, other than shares kept in abeyance as mentioned in Note (b) above.

i) No equity shares have been forfeited.

j) **Details of shares held by promoters**

As at 31 March 2024

₹ in Crores

Promoter Name	Class of Shares	No. of shares held at the end of the year	No. of shares held at the beginning of the Year	Change during the year	% Change during the year
Godrej Seeds & Genetics Limited	Equity shares of INR 1 each fully paid	280,500,000	280,500,000	-	-
Godrej Industries Limited		242,812,860	242,812,860	-	-
Godrej & Boyce Manufacturing Co. Ltd.		75,011,445	75,011,445	-	-
Rishad Kaikhushru Naoroji & Others (Partners Of Rkn Enterprises)		13,438,500	13,438,500	-	-
Pheroza Jamshyd Godrej		0	9,640,700	(9,640,700)	-0.94%
Smita Godrej Crishna, Freyan Crishna Bieri And Nyrika Holkar (Trustees Of Fvc Family Trust)		2,901,200	2,901,200	-	-
Smita Godrej Crishna, Freyan Crishna Bieri And Nyrika Holkar (Trustees Of Nvc Family Trust)		2,901,200	2,901,200	-	-
Tanya Dubash And Pirojsha Godrej (Trustees Of Tad Family Trust)		2,843,100	2,843,100	-	-
Nisaba Godrej And Pirojsha Godrej (Trustees Of Ng Family Trust)		2,843,100	2,843,100	-	-
Pirojsha Godrej And Nisaba Godrej (Trustees Of Pg Family Trust)		2,843,100	2,843,100	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Hng Family Trust)		2,752,299	2,752,299	-	-
Sohrab Nadir Godrej		1,901,184	1,901,184	-	-
Burjis Nadir Godrej		1,901,172	1,901,172	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Bng Successor Trust)		1,312,441	1,312,441	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Sng Successor Trust)		1,312,429	1,312,429	-	-
Hormazd Nadir Godrej		461,314	461,314	-	-
Pirojsha Adi Godrej		370,129	370,129	-	-
Nisaba Godrej		370,087	370,087	-	-
Azaar Arvind Dubash		370,000	370,000	-	-
Adi Barjorji Godrej		1,500	1,500	-	-
Navroze Jamshyd Godrej		77	77	-	-
Rishad Kaikhushru Naoroji		72	72	-	-
Freyan Crishna Bieri		70	70	-	-
Tanya Arvind Dubash		66	66	-	-
Nyrika Holkar		64	64	-	-
Nadir Barjorji Godrej		63	63	-	-
Raika Jamshyd Godrej		50	50	-	-
Jamshyd Godrej And Others (Trustees Of The Raika Godrej Family Trust)		24	24	-	-
Adi Godrej, Tanya Dubash, Nisaba Godrej And Pirojsha Godrej (Trustees Of Abg Family Trust)		1	1	-	-
Tanya Dubash And Pirojsha Godrej (Trustees Of Tad Children Trust)		1	1	-	-

₹ in Crores

Promoter Name	Class of Shares	No. of shares held at the end of the year	No. of shares held at the beginning of the Year	Change during the year	% Change during the year
Nisaba Godrej And Pirojsha Godrej (Trustees Of Ng Children Trust)	Equity shares of INR 1 each fully paid	1	1	-	-
Pirojsha Godrej And Nisaba Godrej (Trustees Of Pg Children Trust)		1	1	-	-
Pirojsha Godrej And Nisaba Godrej (Trustees Of Pg Lineage Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Nbg Family Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Rng Family Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Bng Family Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Burjis Godrej (Trustees Of Bng Lineage Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Sng Family Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Sohrab Godrej (Trustees Of Sng Lineage Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Jng Family Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Pjg Family Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Rjg Family Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Raika Lineage Trust)		4,820,351	1	4,820,350	0.47%
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Njg Family Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Navroze Lineage Trust)		4,820,351	1	4,820,350	0.47%
Smita Godrej Crishna, V M Crishna, F C Bieri And Nyrika Holkar (Trustees Of Sgc Family Trust)		1	1	-	-
Smita Godrej Crishna, V M Crishna, F C Bieri And Nyrika Holkar (Trustees Of Vmc Family Trust)		1	1	-	-
Smita Godrej Crishna, Freyan Crishna Bieri And Nyrika Holkar (Trustees Of Fvc Children Trust)		1	1	-	-
Smita Godrej Crishna, Freyan Crishna Bieri And Nyrika Holkar (Trustees Of Nvc Children Trust)		1	1	-	-

As At March 31, 2023

₹ in Crores

Promoter Name	Class of Shares	No. of shares held at the end of the year	No. of shares held at the beginning of the Year	Change during the year	% Change during the year
Godrej Seeds & Genetics Limited	Equity shares of INR 1 each fully paid	280,500,000	280,500,000	-	-
Godrej Industries Limited		242,812,860	242,812,860	-	-
Godrej & Boyce Manufacturing Co. Ltd.		75,011,445	75,011,445	-	-
Rishad Kaikhushru Naoroji & Others (Partners Of Rkn Enterprises)		13,438,500	13,438,500	-	-
Pheroza Jamshyd Godrej		9,640,700	9,640,700	-	-
Smita Godrej Crishna, Freyan Crishna Bieri And Nyrika Holkar (Trustees Of Fvc Family Trust)		2,901,200	2,901,200	-	-
Smita Godrej Crishna, Freyan Crishna Bieri And Nyrika Holkar (Trustees Of Nvc Family Trust)		2,901,200	2,901,200	-	-
Tanya Dubash And Pirojsha Godrej (Trustees Of Tad Family Trust)		2,843,100	2,843,100	-	-
Nisaba Godrej And Pirojsha Godrej (Trustees Of Ng Family Trust)		2,843,100	2,843,100	-	-
Pirojsha Godrej And Nisaba Godrej (Trustees Of Pg Family Trust)		2,843,100	2,843,100	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Hng Family Trust)		2,752,299	2,752,299	-	-
Sohrab Nadir Godrej		1,901,184	1,901,184	-	-
Burjis Nadir Godrej		1,901,172	1,901,172	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Bng Successor Trust)		1,312,441	1,312,441	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Sng Successor Trust)		1,312,429	1,312,429	-	-
Hormazd Nadir Godrej		461,314	461,314	-	-
Pirojsha Adi Godrej		370,129	370,129	-	-
Nisaba Godrej		370,087	370,087	-	-
Azaar Arvind Dubash		370,000	370,000	-	-
Adi Barjorji Godrej		1,500	1,500	-	-
Navroze Jamshyd Godrej		77	77	-	-
Rishad Kaikhushru Naoroji		72	72	-	-
Freyan Crishna Bieri		70	70	-	-
Tanya Arvind Dubash		66	66	-	-
Nyrika Holkar		64	64	-	-
Nadir Barjorji Godrej		63	63	-	-
Raika Jamshyd Godrej		50	50	-	-
Jamshyd Godrej And Others (Trustees Of The Raika Godrej Family Trust)		24	24	-	-
Adi Godrej, Tanya Dubash, Nisaba Godrej And Pirojsha Godrej (Trustees Of Abg Family Trust)		1	1	-	-
Tanya Dubash And Pirojsha Godrej (Trustees Of Tad Children Trust)		1	1	-	-

₹ in Crores

Promoter Name	Class of Shares	No. of shares held at the end of the year	No. of shares held at the beginning of the Year	Change during the year	% Change during the year
Nisaba Godrej And Pirojsha Godrej (Trustees Of Ng Children Trust)	Equity shares of INR 1 each fully paid	1	1	-	-
Pirojsha Godrej And Nisaba Godrej (Trustees Of Pg Children Trust)		1	1	-	-
Pirojsha Godrej And Nisaba Godrej (Trustees Of Pg Lineage Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Nbg Family Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Rng Family Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Bng Family Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Burjis Godrej (Trustees Of Bng Lineage Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Sng Family Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Sohrab Godrej (Trustees Of Sng Lineage Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Jng Family Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Pjg Family Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Rjg Family Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Raika Lineage Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Njg Family Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Navroze Lineage Trust)		1	1	-	-
Smita Godrej Crishna, V M Crishna, F C Bieri And Nyrika Holkar (Trustees Of Sgc Family Trust)		1	1	-	-
Smita Godrej Crishna, V M Crishna, F C Bieri And Nyrika Holkar (Trustees Of Vmc Family Trust)		1	1	-	-
Smita Godrej Crishna, Freyan Crishna Bieri And Nyrika Holkar (Trustees Of Fvc Children Trust)		1	1	-	-
Smita Godrej Crishna, Freyan Crishna Bieri And Nyrika Holkar (Trustees Of Nvc Children Trust)		1	1	-	-

Note 24 : Other Equity

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Securities Premium	**1,445.62**	1,434.70
General Reserve	**154.05**	154.05
Other Reserves		
Capital Investment Subsidy Reserve	**0.15**	0.15
Capital Redemption Reserve	**1.46**	1.46
Employee Stock Options Outstanding	**36.89**	23.56
	38.50	25.17
Retained Earnings	**7,805.92**	7,670.46
Other Comprehensive Income		
Debt instruments measured at fair value through other comprehensive income	**0.58**	-
Effective portion of cash flow hedges	**5.63**	(0.63)
TOTAL	**9,450.30**	**9,283.75**

Other Reserves Movement

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Capital Investment Subsidy Reserve		
Balance as per last financial statements	**0.15**	0.15
Closing Balance	**0.15**	**0.15**
Capital Redemption Reserve		
Balance as per last financial statements	**1.46**	1.46
Closing Balance	**1.46**	**1.46**
Employee Stock Options Outstanding		
Gross Employee Compensation for Options granted	**23.56**	13.17
(-) Exercise of Share options	**(10.92)**	(9.77)
(+) Deferred Employee Compensation Expense (Refer Note 38)	**24.25**	20.16
Closing Balance	**36.89**	**23.56**
TOTAL	**38.50**	**25.17**

Nature and purpose of reserves

1) Securities premium

The amount received in excess of face value of the equity shares is recognised in Securities Premium Reserve. The reserve is utilised in accordance with the provisions of the Companies Act, 2013

2) General reserve

The Company has transferred a portion of the net profit of the Company before declaring dividend to general reserve pursuant to the earlier provisions of Companies Act 1956. Mandatory transfer to general reserve is not required under the Companies Act 2013.

3) **Capital Investment Subsidy Reserve**

Capital Investment Subsidy Reserve represents subsidy received from the government for commissioning of Malanpur plant in the nature of capital investment.

4) **Capital redemption reserve**

Capital Redemption reserve represents amount set aside by the company for future redemption of capital.

5) **Employee Stock Options Outstanding**

The shares option outstanding account is used to recognise the grant date fair value of options issued to employees under the Employee Stock Grant Scheme which are unvested as on the reporting date and is net of the deferred employee compensation expense.

Refer note 51 for details on ESGS Plans.

6) **Debt instruments measured at fair value through other comprehensive income**

This comprises changes in the fair value of debt instruments recognised in other comprehensive income and accumulated within equity. The company transfers amounts from such component of equity to retained earnings when the relevant debt instruments are derecognised.

7) **Effective portion of Cash Flow Hedges**

The cash flow hedging reserve represents the cumulative portion of gains or losses arising on changes in fair value of designated portion of hedging instruments entered into for cash flow hedges. The cumulative gain or loss arising on changes in fair value of the designated portion of the hedging instruments that are recognised and accumulated under the heading of cash flow reserve will be reclassified to Statement of Profit and Loss only when the hedged transaction affects the profit or loss or included as a basis adjustment to the non financial hedged item.

Note 25 : Non-Current Financial Liabilities

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Lease liabilities (Refer Note 5)	**14.91**	28.80
TOTAL	**14.91**	**28.80**

Note 26 : Provisions (Non-Current)

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Provision for Employee Benefits		
Gratuity (Refer Note 50)	**51.55**	50.61
Compensated Absences	**4.44**	4.13
Other long-term incentive (Refer Note 50)	**33.57**	4.19
TOTAL	**89.56**	**58.93**

Note 27 : Other Non-Current Liabilities

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Unearned premium on guarantees given to subsidiaries	-	1.05
Others (includes deferred grants, sundry deposits)	**0.71**	2.36
TOTAL	**0.71**	**3.41**

Note 28 : Borrowings

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Unsecured, Working Capital Loan Repayable on Maturity		
From Banks		
Overdraft Facilities (Refer Note (a) below)	-	23.82
Unsecured Other Loans		
Commercial Papers (Refer Note (b) below)	**1,979.88**	-
TOTAL	**1,979.88**	**23.82**

Notes:

a) Overdraft facilities ₹ Nil crores (31-Mar-2023 ₹ 23.82 crores) is an unsecured facility and is repayable on demand. Interest would be payable at the rate of 9.55%.

b) Commercial Paper were listed on the Stock exchange and carried an average interest rate of 7.36%. These are due for maturity within period of 30 days to 365 days.

Note 29 : Current - Lease Liabilities

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Lease liabilities (refer note 5)	**13.90**	13.28
TOTAL	**13.90**	**13.28**

Note 30 : Trade Payables

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
a) Micro and Small Enterprises	**51.48**	46.40
b) Other than Micro and Small Enterprises (Refer Note 47B)	**821.34**	664.69
TOTAL	**872.82**	**711.09**

(Refer Note 54C)

Disclosures pursuant to Micro, Small and Medium Enterprises Development Act, 2006 ("MSMED Act") are as follows:

		As at March 31, 2024	As at March 31, 2023
(a)	The principal amount remaining unpaid to any supplier at the end of the accounting year included in trade payables	**51.48**	46.40
	Interest due thereon	**-**	-
Trade payable dues to Micro and small enterprises			
(b)	The amount of interest paid by the buyer under MSMED Act, 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year	**-**	-
(c)	The amount of interest due and payable for the period of delay in making payment (which has been paid but beyond the appointed day during the year) but without adding the interest specified under the MSMED Act, 2006.	**-**	-
(d)	The amount of interest accrued and remaining unpaid at the end of the year.	**-**	-
(e)	The amount of further interest remaining due and payable even in the succeeding year, until such date when the interest dues as above are actually paid to the small enterprise, for the purpose of disallowance as a deductible expenditure under section 23 of MSMED Act 2006.	**-**	-

Trade payables ageing schedule

As At March 31, 2024

₹ in Crores

Particulars		Outstanding for following periods from due date of payment						Total
		Unbilled	Not due	Less than 1year	1-2 years	2-3 years	More than 3years	
i)	Micro and Small Enterprises	-	51.32	-	-	-	-	51.32
ii)	Other than Micro and Small Enterprises	392.47	199.18	226.68	0.88	0.46	0.91	820.58
iii)	Disputed dues -Micro and Small Enterprises	-	0.16	-	-	-	-	0.16
iv)	Disputed dues -Others	-	-	-	-	-	0.76	0.76
Total		**392.47**	**250.66**	**226.68**	**0.88**	**0.46**	**1.67**	**872.82**

As At March 31, 2023

₹ in Crores

Particulars		Outstanding for following periods from due date of payment						Total
		Unbilled	Not due	Less than 1year	1-2 years	2-3 years	More than 3years	
i)	Micro and Small Enterprises	-	45.81	0.56	-	-	0.03	46.40
ii)	Other than Micro and Small Enterprises	309.26	218.77	132.69	0.96	0.92	1.33	663.93
iii)	Disputed dues -Micro and Small Enterprises	-	-	-	-	-	-	-
iv)	Disputed dues -Others	-	-	-	-	-	0.76	0.76
Total		**309.26**	**264.58**	**133.25**	**0.96**	**0.92**	**2.12**	**711.09**

Note 31 : Other Current Financial Liabilities

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Security Deposit Received	**4.56**	4.36
Employee Benefits Payable	**106.11**	66.21
Derivative Liability - Cross currency interest rate swap used for hedging	**13.01**	11.95
Unpaid Dividends (Refer Note below)	**14.03**	13.68
Capital creditors and other payables	**27.75**	15.70
TOTAL	**165.46**	**111.90**

(Refer Note 54C)

Note:

There are no amounts due to be credited to Investor Education and Protection Fund in accordance with Section 125 of the Companies Act, 2013 as at the year end.

Note 32 : Other Current Liabilities

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Statutory Dues (TDS, TCS etc)	**14.62**	11.72
Advance from customers	**24.23**	20.95
Contractual and constructive obligation	**121.78**	117.51
Unearned premium on guarantees given to subsidiaries	**-**	3.60
Others (includes PF, deferred revenue)	**3.43**	4.04
TOTAL	**164.06**	**157.82**

Note 33 : Provisions (Current)

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Provision for Employee Benefits		
Gratuity (Refer Note 50)	**9.77**	8.15
Compensated Absences	**1.42**	1.22
Other provisions		
Provision for Sales Returns	**54.06**	26.14
Provision towards Litigations	**19.09**	29.84
TOTAL	**84.34**	**65.35**

Movements in each class of other provisions during the financial year are set out below:

₹ in Crores

	Sales Returns	Provision towards Litigation
As at April 1, 2022	**36.07**	**19.22**
Provisions made during the year	-	10.62
Provisions reversed during the year	(9.93)	-
As at April 1, 2023	26.14	29.84
Additions through business combination (Refer Note 55)	59.02	-
Provisions reversed during the year	(31.10)	(10.75)
As at March 31, 2024	**54.06**	**19.09**

Sales Returns:

When a customer has a right to return the product within a given period, the Company recognises a provision for sales return. This is measured on the basis of average past trend of sales return as a percentage of sales. Revenue is adjusted for the expected value of the returns and cost of sales are adjusted for the value of the corresponding goods to be returned.

Legal Claims:

The provisions for indirect taxes and legal matters comprises numerous separate cases that arise in the ordinary course of business. A provision is recognised for legal cases if the company assesses that it is probable that an outflow of economic resources will be required. These provisions have not been discounted as it is not practicable for the Company to estimate the timing of the provision utilisation and cash outflows, if any, pending resolution.

Note 34 : Revenue From Operations

₹ in Crores

	Year ended March 31, 2024	Year ended March 31, 2023
Revenue from contracts with customers		
Sale of Products	**8,267.86**	7,530.80
Other Operating Revenues		
a) Royalty & Technical Fees	**28.15**	23.93
b) Government Grants (Refunds/Incentives from Govt. Authorities)	**96.32**	85.94
c) Miscellaneous Income	**19.07**	26.50
TOTAL	**8,411.40**	**7,667.17**

Notes :

a) Revenue Information

₹ in Crores

	Year ended March 31, 2024	Year ended March 31, 2023
Revenue by product categories		
Home care	**3,748.12**	3,540.88
Personal care	**4,519.74**	3,989.92
TOTAL	**8,267.86**	**7,530.80**

b) Reconciliation of the amount of revenue recognised in the statement of profit and loss with the contracted price

₹ in Crores

	Year ended March 31, 2024	Year ended March 31, 2023
Revenue as per contracted price	**8,735.88**	7,826.82
Sales returns	**31.10**	9.93
Rebates/Discounts	**(499.12)**	(305.95)
Revenue from contract with customers	**8,267.86**	**7,530.80**

c) Contract Balances

₹ in Crores

	Year ended March 31, 2024	Year ended March 31, 2023
Trade receivables (Note 17)	**491.34**	320.79
Contract liabilities (Note 32)	**146.01**	138.46

Note:

Contract liabilities comprise represents advances received from customers for sale of goods and contractual and constructive obligations towards customers at the reporting date.

d) Significant changes in contract liabilities during the period

₹ in Crores

	Year ended March 31, 2024	Year ended March 31, 2023
Revenue recognised that was included in the contract liability balance at the beginning of the period	**24.23**	20.95

Note 35 : Other Income

₹ in Crores

	Year ended March 31, 2024	Year ended March 31, 2023
Interest Income on:		
Fixed deposits with Non-Banking Financial Companies at amortised cost	**18.87**	16.97
Deposits with banks	**9.04**	6.88
On Derivative Instruments	**18.83**	10.32
Commercial Papers	**8.19**	10.30
Debt instruments securities measured at Fair Value through Other comprehensive income	**0.18**	-
Non-convertible Debentures (Related parties)	**34.73**	18.07
On Target Maturity Fund	**14.72**	-
On Others	**0.25**	0.48
On Investments in Non-convertible Debentures with Non-Banking Financial Companies	**57.97**	25.91
Dividend Income From Subsidiaries (Refer Note 47(B))	**234.90**	-
Net Gain on Sale of Investments (Mutual funds/ Non-convertible debentures)	**39.27**	21.87
Fair Value Gain/(Loss) on financial assets measured at fair value through profit or loss	**4.44**	5.83
Other Non-Operating Income		
Net Gain on Foreign Currency Transactions and Translations	**-**	6.12
Profit on Sale of Fixed Assets (net)	**0.33**	-
Guarantee Commission income	**0.98**	4.79
Rental Income	**11.89**	11.30
Miscellaneous Non-operating Income	**1.37**	0.64
TOTAL	**455.96**	**139.48**

Note 36 : Cost Of Materials Consumed

₹ in Crores

		Year ended March 31, 2024	Year ended March 31, 2023
Raw material and packing material			
Opening Inventory		**243.85**	376.55
Add : Purchases (Net)		**2,926.79**	3,233.56
		3,170.64	3,610.11
Less: Closing Inventory		**(205.57)**	(243.85)
Cost of Materials Consumed	**TOTAL**	**2,965.07**	**3,366.26**

Note 37 : Changes in Inventories of Finished Goods, Stock-In-Trade and Work-in-Progress

₹ in Crores

		Year ended March 31, 2024	Year ended March 31, 2023
Opening Inventory			
Finished Goods		**260.76**	305.01
Stock-in-Trade		**31.31**	38.62
Work-in-Progress		**43.11**	57.02
		335.18	**400.65**
Less: Closing Inventory			
Finished Goods		**246.11**	260.76
Stock-in-Trade		**125.04**	31.31
Work-in-Progress		**55.76**	43.11
		426.91	**335.18**
(Increase)/Decrease in Inventories	**TOTAL**	**(91.73)**	**65.47**

Note 38 : Employee Benefits Expense

₹ in Crores

	Year ended March 31, 2024	Year ended March 31, 2023
Salaries and Wages (Refer Note 50)	**440.91**	321.46
Compensated Absences	**1.91**	1.37
Contribution to Provident and Other Funds (Refer Note 50)	**22.25**	20.18
Share based payments to Employees (Employee Stock Grant Scheme) (Refer Note 51)	**24.25**	20.16
Staff Welfare Expenses	**9.24**	9.02
TOTAL	**498.56**	**372.19**

Note 39 : Finance Costs

₹ in Crores

	Year ended March 31, 2024	Year ended March 31, 2023
Interest on lease liabilities	**2.49**	2.76
Others (mainly includes interest on Short-term borrowings)	**131.61**	0.31
TOTAL	**134.10**	**3.07**

Note 40 : Depreciation and Amortisation Expenses

₹ in Crores

	Year ended March 31, 2024	Year ended March 31, 2023
Depreciation on property, plant and equipment	**108.92**	90.37
Depreciation on Right of use assets - buildings and land	**13.89**	13.66
Amortisation on intangible assets	**4.07**	3.96
TOTAL	**126.88**	**107.99**

Note 41 : Other Expenses

₹ in Crores

	Year ended March 31, 2024	Year ended March 31, 2023
Consumption of Stores and Spare Parts	**17.27**	14.29
Power and Fuel	**120.45**	122.37
Rent (Net) (Refer Note 5)	**41.70**	40.12
Repairs and Maintenance		
Plant and Equipment	**8.28**	6.61
Buildings	**4.80**	5.04
Others (Net)	**41.41**	32.92
	54.49	44.57
Insurance	**8.51**	8.93
Rates and Taxes	**7.24**	12.75
Processing and Other Manufacturing Charges	**174.39**	175.47
Travelling and Conveyance	**40.52**	29.85
Auditors' Remuneration		
As Statutory Auditor	**2.13**	1.99
For Other audit related services	**0.18**	0.12
Reimbursement of Expenses	**0.01**	0.02
	2.32	2.13
Legal and Professional Charges	**43.65**	42.44
Donations	**5.40**	0.52
Sales Promotion	**60.80**	34.94
Advertising and Publicity	**1011.00**	687.34
Selling and Distribution Expenses	**165.21**	122.29
Freight	**267.69**	251.26
Net Loss on Sale/ write off of Property, Plants and Equipment	**-**	0.03
Net Loss on Foreign Currency Transactions and Translations	**1.24**	-
Bad Debts Written Off	**0.03**	1.36
Provision for Doubtful Debts / Advances	**-**	7.15
CSR expenditure (Refer Note 52)	**34.64**	31.99
Miscellaneous Expenses (Net) (Refer Note (a) below)	**84.67**	68.90
TOTAL	**2,141.22**	**1,698.70**

Note :

Miscellaneous Expenses include the Company's share of various expenses incurred by group companies for sharing of services and use of common facilities.

Note 42 : Exceptional Items

₹ in Crores

	Year ended March 31, 2024	Year ended March 31, 2023
Impairment provision on subsidiaries	**273.90**	8.82
Settlement of Litigation with tax authorities	**(0.01)**	18.77
Net loss on sale of subsidiaries	**790.38**	-
Restructuring costs	**0.65**	-
Acquisition related costs	**87.83**	-
TOTAL	**1,152.75**	**27.59**

Note :
During the year ended March 31, 2024 exceptional items comprise an amount of ₹ 273.90 crores on account of Impairment provision for diminution in the value of investments of Godrej Mauritius Africa Holdings Limited, acquisition related cost comprising of stamp duty and other cost in relation to business combination of Raymond Consumer Care business (Refer note 55) of ₹ 87.83 crores, restructuring cost of ₹ 0.64 crore and loss on sale of Godrej East Africa Holdings Limited of ₹ 792.63 crores offset by gain of ₹ 2.25 crores on account of sale of Godrej South Africa Proprietary Limited. (Sale of subsidiaries is pursuant to restructuring activities due to changes in business model and long term strategy within the group's entities in Africa).

During the quarter ended March 31, 2024, the company refreshed its long term strategy for Africa (Including Strength of Nature), enhancing focus on 'profitable' growth which resulted in various reorganisation actions during the year. Further , on account of indications from external and internal sources such as currency devaluation, increased competitive action etc resulting in revisions to future cash flow projections, an impairment of ₹ 273.90 Crores in the value of investments of Godrej Mauritius Africa Holdings Limited has been recognized under exceptional items in standalone financial statements.

The recoverable amount of such investment is calculated based on its value in use which is estimated using discounted cash flows over a period of 5 years at discount rate of 15.5% and a terminal value growth rate of 6.5%.

During the year ended March 31, 2023 exceptional items comprise an amount of ₹ 18.77 crores on account of litigation settlement under VAT amnesty scheme and amount of ₹ 8.82 crores Impairment provision for diminution in the value of investments of Godrej Household Products Lanka (Pvt) Ltd.

Note 43 : Earnings Per Share

	Year ended March 31, 2024	Year ended March 31, 2023
Net Profit After Tax (₹ Crores)	**647.03**	**1,513.70**
Number of Shares outstanding at the beginning of the year	**1,022,695,318**	1,022,581,079
Add : Shares Issued during the year	**125,011**	114,239
Number of Shares outstanding at the end of the year	**1,022,820,329**	1,022,695,318
Weighted Average Number of Equity Shares		
For calculating Basic EPS	**1,022,765,649**	1,022,636,084
Effect of dilution:		
Shared based payments	**413,083**	229,629
For calculating Diluted EPS	**1,023,178,732**	1,022,865,713
Earnings Per Share		
(Face Value ₹ 1)		
Basic (₹)	**6.33**	14.80
Diluted (₹)	**6.32**	14.80

Note 44 : Commitments

Estimated value of contracts remaining to be executed on capital account to the extent not provided for ₹ 274.57 crores (31-Mar-23 ₹ 66.50 crores), net of advances there against of ₹ 63.24 crores (31-Mar-23 ₹ 15.15 crores).

Note 45 : Dividend

During the year 2023-24, ₹ 511.41 crores (31-Mar-23 ₹ Nil) interim dividend has been paid at the rate of ₹ 5 Per share of ₹ 1 each.

After the close of the financial year, at the board meeting on May 6, 2024, the board has declared interim dividend at the rate of ₹ 10 per share of ₹ 1 each

Note 46 : Contingent Liabilities

₹ in Crores

			As at March 31, 2024	As at March 31, 2023
a)	**CLAIMS FOR EXCISE DUTIES, TAXES AND OTHER MATTERS**			
	i)	Excise duty and service tax matters	**45.65**	56.70
	ii)	Sales tax and VAT matters	**27.56**	34.29
	iii)	GST matters	**23.87**	0.18
	iv)	Income-tax matters	**20.08**	12.91
	v)	Other matters	**2.42**	3.00
b)	**GUARANTEES GIVEN ON BEHALF OF SUBSIDIARIES**			
	i)	Guarantee amounting to USD Nil million (31-Mar-23 USD 50.50 million) given by the Company to Standard Chartered Bank Mauritius towards SBLC line given to Godrej Tanzania Holdings Limited	**-**	415.02
	ii)	Guarantee amounting to USD Nil million (31-Mar-23 USD 30.45 million) given by the Company to Sumitomo Mitsui Banking Corporation (Singapore) towards Banking facility taken by Godrej SON Holdings, Inc.	**-**	250.25
	iii)	Guarantee amounting to USD Nil million (31-Mar-23 USD 24.20 million) given by the Company to Sumitomo Mitsui Banking Corporation (Singapore) towards Banking facility taken by Godrej Mauritius Africa Holdings Ltd.	**-**	198.88
	iv)	Guarantee amounting to USD Nil million (31-Mar-22 0.58 million) given by the Company to SMBC Singapore towards IRS facility taken by Godrej Mauritius Africa Holdings Ltd.	**-**	4.73
			-	**868.88**
c)	**OTHER GUARANTEES**			
	i)	Guarantees issued by banks [secured by bank deposits under lien with the bank ₹ 4.70 crores.	**34.14**	27.89
d)	**CLAIMS AGAINST THE COMPANY NOT ACKNOWLEDGED AS DEBT:**			
	i)	Claims by various parties on account of unauthorized, illegal and fraudulent acts by an employee.	**31.59**	31.59
	ii)	Others	**0.06**	-

e) The Company has reviewed all its pending litigations and proceedings and has adequately made provisions wherever required and disclosed as contingent liability wherever applicable in the consolidated financial statements. The Company does not expect the outcome of the proceedings to have a materially adverse effect on its Standalone financial statements.

It is not practicable for the Company to estimate the timing of cash outflows, if any, in respect of the above pending resolution of the respective proceedings, as it is determinable only on receipt of judgements / decisions pending with various forums/authorities

f) **OTHER MATTERS**

The proposed Social Security Code, 2019, when promulgated, would subsume labour laws including Employees' Provident Funds and Miscellaneous Provisions Act and amend the definition of wages on which the organisation and its employees are to contribute towards Provident Fund. The Company believes that there will be no significant impact on its contributions to Provident Fund due to the proposed amendments. Additionally, there is uncertainty and ambiguity in interpreting and giving effect to the guidelines of Hon. Supreme Court vide its ruling in February 2019, in relation to the scope of compensation on which the organisation and its employees are to contribute towards Provident Fund. The Company will evaluate its position and act, as clarity emerges.

Note 47 : Related Party Disclosures

A) Related Parties and their Relationship

a) Holding Company:

None

b) Subsidiaries:

Name of the Subsidiary	Country	% Holding as at March 31, 2024	% Holding as at March 31, 2023
Belaza Mozambique LDA	Mozambique	**100%**	100%
Canon Chemicals Limited	Kenya	**100%**	100%
Charm Industries Limited (upto 26th March, 2024)	Kenya	**0%**	100%
Consell (under voluntary Liquidation)	Argentina	**100%**	100%
Cosmetica National	Chile	**100%**	100%
Darling Trading Company Mauritius Limited (merged with Godrej Africa Holdings Limited w.e.f. 25th May, 2023)	Mauritius	**0%**	100%
Deciral S.A.	Uruguay	**100%**	100%
DGH Phase Two Mauritius (merged with Godrej Africa Holdings Limited w.e.f. 12th September, 2023)	Mauritius	**0%**	100%
DGH Tanzania Limited (upto 26th March, 2024)	Mauritius	**0%**	100%
Frika Weave (Pty) Ltd	South Africa	**100%**	100%
Godrej (UK) Ltd	UK	**100%**	100%
Godrej Africa Holdings Limited	Mauritius	**100%**	100%
Godrej Consumer Care Limited	India	**100%**	100%
Godrej Consumer Supplies Ltd (w.e.f. 15th December, 2023)	India	**100%**	0%
Godrej Consumer Holdings (Netherlands) B.V.	Netherlands	**100%**	100%
Godrej Consumer Investments (Chile) Spa	Chile	**100%**	100%
Godrej Consumer Products (Netherlands) B.V.	Netherlands	**100%**	100%
Godrej Consumer Products Bangladesh Limited	Bangladesh	**100%**	100%
Godrej Consumer Products Dutch Cooperatief UA	Netherlands	**100%**	100%
Godrej Consumer Products Holding (Mauritius) Limited	Mauritius	**100%**	100%
Godrej Consumer Products International FZCO	Dubai,UAE	**100%**	100%
Godrej CP Malaysia SDN BHD (Indirectly controlled by GCPL)	Malaysia	**100%**	100%
Godrej East Africa Holdings Limited (upto 26th March, 2024)	Mauritius	**0%**	100%
Godrej Global Mideast FZE	Sharjah,UAE	**100%**	100%
Godrej Holdings (Chile) Limitada	Chile	**100%**	100%
Godrej Household Products (Bangladesh) Pvt. Ltd.	Bangladesh	**100%**	100%
Godrej Household Products Lanka (Pvt). Ltd.	Sri Lanka	**100%**	100%
Godrej Indonesia IP Holdings Ltd	Mauritius	**100%**	100%
Godrej Mauritius Africa Holdings Limited	Mauritius	**100%**	100%
Godrej Mid East Holding Limited	Dubai,UAE	**100%**	100%
Godrej Netherland B.V.	Netherlands	**100%**	100%
Godrej Nigeria Limited	Nigeria	**100%**	100%

Name of the Subsidiary	Country	% Holding as at March 31, 2024	% Holding as at March 31, 2023
Godrej Peru SAC (under voluntary liquidation)	Peru	**100%**	100%
Godrej SON Holdings Inc.	USA	**100%**	100%
Godrej South Africa Proprietary Limited	South Africa	**100%**	100%
Godrej Tanzania Holdings Limited	Mauritius	**100%**	100%
Godrej West Africa Holdings Limited	Mauritius	**100%**	100%
Hair Credentials Zambia Limited	Zambia	**100%**	100%
Hair Trading (Offshore) S.A.L.	Lebanon	**51%**	51%
Indovest Capital (upto 8th February, 2024)	Labuan	**0%**	100%
Issue Brazil LTDA (under voluntary liquidation)	Brazil	**100%**	100%
Kinky Group (Proprietary) Limited	South Africa	**100%**	100%
Laboratorio Cuenca S.A	Argentina	**100%**	100%
Lorna Nigeria Limited	Nigeria	**100%**	100%
Old Pro International, Inc.	USA	**100%**	100%
Panamar Producciones SA (under voluntary liquidation)	Argentina	**100%**	100%
PT. Godrej Business Service Indonesia	Indonesia	**100%**	100%
PT Indomas Susemi Jaya	Indonesia	**100%**	100%
PT. Godrej distribution Indonesia	Indonesia	**100%**	100%
PT Sarico Indah	Indonesia	**100%**	100%
PT. Godrej Consumer Products Indonesia	Indonesia	**100%**	100%
Sigma Hair Industries Ltd. (upto 26th March, 2024)	Tanzania	**0%**	100%
Strength of Nature LLC	USA	**100%**	100%
Style Industries Ltd	Kenya	**100%**	100%
Subinite (Pty) Ltd	South Africa	**100%**	100%
Weave Ghana	Ghana	**100%**	100%
Weave IP Holdings Mauritius Pvt. Ltd.	Mauritius	**100%**	100%
Weave Mozambique Limitada	Mozambique	**100%**	100%
Weave Senegal (upto 31st March, 2024)	Senegal	**100%**	100%
Weave Trading Mauritius Pvt. Ltd.	Mauritius	**51%**	51%
Godrej Consumer Products Limited Employees' Stock Option Trust	India	**100%**	100%

c) Investing Entity in which the reporting entity is an Associate

i) Godrej Industries Limited

ii) Godrej Seeds & Genetics Limited

d) Companies under common Control with whom transactions have taken place during the year

i) Godrej & Boyce Mfg. Co. Limited

ii) Godrej Agrovet Limited

iii) Godrej Tyson Foods Limited

iv) Godrej Properties Limited

v) Godrej Projects Development Private Limited

vi) Godrej One Premises Management Private Limited

e) Key Management Personnel and Relatives

i)	Mr. Adi Godrej	Chairman Emeritus and Father of Ms.Tanya Dubash, Ms. Nisaba Godrej and Mr. Pirojsha Godrej / Brother of Nadir Godrej
ii)	Ms. Nisaba Godrej	Executive Chairperson /Daughter of Mr. Adi Godrej / Sister of Mr. Pirojsha Godrej and Ms. Tanya Dubash
iii)	Mr. Sudhir Sitapati	Managing Director & CEO
iv)	Mr. Aasif Malbari	Chief Financial Officer (From August 10, 2023)
v)	Mr. Sameer Shah	Chief Financial Officer (Till August 10, 2023)
vi)	Mr. Rahul Botadara	Company Secretary and Compliance Officer
vii)	Mr. Pirojsha Godrej	Non-Executive Director / Son of Mr. Adi Godrej / Brother of Ms. Nisaba Godrej and Ms. Tanya Dubash
viii)	Mr. Nadir Godrej	Non-Executive Director/ Brother of Mr. Adi Godrej
ix)	Ms. Tanya Dubash	Non-Executive Director/ Daughter of Mr. Adi Godrej /Sister of Mr. Pirojsha Godrej and Ms. Nisaba Godrej
x)	Mr. Jamshyd Godrej	Non Executive Director (Till January 24, 2024)
xi)	Ms. Shalini Puchalapalli	Independent Director (From November 14, 2023)
xii)	Mr. Omkar Goswami	Independent Director
xiii)	Ms. Ireena Vittal	Independent Director
xiv)	Mr. Narendra Ambwani	Independent Director (Till November 14,2023)
xv)	Ms. Ndidi Nwuneli	Independent Director (Till May 1,2024)
xvi)	Ms. Pippa Armerding	Independent Director
xvii)	Mr. Sumeet Narang	Independent Director
xviii)	Mr. Burjis Godrej	Son of Mr.Nadir Godrej
xix)	Ms. Rati Godrej	Wife of Mr.Nadir Godrej
xx)	Mr. Sohrab Godrej	Son of Mr.Nadir Godrej
xxi)	Mr. Hormazd Godrej	Son of Mr.Nadir Godrej
xxii)	Mr.Navroze Godrej	Son of Mr. Jamshyd Godrej
xxiii)	Mr. Azaar Arvind Dubash	Son of Ms. Tanya Dubash

f) Post employment Benefit Trust where the reporting entity exercises significant influence

i) Godrej Consumer Products Employees’ Provident Fund

B) The Related Party Transactions are as under :

₹ in Crores

	Subsidiary Companies		Investing Entity in which the reporting entity is an associate		Companies Under Common Control		Key Management Personnel and Relatives		Post employment benefit trust		Total	
	Year ended March 31, 2024	Year ended March 31, 2023	Year ended March 31, 2024	Year ended March 31, 2023	Year ended March 31, 2024	Year ended March 31, 2023	Year ended March 31, 2024	Year ended March 31, 2023	Year ended March 31, 2024	Year ended March 31, 2023	Year ended March 31, 2024	Year ended March 31, 2023
Sale of Goods	67.52	63.89	12.56	29.63	3.06	2.65	-	-	-	-	**83.14**	**96.17**
Sale of Capital Asset	-	-	0.02	0.04	-	0.02	-	-	-	-	**0.02**	**0.06**
Purchase of Materials and Spares	3.57	2.73	79.84	99.81	22.59	-	-	-	-	-	**106.00**	**102.54**
Purchase of Fixed Asset including Assets under Construction	-	-	-	-	0.07	0.02	-	-	-	-	**0.07**	**0.02**
Advance Paid	-	-	-	-	-	-	-	-	-	-	**-**	**-**
Advance received back	-	-	-	-	-	-	-	-	-	-	**-**	**-**
Royalty and Technical Fees Received	28.15	23.93	-	-	-	-	-	-	-	-	**28.15**	**23.93**
Royalty and Technical Fees Paid	0.15	0.16	-	-	-	-	-	-	-	-	**0.15**	**0.16**
Establishment & Other Expenses Paid (Including provision for doubtful debts if any)	2.76	3.78	34.96	33.29	6.63	6.47	-	-	-	-	**44.35**	**43.54**
Expenses Recovered	18.47	17.71	3.58	1.37	0.61	0.19	-	-	-	-	**22.66**	**19.27**
Investments Made	244.25	698.55	-	-	-	-	-	-	-	-	**244.25**	**698.55**
Investments Sold / Redeemed	12.67	-	-	-	-	-	-	-	-	-	**12.67**	**-**
Interest income	34.73	18.07	-	-	-	-	-	-	-	-	**34.73**	**18.07**
Guarantees Cancelled	396.66	4.73	-	-	-	-	-	-	-	-	**396.66**	**4.73**
Guarantee Commission Income	0.98	4.79	-	-	-	-	-	-	-	-	**0.98**	**4.79**
Income from Business Support Services	-	4.01	-	-	-	-	-	-	-	-	**-**	**4.01**
Dividend Received	234.90	-	-		-		-		-		**234.90**	**-**
Lease Rentals Received	-	-	14.06	11.63	-	-	-	-	-	-	**14.06**	**11.63**
Lease Rentals Paid	-	-	14.55	15.88	-	-	-	-	-	-	**14.55**	**15.88**
Contribution during the year (Including Employees' Share)	-	-	-	-	-	-	-	-	19.16	15.03	**19.16**	**15.03**
Commission on Profits and Sitting Fees	-	-	-	-	-	-	3.15	3.00	-	-	**3.15**	**3.00**
Short Term Employment Benefits	-	-	-	-	-	-	22.87	18.84	-	-	**22.87**	**18.84**
Post Employment Benefits	-	-	-	-	-	-	0.61	0.53	-	-	**0.61**	**0.53**
Share Based Payment	-	-	-	-	-	-	8.51	5.04	-	-	**8.51**	**5.04**
TOTAL	**1,044.81**	**842.35**	**159.57**	**191.65**	**32.96**	**9.35**	**35.14**	**27.41**	**19.16**	**15.03**	**1,291.64**	**1,085.79**

Outstanding Balances

₹ in Crores

	Receivables		Payables		Guarantees Outstanding - Given / (Taken)		Commitments	
	As at March 31, 2024	**As at March 31, 2023**	**As at March 31, 2024**	**As at March 31, 2023**	**As at March 31, 2024**	**As at March 31, 2023**	**As at March 31, 2024**	**As at March 31, 2023**
Subsidiary Companies	**66.30**	74.20	**1.87**	2.40	**-**	868.88	**-**	-
Investing Entity in which the reporting entity is an associate	**4.79**	2.97	**9.05**	10.88	**(26.88)**	(26.88)	**-**	-
Companies Under Common Control	**1.81**	1.07	**0.17**	0.49	**(1.21)**	(1.21)	**0.24**	0.24
Key Management Personnel and Relatives	**-**	-	**2.19**	2.22		-	**-**	-
TOTAL	**72.90**	**78.24**	**13.28**	**15.99**	**(28.09)**	**840.79**	**0.24**	**0.24**

* amounts less than ₹ 0.01 crore

Note : Refer Note 8 for investments in subsidiaries and Note 46 for Guarantees given on behalf of subsidiaries

Note 48 : Forward Contracts

The Company uses forward exchange contracts to hedge its foreign exchange exposure relating to the underlying transactions and firm commitments in accordance with its forex policy as determined by its Forex Committee. The Company does not use foreign exchange forward contracts for trading or speculation purposes.

Forward / Spot Contracts outstanding are as follows:

	As at March 31, 2024		As at March 31, 2023	
	In Million	INR crores	In Million	INR crores
Forward Contracts to Sales (USD) - nominal amounts	**$7.00**	**58.39**	$9.41	77.35
[5 contracts (31-Mar-23 : 2 contract]				

Note 49 : Hedge Accounting

The objective of hedge accounting is to represent, in the Company financial statements, the effect of the Company use of financial instruments to manage exposures arising from particular risks that could affect profit or loss. As part of its risk management strategy, the Company makes use of financial derivative instruments namely cross currency interest rate swaps for hedging the risk of currency and interest on some of the Floating/Fixed Foreign currency instrument.

For derivative contracts designated as hedge, the Company documents, at inception, the economic relationship between the hedging instrument and the hedged item, the hedge ratio, the risk management objective for undertaking the hedge and the methods used to assess the hedge effectiveness. The derivative contracts have been taken to hedge currency & interest rate risk on Floating/Fixed Foreign currency instrument. The tenor of hedging instrument may be less than or equal to the tenor of underlying.

Financial contracts designated as hedges are accounted for in accordance with the requirements of Ind AS 109 depending upon the type of hedge. The Company applies cash flow hedge accounting to hedge the variability in a) Floating/Fixed foreign currency instrument.

The Company has a Board approved policy on assessment, measurement and monitoring of hedge effectiveness which provides a guideline for the evaluation of hedge effectiveness, treatment and monitoring of the hedge effective position from an accounting and risk monitoring perspective. Hedge effectiveness is ascertained at the time of inception of the hedge and periodically thereafter. The Company assesses hedge effectiveness on prospective basis. The prospective hedge effectiveness test is a forward looking evaluation of whether or not the changes in the fair value or cash flows of the hedging position are expected to be highly effective on offsetting the changes in the fair value or cash flows of the hedged position over the term of the relationship.

Hedge effectiveness is assessed through the application of critical terms match method & dollar off-set method. Any ineffectiveness in a hedging relationship is accounted for in the statement of profit and loss.

The table below enumerates the Company hedging strategy, typical composition of the Company hedge portfolio, the instruments used to hedge risk exposures and the type of hedging relationship:

Sr. No.	Type of risk/ hedge position	Hedged item	Description of hedging strategy	Hedging instrument	Description of hedging instrument	Type of hedging relationship
1	Currency Risk & Interest Rate Risk	Foreign Currency loans	Floating/Fixed Foreign currency instrument is converted into Fixed Rate local currency instrument	Cross currency - Interest Rate Swap	Cross currency - Interest Rate Swap is a derivative instrument whereby the Company hedges fixed/floating foreign currency instrument into fixed local currency instrument.	Cash flow hedge

The tables below provide details of the derivatives that have been designated as cash flow hedges for the periods presented:

For the period ended March 31, 2024

₹ in Crores

Hedging Instrument	Notional principal amounts outstanding	Derivative Financial Instruments - Assets outstanding	Derivative Financial Instruments – Liabilities outstanding (Refer Note 31)	Gain/ (Loss) due to change in fair value for the year	Change in fair value for the year recognized in OCI	Ineffec-tiveness recognized in profit or loss	Line item in profit or loss that includes hedge ineffec-tiveness	Amount reclassified from the hedge reserve to profit or loss	Line item in profit or loss affected by the reclassification
Cross Currency Interest Rate Swap	676.09	-	13.01	0.64	0.64	-	NA	NA	NA

Note :

Loss recognized in Other comprehensive income on hedging instrument amounting to ₹ 0.64 crore is offset by gain on hedged item amounting to ₹ 10.39 crores.

For the period ended March 31, 2023

Hedging Instrument	Notional principal amounts outstanding	Derivative Financial Instruments - Assets outstanding	Derivative Financial Instruments – Liabilities outstanding (Refer Note 31)	Gain/ (Loss) due to change in fair value for the year	Change in fair value for the year recognized in OCI	Ineffec-tiveness recognized in profit or loss	Line item in profit or loss that includes hedge ineffec-tiveness	Amount reclassified from the hedge reserve to profit or loss	Line item in profit or loss affected by the reclassification
Cross Currency Interest Rate Swap	676.09	-	11.95	(22.27)	(22.27)	-	NA	NA	NA

Note :

Loss recognized in Other comprehensive income on hedging instrument amounting to ₹ 22.27 crores is offset by gain on hedged item amounting to ₹ 22.46 crores.

The table below provides a profile of the timing of the notional amounts of the Company hedging instruments (based on residual tenor) along with the average price or rate as applicable by risk category:

₹ in Crores

Particulars	As at March 31, 2024			
	Total	Less than 1year	1-5 years	Over 5 yeras
Cross currency - Interest Rate Swap				
Notional principal amount	676.09	-	676.09	-
Average rate	4.80%	-	4.80%	-

₹ in Crores

Particulars	As at March 31, 2023			
	Total	Less than 1year	1-5 years	Over 5 yeras
Cross currency - Interest Rate Swap				
Notional principal amount	676.09	-	676.09	-
Average rate	4.80%	-	4.80%	-

The following table provides a reconciliation by risk category of the components of equity and analysis of OCI items resulting from hedge accounting:

₹ in Crores

Particulars	Movement in Cash flow hedge reserve for the year ended March 31, 2024	Movement in Cash flow hedge reserve for the year ended March 31, 2023
Opening balance	(0.63)	(0.75)
Gain / (Loss) on the Effective portion of changes in fair value:		
a) Interest rate risk	-	-
b) Currency risk	9.75	0.19
Net amount reclassified to profit or loss:		
a) Interest rate risk	-	-
b) Currency risk	-	-
Tax on movements on reserves during the year	(3.49)	(0.07)
Closing balance	5.63	(0.63)

Note 50 : Employee Benefits

a) DEFINED CONTRIBUTION PLAN

Provident Fund / Super annuation fund:

The contributions to the Provident Fund of certain employees (including some employees of the erstwhile Godrej Household Products Ltd) are made to a Government administered Provident Fund and there are no further obligations beyond making such contribution. The Superannuation Fund constitutes an insured benefit, which is classified as a defined contribution plan as the Company contributes to an Insurance Company and has no further obligation beyond making payment to the insurance company.

Employer's Contribution to Provident Fund including contribution to Family Pension Fund amounting to ₹ 5.03 crores (31-Mar-23 ₹ 5.85 crores) has been included in Note 38 under Contribution to Provident and Other Funds.

b) DEFINED BENEFIT PLAN

1. Provident Fund:

The Company manages the Provident Fund plan through a Provident Fund Trust for its employees which is permitted under The Employees' Provident Fund and Miscellaneous Provisions Act, 1952 and is actuarially valued. The plan envisages contribution by the employer and employees and guarantees interest at the rate notified by the Provident Fund authority. The contribution by employer and employee, together with interest, are payable at the time of separation from service or retirement, whichever is earlier.

The Company has an obligation to fund any shortfall on the yield of the trust's investments over the administered interest rates on an annual basis. These administered rates are determined annually predominantly considering the social rather than economic factors and the actual return earned by the Company has been higher in the past years. The actuary has provided a valuation for provident fund liabilities on the basis of guidance issued by Actuarial Society of India and based on the below provided assumptions there is no shortfall as at March 31, 2024.

₹ in Crores

		As at March 31, 2024	As at March 31, 2023
i)	**Change in Present Value of Obligation**		
	Present value of the obligation at the beginning of the year	**170.02**	168.26
	Opening Balance Adjustment	**(0.75)**	(1.37)
	Current Service Cost	**8.04**	6.36
	Interest Cost	**14.17**	13.15
	Employee Contribution	**11.12**	8.98
	Liability Transferred In	**23.33**	14.73
	Liability Transferred Out	**(17.32)**	(26.36)
	Benefits Paid	**(10.89)**	(13.73)
	Present value of the obligation at the end of the year	**197.72**	**170.02**
ii)	**Change in Plan Assets**		
	Fair value of Plan Assets at the beginning of the year	**173.29**	170.68
	Interest Income	**14.17**	13.15
	Return on plan assets excluding interest income	**2.92**	(0.52)
	Transferred In	**23.33**	14.73
	Transferred Out	**(17.32)**	(26.36)
	Contributions	**19.16**	15.34
	Benefits Paid	**(10.89)**	(13.73)
	Fair value of Plan Assets at the end of the year	**204.66**	**173.29**
iii)	**Amounts Recognised in the Statement of Profit and Loss:**		
	Current Service Cost	**8.04**	6.36
	Interest Cost	**14.17**	13.15
	Interest Income	**(14.17)**	(13.15)
	Net Cost Included in Personnel Expenses	**8.04**	**6.36**

₹ in Crores

		As at March 31, 2024	As at March 31, 2023
iv)	**Major categories of Plan Assets as a % of total Plan Assets**		
	Central Government Of India Assets	**11%**	12%
	State Government Of India Assets	**34%**	37%
	Public Sector Units	**6%**	9%
	Private Sector Bonds	**36%**	33%
	Equity/Insurer Managed Funds	**10%**	7%
	Cash & Cash Equivalents	**0%**	1%
	Others	**3%**	**2%**
v)	**Actuarial Assumptions**		
	i) Rate of Discounting	**7.18% P.A.**	7.30% P.A.
	ii) Guaranteed Return	**8.25% P.A.**	8.15% P.A.
	iii) Rate of Employee Turnover	**18.05% P.A.**	**16.00% P.A.**

vi) **Maturity Analysis of Projected Benefit Obligation: From the Fund**

₹ in Crores

	As at March 31, 2024	As at March 31, 2023
Projected Benefits Payable in Future Years From the Date of Reporting		
Within the next 12 months	**86.31**	67.76
2nd Following Year	**33.10**	27.30
3rd Following Year	**24.26**	21.21
4th Following Year	**20.62**	17.90
5th Following Year	**16.27**	15.36
Sum of Years 6 To 10	**43.02**	44.67

vii) **Sensitivity analysis**

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below:

	March 31, 2024		March 31, 2023	
	Increase	**Decrease**	Increase	Decrease
Discount rate (1% movement)	**-**	**-**	-	-

2. Gratuity:

The Company participates in the Employees' Group Gratuity-cum-Life Assurance Scheme of HDFC Standard Life Insurance Co. Ltd., a funded defined benefit plan for qualifying employees. Gratuity is payable to all eligible employees on death or on separation / termination in terms of the provisions of the Payment of Gratuity (Amendment) Act, 1997, or as per the Company's scheme whichever is more beneficial to the employees.

The Gratuity scheme of the erstwhile Godrej Household Products Ltd., which was obtained pursuant to the Scheme of Amalgamation, is funded through Unit Linked Gratuity Plan with HDFC Standard Life Insurance Company Limited.

The liability for the Defined Benefit Plan is provided on the basis of a valuation, using the Projected Unit Credit Method, as at the Balance Sheet date, carried out by an independent actuary.

The Company has a gratuity trust. However, the Company funds its gratuity payouts from its cash flows. Accordingly, the Company creates adequate provision in its books every year based on actuarial valuation.

These benefit plans expose the Company to actuarial risks, such as longevity risk, interest rate risk and investment risk.

The amounts recognised in the Company's financial statements as at year end are as under:

₹ in Crores

		As at March 31, 2024	As at March 31, 2023
i)	**Change in Present Value of Obligation**		
	Present value of the obligation at the beginning of the year	**59.81**	62.04
	Obligation on Transfer of Employees pursuant to Business transfer (Refer Note 55)	**3.38**	-
	Current Service Cost	**4.03**	4.25
	Interest Cost	**4.37**	3.98
	Actuarial (Gain) / Loss on Obligation- Due to Change in Demographic Assumptions	**(0.82)**	-
	Actuarial (Gain) / Loss on Obligation- Due to Change in Financial Assumptions	**(1.46)**	0.20
	Actuarial (Gain) / Loss on Obligation- Due to Experience	**2.55**	(1.67)
	Benefits Paid	**(9.23)**	(8.99)
	Present value of the obligation at the end of the year	**62.63**	**59.81**
ii)	**Change in Plan Assets**		
	Fair value of Plan Assets at the beginning of the year	**1.06**	1.99
	Obligation on Transfer of Employees pursuant to Business transfer (Refer Note 55)	**3.38**	-
	Interest Income	**0.08**	0.13
	Return on plan assets excluding interest income	**0.03**	(0.07)
	Contributions by the Employer	**5.99**	8.00
	Benefits Paid	**(9.23)**	(8.99)
	Fair value of Plan Assets at the end of the year	**1.31**	**1.06**
iii)	**Amounts Recognised in the Balance Sheet:**		
	Present value of Obligation at the end of the year	**62.63**	59.81
	Fair value of Plan Assets at the end of the year	**1.31**	1.06
	Net Liability recognised in the Balance Sheet	**61.32**	**58.76**
iv)	**Amounts Recognised in the Statement of Profit and Loss:**		
	Current Service Cost	**4.03**	4.25
	Interest Cost/Income on Obligation/ Plan assets (Net)	**4.29**	3.85
	Net Cost Included in Personnel Expenses	**8.32**	**8.10**
v)	**Recognised in other comprehensive income for the year**		
	Actuarial (Gain) / Loss on Obligation	**0.27**	(1.47)
	Return on plan assets excluding interest income	**(0.03)**	0.07
	Recognised in other comprehensive income	**0.24**	**(1.40)**
vi)	**Weighted average duration of Present Benefit Obligation**	**5 years**	**5 years**
vii)	**Estimated contribution to be made in next financial year**	**9.77**	**8.15**
viii)	**Major categories of Plan Assets as a % of total Plan Assets**		
	Insurer Managed Funds	**100%**	100%
ix)	**Actuarial Assumptions**		
	i) Discount Rate	**7.18% P.A.**	7.30% P.A.
	ii) Salary Escalation Rate	**9.22% P.A.**	10.00% P.A.
	iii) Employee Turnover	**18.05% P.A.**	16.00% P.A.
	iv) Mortality	**Indian Assured Lives Mortality 2012-14 (Urban)**	
	The estimates of future salary increases, considered in actuarial valuation, take account of inflation, seniority, promotion and other relevant factors, such as supply and demand in the employment market.		

₹ in Crores

		As at March 31, 2024	As at March 31, 2023
x)	**Maturity Analysis of Projected Benefit Obligation: From the Fund**		
	Projected Benefits Payable in Future Years From the Date of Reporting		
	Within the next 12 months	**12.17**	10.84
	2nd Following Year	**9.90**	8.24
	3rd Following Year	**9.26**	8.21
	4th Following Year	**8.38**	7.39
	5th Following Year	**7.75**	6.81
	Sum of Years 6 To 10	**24.07**	26.13

xi) Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below:

	March 31, 2024		March 31, 2023	
	Increase	**Decrease**	Increase	Decrease
Discount rate (1% movement)	**(2.13)**	**2.30**	(2.31)	2.53
Future salary growth (1% movement)	**2.24**	**(2.11)**	2.44	(2.28)
Employee Turnover (1% movement)	**(0.28)**	**0.30**	(0.37)	0.40

Although the analysis does not take account of the full distribution of cash flows expected under the plan, it does provide an approximation of the sensitivity of the assumptions shown.

The method and types of assumptions used in preparing the sensitivity analysis did not change compared to the prior period.

Other details

Methodology Adopted for ALM	Projected Unit Credit Method
Usefulness and Methodology adopted for Sensitivity analysis	Sensitivity analysis is an analysis which will give the movement in liability if the assumptions were not proved to be true on different count. This only signifies the change in the liability if the difference between assumed and the actual is not following the parameters of the sensitivity analysis.
Comment on Quality of Assets	Since investment is with insurance company, Assets are considered to be secured.

C) Other Long-Term Incentive

During the year ended March 31, 2024, Employee Benefits expense (Salary and Wages) includes provision for long term incentive amounting to ₹ 29.38 crores (31-Mar-23 : ₹ 4.19 crores) recorded on achievement of certain parameters as at March 31, 2024 and certain parameters expected to be achieved during the financial year 2024-25 and 2025-26, as per the long term incentive scheme in accordance with the accounting standards. This long-term incentive is payable in year 2025-2028, subject to fulfilment of all the defined parameters and therefore the provision is recorded at its present value.

The liability for the other long term incentive is provided on the basis of valuation as at the balance sheet date carried out by an independent actuary.

Valuation assumption are as follows :

	As at March 31, 2024
Attrition rate	Nil
Discount rate	6.26% - 7.14%
Expected Volatility	25% - 32%
Dividend yield	1%

Note 51 : Employee Stock Benefit Plans

I. EMPLOYEE STOCK GRANT SCHEME

a) The Company set up the Employees Stock Grant Scheme 2011 (ESGS) pursuant to the approval by the Shareholders on March 18, 2011.

b) The ESGS Scheme is effective from April 1, 2011, (the "Effective Date") and shall continue to be in force until (i) its termination by the Board or (ii) the date on which all of the shares to be vested under Employee Stock Grant Scheme 2011 have been vested in the Eligible Employees and all restrictions on such Stock Grants awarded under the terms of ESGS Scheme, if any, have lapsed, whichever is earlier.

c) The Scheme applies to the Eligible Employees of the Company or its Subsidiaries. The entitlement of each employee will be decided by the Compensation Committee of the Company based on the employee's performance, level, grade, etc.

d) The total number of Stock Grants to be awarded under the ESGS Scheme are restricted to 2,500,000 (Twenty Five Lac) fully paid up equity shares of the Company. Not more than 500,000 (Five Lac) fully paid up equity shares or 1% of the issued equity share capital at the time of awarding the Stock Grant, whichever is lower, can be awarded to any one employee in any one year.

e) The Stock Grants shall vest in the Eligible Employees pursuant to the ESGS Scheme in the period of 1 to 5 years subject to conditions as may be decided by the Compensation Committee and the Eligible Employee continues to be in employment of the Company or the Subsidiary company as the case may be.

f) The Eligible Employee shall exercise her / his right to acquire the shares vested in her / him all at one time within 1 month from the date on which the shares vested in her / him or such other period as may be determined by the Compensation Committee.

g) The Exercise Price of the shares has been fixed at ₹ 1 per share. The fair value is treated as Employee Compensation Expenses and charged to the Statement of Profit and Loss. The value of the options is treated as a part of employee compensation in the financial statements and is amortised over the vesting period.

h) The details of the scheme are as below:

Scheme	Grant Date	No. of Options Granted	Vesting Condition	Exercise Price (₹) per share	Weighted average Exercise Price (₹) per share	Exercise period
Employees Stock Grant Scheme 2011	From 2011 to 2023	2,305,188	Vested in the period of 1 to 5 years subject to conditions.	1.00	1.00	within 1 month from the date of vesting

Movement in the number of share options during the year:

	As at March 31, 2024	As at March 31, 2023
Outstanding at the beginning of the year	**990,235**	**616,102**
Add: Granted during the year	**324,671**	529,432
Less: Exercised during the year	**125,011**	114,239
Less: Forfeited/ lapsed during the year	**84,727**	41,060
Outstanding at the end of the year	**1,105,168**	**990,235**

Weighted average remaining contractual life of options as at 31st March, 2024 was ₹ 1.82 years (31-Mar-23 ₹ 2.48 years).

Weighted average equity share price at the date of exercise of options during the year was ₹ 1012.09 (31-Mar-23 ₹ 824.69).

The fair value of the employee share options has been measured using the Black-Scholes formula. The following assumptions were used for calculation of fair value of grants:

	As at March 31, 2024	As at March 31, 2023
Risk-free interest rate (%)	**7.14%**	6.36%
Expected life of options (years)	**2.09**	2.58
Expected volatility (%)	**29.52%**	35.72%
Dividend yield	**0.00%**	0.00%
The price of the underlying share in market at the time of option grant (₹)	**1025.50**	900.15

II. Pursuant to SEBI notification dated January 17, 2013, no further securities of the Company will be purchased from the open market.

Note 52 : Corporate Social Responsibility (CSR) Expenditure

Expenditure related to CSR as per section 135 of the Companies Act, 2013 read with Schedule VII thereof, against the mandatory spend of ₹ 34.55 crores (31-Mar-23 ₹ 31.99 crores):

₹ Crores

	Year ended March 31, 2024	Year ended March 31, 2023
Amount required to be spent by the company during the year	**34.55**	31.99
Amount of expenditure incurred on CSR activities	**34.64**	31.69
Shortfall at the end of the year	**-**	0.30
Movement of provision		
Opening	**0.66**	6.24
Utilised during the year	**(0.66)**	(5.88)
Provision recognised during the year	**-**	0.30
Closing	**-**	0.66

Reason for Shortfall

₹ Nil (31-Mar-23 ₹ 0.30 crore) unutilised by partners against ongoing projects has been transferred into unspent CSR account. The same will be utilised in FY24.

GCPL has deposited the unspent CSR amount of ₹ Nil crore (31-Mar-23 ₹ 0.30 crore) to the specified bank account post year end and before April 30, 2024 (April 30, 2023).

Nature of CSR Activities

Promoting preventive healthcare, promoting education, environment sustainability, livelihood enhancement project.

Note 53 : Financial Instruments

A. Accounting classification and fair values

Carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy, are presented below. It does not include the fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

₹ in Crores

As at March 31, 2024	Carrying amount / Fair Value				Fair value Hierarchy			
	FVTPL	FVTOCI	Amortised Cost	Total	Level 1	Level 2	Level 3	Total
Financial assets								
Non Current								
Investments in subsidiaries								
Non-convertible Debentures	-	-	708.94	708.94	-	-	-	-
Other Investments								
Target Mutual Fund	-	-	213.80	213.80	213.76	-	-	213.76
Non Convertible Debentures with Non-Banking Financial Companies	-	-	997.09	997.09	-	-	-	-
Investment - Early Spring Fund	7.96	-	-	7.96	-	7.96	-	7.96
Loans	-	-	0.01	0.01	-	-	-	-
Other non-current financial assets	-	-	19.58	19.58	-	-	-	-
Current								
Investments								
Non-convertible Debentures with Non-Banking Financial Companies	-	-	433.91	433.91	-	-	-	-
Mutual Funds	475.38	-	-	475.38	475.38	-	-	475.38
Government Securities	108.49	-	-	108.49	108.49	-	-	108.49
Deposits with Non-Banking Financial Companies	-	-	268.83	268.83	-	-	-	-
Trade receivables	-	-	491.34	491.34	-	-	-	-
Cash and cash equivalents	-	-	100.06	100.06	-	-	-	-
Other bank balances	-	-	143.84	143.84	-	-	-	-
Loans	-	-	0.01	0.01	-	-	-	-
Refunds/Incentives receivables from government authorities	-	-	24.99	24.99	-	-	-	-
Other current financial assets	-	-	25.22	25.22	-	-	-	-
TOTAL	**591.83**	**-**	**3,427.62**	**4,019.45**	**797.63**	**7.96**	**-**	**805.59**
Financial liabilities								
Non Current								
Lease liabilities	-	-	14.91	14.91	-	-	-	-
Current								
Borrowings	-	-	1,979.88	1,979.88	-	-	-	-
Lease liabilities			13.90	13.90		-		
Trade and other payables	-	-	872.82	872.82	-	-	-	-
Derivative Liabilities - Cross currency interest rate swap used for hedging	-	13.01	-	13.01	-	13.01	-	13.01
Other Current Financial Liabilities	-	-	152.45	152.45	-	-	-	-
TOTAL	**-**	**13.01**	**3,033.96**	**3,046.97**	**-**	**13.01**	**-**	**13.01**

There were no transfers between levels 1 and 2 during the year.

₹ in Crores

As at March 31, 2023	Carrying amount / Fair Value				Fair value Hierarchy			
	FVTPL	FVTOCI	Amortised Cost	Total	Level 1	Level 2	Level 3	Total
Financial assets								
Non Current								
Investments in subsidiaries								
Non-convertible Debentures			698.55	698.55	-	-	-	-
Other Investments								
Mutual Fund			199.08	199.08	199.08	-	-	199.08
Loans	-	-	0.03	0.03	-	-	-	-
Other Non-Current Financial Assets	-	-	17.53	17.53	-	-	-	-
Current				-				-
Investments				-				-
Non-convertible Debentures with Non-Banking Financial Companies	-	-	728.37	728.37	-	-	-	-
Mutual Funds	863.94	-	-	863.94	863.94	-	-	863.94
Commercial papers	-	-	342.02	342.02	-	342.02	-	342.02
Deposits with Non-Banking Financial Companies			175.26	175.26	-	-	-	-
Trade receivables	-	-	320.79	320.79	-	-	-	-
Cash and cash equivalents	-	-	17.69	17.69	-	-	-	-
Other Bank balances	-	-	32.78	32.78	-	-	-	-
Loans	-	-	0.05	0.05	-	-	-	-
Refunds/Incentives receivables from Govt. Authorities	-	-	22.75	22.75	-	-	-	-
Derivative assets - forward exchange contracts	-	1.03	-	1.03	-	1.03	-	1.03
Other Current Financial Assets	-	-	29.94	29.94	-	-	-	-
TOTAL	**863.94**	**1.03**	**2,584.84**	**3,449.81**	**1,063.02**	**343.05**	**-**	**1,406.07**
Financial liabilities								
Non Current								
Lease liabilities	-	-	28.80	28.80	-	-	-	-
Current								
Borrowings	-	-	23.82	23.82	-	-	-	-
Lease liabilities			13.28	13.28		-		-
Trade and other payables	-	-	711.09	711.09	-	-	-	-
Derivative Liabilities - forward exchange contracts	-	11.95	-	11.95	-	11.95	-	11.95
Other Current Financial Liabilities	-	-	99.95	99.95	-	-	-	-
TOTAL	**-**	**11.95**	**876.94**	**888.89**	**-**	**11.95**	**-**	**11.95**

There were no transfers between levels 1 and 2 during the year.

B. Measurement of fair values

Valuation techniques and significant unobservable inputs

The following tables show the valuation techniques used in measuring Level 1, Level 2 and Level 3 fair values, as well as the significant unobservable inputs used.

Type	Valuation technique	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Mutual Fund Investments	NAV quoted by the Mutual Fund	NA	NA
Investments in Target Maturity Fund	Broker Quote	NA	NA
Commercial papers	Broker Quote	NA	NA
Investment - Early Spring Fund	NAV quoted by the Fund	NA	NA
Government Securities	Price quoted by clearing corporation of India	NA	NA
Derivative Financial Instruments	MTM from Banks	NA	NA

Note 54 : Financial Risk Management

The activities of the Company exposes it to a number of financial risks namely market risk, credit risk and liquidity risk. The Company seeks to minimize the potential impact of unpredictability of the financial markets on its financial performance. The Company has constituted a Risk Management Committee and risk management policies which are approved by the Board to identify and analyze the risks faced by the Company and to set and monitor appropriate risk limits and controls for mitigation of the risks.

A. MANAGEMENT OF MARKET RISK:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises of three types of risks: interest rate risk, price risk and currency rate risk. Financial instruments affected by market risk includes borrowings, foreign currency receivables/payables, EEFC bank account balances, investments and derivative financial instruments. The Company has international trade operations and is exposed to a variety of market risks, including currency and interest rate risks.

(i) Management of interest rate risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company does not have any exposure to interest rate risks since its borrowings and investments are all in fixed rate instruments.

(ii) Management of price risk:

The Company invests its surplus funds in various debt instruments including liquid and short term schemes of debt mutual funds, deposits with banks and financial institutions, commercial papers and non-convertible debentures (NCD’s). Investments in mutual funds, deposits and NCD’s are susceptible to market price risk, arising from changes in interest rates or market yields which may impact the return and value of the investments. This risk is mitigated by the Company by investing the funds in various tenors depending on the liquidity needs of the Company.

(iii) Management of currency risk:

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Company has foreign currency trade payables and receivables and investment in non-convertible debentures in subsidiaries and is therefore exposed to foreign exchange risk. The Company mitigates the foreign exchange risk by setting appropriate exposure limits, periodic monitoring of the exposures and hedging exposures using derivative financial instruments like foreign exchange forward contracts and cross currency interest rate swaps . The exchange rates have been volatile in the recent years and may continue to be volatile in the future. Hence the operating results and financials of the Company may be impacted due to volatility of the rupee against foreign currencies.

Exposure to currency risk (Exposure in different currencies converted to functional currency i.e. INR)

The currency profile of financial assets and financial liabilities as at March 31, 2024 is as below:

₹ in Crores

	March 31, 2024	March 31, 2024	March 31, 2024	March 31, 2024	March 31, 2024
	GBP	**USD**	**EURO**	**SGD**	**AED**
Financial assets					
Cash and cash equivalents	-	4.08	-	0.05	-
Non-current investments	-	708.94	-	-	-
Less: Currency Swap for NCD Investment	-	(708.94)	-	-	-
Trade and other receivables	-	98.33	22.97	-	-
Less: Forward contracts for trade receivables	-	(58.38)	-	-	-
Other Non-Current Financial Assets	-	-	-	-	-
Other Current Financial Assets	-	-	-	-	-
	-	**44.02**	**22.97**	**0.05**	**-**
Financial liabilities					
Trade and other payables	0.19	11.34	18.45	(0.01)	-
	0.19	**11.34**	**18.45**	**(0.01)**	-
Net exposure	**(0.19)**	**32.69**	**4.52**	**0.06**	**-**

Exposure to currency risk (Exposure in different currencies converted to functional currency i.e. INR)

The currency profile of financial assets and financial liabilities as at March 31, 2023 is as below:

₹ in Crores

	March 31, 2023	March 31, 2023	March 31, 2023	March 31, 2023	March 31, 2023
	GBP	**USD**	**EURO**	**SGD**	**AED**
Financial assets					
Cash and cash equivalents	-	6.02	-	0.22	-
Non-current investments	-	698.55	-	-	-
Less: Currency Swap for NCD Investment	-	(698.55)	-	-	-
Trade and other receivables	-	97.67	29.01	-	-
Less: Forward contracts for trade receivables	-	(77.35)	-	-	-
Other Non-Current Financial Assets	-	4.78	-	-	-
Other Current Financial Assets	-	4.97	-	-	-
	-	**36.09**	**29.01**	**0.22**	**-**
Financial liabilities					
Trade and other payables	0.10	2.10	(1.05)	0.03	-
	0.10	**2.10**	**(1.05)**	**0.03**	-
Net exposure	**(0.10)**	**33.99**	**30.06**	**0.19**	**-**

The following significant exchange rates have been applied during the year.

INR	Year-end spot rate as at March 31, 2024	Year-end spot rate as at March 31, 2023
GBP INR	**105.29**	101.87
USD INR	**83.37**	82.22
EUR INR	**90.22**	89.61
SGD INR	**61.74**	61.33
AED INR	**22.71**	22.37

Sensitivity analysis

A reasonably possible 5% strengthening (weakening) of GBP/USD/EURO against the Indian Rupee at March 31 would have affected the measurement of financial instruments denominated in GBP/USD/EURO and affected profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecast sales and purchases.

₹ in Crores

	Profit or loss	
Effect in INR	**Strengthening**	**Weakening**
March 31, 2024		
5% movement		
GBP	(0.01)	0.01
USD	1.63	(1.63)
EUR	0.23	(0.23)
	1.85	**(1.85)**

₹ in Crores

	Profit or loss	
Effect in INR	**Strengthening**	**Weakening**
March 31, 2023		
5% movement		
GBP	-	-
USD	1.70	(1.70)
EUR	1.50	(1.50)
	3.20	**(3.20)**

B. MANAGEMENT OF CREDIT RISK:

Credit risk refers to the risk of default on its obligations by a counterparty to the Company resulting in a financial loss to the Company. The Company is exposed to credit risk from its operating activities (trade receivables) and from its investing activities including investments in mutual funds, commercial papers, deposits with banks and financial institutions and Non-convertible debentures, foreign exchange transactions (including derivatives) and financial instruments.

Credit risk from trade receivables is managed through the Company's policies, procedures and controls relating to customer credit risk management by establishing credit limits, credit approvals and monitoring creditworthiness of the customers to which the Company extends credit in the normal course of business. Outstanding customer receivables are regularly monitored. The Company has no concentration of credit risk as the customer base is widely distributed.

Credit risk from investments of surplus funds is managed by the Company's treasury in accordance with the Board approved policy and limits. Investments of surplus funds are made only with those counterparties who meet the minimum threshold requirements prescribed by the Board. The Company monitors the credit ratings and financial strength of its counter parties and adjusts its exposure accordingly. Derivatives are entered into with banks as counter parties, which have high credit ratings assigned by rating agencies.

Management believes that the unimpaired amounts that are past due are still collectible in full, based on historical payment behavior and extensive analysis of customer credit risk, including underlying customers' credit ratings if they are available. The Company uses an allowance matrix to measure the expected credit loss of trade receivables from individual customers which comprise of large number of small balances.

The movement in the allowance for impairment in respect of trade receivables is as follows

₹ Crores

	As at March 31, 2024	As at March 31, 2023
Opening balance	**19.45**	12.45
Impairment loss recognised / (released) during the year	**(4.96)**	7.00
Closing balance	**14.49**	19.45

C. MANAGEMENT OF LIQUIDITY RISK:

Liquidity risk is the risk that the Company may not be able to meet its present and future cash obligations without incurring unacceptable losses. The Company's objective is to maintain at all times, optimum levels of liquidity to meet its obligations. The Company closely monitors its liquidity position and has a robust cash management system. The Company maintains adequate sources of financing including debt and overdraft from domestic and international banks and financial markets at optimized cost.

Exposure to liquidity risk

The following are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted, and include estimated interest payments.

₹ in Crores

March 31, 2024	Carrying amount	Contractual cash flows			
		Total	Less than 1 Year	1-3 years	More than 3 years
Non-derivative financial liabilities					
Lease liabilities	28.81	33.19	15.96	16.22	1.01
Borrowings	1,979.88	2,000.00	2,000.00	-	-
Trade payables	872.82	872.82	872.82	-	-
Other Financial Liabilities	152.45	152.45	152.45	-	-
Total	**3,033.96**	**3,058.46**	**3,041.23**	**16.22**	**1.01**
Derivative financial liabilities					
Forward exchange contracts					
- Inflow	-	58.39	58.39	-	-

₹ in Crores

March 31, 2023	Carrying amount	Contractual cash flows			
		Total	Less than 1 Year	1-3 years	More than 3 years
Non-derivative financial liabilities					
Lease liabilities	42.08	55.59	17.51	32.57	5.51
Borrowings	23.82	23.82	23.82	-	-
Trade payables	711.09	711.09	711.09	-	-
Other Financial Liabilities	99.95	99.95	99.95	-	-
Total	**876.94**	**890.45**	**852.37**	**32.57**	**5.51**
Derivative financial liabilities					
Forward exchange contracts					
- Inflow	-	77.35	77.35	-	-

Note 55 : Business Combination

Acquisition of Raymond consumer care business

On May 8, 2023, the Company acquired the FMCG business of Raymond Consumer Care Limited ("RCCL") through a slump sale for consideration of ₹ 2,825 crores which included the intellectual property rights of brands like Park Avenue and Kamasutra.

The acquisition date is determined to be May 8, 2023, i.e. The date on which the Company obtained control of the business since the consideration was transferred and the business transfer agreement was executed on May 8, 2023.

The acquisition was in line with company's strategy to build a sustainable and profitable personal care business in India by leveraging the categories of personal grooming and sexual wellness. RCCL was one of the key players in these categories with brands such as 'Park Avenue' and 'Kamasutra' which comprised of a wide product portfolio.

The acquisition had been accounted for using the acquisition accounting method under IND AS 103- "Business Combinations". All identified assets acquired and liabilities assumed on the date of acquisition were recorded at their fair value.

The transactions cost of ₹ 87.83 crores that were not directly attributable to the identified assets are included under exceptional items in the standalone statement of profit and loss comprising mainly stamp duty expenses, legal fees and due diligence costs.

For eleven months ended 31st March 2024, the RCCL acquired business contributed revenue from sales of products of ₹ 466 crores. If the acquisition had occurred on 1st April 2023, the management estimates that combined standalone revenue from sales of products would have been ₹ 8,336.04 crores. In determining these amounts management has assumed that the fair value adjustments, determined provisionally, that arose on the date of acquisition would have been the same if the acquisition had occured on 1st April 2023. The profit or loss since acquisition date and combined standalone profit or loss from the beginning of annual reporting period cannot be ascertained as the acquired business is already integrated with the existing business of the company, thereby making it impracticable to do so.

a) Purchase consideration transferred

The total consideration was ₹ 2,825 crores which was cash settled. (Net of cash acquired)

b) **Details of major assets acquired, and liabilities assumed :**

₹ in Crores

	Amount
Specified Tangible Asset	
Property, Plant and Equipment	
Owned Assets	4.10
Specified Intangibles Assets	
Brands	2199.69
Other Assets	
Trade and other receivables	62.70
Inventories	44.30
Cash and cash equivalents	95.86
Bank Balances other than cash and cash equivalents	12.85
Others	18.40
Total identifiable assets (A)	**2437.90**
Specified liabilities	
Trade payables	70.60
Other liabilities	47.38
Other Provisions	61.22
Total identifiable liabilities (B)	179.20
Total identifiable net assets acquired ((A) - (B) = C)	**2258.70**
Total Consideration (D)	**2825.00**
Goodwill (D-C)	566.30

c) **Measurement of fair values :**

Specified Intangible Assets - Brands :

Brands were valued based on an independent valuation using the relief from royalty approach, which values the intangible asset by reference to the discounted estimated amount of royalty the acquirer would have had to pay in an arms length licensing arrangement to secure access to the same rights.

Inventories :

The fair value is determined based on the estimated selling price in the ordinary course of business less the estimated cost of completion and sale, and a reasonable profit margin based on the effort required to complete and sell the inventory.

Acquired Receivables :

The gross contractual value and fair value of trade and other receivables as at the dates of acquisition amounted to ₹ 62.70 crores which is expected to be fully recoverable.

d) **Goodwill :**

Goodwill amounting to ₹ 566.30 crores arising from acquisition has been recognised as the difference between total consideration paid and net identifiable assets acquired as shown above.

The goodwill is mainly attributable to the expected synergies to be achieved from integrating the business into Company's existing personal care business. None of the goodwill recognized is expected to be deductible for tax purposes.

Note 56 : Capital Management

For the purpose of the company's capital management, capital (total equity) includes issued equity capital, securities premium and all other equity reserves attributable to the equity holders of the Company. The primary objective of the company's capital management is to maximise the shareholder value. Management monitors the return on capital, as well as the level of dividends to ordinary shareholders. The Company's policy is to keep the gearing ratio less than 1.

The Company manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financials covenants. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The company monitors capital using a gearing ratio, which is net debt divided by adjusted equity. Net debt is calculated as total liabilities (as shown in the balance sheet) less cash and cash equivalents, other bank balances and current investments. Adjusted equity comprises all components of equity other than amounts accumulated in hedging. The company's net debt to adjusted equity ratio i.e. capital gearing ratio as at 31st March 2024 was as follows:

₹ in Crores

	As At March 31, 2024	As At March 31, 2023
Total Liabilities	**3,435.74**	1,175.36
Less : Cash and Cash equivalents, Other bank balances and current investments (See Notes 16,18 and 19)	**(1,530.51)**	(2,160.06)
Adjusted net debt	**1,905.23**	(984.70)
Total Equity	**9,552.58**	9,386.02
Less : Effective portion of Cash Flow Hedges	**(5.63)**	0.63
Less : Debt instruments measured at fair value through other comprehensive income	**(0.58)**	-
Adjusted equity	**9,546.37**	9,386.65
Net debt to adjusted equity ratio	**0.20**	-0.10

Amongst other things, the company's objective for capital management is to ensure that it maintains stable capital management by monitoring the financials covenants attached to the interest bearing borrowings. The Company also takes into consideration the overall net cash of ₹ 769.48 crores (31-Mar-23 ₹ 2,335.32 crores) arrived by reducing the total borrowings from total investments, cash and bank balances for capital management purposes.

Note 57 : Ratio Analysis And Its Elements

	As At March 31, 2024	As At March 31, 2023	% Change
Current ratio (Current Assets/ Current Liabilities)	**0.90**	3.03	-70%
Debt-Equity ratio ((Non-Current + Current Borrowings)/ Total Equity)	**0.21**	0.00	8067%
Debt service coverage ratio ((PAT + Finance Cost + Depreciation and Amortization expense + Profit/Loss on sale of Fixed assets) / (Finance Cost + Repayment Lease liabilities + Repayment of Long Term borrowings))	**4.21**	99.31	-96%
Return on Equity Ratio (Net Profits after taxes – Preference Dividend)/Average Share holder's Equity	**0.07**	0.18	-61%
Inventory turnover (in times) -(Net Sale of products/ Average Inventory)	**13.35**	10.89	23%
Trade Receivables Turnover ratio (in times)-(Net Sale of products/ Average trade receivables)	**20.36**	22.90	-11%
Trade Payables turnover Ratio (Total Purchases / Avg. Trade payables)	**4.52**	5.28	-14%

	As At March 31, 2024	As At March 31, 2023	% Change
Net working Capital turnover Ratio (Net Sales / Working Capital)	**(25.47)**	3.43	-843%
Net Profit Ratio (Net Profit After Taxes /Net Sale of products)	**0.08**	0.20	-61%
Return on Capital Employed (Earnings Before Interest and Taxes / Capital Employed)	**17.8%**	14.9%	20%
Return on Investment :-			
Fixed Deposits with Banks	**6.30%**	4.95%	27%
Fixed Deposits with NBFCs	**7.90%**	5.24%	51%
Non - Convertible Debentures	**7.92%**	6.39%	24%
Mutual Funds	**7.24%**	5.82%	24%
Commercial Papers	**7.74%**	7.32%	6%

Reasons for Change in Ratios :

i) Change in the current ratio is due to increase in short term borrowings and decrease in investment.

ii) Change in the debt-equity ratio is due to increase in short term borrowings.

iii) Change in the debt service coverage ratio is due to increase in exceptional items (Refer note 42).

iv) Change in the return on equity ratio is due to increase in exceptional items (Refer note 42).

v) Net working capital turnover ratio is due to increase in short term borrowings and decrease in investment.

vi) Change in the net profit ratio is due to increase in exceptional items (Refer note 42).

vii) Change in Return on investment on fixed deposits with Banks is due to reinvestment in FDs at a higher rate of Interest.

viii) Change in Return on investment on fixed deposits with NBFCs is due to debt market has seen an upward trend in FY23-24 and hence, all investments were made at higher yields.

Note 58 : Utilisation Of Borrowed Funds And Share Premium

i) To the best of our knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities (“Intermediaries”), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever (“Ultimate Beneficiaries”) by or on behalf of the Company or provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

ii) To the best of our knowledge and belief, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities (“Funding Parties”), with the understanding, whether recorded in writing or otherwise, that the Company shall, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever (“Ultimate Beneficiaries”) by or on behalf of the Funding Party or provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

Note 59 : Struck Off Companies

Relationship with struck off companies

Name of struck off company	Nature of transactions	Transactions during the year March 31, 2024	Balance outstanding as at March 31, 2024	Relationship with the Struck off company
Amtel Healthcare Private Limited*	Receivables	-	-	Customer
Nonagon Trading Private Limited*	Receivables	-	-	Customer
Chandranya Ventures Pvt Ltd*	Receivables	-	-	Customer
Techtrix Controls Chennai Pvt Ltd*	Payables	0.00	-	Vendor
M.S.Services Pvt Ltd.	Payables	1.08	0.09	Vendor

* amounts less than ₹ 0.01 crore

Name of struck off company	Nature of transactions	Transactions during the year March 31, 2023	Balance outstanding as at March 31, 2023	Relationship with the Struck off company
3H Health And Hygiene Pvt. Ltd*	Payables	-	-	Vendor
Shakun & CO (Services) Pvt. Ltd*	Payables	-	-	Vendor

* amounts less than ₹ 0.01 crore

Note 60 : Disclosure U/S 186 (4) Of The Companies Act, 2013

Details of Investments made are disclosed under Note 8 and details of corporate guarantees given to banks on behalf of other body corporates are disclosed under Note 46.

Note 61 : Subsequent Events

There are no significant subsequent events that would require adjustments or disclosures in the standalone financial statements except as disclosed in note 45 to the standalone financial statements.

As per our report of even date attached
For B S R & Co. LLP
Chartered Accountants
Firm Registration No. 101248W/W-100022

For and on behalf of the Board

Nisaba Godrej
Executive Chairperson
DIN : 00591503

Sudhir Sitapati
Managing Director & CEO
DIN: 09197063

Vijay Mathur
Partner
M. No. 046476

Aasif Malbari
Chief Financial Officer

Rahul Botadara
Company Secretary and Compliance-
Officer

Mumbai: May 06, 2024

Independent Auditor's Report

To the Members of Godrej Consumer Products Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Godrej Consumer Products Limited (hereinafter referred to as the "Holding Company") and its subsidiaries (Holding Company and its subsidiaries together referred to as "the Group"), which comprise the consolidated balance sheet as at 31 March 2024, and the consolidated statement of profit and loss (including other comprehensive income), consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policies and other explanatory information in which are included the Returns for the year ended on that date audited by the branch auditor of the Holding Company's branch at Singapore (hereinafter referred to as "the consolidated financial statements").

In our opinion and to the best of our information and according to the explanations given to us, and based on the consideration of report of the branch auditor on financial statements of such branch as was audited by the branch auditor and reports of other auditors on separate/consolidated financial statements/ financial information of such subsidiaries as were audited by the other auditors, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the consolidated state of affairs of the Group as at 31 March 2024, of its consolidated loss and other comprehensive loss, consolidated changes in equity and consolidated cash flows for the year then ended.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in terms of the Code of Ethics issued by the Institute of Chartered Accountants of India and the relevant provisions of the Act, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence obtained by us along with the consideration of reports of the branch auditor and other auditors referred to in paragraph (a) of the "Other Matters" section below, is sufficient and appropriate to provide a basis for our opinion on the consolidated financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Revenue recognition

See Note 29 to consolidated financial statements

The key audit matter	How the matter was addressed in our audit
Revenue is measured net of any discounts and rebates. Recognition and measurement of discounts and rebates accruals involves judgement and estimates. This leads to a risk of revenue being misstated due to inaccurate estimation over discounts and volume rebates. Revenue is recognised when the control of the products being sold has transferred to the customer. There is a risk of revenue being overstated on account of manipulation in the timing of transfer of control, due to the pressure on the Group to achieve performance targets for the year. Accordingly, revenue recognition is considered to be a key audit matter.	Our audit procedures included: • Assessing the Group's compliance of revenue recognition accounting policies, including those relating to discounts and rebates, with reference to Ind AS 115 'Revenue from contracts with customers' (applicable accounting standard); • Testing the design, implementation and operating effectiveness of the Group's general IT controls and key IT application/ manual controls over the Group's systems, with the assistance of our IT specialists. These IT systems enable recording of revenue and computing discounts and volume rebates in the general ledger accounting system; • Performing substantive testing by selecting statistical samples of revenue transactions recorded for the year as well as period end cut-off and agreeing to the underlying documents, which included sales invoices and shipping documents; • Performing substantive testing by agreeing statistical samples of discounts and rebate accruals and disbursements to underlying documents; • Performing a retrospective assessment of discounts and rebate accruals with prior period to evaluate the historical accuracy; and • Assessing manual journals posted to revenue to identify unusual items

Intangible Assets- impairment assessment

See Notes 6 and 52 to consolidated financial statements

The key audit matter	How the matter was addressed in our audit
The carrying amount of goodwill and brands (indefinite life intangible assets) represent 48% of the Group's total assets. The identification of relevant Cash Generating Units (CGUs) for the annual impairment evaluation of Goodwill by the Group involves significant judgement. The annual impairment testing of these intangible assets with indefinite useful life and goodwill by the Group involves significant estimates and judgment due to the inherent uncertainty involved in forecasting discounting future cash flows and determining the recoverable amounts. Accordingly, impairment assessment of goodwill and intangible assets is considered to be a key audit matter.	Our audit procedures included: • Evaluating design and implementation and testing operating effectiveness of controls over the Group's process of impairment assessment and approval of forecasts; • Evaluating Group's basis to identify relevant CGUs; • Comparing the weighted average cost of capital with sector averages for the relevant markets in which the CGUs operate; • Assessing the valuation methodology and challenging the assumptions used, in particular those relating to forecast revenue growth and earnings, weighted average cost of capital, long-term growth rates and royalty rates, with the assistance of our valuation specialists; • Assessing the reliability of the financial projections prepared by the Group by comparing projections for previous financial years with actual results realized and analysis of significant variances; • Performing sensitivity analysis by assessing the effect of possible reductions in the above assumptions on the recoverable amount; and • Evaluating the adequacy of disclosures in respect of impairment evaluation of intangible assets with indefinite useful life and goodwill in the consolidated financial statements.

Business combination - Acquisition of business from Raymond Consumer Care Limited

See Note 47 to consolidated financial statements

The key audit matter	How the matter was addressed in our audit
The Group has completed the acquisition of FMCG business of Raymond Consumer Care Limited effective 8 May 2023 pursuant to a business transfer agreement at a total consideration of ₹2,825 crores. The Group has accounted for such acquisition as a business combination as per Ind AS 103 'Business Combinations' by recognizing identifiable assets and liabilities at fair value. The measurement of the identifiable assets and liabilities acquired at fair value is inherently judgmental. Fair value of brands was determined by the Group with the assistance of an external valuation expert using income approach (royalty relief method), considering the assets being measured. Given the complexity and judgement involved in fair value measurements and magnitude of the acquisition made by the Group, this is a key audit matter.	Our audit procedures included: • We have read the business transfer agreement to understand the key terms and conditions of the acquisition; • We have evaluated the accounting treatment followed by the Group with reference to Ind AS 103; • We have evaluated the design and implementation and tested the operating effectiveness of key internal controls related to the Group's valuation process; • We have involved our valuation specialists; – to gain an understanding of the work of the experts by examining the valuation reports. – to critically evaluate the key assumptions (including revenue projections, royalty rate, terminal growth rate and discount rate) and purchase price allocation adjustments. – to evaluate the valuation of acquired tangible and intangible assets based on our knowledge of the Group and the industry. • We have assessed the adequacy of the Group's disclosures in respect of the acquisition in accordance with the requirements of Ind AS 103.

Other Information

The Holding Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and auditor's reports thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the other information, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the relevant laws and regulations.

Management's and Board of Directors' Responsibilities for the Consolidated Financial Statements

The Holding Company's Management and Board of Directors are responsible for the preparation and presentation of these consolidated financial statements in term of the requirements of the Act that give a true and fair view of the consolidated state of affairs, consolidated profit/ loss and other comprehensive income, consolidated statement of changes in equity and consolidated cash flows of the Group in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. The respective Management and Board of Directors of the companies included in the Group are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of each company and for preventing and detecting frauds and other irregularities; the selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the consolidated financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Management and Board of Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the companies included in the Group are responsible for assessing the ability of each company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies included in the Group are responsible for overseeing the financial reporting process of each company.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.

- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of consolidated financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the appropriateness of this assumption. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial statements/financial information of such entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements/financial information of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion. Our responsibilities in this regard are further described in paragraph (a) of the section titled "Other Matters" in this audit report.

We communicate with those charged with governance of the Holding Company of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

a. We did not audit the financial statements of one branch, whose financial statements reflect total assets of ₹0.21 crores as at 31 March 2024, total revenue of ₹1.33 crores, total net profit after tax of ₹0.12 crores and net cash inflows of ₹0.11 crores for the year ended on that date, before giving effect to consolidation adjustments, as considered in the consolidated financial statements. These financial statements have been audited by the branch auditor whose report has been furnished to us by the Management, and our opinion on the consolidated financial statements in so far as it relates to the amounts and disclosures included in respect of this branch and our report in terms of sub-section (3) of Section 143 of the Act, in so far as it relates to the aforesaid branch is based solely on the report of the branch auditor.

b. We did not audit the financial statements / financial information of 33 subsidiaries, whose financial statements/ financial information reflects total assets of ₹5,899.71 crores as at 31 March 2024, total revenue of ₹7,022.14 crores, total net profit after tax of ₹343.05 crores and net cash outflows of ₹30.28 crores for the year ended on that date, before giving effect to consolidation adjustments, as considered in the consolidated financial statements. These financial statements/financial information have been audited by other auditors whose reports have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, and our report in terms of sub-section (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries is based solely on the reports of the other auditors.

Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matters with respect to our reliance on the work done and the reports of the branch auditor and other auditors.

c. The financial statements/ financial information of 2 subsidiaries, whose financial statements/financial information reflects total assets of ₹ Nil crores as at 31 March 2024, total revenue of ₹ Nil crores, total net profit after tax of ₹30.92 crores and net cash flows of ₹ Nil crores for the year ended on that date, before giving effect to consolidation adjustments, as considered in the consolidated financial statements, have not been audited either by us or by other auditors. These unaudited financial statements/ financial information have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, and our report in terms of sub-section (3) of Section 143 of the Act in so far as it relates to the aforesaid subsidiaries, is based solely on such unaudited financial statements / financial information. In our opinion and according to the information and explanations given to us by the Management, these financial statements/ financial information are not material to the Group.

Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of this matter with respect to the financial statements/financial information certified by the Management.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2A. As required by Section 143(3) of the Act, based on our audit and on the consideration of reports of the other auditors on separate/consolidated financial statements of such branch and subsidiaries as were audited by other auditors, as noted in the "Other Matters" paragraph, we report, to the extent applicable, that:

a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.

b. In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books and the reports of the other auditors and proper returns adequate for the purposes of our audit have been received from the branch not visited by us, except for the matter stated in the paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

c. The report on the accounts of the branch office of the Holding Company audited under Section 143(8) of the Act by branch auditor has been sent to us and has been properly dealt with by us in preparing this report.

d. The consolidated balance sheet, the consolidated statement of profit and loss (including other comprehensive income), the consolidated statement of changes in equity and the consolidated statement of cash flows dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statementsand with the returns received from the branch not visited by us.

e. In our opinion, the aforesaid consolidated financial statements comply with the Ind AS specified under Section 133 of the Act.

f. On the basis of the written representations received from the directors of the Holding Company as on 31 March 2024 taken on record by the Board of Directors of the Holding Company and the reports of the statutory auditors of its subsidiary companies incorporated in India, none of the directors of the Group companies incorporated in India is disqualified as on 31 March 2024 from being appointed as a director in terms of Section 164(2) of the Act.

g. The modification relating to the maintenance of accounts and other matters connected therewith are as stated in the paragraph 2A(b) above on reporting under Section 143(3)(b) of the Act and paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

h. With respect to the adequacy of the internal financial controls with reference to financial statements of the Holding Company and its subsidiary companies and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".

B. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors on separate/consolidated financial statements/ financial information of the branch and subsidiaries, as noted in the "Other Matters" paragraph:

a. The consolidated financial statements disclose the impact of pending litigations as at 31 March 2024 on the consolidated financial position of the Group. Refer Note 28 and 42 to the consolidated financial statements.

b. The Group did not have any material foreseeable losses on long-term contracts including derivative contracts during the year ended 31 March 2024.

c. There has been no delay in transferring amounts to the Investor Education and Protection Fund by the Holding Company during the year ended 31 March 2024. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by its subsidiary companies incorporated in India during the year ended 31 March 2024.

d (i) The management of the Holding Company and its subsidiary companies whose financial statements/ financial information have been audited under the Act have represented to us and the other auditors of such subsidiary companies that, to the best of its knowledge and belief, as disclosed in the

Note 56(a) to the consolidated financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company or any of its subsidiary companies incorporated in India to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Holding Company or any of its subsidiary companies incorporated in India ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(ii) The management of the Holding Company and its subsidiary companies whose financial statements/ financial information have been audited under the Act have represented to us and the other auditors of such subsidiary companies that, to the best of its knowledge and belief, as disclosed in the Note 56(b) to the consolidated financial statements, no funds have been received by the Holding Company or any of its subsidiary companies incorporated in India from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or any of its subsidiary companies incorporated in India shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(iii) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances by us and that performed by the auditor of the subsidiary companies incorporated in India whose financial statements/financial information has been audited under the Act nothing has come to our or other auditor notice that has caused us or the other auditor to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.

e. The interim dividend declared and paid by the Holding Company during the year and until the date of this audit report is in accordance with Section 123 of the Act.

f. Based on our examination which included test checks, except for the instance mentioned below, the Holding Company and its subsidiary companies incorporated in India whose financial statements have been audited under the Act, have used accounting softwares for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the respective softwares;

In the absence of independent auditor's report for the period 1 April 2023 to 31 March 2024 in relation to controls at service organisation for accounting software used for maintaining the books of account relating to consolidation process, which is operated by a third-party software service provider, we are unable to comment whether audit trail feature of the said software was enabled and operated for the period 1 April 2023 to 31 March 2024 for all relevant transactions recorded in the software.

Further, for the period audit trail (edit log) facility was enabled and operated for the respective accounting softwares, we did not come across any instance of the audit trail feature being tampered with.

C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us, the remuneration paid during the current year by the Holding Company to its directors is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director by the Holding Company to its directors is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us. In our opinion and according to the information and explanations given to us and based on the reports of the statutory auditors of the subsidiary companies incorporated in India, the subsidiary companies have not paid / provided managerial remuneration which would require requisite approvals mandated by the provisions of Section 197 of the Act.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Vijay Mathur
Partner
Membership No.: 046476
Place: Mumbai
Date: 06 May 2024
ICAI UDIN:24046476BKGPAZ8646

Annexure A to the Independent Auditor's Report on the Consolidated Financial Statements of Godrej Consumer Products Limited for the year ended 31 March 2024

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

(xxi) In our opinion and according to the information and explanations given to us, following company incorporated in India and included in the consolidated financial statements, has a remark given by its auditor in their report under the Companies (Auditor's Report) Order, 2020 (CARO):

Sr. No.	Name of the entities	CIN	Holding Company/ Subsidiary/ JV/ Associate	Clause number of the CARO report which is unfavourable or qualified or adverse
1.	Godrej Consumer Supplies Limited	CIN No.: U20230MH2023PLC415494	Subsidiary	17

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Vijay Mathur
Partner
Membership No.: 046476
Place: Mumbai
Date: 06 May 2024
ICAI UDIN:24046476BKGPAZ8646

Annexure B to the Independent Auditor's Report on the consolidated financial statements of Godrej Consumer Products Limited for the year ended 31 March 2024

Report on the internal financial controls with reference to the aforesaid consolidated financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(h) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

In conjunction with our audit of the consolidated financial statements of Godrej Consumer Products Limited (hereinafter referred to as "the Holding Company") as of and for the year ended 31 March 2024, we have audited the internal financial controls with reference to financial statements of the Holding Company and such companies incorporated in India under the Act which are its subsidiary companies, as of that date.

In our opinion and based on the consideration of reports of the other auditor on internal financial controls with reference to financial statements of the subsidiary companies as were audited by the other auditor, the Holding Company and such companies incorporated in India which are its subsidiary companies, have, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2024, based on the internal financial controls with reference to financial statements criteria established by such company/the Holding Company considering the essential components of such internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The respective company's/Holding Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the respective company/Holding Company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company's/Holding Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and the audit evidence obtained by the other auditor of the subsidiary companies in terms of their reports referred to in the Other Matter paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorisations of management and directors of the Company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Other Matter

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to financial statements insofar as it relates to two subsidiary companies, which are companies incorporated in India, is based on the corresponding reports of the auditor of such companies incorporated in India.

Our opinion is not modified in respect of this matter.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Vijay Mathur
Partner
Membership No.: 046476
Place: Mumbai
Date: 06 May 2024
ICAI UDIN:24046476BKGPAZ8646

Consolidated Balance Sheet As at March 31, 2024

₹ Crore

	Note No.	As at March 31, 2024	As at March 31, 2023
I. ASSETS			
1. Non-current assets			
(a) Property, Plant and Equipment	3	**1,281.25**	1,437.40
(b) Capital work-in-progress	4	**78.15**	41.61
(c) Investment property	3A	**10.58**	-
(d) Right-of-use assets	5	**165.12**	96.67
(e) Goodwill	6	**5,026.39**	5,822.25
(f) Other Intangible assets	6	**3,956.90**	2,577.34
(g) Intangible assets under development	6A	**5.21**	3.81
(h) Financial Assets			
(i) Other Investments	7	**1,787.48**	839.33
(ii) Loans	8	**0.01**	0.03
(iii) Others	9	**24.93**	21.61
(i) Deferred tax assets (net)	10D	**384.17**	702.75
(j) Non-Current Tax Assets (net)	10C	**121.59**	101.32
(k) Other non-current assets	11	**92.88**	48.68
Total Non Current Assets		**12,934.66**	**11,692.80**
2. Current assets			
(a) Inventories	12	**1,270.92**	1,537.15
(b) Financial Assets			
(i) Investments	13	**1,716.19**	2,189.65
(ii) Trade receivables	14	**1,535.37**	1,245.28
(iii) Cash and cash equivalents	15A	**402.78**	357.62
(iv) Bank balances other than (iii) above	15B	**144.16**	33.10
(v) Loans	16	**0.01**	0.05
(vi) Others	17	**83.49**	42.31
(c) Other current assets	18	**400.57**	400.81
Total Current Assets		**5,553.49**	**5,805.97**
(d) Non Current Assets held for sale	18A	7.74	-
TOTAL ASSETS		**18,495.89**	**17,498.77**
II. EQUITY AND LIABILITIES			
1. EQUITY			
(a) Equity Share capital	19	**102.28**	102.27
(b) Other equity	20	**12,496.29**	13,691.96
Total Equity		**12,598.57**	**13,794.23**
2. LIABILITIES			
Non-current liabilities			
(a) Financial liabilities			
(i) Borrowings	21	**-**	189.12
(ii) Lease liabilities	5	**35.83**	57.61
(iii) Other financial liabilities			
(b) Provisions	22	**166.63**	103.42
(c) Deferred tax liabilities (net)	10E	**103.81**	61.51
(d) Other non-current liabilities	23	**0.71**	1.57
Total Non Current liabilities		**306.98**	**413.23**
Current liabilities			
(a) Financial liabilities			
(i) Borrowings	24	**3,154.64**	844.84
(ii) Lease liabilities	5	**31.73**	38.01
(iii) Trade payables			
(a) Total outstanding dues of Micro and Small Enterprises	25	**51.48**	46.40
(b) Total outstanding dues of creditors other than Micro and Small Enterprises	25	**1,624.00**	1,776.77
(iv) Other financial liabilities	26	**344.02**	266.39
(b) Other current liabilities	27	**235.04**	229.03
(c) Provisions	28	**90.97**	75.16
(d) Current tax liabilities (Net)	10C	**58.46**	14.71
Total Current Liabilities		**5,590.34**	**3,291.31**
TOTAL EQUITY AND LIABILITIES		**18,495.89**	**17,498.77**

The accompanying notes 1 to 61 are an integral part of the Consolidated Financial Statements.

As per our report of even date attached
For B S R & Co. LLP
Chartered Accountants
Firm Regn No. 101248W/W-100022

Vijay Mathur
Partner
M.No. 046476
Mumbai, May 06, 2024

For and on behalf of the Board of Directors

Nisaba Godrej
Executive Chairperson
DIN: 00591503

Sudhir Sitapati
Managing Director and CEO
DIN : 09197063

Aasif Malbari
Chief Financial Officer

Rahul Botadara
Company Secretary and
Compliance Officer

Consolidated Statement of Profit and Loss for the year ended March 31, 2024

₹ Crore

	Particulars	Note No.	Year ended March 31, 2024	Year ended March 31, 2023
	Revenue			
I.	Revenue from Operations	29	**14,096.11**	13,315.97
II.	Other income	30	**268.95**	168.41
III.	**Total Income (I + II)**		**14,365.06**	**13,484.38**
IV.	**Expenses**			
	Cost of Materials Consumed	31	**5,677.89**	6,184.67
	Purchases of Stock-in-Trade		**655.54**	305.18
	Changes in Inventories of Finished Goods, Stock-in-Trade and Work-in-Progress	32	**(13.13)**	212.94
	Employee Benefits Expense	33	**1,249.34**	1,111.48
	Finance costs	34	**296.37**	175.74
	Depreciation and Amortization Expenses	35	**240.96**	236.29
	Other Expenses	36	**3,583.00**	3,071.24
	Total Expenses		**11,689.97**	**11,297.54**
V.	**Profit before Exceptional Items and Tax (III-IV)**		**2,675.09**	**2,186.84**
VI.	Exceptional Items (Net)	37	**(2,476.86)**	(54.11)
VII.	**Profit before Tax (V+VI)**		**198.23**	**2,132.73**
VIII.	**Tax expense:**			
	(1) Current Tax	10A	**394.63**	396.25
	(2) Deferred Tax	10A	**364.15**	34.02
	Total Tax Expense		**758.78**	**430.27**
IX.	**Profit / (Loss) for the Year (IX-X)**		**(560.55)**	**1,702.46**
X.	**Profit/(Loss) for the year**		**(560.55)**	**1,702.46**
XI.	**Other Comprehensive Income / (Loss)**			
	A (i) Items that will not be reclassified to profit or loss			
	Remeasurements of defined benefit plans		**0.49**	7.14
	(ii) Income tax related to items that will not be reclassifed to profit or loss	10A	**0.15**	(1.74)
			0.64	**5.40**
	B (i) Items that will be reclassified to profit or loss			
	a) Exchange differences in translating financial statements of foreign operations		**(144.49)**	547.30
	b) Effective portion of gains and loss on hedging instruments in a cash flow hedge		**12.42**	0.42
	c) Debt instruments measured at fair value through other comprehensive income		**0.66**	-
	(ii) Income tax related to items that will be reclassifed to profit or loss	10A		
	(a) The effective portion of gains on hedging instruments in a cash flow hedge		**(3.49)**	(0.07)
	(b) Debt instruments measured at fair value through other comprehensive income		**(0.08)**	-
			(134.98)	**547.65**
	Other Comprehensive Income / (Loss) (net of income tax) (A+B)		**(134.34)**	**553.05**
XII.	**Total Comprehensive Income/ (Loss) for the Year (X+XI)**		**(694.89)**	**2,255.51**
	Profit / (Loss) attributable to:			
	Owners of the Company		**(560.55)**	**1,702.46**
	Non-controlling interests		**-**	-
	Other Comprehensive Income / (Loss) attributable to:			
	Owners of the Company		**(134.34)**	**553.05**
	Non-controlling interests		**-**	**-**
	Total comprehensive income /(Loss) attributable to:			
	Owners of the Company		**(694.89)**	**2,255.51**
	Non-controlling interests		**-**	**-**
XIII.	**Earnings per equity share (₹)**			
	1. Basic	38	**(5.48)**	**16.65**
	2. Diluted		**(5.48)**	**16.65**

The accompanying notes 1 to 59 are an integral part of the Consolidated Financial Statements.

As per our report of even date attached
For B S R & Co. LLP
Chartered Accountants
Firm Regn No. 101248W/W-100022

Vijay Mathur
Partner
M.No. 046476
Mumbai, May 06, 2024

For and on behalf of the Board of Directors

Nisaba Godrej
Executive Chairperson
DIN: 00591503

Sudhir Sitapati
Managing Director and CEO
DIN : 09197063

Aasif Malbari
Chief Financial Officer

Rahul Botadara
Company Secretary and Compliance Officer

Consolidated Statement of Cash Flows for the year ended March 31, 2024

₹ Crore

		Year ended March 31, 2024	Year ended March 31, 2023
A.	**CASH FLOW FROM OPERATING ACTIVITIES**		
	Profit Before Tax	**198.23**	2,132.73
	Adjustments for :		
	Non-Cash Items		
	Depreciation and amortization expenses	**240.96**	236.29
	Unrealised Foreign Exchange Loss/(Gain)	**1.83**	(10.26)
	Bad Debts Written off	**4.79**	5.40
	Provision / Write off for Doubtful Debts / Advances	**9.78**	6.46
	Provision/ write off for Non Moving Inventory	**87.46**	3.05
	(Write back)/ Provision towards Litigations	**(12.20)**	10.62
	(Write back) of Old Balances	**(1.27)**	(1.07)
	Expenses on Employee Stock Grant Scheme (ESGS)	**24.25**	20.16
	Impairment on intangible assets	**1,390.75**	6.03
	Finance cost	**296.37**	175.74
	(Profit) on sale of Property, Plant & Equipment and Intangible assets (net)	**(6.18)**	(1.24)
	(Profit) on Sale of Investments (net)	**(54.73)**	(22.24)
	Fair value (Gain) on financial assets measured at FVTPL (net)	**(4.44)**	(5.83)
	Interest Income	**(186.93)**	(121.47)
	Loss on Sale of subsidiary	**822.01**	-
	Loss on Sale of business	**45.43**	-
	Adjustment due to hyperinflation	**43.68**	41.39
		2,701.56	**343.03**
	Operating Cash Flows Before Working Capital Changes	**2,899.79**	2,475.76
	Adjustments for :		
	(Increase)/Decrease in inventories	**(71.47)**	555.00
	(Increase) in trade receivables	**(478.52)**	(165.16)
	Decrease in loans	**0.06**	-
	(Increase)/Decrease in other financial assets	**(13.68)**	8.03
	Decrease in other non-current assets	**0.21**	8.69
	(Increase) in other current assets	**(169.09)**	56.40
	Increase /(Decrease) in trade and other payables	**91.43**	(370.03)
	Increase in other financial liabilities	**75.21**	4.05
	Increase/(Decrease) in other liabilities and provisions	**109.91**	(3.64)
		(455.94)	**93.34**
	Cash Generated from Operating Activities	**2,443.85**	2,569.10
	Adjustment for :		
	Income Taxes paid (net)	**(373.90)**	(418.45)
	Net Cash Flow from Operating Activities (A)	**2,069.95**	**2,150.65**
B.	**CASH FLOW FROM INVESTING ACTIVITIES**		
	Proceeds from sale of property, plant & equipment and intangible assets	**30.63**	7.66
	Purchase of property, plant & equipment and intangible assets	**(307.19)**	(227.40)
	Purchase of non-current investments	**(1,006.00)**	(674.88)
	Proceeds from sale of non-current Investments	**46.44**	25.20
	Proceeds /(Purchase) of current investments (Net)	**346.54**	(988.01)
	Proceeds from Sale of Subsidiary and business	**25.90**	-
	Payment of liabilities for Business Acquisitions	**(14.20)**	(11.82)
	Amount paid for business combination (net of cash and cash equivalents taken over)	**(2,716.29)**	-
	Interest Received	**231.15**	110.91
	Net Cash Flow (used in) in Investing Activities (B)	**(3,363.02)**	**(1,758.34)**

Consolidated Statement of Cash Flows for the year ended March 31, 2024

₹ Crore

		Year ended March 31, 2024	Year ended March 31, 2023
C.	**CASH FLOW FROM FINANCING ACTIVITIES**		
	Proceeds from Allotment of Equity Shares under Employee Stock Grant Scheme	**0.01**	0.01
	Proceeds / (repayments) of short term borrowings (Net)	**2,681.18**	(223.64)
	Repayments of long term borrowings	**(416.00)**	(410.72)
	Finance Cost paid	**(262.03)**	(111.62)
	Dividend Paid	**(511.41)**	-
	Principal Payment of lease liabilities	**(79.97)**	(40.62)
	Finance cost paid towards Lease liabilities	**(5.44)**	(7.72)
	Net Cash Flow from / (used in) Financing Activities (C)	**1,406.34**	**(794.31)**
	NET INCREASE/ (DECREASE) IN CASH AND CASH EQUIVALENTS (A+B+C)	**113.27**	**(402.00)**
	CASH AND CASH EQUIVALENTS:		
	As at the beginning of the year **	**357.62**	750.92
	Less: Cash credit	**(4.82)**	(0.06)
	Effect of exchange difference on translation of cash and cash equivalents on consolidation	**(67.17)**	3.94
	As at the end of the year **	**402.78**	357.62
	Less: Cash credit	**(3.88)**	(4.82)
	NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS	**113.27**	**(402.00)**

** Cash and Cash equivalents includes cash credits, that are repayable on demand and form an integral part of Group's cash management.

₹ Crore

Movement of loans and borrowings and lease liability:	Year ended March 31, 2024	Year ended March 31, 2023
Opening Balance	**1,124.76**	**1,704.28**
Proceeds / (repayments) of short term borrowings (Net)	**2,681.18**	(223.64)
Repayments of long term borrowings	**(416.00)**	(410.72)
Principle payment of lease liabilities	**(79.97)**	(40.62)
Add: Lease liability accrual	**61.14**	39.73
Add/(Less): Exchange difference	**(152.79)**	55.73
Closing Balance	**3,218.32**	**1,124.76**

Note:

1 The above consolidated statement of cash flows has been prepared under the 'Indirect Method' as set out in IND AS 7, 'Statement of Cash Flows'.

2 The accompanying notes 1 to 61 are an integral part of the Consolidated Financial Statements.

As per our report of even date attached
For B S R & Co. LLP
Chartered Accountants
Firm Regn No. 101248W/W-100022

Vijay Mathur
Partner
M.No. 046476
Mumbai, May 06, 2024

For and on behalf of the Board of Directors

Nisaba Godrej
Executive Chairperson
DIN: 00591503

Sudhir Sitapati
Managing Director and CEO
DIN : 09197063

Aasif Malbari
Chief Financial Officer

Rahul Botadara
Company Secretary and
Compliance Officer

Consolidated Statement of Changes in Equity for the year ended March 31, 2024

₹ Crore

(a) Equity Share Capital

	Note No.	₹ Crore
As at April 1, 2022		**102.26**
Changes in equity share capital during the year		0.01
As at March 31, 2023		**102.27**
As at April 1, 2023		102.27
Changes in equity share capital during the year	19	0.01
As at March 31, 2024		**102.28**

(b) Other Equity (Refer Note 20)

₹ Crore

	Reserves & Surplus				Other Comprehensive Income				
Particulars	**Securities Premium**	**General Reserve**	**Other Reserves (Refer Note 20)**	**Retained Earnings**	**Effective portion of Cash Flow Hedges**	**Debt instruments measured at fair value through other comprehensive income**	**Exchange differences on translating the financial statements of foreign operations**	**Total**	**Total Equity**
Balance as at April 1, 2022	**1,424.93**	**154.05**	**14.78**	**9,426.14**	**(0.62)**	**-**	**434.39**	**11,453.67**	**11,453.67**
Profit for the year			-	1,702.46	-	-	-	1,702.46	1,702.46
Remeasurements of defined benefit plans (net of tax)	-	-	-	5.40	-	-	-	5.40	5.40
Other comprehensive income for the year (Net)	-	-	-	-	0.35	-	547.30	547.65	547.65
Total comprehensive income for the year	-	-	-	**1,707.86**	**0.35**	**-**	**547.30**	**2,255.51**	**2,255.51**
Premium received on allotment of shares / Exercise of Share Options	9.77	-	(9.77)	-	-	-	-	-	-
Deferred employee compensation expense	-	-	20.16	-	-	-	-	20.16	20.16
Revaluation of put option liability	-	-	-	(37.38)	-	-	-	(37.38)	(37.38)
Balance as at March 31, 2023	**1,434.70**	**154.05**	**25.17**	**11,096.62**	**(0.27)**	**-**	**981.69**	**13,691.96**	**13,691.96**
Balance as at April 1, 2023	**1,434.70**	**154.05**	**25.17**	**11,096.62**	**(0.27)**	**-**	**981.69**	**13,691.96**	**13,691.96**
Profit / (Loss) for the year			-	(560.55)	-	-	-	(560.55)	(560.55)
Remeasurements of defined benefit plans (net of tax)	-	-	-	0.64	-	-	-	0.64	0.64
Other comprehensive income / (loss) for the year (Net)	-	-	-	-	8.93	0.58	(196.08)	(186.57)	(186.57)
Foreign currency translation reserve reclassified to profit and loss statement on sale of subsidiaries	-	-	-	-	-	-	51.59	51.59	51.59
Total comprehensive income / (loss) for the year	-	-	-	**(559.91)**	**8.93**	**0.58**	**(144.49)**	**(694.89)**	**(694.89)**
Premium received on allotment of shares / Exercise of Share Options	10.92	-	(10.92)	-	-	-	-	-	-
Deferred employee compensation expense	-	-	24.25	-	-	-	-	24.25	**24.25**
Dividends	-	-	-	(511.41)	-	-	-	(511.41)	**(511.41)**
Revaluation of put option liability	-	-	-	(13.62)	-	-	-	(13.62)	(13.62)
Balance as at March 31, 2024	**1,445.62**	**154.05**	**38.50**	**10,011.68**	**8.66**	**0.58**	**837.20**	**12,496.29**	**12,496.29**

The accompanying notes 1 to 61 are an integral part of the Consolidated Financial Statements.

As per our report of even date attached
For B S R & Co. LLP
Chartered Accountants
Firm Regn No. 101248W/W-100022

Vijay Mathur
Partner
M.No. 046476
Mumbai, May 06, 2024

For and on behalf of the Board of Directors

Nisaba Godrej
Executive Chairperson
DIN: 00591503

Sudhir Sitapati
Managing Director and CEO
DIN : 09197063

Aasif Malbari
Chief Financial Officer

Rahul Botadara
Company Secretary and
Compliance Officer

Notes to the Consolidated Financial Statements for the year ended March 31, 2024

1) Corporate Information

Godrej Consumer Products Limited (the Company) was incorporated on November 29, 2000, to take over the consumer products business of Godrej Soaps Limited (subsequently renamed as Godrej Industries Limited), pursuant to a Scheme of Arrangement as approved by the High Court, Mumbai. The Company is a fast moving Consumer Goods company, manufacturing and marketing Household and Personal Care products. The Company along with its subsidiaries is a public company limited by shares, incorporated and domiciled in India and is listed on the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE). The Company's registered office is at 4th Floor, Godrej One, Pirojshanagar, Eastern Express Highway, Vikhroli (East), Mumbai – 400 079. These Consolidated financial statements comprise the Company and its subsidiaries (referred to collectively as the 'Group').

2) Basis of preparation, Measurement and Material Accounting Policies

2.1 Basis of preparation and measurement

a. Basis of preparation

The Consolidated financial statements have been prepared in accordance with Indian Accounting Standards ("Ind AS") as notified by Ministry of Corporate Affairs pursuant to Section 133 of the Companies Act, 2013 ('Act') read with the Companies (Indian Accounting Standards) Rules, 2015 as amended from time to time and other relevant provisions of the Act.

The Consolidated financial statements have been prepared on accrual and going concern basis. The accounting policies are applied consistently to all the periods presented in the consolidated financial statements. All amounts disclosed in the consolidated financial statements and notes have been rounded off to the nearest crore with 2 decimal places as per the requirements of Schedule III, unless otherwise stated. Transactions and balances with values below the rounding off norm adopted by the Company have been reflected as "0" in the relevant notes to this financial statement.

The Consolidated financial statements were authorized for issue by the Company's Board of Directors on May 06, 2024.

Current versus non-current classification

All assets and liabilities have been classified as current or non-current as per the Group's normal operating cycle and other criteria set out in the Schedule III to the Companies Act, 2013. Based on the nature of products and the time taken between acquisition of assets for processing and their realization in cash and cash equivalents, the Group has ascertained its operating cycle as twelve months for the purpose of classification of assets and liabilities into current and non-current.

b. Basis of measurement

These Consolidated financial statements have been prepared on a historical cost basis, except for the following assets and liabilities which have been measured at fair value or revalued amounts:

- Certain financial assets and liabilities (including derivative instruments) measured at fair value [refer accounting policy regarding financial instruments Note 2.4 (g)]

- Defined benefit plans – plan assets /(liability) and cash settled share based payments measured at fair value [Note 2.4 (m)]

c. Principles of consolidation

The Company consolidates all the entities which are controlled by it.

The Company establishes control when, it has the power over the entity, is exposed or has rights to variable return from its involvement with the entity and has the ability to affect the entity's returns by using its power over relevant activities of the entity.

Entities controlled by the Company are consolidated from the date control commences until the date control ceases.

The consolidated financial statements of the Company and its subsidiaries have been combined on a lineby-line basis by adding together the book values of like items of assets, liabilities, income and expenses, after eliminating intra-group balances, intra-group transactions and the unrealised profits/losses, unless cost/revenue cannot be recovered.

Non-controlling interests in the net assets of consolidated subsidiaries is identified and presented in the consolidated Balance Sheet separately within equity. The profit/loss and other comprehensive income attributable to non- controlling interests of subsidiaries are shown separately in the consolidated statement of profit and loss and consolidated statement of changes in equity.

Changes in the Company's interests in subsidiaries that do not result in a loss of control are accounted as equity transactions. The carrying amount of the Company's interest and non-controlling interest are adjusted to reflect the change in their relative interest in the subsidiaries. Any difference between the amount at which the non- controlling interest are adjusted and the fair value of the consideration paid or received is recognized directly in equity and attributed to shareholders of the Company.

Upon loss of control in subsidiaries, the Group derecognizes all assets and liabilities of the subsidiary at their carrying amount, carrying amount of non- controlling interest in the subsidiary at the date when control is lost. All amounts previously recognised in other comprehensive income in relation to that subsidiary is reclassified to profit or loss, or transferred directly to retained earnings if required by other Ind Ass. The Group recognizes fair value of the consideration received if any and record any resulting difference as a gain or loss in profit or loss.

d. Business combination and goodwill

The Group accounts for its business combinations under acquisition method of accounting. Acquisition related costs are recognized in the Consolidated statement of profit and loss as incurred. The acquiree's identifiable assets, liabilities and contingent liabilities that meet the condition for recognition are recognized at their fair value at the acquisition date.

Purchase consideration paid in excess of the fair value of the net assets acquired is recognized as goodwill. Where the fair value of the identifiable assets and liabilities exceeds the cost of acquisition after reassessing sale values of the net assets and contingent liabilities, the excess is recognized as capital reserve.

The interest of non-controlling shareholders is initially measured either at fair value or at non- controlling interest's proportionate share of acquiree's identifiable net assets at the date of acquisition. The choice of measurement basis is made on an acquisition by acquisition basis. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interest's share of subsequent changes in equity of subsidiaries.

Business Combinations arising from transfer of interests in entities that are under common control are accounted using pooling of interest method wherein, assets and liabilities of the combining entities are reflected at their carrying value, no adjustment are made to reflect fair values, or recognize any new assets or liabilities. The identity of the reserves is preserved and appears in the financial statements of the transferee in the same form in which they appeared in the financial statements of the transferor. The difference, if any, between the consideration and amount of share capital of the acquired entity is transferred to capital reserve. However, where the consideration is in excess of the carrying value of the net assets (including the reserves), then it is considered as adjustment to retained earnings and balance over and above, if any is disclosed separately as amalgamation deficit account.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports in its financial statement provisional amounts for the items for which the accounting is incomplete. During the measurement period, the Group retrospectively adjusts the provisional amounts recognised at the acquisition date to reflect new information obtained about facts and circumstances that existed as of the acquisition date and, if known, would have affected the measurement of the amounts recognised as of that date. During the measurement period, the Group also recognizes additional assets or liabilities if new information is obtained about facts and circumstances that existed as of the acquisition date and, if known, would have resulted in the recognition of those assets and liabilities as of that date. The measurement period ends as soon as the Group receives the information it was seeking about facts and circumstances that existed as of the acquisition date or learns that more information is not obtainable but doesn't exceed one year from the acquisition date.

e. Classification of Argentina as a hyperinflationary economy

The Argentinian economy was designated as hyperinflationary from 1 July 2018. As a result, application of Ind AS 29 'Financial Reporting in Hyperinflationary Economies' has been applied to the Group's subsidiaries whose functional currency is the Argentinian Peso. Ind AS 29 requires that adjustments are applicable from the start of the group's reporting period i.e. from 1st April 2018. The effect of retranslation of Equity share capital, securities premium and other reserves due to hyperinflation has been recorded in the Foreign currency translation reserve.

The application of Ind AS 29 includes:

- Adjustment of historical cost non-monetary assets and liabilities for the change in purchasing power caused by inflation from the date of initial recognition to the balance sheet date;
- Adjustment of the income statement for inflation during the reporting period;
- Translation of the income statement at the closing rate instead of an average rate; and
- Adjustment of the income statement to reflect the impact of inflation and exchange rate movement on holding monetary assets and liabilities in local currency.

The main effects on the Group Consolidated financial statements for the year ended March 31, 2024 are:

- Net assets increased by ₹ 38.3 crore (Mar-31-2023: ₹ 28.68 crore) mainly due to restatement of property, plant and equipment, intangible assets, deferred tax assets and inventories with corresponding increase in Total equity as at March 31, 2024;
- Total Revenue from operation is decreased by ₹ 13.6 crore (Mar-31-2023: ₹ 2.39 crore);
- Profit after tax is reduced by ₹ 138.3 crore (Mar-31-2023: ₹ 95.29 crore) and
- A net monetary loss of ₹ 25.08 crore (Mar-31-2023: loss of ₹ 53.89 crore) (grouped under Finance cost / Other income) is recognized from the inflation and exchange rate movements in the year on the net monetary items held in Argentinian Peso and adjustment to

income statement. The Argentina hyperinflation index is computed basis the periodic inflation index. Below are the indexes used for calculation of hyperinflation impact in Argentina Peso. These are for directional purpose as computation is done basis monthly index.

As at	Index*
31st Mar'24	71113.89
31st Mar'23	18334.51
31st Mar'22	8975.04

*Source - National Institute of Statistics and Censuses of the Argentine Republic.

2.2 Key estimates and assumptions

In preparing these Consolidated financial statements, management has made judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, disclosure of contingent liabilities, income and expenses. Actual results may differ from these estimates.

The areas involving critical assumptions are:

i. Financial Instruments: Whether the contractual terms of a financial asset give rise on specified dates to cash flow that are solely payments of principal and interest on the principal amount outstanding. (Note 2.4 (g))

ii. Lease Term: Whether the company is reasonably certain to exercise extension options. (Note 2.4 (n))

The areas involving critical estimates or judgements are:

i. Determination of the estimated useful lives of tangible assets and the assessment as to which components of the cost may be capitalized; [Note 2.4 (a)]

ii. Determination of the estimated useful lives of intangible assets and determining intangible assets having an indefinite useful life; [Note 2.4 (b)]

iii. Recognition and measurement of defined benefit obligations, key actuarial assumptions; [Note 44]

iv. Recognition of deferred tax assets, availability of future taxable profit against which tax losses carried forward and MAT credit can be used; [Note 2.4 (o)]

v. Recognition and measurement of provisions and contingencies, key assumptions about the likelihood and magnitude of an outflow of resources; [Note 2.4(k)]

vi. Fair valuation of employee share options, Key assumptions made with respect to expected volatility; [Note 2.4(m)]

vii. Estimates of rebates and sales incentives accruals [Note 2.4 (l)]

viii. Fair value of financial instruments [Note 2.3]

ix. Impairment of Goodwill and intangible assets [Note 2.4 (b)]

x. Impairment of financial and non-financial assets [Note 2.4 (e) and (g)]

2.3 Measurement of fair values

The Group's accounting policies and disclosures require certain financial and non-financial assets and liabilities to be measured at fair values.

The Group has an established control framework with respect to the measurement of fair values. The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

The management regularly reviews significant unobservable inputs and valuation adjustments. If third party information, such as broker quotes or pricing services, is used to measure fair values, then the management assesses the evidence obtained from the third parties to support the conclusion that such valuations meet the requirements of Ind AS, including the level in the fair value hierarchy in which such valuations should be classified.

Fair values are categorized into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows.

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorized in its entirely in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Group recognizes transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred. Further information about the assumptions made in measuring fair value is included in the Note 2.4.(g).

2.4 Material Accounting Policies

a. Property, Plant and Equipment

Items of property, plant and equipment, other than freehold land, are measured at cost less accumulated depreciation and any accumulated impairment losses. Freehold land is carried at cost.

The cost of an item of property, plant and equipment comprises its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates, any directly attributable costs of bringing the asset to its working condition for its intended use and estimated costs of dismantling and removing the item and restoring the item and restoring the site on which it is located.

If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment. Property, plant and equipment acquired in a business combination are recognized at fair value at the acquisition date.

Any gain or loss on derecognition of an item of property, plant and equipment is included in profit or loss when the item is derecognized.

The cost of property, plant and equipment at 1st April 2016, the Group's date of transition to Ind AS was determined with reference to its carrying value recognized as per previous GAAP(deemed cost), as at the date of transition to Ind AS.

Subsequent costs are included in the assets carrying amount or recognized as a separate asset, as appropriate only if it is probable that the future economic benefits associated with the item will flow to the Group and the cost of the item can be reliably measured. The carrying amount of any component accounted for as a separate asset is derecognized when replaced. All other repairs and maintenance are charged to profit and loss during the reporting period in which they are incurred.

Property, plant and equipment which are not ready for intended use as on the date of Balance Sheet are disclosed as "Capital work-in-progress".

Advances paid towards the acquisition of property, plant and equipment outstanding at each balance sheet date is classified as capital advances under "Other Non-Current Assets".

Depreciation

Depreciation is calculated on cost of items of property, plant and equipment less their estimated residual values using the Straight Line Method, pro rata to the period of use, based on estimated useful lives and is generally recognized in the statement of profit and loss.

Useful life of asset is estimated by the management based on internal technical assessment, past trends and expected operational lives. The estimated useful lives of property, plant and equipment for current and comparative periods are as follows:

Asset	Management's estimate of useful life	Useful life as per Schedule II
Building	3 -60 Years	30 -60 Years
Plant & Equipment	3-25 Years	8-25 Years
Furniture & Fixtures	5-10 Years	10 Years
Vehicles	5-8 Years	10 Years
Office Equipment	3-10 Years	5 Years
Computers	3-6 Years	3 Years

Freehold land is not depreciated and carried at cost.

Leasehold Improvements are depreciated over the shorter of the unexpired period of the lease and the estimated useful life of the assets.

In some of the subsidiaries, useful lives are estimated to be lower or higher as compared to useful lives defined in Schedule II of the Companies Act 2013 for certain class of assets due to different geographical environment.

Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

b. Goodwill and other Intangible Assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortization (where applicable) and accumulated impairment losses. Internally generated intangibles, excluding eligible development costs are not capitalized, and the related expenditure is reflected in profit and loss in the period in which the expenditure is incurred.

The cost of intangible assets at 1st April 2016, the Group's date of transition to Ind AS was determined with reference to its carrying value recognized as per previous GAAP(deemed cost),as at the date of transition to Ind AS.

The useful lives of intangible assets are assessed as either finite or indefinite.

Goodwill

Goodwill on acquisition of subsidiaries and on consolidation is included in intangible assets. Goodwill is not amortized but it is tested for impairment annually or more frequently if events or changes in circumstances indicate that the asset may be impaired, and is carried at cost less accumulated impairment losses. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Other intangible assets

Intangible assets with definite lives are amortized over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization method and period are reviewed at the end of each reporting period. Changes in the expected useful life or expected pattern of consumption of future economic benefits embodied in the assets are considered to modify amortization period or method, as appropriate, and are treated as changes in accounting estimates.

Intangible assets with indefinite useful lives are not amortized, but are tested for impairment annually and whenever there is an indication that the intangible asset may be impaired. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the statement of profit and loss when the asset is derecognized.

Amortization of other intangible assets

Amortization is calculated to write off the cost of intangible assets less their estimated residual values using the straight-line method over their estimated useful lives and is generally recognized in profit or loss.

The estimated useful lives for current and comparative periods are as follows:

Software licenses	3-8 years
Trademarks	10 -20 years
Technical knowhow	8-10 years
Product registrations	5 years

Trademarks acquired are amortized equally over the best estimate of their useful life not exceeding a period of 10 years, except in the case of Soft & Gentle, Non-Valon brands like Pride, Climax, Odonil, Supalite, Twilite, Lavik, Peurex, Corawwi and Simba brands where the brands are amortized equally over a period of 20 years.

Brands like Goodknight, Hit, SON, Dr Miracle, Darling 1, Darling 2, Valon,Millefiori, Park Avenue and Kamasutra are assessed as intangibles having indefinite useful life and are not amortized in the Consolidated financial statements, but are tested for impairment annually.

Residual value is estimated to be immaterial by management and hence has been considered at ₹ 1.

c. Investment Property :

Properties that are held for long-term rental yields and/ or for capital appreciation are classified as investment properties. Investment properties are stated at cost of acquisition or construction less accumulated depreciation and impairment, if any. Depreciation is recognised using the straight line method so as to amortise the cost of investment properties over their useful lives. Freehold land and properties under construction are not depreciated. Transfers to, or from, investment properties are made at the carrying amount when and only when there is a change in use.

An item of investment property is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of asset. Any gain or loss arising on the disposal or retirement of an item of investment property is determined as the difference between the sales proceeds and the carrying amount of the property and is recognised in the Statement of Profit and Loss. Income received from investment property is recognised in the Statement of Profit and Loss on a straight line basis over the term of the lease.

d. Borrowing Cost

Interest and other borrowing costs attributable to qualifying assets are capitalized. Other interest and borrowing costs are recognized as an expense in the period in which they are incurred.

e. Impairment of Non-Financial Assets

Goodwill and intangible assets that have an indefinite useful life are not subject to amortization and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other non-financial (except for inventories and deferred tax assets) assets are assessed at the end of each reporting date to determine whether there is any indication of impairment.

An impairment loss is recognized whenever the carrying value of an asset or a cash-generating unit exceeds its recoverable amount. Recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs of disposal and its value in use. An impairment loss, if any, is recognized in the Consolidated Statement of Profit and Loss in the period in which the impairment takes place. The impairment loss is allocated first to reduce the carrying amount of any goodwill (if any) allocated to the cash generating unit and then to the other assets of the unit, pro-rata based on the carrying amount of each asset in the unit.

An impairment loss in respect of goodwill is not subsequently reversed. In respect of other assets for which impairment loss has been recognized in prior periods, the Group reviews at each reporting date whether there is any indication that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. Such a reversal is made only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

f. Assets held for sale

Non-current assets or disposal comprising of assets and liabilities are classified as 'held for sale' when all of the following criteria's are met (i) decision has been made to sell (ii) the assets are available for immediate sale in its present condition (iii) the assets are being actively marketed and (iv) sale has been agreed or is expected to be conducted within 12 months of the Balance Sheet date.

Subsequently, such non-current assets and disposal groups classified as held for sale are measured at lower of its carrying value and fair value less costs to sell. Losses on initial classification as held for sale and subsequent gains and losses on re-measurement are recognized in profit and loss. Non-current assets held for sale are not depreciated or amortized.

g. Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial instruments also include derivative contracts such as foreign currency foreign exchange forward contracts, interest rate swaps and futures.

Financial assets

Initial recognition and measurement

All financial assets are recognized initially at fair value plus, in the case of financial assets not recorded at fair value through profit or loss, transaction costs that are attributable to the acquisition of the financial asset. However, trade receivables that do not contain a significant financing component are measured at transaction price.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognized on the trade date, i.e., the date that the Group commits to purchase or sell the asset.

Subsequent measurement

For the purpose of subsequent measurement, financial assets are classified in four categories on the basis of its business model for managing the financial assets and the contractual cash flow characteristics of the financial asset.

- Financial assets at amortized cost,
- Financial assets at fair value through other comprehensive income (FVTOCI)
- Financial assets at fair value through statement of profit and loss (FVTPL)
- Equity instruments measured at fair value through other comprehensive income (FVTOCI) or fair value through statement of profit and loss (FVTPL).

Financial assets at amortized cost

A financial asset is measured at the amortized cost if both the following conditions are met. The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortized cost using the effective interest rate (EIR) method. Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included in other income in the profit or loss. The losses arising from impairment are recognized in the profit or loss. This category generally applies to trade and other receivables.

Financial assets at fair value through other comprehensive income (FVTOCI)

A debt instrument is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL

- the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in OCI (designated as FVOCI – equity investment). This election is made on an investment-by-investment basis.

Financial assets at fair value through profit and loss (FVTPL)

A financial asset, which does not meet the criteria for categorization as at amortized cost or as FVOCI, is classified as at FVTPL. This includes all derivative financial assets.

In addition, the Group may, at initial recognition, irrevocably designate a financial asset, which otherwise meets amortized cost or FVOCI criteria, as at FVTPL. However, such election is allowed only if doing so reduces or eliminates a measurement or recognition inconsistency (referred to as 'accounting mismatch').

Financial assets included within the FVTPL category are measured at fair value with all changes recognized in the profit and loss.

Equity investments

All equity investments within the scope of Ind-AS 109 are measured at fair value. Equity instruments which are held for trading are classified as at FVTPL. For all other equity instruments, the Group decides to classify the same either as at FVOCI or FVTPL. The Group makes such election on an instrument-by-instrument basis. The classification is made on initial recognition and is irrevocable.

If the Group decides to classify an equity instrument as at FVOCI, then all fair value changes on the instrument, excluding dividends, are recognized in the other comprehensive income. There is no recycling of the amounts from other comprehensive income to profit and loss, even on sale of investment. However, the Group may transfer the cumulative gain or loss within equity.

Equity instruments included within the FVTPL category are measured at fair value with all changes recognized in the profit and loss.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or a part of a group of similar financial assets) is primarily derecognized (i.e. removed from the Group's balance sheet) when:

- The contractual rights to receive cash flows from the financial asset have expired, or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor

retained substantially all the risks and rewards of the asset, but has transferred control of the asset. When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognize the transferred asset to the extent of the Group's continuing involvement. In that case, the Group also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained. Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

Impairment of financial assets

The Group assesses on a forward looking basis the Expected Credit Losses (ECL) associated with its financial assets that are debt instruments and are carried at amortized cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

For trade receivables, the Group applies a simplified approach. It recognizes impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition. Trade receivables are tested for impairment on a specific basis after considering the sanctioned credit limits, security deposit collected etc. and expectations about future cash flows.

Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss or at amortized cost. A financial liability is classified at FVTPL if it is classified as held for trading or as derivatives designated as hedging instruments in an effective hedge, as appropriate. Such liabilities, including derivatives that are liabilities, shall be subsequently measured at fair value and net gains and losses including any interest expenses are recognized in profit or loss.

In the case of loans and borrowings and payables, these are measured at amortized cost and recorded, net of directly attributable and incremental transaction cost. Gains and losses are recognized in Consolidated statement of profit and loss when the liabilities are derecognized as well as through the EIR amortization process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included as finance costs in the Consolidated statement of profit and loss.

The Group's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts, financial guarantee contracts and derivative financial instruments.

Derecognition

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognized in the Consolidated statement of profit and loss.

Financial guarantee contracts

Financial guarantee contracts issued by the Group are those contracts that require specified payments to be made to reimburse the holder for a loss it incurs because the specified debtor fails to make a payment when due in accordance with the terms of a debt instrument. Financial guarantee contracts are recognized initially as a liability at fair value, adjusted for transaction costs that are directly attributable to the issuance of the guarantee. Subsequently, the liability is measured at the higher of the amount of loss allowance determined as per impairment requirements of Ind-AS 109 and the amount recognized less cumulative amortization.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the balance sheet if there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

h. Derivative financial instruments and hedge accounting

The Group uses derivative financial instruments, such as forward currency contracts and cross currency interest rate swaps, to hedge its foreign currency risks and interest rate risks respectively. Such derivative financial instruments are initially recognized at fair value on the date on which a derivative contract is entered into and are subsequently re-measured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Any gains or losses arising from changes in the fair value of derivatives are taken directly to profit and loss, except for the effective portion of cash flow hedges, which is recognized in other comprehensive income and later reclassified to profit and loss when the hedged item affects profit or loss or treated as basis adjustment if a hedged forecast transaction subsequently results in the recognition of a non-financial asset or non-financial liability.

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which the Group wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge. The documentation includes the Group risk management objective and strategy for undertaking the hedge, the hedging economic relationship the hedged item or transaction the nature of the risk being hedged, hedge ratio and how the entity will assess the effectiveness of changes in the hedging instrument's fair value in offsetting the exposure to changes in hedged item's fair value or cash flows attributable to the hedged risk. Such hedges are expected to be highly effective in achieving offsetting changes in fair value or cash flows and are assessed on an ongoing basis to determine that they actually have been highly effective throughout the financial reporting periods for which they are designated.

Cash flow hedges

When a derivative is designed as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognized in other comprehensive income and accumulated in the other equity under 'effective portion of cash flow hedges'. The effective portion of changes in the fair value of the derivative that is recognized in other comprehensive income is limited to the cumulative change in fair value of the hedged item, determined on a present value basis, from inception of the hedge. Any ineffective portion of changes in the fair value of the derivative is recognized immediately in profit or loss.

If a hedge no longer meets the criteria for hedge accounting or the hedging instrument is sold, expires, is terminated or is exercised, the hedge accounting is discontinued prospectively.

When hedge accounting for a cash flow hedge is discontinued, the amount has been accumulated in other equity remains there until is reclassified to profit and loss account in the same period or periods as the hedged expected future cash flows affect profit or loss. If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in other equity are immediately reclassified to profit or loss.

i. Inventories

Inventories are valued at lower of cost and net realizable value. Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale. Costs are computed on the weighted average basis and are net of recoverable tax credits.

Raw materials, packing materials and Stores: Costs includes cost of purchase and other costs incurred in bringing each product to its present location and condition. The aforesaid items are valued at net realisable value if the finished products in which they are to be incorporated are expected to be sold at a loss.

Finished goods and work-in-progress: In the case of manufactured inventories and work-in-progress, cost includes all costs of purchases, an appropriate share of production overheads based on normal operating capacity and other costs incurred in bringing each product to its present location and condition.

Provision is made for cost of obsolescence and other anticipated losses, whenever considered necessary.

If payment for inventory is deferred beyond normal credit terms, then cost is determined by discounting the future cash flows at an interest rate determined with reference to market rates. The difference between the total cost and the deemed cost is recognized as interest expense over the period of financing under the effective interest method.

j. Cash and Cash Equivalents

Cash and cash equivalents in the balance sheet includes cash at bank and on hand, deposits held at call with financial institutions, other short term highly liquid investments, with original maturities less than three months which are readily convertible into cash and which are subject to insignificant risk of changes in value.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents as defined above is net of outstanding cash credits repayable on demand, as they are considered an integral part of the Group's cash management.

k. Provisions, Contingent Liabilities and Contingent Assets

A provision is recognized when the enterprise has a present obligation (legal or constructive) as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, in respect of which a reliable estimate can be made. These are reviewed at each balance sheet date and adjusted to reflect the current management estimates.

If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows specific to the liability. The unwinding of the discount is recognized as finance cost.

Contingent Liabilities are disclosed in respect of possible obligations that arise from past events, but their existence is confirmed by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity. Contingent Assets are not recognized till the realization of the income is virtually certain. However, the same are disclosed in the financial statements where an inflow of economic benefits is probable.

l. Income Recognition

Revenue from contracts with customers

Revenue is recognized upon transfer of control of promised goods to customers based on consideration specified in the customer contract. Revenue excludes taxes or duties collected on behalf of the government.

Payment terms are generally agreed upon individually with customers which ranges from advance to 180 days.

Revenue from sale of goods is recognized when control of goods are transferred to the buyer which is generally on delivery for domestic sales and on dispatch/delivery for export sales.

The Group recognizes revenues on the sale of products, net of returns, discounts, amounts collected on behalf of third parties (such as GST) and payments or other consideration given to the customer that has impacted the pricing of the transaction.

Accumulated experience is used to estimate and accrue for the discounts (using the most likely method) and returns considering the terms of the underlying schemes and agreements with the customers. No element of financing is deemed present as the sales are made with normal credit days consistent with market practice. A liability is recognized where payments are received from customers before transferring control of the goods.

Royalty & Technical Fees

Royalty is recognized on accrual basis in accordance with the substance of the relevant agreement.

Interest income

For all debt instruments measured at amortized cost, interest income is recorded using the Effective Interest Rate (EIR). EIR is the rate which exactly discounts the estimated future cash receipts over the expected life of the financial instrument to the gross carrying amount of the financial asset. When calculating the EIR the Group estimates the expected cash flows by considering all the contractual terms of the financial instrument (for example, prepayments, extensions, call and similar options). The expected credit losses are considered if the credit risk on that financial instrument has increased significantly since initial recognition.

Dividend income

Dividends are recognized in profit or loss on the date on which the Group's right to receive payment is established.

m. Employee Benefit

i. Short-term Employee benefits

Liabilities for wages and salaries including non-monetary benefits that are expected to be settled wholly within twelve months after the end of the period in which the employees render the related service are classified as short term employee benefits and are recognized as an expense in the Consolidated Statement of Profit and Loss as the related service is provided. A liability is recognized for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

ii. Share-based payments

The cost of equity settled transactions is determined by the fair value at the grant date. The fair value of the employee share options is based on the Black Scholes model for time-based options and a combination of Monte-Carlo Simulation and Black-Scholes Merton model for performance-based options.

The grant-date fair value of equity-settled share-based payment granted to employees is recognized as an expense, with a corresponding increase in equity, over the vesting period of the awards. The amount recognized as an expense is adjusted to reflect the number of awards for which the related service and non-market performance conditions are expected to be met, such that the amount ultimately recognized is based on the number of awards that meet the related service and non-market performance conditions at the vesting date. For share-based payment awards with market performance conditions and non-vesting conditions, the grant-date fair value of the share-based payment is measured to reflect such conditions and there is no true-up for differences between expected and actual outcomes.

The dilutive effect of outstanding options is reflected as additional share dilution in the computation of diluted earnings per share.

iii. Post-Employment Benefits

Defined Contribution Plans

Payments made to a defined contribution plan such as Provident Fund maintained with Regional Provident Fund Office and Superannuation Fund are charged as an expense in the Consolidated Statement of Profit and Loss as they fall due. Contributions to defined contribution schemes such as employees' state insurance, labour welfare fund, superannuation scheme, employee pension scheme etc. are charged as an expense based on the amount of contribution required to be made as and when services are rendered by the employees. The above benefits are classified as Defined Contribution Schemes as the Group has no further defined obligations beyond the monthly contributions.

Defined Benefit Plans

Gratuity Fund

The Company has an obligation towards gratuity, a defined benefit retirement plan covering eligible employees. Gratuity is payable to all eligible employees on death or on separation/ termination in terms of the provisions of the payment of the Gratuity (Amendment) Act, 1972 or as per the Company's scheme whichever is more beneficial to the employees.

Provident Fund

Provident Fund Contributions which are made to a Trust administered by the Company are considered as Defined Benefit Plans. The interest rate payable to the members of the Trust shall not be lower than the statutory rate of interest declared by the Central Government under the Employees Provident Funds and Miscellaneous Provisions Act, 1952 or as applicable in the respective geography and shortfall, if any, shall be made good by the Company. The Company's liability towards interest shortfall, if any, is actuarially determined at the year end.

The Group's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets.

The calculation of defined benefit obligations is performed by a qualified actuary using the projected unit credit method. When the calculation results in a potential asset for the Group, the recognized asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan. To calculate the present value of economic benefits, consideration is given to any applicable minimum funding requirements.

Re-measurement of the net defined benefit liability, which comprise actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, excluding interest), are recognized immediately in the balance sheet with a corresponding debit or credit to retained earnings through other comprehensive income in the period in which they occur. Re-measurements are not reclassified to profit or loss in subsequent periods.

Net interest expense (income) on the net defined liability (assets) is computed by applying the discount rate, used to measure the net defined liability (asset), to the net defined liability (asset) at the start of the financial year after taking into account any changes as a result of contribution and benefit payments during the year. Net interest expense and other expenses related to defined benefit plans are recognized in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognized immediately in profit or loss. The Group recognizes gains and losses on the settlement of a defined benefit plan when the settlement occurs.

iv. Other Long Term Employee Benefits

The liabilities for earned leaves and other long term incentives are not expected to be settled wholly within 12 months after the end of the period in which the employees render the related service. They are therefore measured as the present value of expected future payments to be made in respect of services provided by employees upto the end of the reporting period using the projected unit credit method based on actuarial valuation.

Actuarial gains and losses in respect of such benefits are charged to the Consolidated Statement Profit or Loss account in the period in which they arise.

n. Leases

At the inception it is assessed, whether a contract is a lease or contains a lease. A contract is a lease or contains a lease if it conveys the right to control the use of an identified asset, for a period of time, in exchange for consideration.

To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether the contract involves the use of an identified asset. Use may be specified explicitly or implicitly.

- Use should be physically distinct or represent substantially all of the capacity of a physically distinct asset.
- If the supplier has a substantive substitution right, then the asset is not identified.
- The Group has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use.
- The Group has the right to direct the use of the asset.
- In cases where the usage of the asset is predetermined the right to direct the use of the asset is determined when the Group has the right to use the asset or the Group designed the asset in a way that predetermines how and for what purpose it will be used.

At the commencement or modification of a contract, that contains a lease component, the Group allocates the consideration in the contract, to each lease component, on the basis of its relative standalone prices. For leases of property, it is elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

As a Lessee:

The Group recognizes a right-of-use asset and a lease liability at the lease commencement date.

Right-of-use asset (ROU):

The right-of-use asset is initially measured at cost. Cost comprises of the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, any initial direct costs incurred by the lessee, an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located less any lease incentives received.

After the commencement date, a lessee shall measure the right-of-use asset applying cost model, which is Cost less any accumulated depreciation and any accumulated impairment losses and also adjusted for certain re-measurements of the lease liability.

Right-of-use asset is depreciated using straight-line method from the commencement date to the end of the lease term. If the lease transfers the ownership of the underlying asset to the Group at the end of the lease term or the cost of the right-of-use asset reflects the Group will exercise the purchase option, ROU will be depreciated over the useful life of the underlying asset, which is determined based on the same basis as property, plant and equipment.

Lease liability:

Lease liability is initially measured at the present value of lease payments that are not paid at the commencement date. Discounting is done using the implicit interest rate in the lease, if that rate cannot be readily determined, then using the Group's incremental borrowing rate. Incremental borrowing rate is determined based on entity's borrowing rate adjusted for terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprises of fixed payments (including in substance fixed payments), variable lease payments that depends on an index or a rate, initially measured using the index or rate at the commencement date, amount expected to be payable under a residual value guarantee, the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

Lease liability is measured at amortised cost using the effective interest method. Lease liability is re-measured when there is a change in the lease term, a change in its assessment of whether it will exercise a purchase, extension or termination option or a revised in-substance fixed lease payment, a change in the amounts expected to be payable under a residual value guarantee and a change in future lease payments arising from change in an index or rate.

When the lease liability is re-measured corresponding adjustment is made to the carrying amount of the right-of-use asset. If the carrying amount of the right-of-use asset has been reduced to zero it will be recorded in statement of profit and loss.

Right-of-use asset and lease liabilities are presented separately in the balance sheet.

The Group has elected not to recognize right-of-use assets and lease liabilities for short term leases. The lease payments associated with these leases are recognized as an expense on a straight-line basis over the lease term.

Lessor

At the commencement or modification of a contract, that contains a lease component, the Group allocates the consideration in the contract, to each lease component, on the basis of its relative standalone prices.

At the inception of the lease, it is determined whether it is a finance lease or an operating lease. If the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset, then it is a financial lease, otherwise it is an operating lease.

If the lease arrangement contains lease and non-lease components, then the consideration in the contract is allocated using the principles of IND AS 115. The Group tests for the impairment losses at the year end. Payment received under operating lease is recognized as income on straight line basis, over the lease term.

o. Income Tax

Income tax expense comprises current tax expense and deferred tax expense / income. It is recognized in profit or loss except to the extent that it relates to items recognized directly in equity or in other comprehensive income. In which case, the tax is also recognized directly in equity or other comprehensive income, respectively.

Current Tax

Current tax comprises the expected tax payable or recoverable on the taxable profit or loss for the year and any adjustment to the tax payable or recoverable in respect of previous years. It is measured using tax rates enacted or substantively enacted by the end of the reporting period. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretations and establishes provisions where appropriate.

Current tax assets and liabilities are offset only if,

- the Group has a legally enforceable right to set off the recognized amounts; and
- Intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

Deferred Tax

Deferred Income tax is recognized in respect of temporary difference between the carrying amount of assets and liabilities for financial reporting purpose and the amount considered for taxation purpose.

Deferred tax assets are recognized for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be utilized. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow the benefit of part or all of that deferred tax asset to be utilized.

Unrecognized deferred tax assets are reassessed at each reporting date and recognized to the extent that it has become probable that future taxable profits will be available against which they can be recovered.

Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax assets and liabilities reflects the tax consequences that would follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax liabilities are not recognized for temporary differences between the carrying amount and tax base of investments in subsidiaries, branches, associates and interest in joint arrangements where the Group is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Deferred tax assets and liabilities are offset only if:

i. the entity has a legally enforceable right to set off current tax assets against current tax liabilities; and

ii. the deferred tax assets and the deferred tax liabilities relate to income taxes levied by the same taxation authority on the same taxable entity.

Deferred tax asset / liabilities in respect of temporary differences which originate and reverse during the tax holiday period are not recognized. Deferred tax assets / liabilities in respect of temporary differences that originate during the tax holiday period but reverse after the tax holiday period are recognized.

Minimum Alternate Tax (MAT) credit is recognized as an asset only when and to the extent there is a convincing evidence that the Group will pay normal tax during the specified period.

p. Foreign Currency Transactions and Translation

i. Functional and Presentation currency

The Consolidated financial statements are prepared in Indian Rupees (INR "₹ ") which is also the Parent Company's functional currency.

ii. Transactions and balances

Foreign currency transactions are recorded on initial recognition in the functional currency using the exchange rate at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate at the reporting date. Non-monetary items that are measured based on historical cost in a foreign currency are translated using the exchange rate at the date of the initial transaction. Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rate at the date the fair value is determined.

Exchange differences arising on the settlement or translation of monetary items are recognized in profit or loss in the year in which they arise except for the qualifying cash flow hedge, which are recognized in other comprehensive income to the extent that the hedges are effective.

Tax charges and credits attributable to exchange differences on those monetary items are also recorded in other comprehensive income, qualifying cash flow hedge to the extent that the hedges are effective.

In respect of non-monetary items, where a gain or loss is recognized in other comprehensive income as required by other Ind AS, the exchange component of that gain or loss is also recognized in other comprehensive income.

Group Companies

On consolidation, the assets and liabilities of foreign operations are translated into INR at the rate of exchange prevailing at the reporting date and their statements of profit and loss are translated at average rate during the year. The exchange differences arising on translation for consolidation are recognized in other comprehensive income and accumulated in equity under the heading Exchange differences on translating the financial statements of foreign operations.

When a foreign operation is disposed of in its entirety or partially such that control, significant influence or joint control is lost, the cumulative amount of exchange differences related to that foreign operations recognized in Exchange differences on translating the financial statements of foreign operations is reclassified to Consolidated Statement of Profit and Loss as part of the gain or loss on disposal.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amount of assets and liabilities arising on the acquisition are treated as assets and liabilities of the foreign operation and translated at the closing rate of exchange at the reporting date.

q. Government grants

Government grants, including non-monetary grants at fair value are recognized when there is reasonable assurance that the grants will be received and the Group will comply with all the attached conditions.

When the grant relates to an expense item, it is recognized as income on a systematic basis over the periods necessary to match them with the costs that they are intended to compensate.

Government grants relating to purchase of property, plant and equipment are included in non-current liabilities as deferred income and are credited to the profit and loss on a straight-line basis over the expected lives of the related assets.

r. Dividend

The Group recognizes a liability for any dividend declared but not distributed at the end of the reporting period, when the distribution is authorized and the distribution is no longer at the discretion of the Group on or before the end of the reporting period. A corresponding amount is recognized directly in equity.

s. Earnings Per Share

Basic Earnings per share is calculated by dividing the profit or loss for the period attributable to the equity shareholders by the weighted average number of equity shares outstanding during the period.

For the purpose of calculating diluted earnings per share, the profit or loss for the period attributable to the equity shareholders and the weighted average number of equity shares outstanding during the period is adjusted to take into account:

- The after income tax effect of interest and other financing costs associated with dilutive potential equity shares, and

- Weighted average number of additional equity shares that would have been outstanding assuming the conversion of all dilutive potential equity shares.

t. Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker (CODM) as defined in Ind AS-108 'Operating Segments' for allocating resources and

assessing performance.
The Group has identified geographical segments as its reporting segments based on the CODM approach.

u. Exceptional Items

In certain cases when, the size, type or incidence of an item of income or expenses, pertaining to the ordinary activities of the Group is such that its disclosure improves the understanding of the performance of the Group, such income or expense is classified as an exceptional item and accordingly, disclosed in the notes accompanying the Consolidated financial statements.

v. For the year ended March 31, 2024, the ministry of corporate affairs has not notified any new standards or amendments to the existing standards applicable to the company.

Note 3: Property, Plant and Equipment

₹ Crore

Particulars	Owned Assets									Assets given on lease		Total
	Freehold Land	Leasehold Land	Buildings	Leasehold Improvements	Plant and Equipment	Furniture and Fixtures	Vehicles	Office Equipment	Computers	Building	Vehicles	
Year ended March 31, 2024												
Gross carrying amount												
Opening gross carrying amount	62.77	82.59	614.63	68.91	1,173.58	34.63	61.82	51.06	77.83	90.26	1.51	**2,319.59**
Additions	0.60	-	23.22	7.48	138.39	4.85	11.18	3.68	13.27	-	-	**202.67**
Transferred to leases	-	(82.59)	-	-	-	-	-	-	-	-	-	**(82.59)**
Reclassified as Investment Property (Refer note 3A)	-	-	-	-	-	(0.90)	-	-	-	-	-	**(0.90)**
Assets classified as held for sale	(2.48)	-	(15.89)	-	(7.59)	(0.12)	(0.79)	(1.16)	(1.43)	-	-	**(29.46)**
Disposals	1.90	-	8.84	(8.51)	(63.08)	(4.25)	(20.72)	(4.95)	(14.75)	-	(1.17)	**(106.69)**
Hyperinflationary adjustment #	-	-	0.22	-	1.40	0.16	0.36	1.75	1.11	-	-	**4.99**
Acquisitions through business combinations (Refer note 47)	-	-	-	0.00	1.96	0.25	-	0.60	1.29	-	-	**4.10**
Derecognised on disposal of a subsidiary (Refer note 51)	-	-	(0.06)	-	(5.52)	(0.14)	(1.38)	(0.25)	(1.15)	-	-	**(8.50)**
Other Adjustments (consist of exchange difference on translation of foreign operations)	(6.06)	-	(37.18)	(6.17)	(56.52)	(3.98)	(20.07)	(3.96)	(9.51)	-	(0.04)	**(143.49)**
Closing Gross Carrying Amount	**56.73**	**-**	**593.78**	**61.71**	**1,182.62**	**30.49**	**30.40**	**46.77**	**66.65**	**90.26**	**0.30**	**2,159.71**
Accumulated Depreciation												
Opening Accumulated Depreciation	-	9.74	135.07	51.56	541.53	16.93	33.74	26.85	57.91	7.33	1.53	**882.19**
Transferred to leases	-	(9.74)	-	-	-	-	-	-	-	-	-	**(9.74)**
Depreciation charge during the year*	-	-	19.74	6.57	120.97	3.46	7.15	4.27	10.12	-	-	**172.28**
Additional depreciation due to hyperinflation #	-	-	0.99	-	0.80	0.36	0.21	1.11	1.11	-	-	**4.58**
Reclassified as Investment Property	-	-		(0.46)	-	-	-	-	-	-		**(0.46)**
Assets classified as held for sale	-	-	(4.57)	-	(7.53)	(0.12)	(0.79)	(1.13)	(1.43)	-	-	**(15.57)**
Disposals	-	-	1.93	(7.68)	(49.01)	(3.38)	(18.50)	(3.96)	(11.41)	-	(1.21)	**(93.22)**
Derecognised on disposal of a subsidiary (Refer note 51)	-	-	(0.01)	-	(3.57)	(0.08)	(0.75)	(0.20)	(1.08)	-	-	**(5.69)**
Hyperinflationary adjustment #	-	-	0.01	-	(0.19)	0.05	0.10	0.13	0.66	-	-	**0.76**
Other Adjustments (consist of exchange difference on translation of foreign operations)	-	-	(9.70)	(3.31)	(22.13)	(2.06)	(11.55)	(1.33)	(6.57)	-	(0.02)	**(56.67)**
Closing Accumulated Depreciation	**-**	**-**	**143.46**	**46.68**	**580.87**	**15.16**	**9.61**	**25.74**	**49.31**	**7.33**	**0.30**	**878.46**
Net Carrying Amount	**56.73**	**-**	**450.32**	**15.03**	**601.75**	**15.33**	**20.79**	**21.03**	**17.34**	**82.93**	**-**	**1,281.25**

₹ Crore

Particulars	Owned Assets									Assets given on lease		
	Freehold Land	Leasehold Land	Buildings	Leasehold Improvements	Plant and Equipment	Furniture and Fixtures	Vehicles	Office Equipment	Computers	Building	Vehicles	Total
Year ended March 31, 2023												
Gross carrying amount												
Opening gross carrying amount	61.33	85.62	571.09	56.73	939.12	35.79	63.68	41.39	74.62	90.26	1.53	**2,021.16**
Additions	-	-	26.16	12.73	248.76	1.93	10.30	9.21	11.92	-	-	**321.01**
Disposals	-	-	(0.55)	(0.57)	(19.58)	(0.33)	(9.36)	(2.00)	(9.60)	-	(0.08)	**(42.07)**
Hyperinflationary Adjustments #	0.03	-	5.80	-	2.00	(1.41)	0.15	4.56	2.64	-	-	**13.77**
Other Adjustments (consist of exchange difference on translation of foreign operations)	1.41	(3.03)	12.13	0.02	3.28	(1.35)	(2.95)	(2.10)	(1.75)	-	0.06	**5.72**
Closing Gross Carrying Amount	**62.77**	**82.59**	**614.63**	**68.91**	**1,173.58**	**34.63**	**61.82**	**51.06**	**77.83**	**90.26**	**1.51**	**2,319.59**
Accumulated Depreciation												
Opening Accumulated Depreciation	-	8.83	108.70	43.77	449.04	15.53	32.94	23.85	54.73	7.33	1.53	**746.25**
Depreciation charge during the year *	-	1.12	20.41	7.76	103.10	3.67	10.40	4.35	10.47	-	-	**161.28**
Additional depreciation due to hyperinflation #	-	-	0.97	-	0.62	0.35	0.15	0.72	0.76	-	-	**3.57**
Disposals	-	-	(0.21)	(0.50)	(15.47)	(0.30)	(7.95)	(1.69)	(9.45)	-	(0.08)	**(35.65)**
Hyperinflationary Adjustments#	-	-	1.36	-	(0.11)	(1.81)	(0.16)	0.35	2.34	-	-	**1.97**
Other Adjustments (consist of exchange difference on translation of foreign operations)	-	(0.21)	3.84	0.53	4.35	(0.51)	(1.64)	(0.73)	(0.94)	-	0.08	**4.77**
Closing Accumulated Depreciation	**-**	**9.74**	**135.07**	**51.56**	**541.53**	**16.93**	**33.74**	**26.85**	**57.91**	**7.33**	**1.53**	**882.19**
Net Carrying Amount	**62.77**	**72.85**	**479.56**	**17.35**	**632.05**	**17.70**	**28.08**	**24.21**	**19.92**	**82.93**	**(0.02)**	**1,437.40**

Refer Note 54 for property, plant and equipment pledged as security against borrowings.

Ind AS 29 "Financial Reporting in Hyperinflationary Economies" has been applied to the Group's entities with a functional currency of Argentina Peso. Ind AS 21 "The Effects of Changes in Foreign Exchange Rates" has been applied to translate the financial statements of such entities for consolidation.

*Includes accelerated depreciation of ₹ 28.51 crores (31-Mar-23 ₹ 18.73 crores) on review of useful life of Property, Plant and Equipment.

NOTE 3A : Investment Property

Particulars	Investment Property
Year ended March 31, 2024	
Gross carrying amount	
Opening gross carrying amount	-
Reclassified from Property Plant and Equipment/ Leases	13.66
Closing Gross Carrying Amount	**13.66**
Accumulated Depreciation	
Opening Accumulated Depreciation	-
Reclassified from Property Plant and Equipment/ Leases	3.08
Closing Accumulated Depreciation	**3.08**
Net Carrying Amount	**10.58**
Year ended March 31, 2023	
Gross carrying amount	-
Opening gross carrying amount	-
Closing Gross Carrying Amount	**-**
Accumulated Depreciation	
Opening Accumulated Depreciation	-
Reclassified from Property Plant and Equipment	-
Closing Accumulated Depreciation	**-**
Carrying Amount	
As at March 31, 2024	**10.58**
As at March 31, 2023	-
Fair Value	
As at March 31, 2024	**49.82**
As at March 31, 2023	-

Investment property comprises of commercial property owned by subsidiary, which has been transferred from property, plant and equipment (see note 3) to investment property, since such property was no longer used by the Group and is to be leased to third parties.

There are no amounts recognized in the statement of profit or loss pertaining to such investment property for the current year ended March 31, 2024 (PY March 31, 2023 : Nil)

Measurement of fair values

The fair value of investment property was determined by accredited external independent property valuer. The said property valuer is a registered valuer as defined under applicable laws and regulations of respective country in which subsidiary is incorporated.

The fair value measurement for investment property has been categorised as Level 2 fair value based on the inputs to the valuation technique used

The group follows Depreciated Replacement Cost method for the improvements. The value component of land is based on comparables of similar plots in the market

Note 4 : Capital Work-In-Progress

Capital work in progress ageing schedule

₹ Crore

Ageing as at March 31, 2024	Amount				
Particulars	**Less than 1 year**	**1-2 years**	**2-3 years**	**More than 3 years**	**Total**
Projects in progress	57.49	3.69	-	-	61.18
Projects temporarily suspended	-	-	-	-	-
CWIP -assets not categorised as projects	-	-	-	-	16.97
Total	**57.49**	**3.69**	**-**	**-**	**78.15**

₹ Crore

Overdue CWIP projects- expected period of completion as at March 31, 2024	To be completed in			
Particulars	**Less than 1 year**	**1-2 years**	**2-3 years**	**More than 3 years**
Project 1	-	-	-	-

₹ Crore

Particulars	**Amount**
Year ended March 31, 2024	
Opening Balance	**41.61**
Add: Additions	153.63
Less: Capitalised during the year	(113.20)
Exchange difference	(3.89)
Closing Balance	**78.15**

There are no projects whose completion is overdue or exceeded the cost as compared to its original plan.

Capital work in progress ageing schedule

₹ Crore

Ageing as at March 31, 2023	Amount				
Particulars	**Less than 1 year**	**1-2 years**	**2-3 years**	**More than 3 years**	**Total**
Projects in progress	16.85	0.46	0.50	0.92	18.73
Projects temporarily suspended	0.07	-	-	-	0.07
CWIP -assets not categorised as projects	-	-	-	-	22.81
Total	**16.92**	**0.46**	**0.50**	**0.92**	**41.61**

₹ Crore

Overdue CWIP projects- expected period of completion as at March 31, 2023	To be completed in			
Particulars	**Less than 1 year**	**1-2 years**	**2-3 years**	**More than 3 years**
Project 1	1.13	-	-	-

₹ Crore

Particulars	Amount
Year ended March 31, 2023	
Opening Balance	**114.75**
Add: Additions	183.52
Less: Capitalised during the year	(257.42)
Exchange difference	0.76
Closing Balance	**41.61**

Note 5 : Leases

Office Building & Land

The group has leasing arrangements for its land, head office and other office buildings. Non-cancellable period for those lease arrangements vary. The Group pays lease charges as fixed amount as per the respective lease agreements. Right-of-use asset is measured, on a lease by lease basis, at carrying amount. Discounting to arrive the value of asset is done based on the incremental borrowing rate at the date of initial application.

Factories, Godowns and office buildings

The Group has leasing arrangements for its various factories, godowns and office buildings (other than mentioned above). Non-cancellable period for those leasing arrangements are less than 12 months and the Group elected to apply the recognition exemption for short term leases to these leases.

Leases in which the company is a Lessor:

The Group has entered into an agreement to give one of its office building on operating lease effective May 2020. The group has also taken office building on operating lease for similar premises in the same building.

As a lessee:

Right-of-Use assets

₹ Crore

	Leasehold land	Building	Plant and Equipment	Vehicles	Total
Recognised at April 1, 2023	**-**	**80.49**	**4.44**	**11.74**	**96.67**
Transferred from Property, Plant and Equipment	72.85	-	-	-	**72.85**
Additions/ (deletions) during the year	41.59	5.00	0.16	14.69	**61.44**
Reclassified as Investment Property (Refer note 3A)	(10.14)	-	-	-	**(10.14)**
Transferred to assets held for sale	(0.82)	(2.20)	-	-	**(3.02)**
Depreciation charge for the year	(0.88)	(31.89)	(1.76)	(2.61)	**(37.14)**
Exchange difference	(2.64)	(6.60)	0.31	(6.61)	**(15.54)**
Balance as at March 31, 2024	**99.96**	**44.80**	**3.15**	**17.21**	**165.12**
Recognised at April 1, 2022	**-**	**93.74**	**2.88**	**1.83**	**98.45**
Additions/ (deletions) during the year	-	24.88	2.64	12.63	**40.15**
Depreciation charge for the year	-	(37.64)	(1.34)	(2.53)	**(41.51)**
Exchange difference	-	(0.49)	0.26	(0.19)	**(0.42)**
Balance as at March 31, 2023	**-**	**80.49**	**4.44**	**11.74**	**96.67**

Maturity analysis - contractual undiscounted cash flows:

₹ Crore

Lease liabilities	As at March 31, 2024	As at March 31, 2023
Less than one year	**33.37**	44.12
One to three years	**33.01**	56.61
Three to five years	**5.50**	8.98
More than five years	**0.23**	0.35
Total undiscounted lease liabilities	**72.11**	**110.06**

₹ Crore

Lease liabilities (discounted value)	As at March 31, 2024	As at March 31, 2023
Non-current	**35.83**	57.61
Current	**31.73**	38.01
Total	**67.56**	**95.62**

Amounts recognized in statement of profit and loss:

₹ Crore

Particulars	Year ended March 31, 2024	Year ended March 31, 2023
Expenses relating to short-term leases	**50.95**	57.88
Expenses relating to low value leases	**1.66**	2.67
Total	**52.61**	**60.55**

As a lessor:

Amounts recognized in statement of profit and loss:

₹ Crore

Particulars	As at March 31, 2024	As at March 31, 2023
Operating lease income	**11.89**	11.30

₹ Crore

Undiscounted lease payments to be received after	March 31, 2024	March 31, 2023
Less than one year	**10.86**	10.86
One to three years	**1.36**	16.65
Three years to five years	**-**	-
Total undiscounted lease payments	**12.22**	**27.51**

Note 6 : Intangible Assets

₹ Crore

PARTICULARS	Goodwill (Refer note 52)	Other Intangible assets			Total Other Intangible assets
		Trademarks and Brands *	Computer Software	Technical Knowhow	
Year ended March 31, 2024					
Opening Gross carrying amount	5,856.50	2,830.64	144.94	0.10	2,975.68
Additions	-	2.26	9.67	-	11.93
Disposals	-	-	(10.53)	-	(10.53)
Derecognised on sale of subsidiary (Refer note 51)	(875.41)	-	(1.00)	-	(1.00)
Acquisitions through business combinations (Refer note 47)	566.30	2,199.69	-	-	2,199.69
Hyperinflationary adjustment #	-	(0.33)	1.53	-	1.20
Other Adjustments (consist of exchange difference on translation of foreign operations)	87.57	28.93	(6.98)	-	21.95
Closing Gross Carrying Amount	**5,634.96**	**5,061.19**	**137.63**	**0.10**	**5,198.92**
Accumulated Amortisation/ Impairment					
Opening Accumulated Amortisation/ Impairment	34.25	279.05	119.19	0.10	398.34
Amortization recognised for the year	-	16.92	10.04	-	26.96
Additional amortisation due to hyperinflation #	-	-	-	-	-
Disposals	-	(0.55)	(8.17)	-	(8.72)
Derecognised on sale of subsidiary (Refer note 51)	-	-	(0.90)	-	(0.90)
Impairment (Refer Note 52)	570.11	820.64	-	-	820.64
Hyperinflationary adjustment #	-	(0.31)	0.50	-	0.19
Other Adjustments (consist of exchange difference on translation of foreign operations)	4.21	10.45	(4.94)	-	5.51
Closing Accumulated Amortisation/ Impairment	**608.57**	**1,126.20**	**115.72**	**0.10**	**1,242.02**
Net Carrying Amount	**5,026.39**	**3,934.99**	**21.91**	**-**	**3,956.90**

₹ Crore

PARTICULARS	Goodwill (Refer note 52)	Other Intangible assets			Total Other Intangible assets
		Trademarks and Brands *	Computer Software	Technical Knowhow	
Year ended March 31, 2023					
Opening Gross carrying amount	5,408.42	2,674.47	144.14	0.10	2,818.71
Additions	-	0.55	10.26	-	10.81
Disposals	-	(1.18)	(15.66)	-	(16.84)
Hyperinflationary adjustment #	-	2.55	4.75	-	7.30
Other Adjustments (consist of exchange difference on translation of foreign operations)	448.08	154.25	1.45	-	155.70
Closing Gross Carrying Amount	**5,856.50**	**2,830.64**	**144.94**	**0.10**	**2,975.68**
Accumulated Amortisation/ Impairment					
Opening Accumulated Amortisation	31.63	233.83	115.63	0.10	349.56
Amortisation recognised for the year	-	15.86	13.30	-	29.16
Additional amortisation due to hyperinflation #	-	0.44	0.33	-	0.77
Disposals	-	(1.18)	(15.66)	-	(16.84)
Impairment (Refer Note 52)	-	6.03	-	-	6.03
Hyperinflationary adjustment #	-	2.38	4.11	-	6.49
Other Adjustments (consist of exchange difference on translation of foreign operations)	2.62	21.69	1.48	-	23.17
Closing Accumulated Amortisation/ Impairment	**34.25**	**279.05**	**119.19**	**0.10**	**398.34**
Net Carrying Amount	**5,822.25**	**2,551.59**	**25.75**	**-**	**2,577.34**

NOTE :

* Includes trademarks / brands amounting to ₹ 3,898.10 crore (Mar-31-2023 : ₹ 2,329.42 crore) that have an indefinite life and are tested for impairment at every year end. Based on analysis of all relevant factors (brand establishment, stability, types of obsolescence etc.), there is no foreseeable limit to the period over which the assets are expected to generate net cash inflows for the Company. Refer Note 52 for details of impairment for trademarks / brands with indefinite useful life.

Ind AS 29 "Financial Reporting in Hyperinflationary Economies" has been applied to the Group's entities with a functional currency of Argentina Peso. Ind AS 21 "The Effects of Changes in Foreign Exchange Rates" has been applied to translate the financial statements of such entities for consolidation. Refer Note 2.1 (e) for impact of these standards.

Note 6A : Intangible Assets under Development

Intangible assets under development ageing schedule

₹ Crore

Particulars	Amount
Year ended March 31, 2024	
Opening Balance	3.81
Add: Additions	6.88
Less: Capitalised during the year	(5.48)
Closing Balance	**5.21**

₹ Crore

As at March 31, 2024

Intangible assets under development ageing	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	-	-	-	-	-
Projects temporarily suspended	-	-	-	-	-
CWIP -assets not categorised as projects	-	-	-	-	5.21
Total	**-**	**-**	**-**	**-**	**5.21**

₹ Crore

Particulars	Amount
Year ended March 31, 2023	
Opening Balance	1.69
Add: Additions	8.99
Less: Capitalised during the year	(6.87)
Closing Balance	3.81

As at March 31, 2023

Intangible Assets under Development ageing	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	-	-	-	-	-
Projects temporarily suspended	-	-	-	-	-
CWIP -assets not categorised as projects	-	-	-	-	3.81
Total	**-**	**-**	**-**	**-**	**3.81**

Note :

There are no projects whose completion is overdue or exceeded the cost as compared to its original plan.

There are no suspended projects.

Note 7: Other Investments (Non-Current)

₹ Crore

	Amounts	
	As at March 31, 2024	As at March 31, 2023
Quoted, fully paid up:		
At Amortised Cost		
Investments in Target Mutual fund	**213.80**	199.08
Unquoted, fully paid up:		
At amortised cost		
Investments in Government Bonds	**568.63**	640.25
Investments in Non-convertible Debentures with Non-Banking Financial Companies	**997.09**	-
At Fair Value through Profit or Loss		
Investment – Early Spring Fund	**7.96**	-
Investment in Equity Instruments* Godrej One Premises Management Pvt Ltd.* (1400 equity shares of ₹ 10 each)	**-**	-
Total	**1,787.48**	**839.33**
Aggregate Amount of Unquoted Investments	**1,573.68**	640.25
Aggregate Amount of Quoted Investments	**213.80**	199.08
Aggregate Market Value of Quoted Investments	**213.76**	199.30
Aggregate Provision for Impairment in the Value of Investments	**-**	-

** mounts less than 0.01 crores*

Note 8: Loans (Non-Current)

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Unsecured, Considered Good, Unless Otherwise Stated		
Loans to Employees	0.01	0.03
Total	**0.01**	**0.03**

Note 9: Other Non-Current Financial Assets

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Unsecured, Considered Good, Unless Otherwise Stated		
Security Deposits	**23.92**	21.01
Others	**1.01**	0.60
TOTAL	**24.93**	**21.61**

Note 10: Income Taxes

A Income tax expense consists of the following:

i Tax expense recognised in the Statement of Profit and Loss

₹ Crore

	Year ended March 31, 2024	Year ended March 31, 2023
Current Tax:		
Current tax on profits for the year	**394.63**	396.25
Deferred tax (net)	**70.07**	7.21
MAT Credit Recognised (adjustment on account of previous period audit)	**0.62**	(6.00)
MAT credit utilised	**198.46**	32.81
MAT credit derecognised	**95.00**	-
Total income tax expense	**758.78**	**430.27**

Deferred tax is in respect of origination and reversal of temporary differences. This also includes derecognition of previously recognised deductible temporary differences (i.e MAT).

ii Deferred Tax related to items recognised in Other Comprehensive Income during the year :

₹ Crore

	Year ended March 31, 2024	Year ended March 31, 2023
On remeasurements of defined benefit plans		
Deferred tax	**0.15**	(1.74)
On revaluation of cash flow hedges		
Deferred tax	**(3.49)**	(0.07)
On Debt instruments measured at fair value through other comprehensive income		
Deferred tax	**(0.08)**	-
TOTAL	**(3.42)**	**(1.81)**

B Reconciliation of tax expense and the accounting profit

The reconciliation between estimated income tax expense at statutory income tax rate and income tax expense reported in Consolidated Statement of Profit and Loss is given below:

₹ Crore

	Year ended March 31, 2024	Year ended March 31, 2023
Profit Before Tax	**198.23**	2,132.73
Income tax rate (Weighted Average Tax rate for group)	**35.41%**	32.70%
Expected income tax expense	**70.20**	697.50
Tax effect of adjustments to reconcile expected Income Tax Expense to reported Income Tax Expense:		
Deduction under Sec 80IC & 80IE of Indian Income Tax Act, 1961	**(108.33)**	(300.53)
Effect of other tax offsets	**3.47**	1.39
Tax impact of income not subject to tax	**(7.29)**	(3.26)
Tax effects of amounts which are not deductible for taxable income	**276.93**	12.61
Adjustments for current tax of prior periods (Excess MAT utilised) (Refer note (e) below)	**0.62**	(6.00)
Deferred Tax Asset not recognised on losses (Refer note (h) below)	**231.23**	60.03
Tax effect of long term capital losses for which no deferred tax asset is recognised (Refer note (h) below)	**269.49**	-
Tax impacts/ benefits in overseas jurisdictions	**11.57**	(33.97)
Others	**10.88**	2.50
Total income tax expense	**758.78**	**430.27**

The Company benefits from the tax holiday available to units set up under section 80-IC and 80-IE of Income Tax Act, 1961. These tax holidays are available for a period of ten years from the date of commencement of operations.

C Tax Assets And Liabilities

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Non-Current Tax Assets (net)	**121.59**	101.32
Current Tax Liabilities (net)	**58.46**	14.71

D Deferred Tax Assets (Net of Liabilities):

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Deferred Tax Liability on account of :		
Property, Plant and Equipment	**(37.13)**	(28.49)
Intangible assets	**(173.61)**	(196.19)
Others	**(0.75)**	(5.17)
Deferred Tax Asset on account of :		
Defined benefit obligations	**0.48**	16.52
Intangible assets	**341.09**	336.44
Provisions	**24.27**	53.50
MAT credit	**-**	482.74
Tax losses	**195.28**	43.40
Others	**34.54**	-
Total Deferred Tax Assets	**384.17**	702.75

E Deferred Tax Liabilities (Net Of Assets):

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Deferred Tax Liability on account of :		
Property, Plant and Equipment	**(25.76)**	(27.52)
Intangible assets	**(371.80)**	(229.00)
Others	**(3.33)**	(5.61)
Deferred Tax Asset on account of :		
Provisions	**108.43**	38.83
Tax losses	**-**	136.98
MAT credit	**188.66**	-
Others	**-**	24.81
Total Deferred Tax (Liabilities)	**(103.81)**	**(61.51)**
Net Deferred Tax (Liabilities) / Assets	**280.36**	**641.24**

F Movement in Deferred Tax (Liabilities) / Asset

₹ Crore

	Property, plant and equipment	Intangible assets	Other Deferred Tax Liability	Defined benefit obligations	Provisions	MAT Credit	Other Deferred Tax Asset	Deferred Tax Liability / Asset (net)
As at April 1, 2022	(61.26)	(31.66)	(1.16)	27.31	94.38	509.46	142.50	679.57
Charged/(credited) :								
- to profit or loss	5.25	(51.46)	(9.62)	(9.05)	(2.05)	(26.71)	55.08	(38.56)
- foreign currency translation	-	(5.63)	-	-	-	-	-	(5.63)
- to other comprehensive income	-	-	-	(1.74)	-		(0.07)	(1.81)
-to reserves	-	-	-	-	-	-	7.67	7.67
As at March 31, 2023	**(56.01)**	**(88.75)**	**(10.78)**	**16.52**	**92.33**	**482.75**	**205.18**	**641.24**
Charged/(credited) :								
- to profit or loss	(6.88)	(76.22)	6.71	(16.19)	40.37	(294.08)	25.40	(320.90)
- foreign currency translation	-	(39.35)	-	-	-	-	-	(39.35)
- to other comprehensive income	-	-	-	0.15	-		(3.57)	(3.42)
-to reserves	-	-	-	-	-	-	2.80	2.80
As at March 31, 2024	**(62.89)**	**(204.32)**	**(4.07)**	**0.48**	**132.70**	**188.67**	**229.81**	**280.37**

(a) The Group offsets deferred tax assets and liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same tax authority.

(b) Significant management judgment is required in determining provision for income tax, deferred tax assets (including MAT credit) and liabilities and recoverability of deferred income tax assets. The recoverability of deferred income tax assets is based on estimates of taxable income and the period over which deferred income tax assets will be recovered.

(c) The Group has not recognized deferred tax liability on undistributed profits of its subsidiaries and associates amounting to ₹ 372.57 Crores (Mar-31-2023 : ₹1,640.96 crores) because it is able to control the timing of the reversal of temporary differences associated with such undistributed profits and it is probable that such differences will not reverse in the foreseeable future.

(d) MAT paid in accordance with the Indian tax laws, which gives future economic benefits in the form of adjustment to future income tax liability, is considered as an asset if there is convincing evidence that the Group will pay normal income tax against which the MAT paid will be adjusted.

During the year, the Group has utilised MAT credit of ₹ -(198.46) crores (31-Mar-23 : ₹ -(26.72) crores (net)). The Group has re-assessed its utilization of MAT credit, considering business projections, benefits available from tax holiday, remaining period for such benefits etc based on which the Group is reasonably certain of utilizing MAT credit of ₹ 188.67 crores (31-Mar-23 : ₹ 482.75 crores) in future years against the normal tax expected to be paid in those years and accordingly ₹ 95 crores of MAT credit has been derecognised.

(e) During the year ended March 31, 2024, the group has reassessed tax benefits under section 80IE of the Indian Income tax Act for financial year 2020-21 based on which incremental Minimum alternate tax credit of ₹ 0.62 crore (Mar-31-2023 : ₹ 6 crores) has been recognised in the Consolidated financial statements.

(f) New provision inserted in the Indian income tax act (Sept 2019) with effect from fiscal year 2019-20, allows any domestic Group to pay income tax in India at the rate of 25.17% subject to condition they will not avail any incentive or exemptions. The lower rate is an option and companies can continue to account based on the old rates. The Group has plants located in North-east region in India enjoying income tax exemption, and the effective rate based on the tax exemption plants is lower than 25.17%, so Group decided to not opt for lower rate in FY 2023-24.

(g) Based on internal projections, the Group plans to opt for the lower tax rate from FY 2025-26.

(h) Unrecognised deferred tax asset: Deferred tax assets have not been recognised in respect of long term capital losses as at 31st March 2024 (₹ 771.21 crores) resulting into unrecognised tax effect of ₹ 269.49 crores as it is not probable that the future taxable long term capital gains will be available against which the Group can use the benfits therefrom.

Deferred tax assets have also not been recognised in respect of tax losses in various tax jurisdictions as at 31st March 2024 (₹ 902.76 Crores) resulting into unrecognised tax effect of ₹ 231.23 Crores (31-Mar-23 : ₹ 60.03 crores) as it is not probable that the future taxable income will be available against which the Group can use the benfits therefrom.

Note 11: Other Non-Current Assets

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Capital Advances		
Considered Good	**64.01**	17.79
Considered Doubtful	**0.64**	0.86
Less: Provision for Doubtful Advances	**(0.64)**	(0.86)
Balances with Government Authorities	**28.36**	30.41
Other non-current assets		
Considered Good-Unsecured	**0.51**	0.48
	0.51	0.48
TOTAL	**92.88**	**48.68**

Note 12: Inventories

₹ Crore

	As at March 31, 2024	As at March 31, 2023
(Valued at lower of cost and net realizable value)		
Raw Materials (Including Packing Materials)	**599.50**	873.96
Goods-in Transit	**36.12**	37.60
	635.62	**911.56**
Work-in-Progress	**78.23**	69.20
Finished goods	**389.90**	469.42
Stock-in-Trade	**145.19**	61.57
Stores and Spares	**21.98**	25.40
TOTAL	**1,270.92**	**1,537.15**

Refer Note 54 for Assets pledged as security

During the year ended March 31, 2024 an amount of ₹ 87.46 crore (31-Mar-23 ₹ (3.05) crore) was debited /(credited) to the statement of Profit and Loss on account of write off/ write back of inventories (net) including damaged and slow moving inventory.

Note 13: Investments (Current)

₹ Crore

	Amounts	
	As at March 31, 2024	**As at March 31, 2023**
Quoted, fully paid up:		
At Fair Value through Profit or Loss		
Investments in Mutual Funds	**517.09**	943.99
At Fair Value through Other Comprehensive Income		
Investments in government securities	**108.49**	-
Unquoted, fully paid up:		
At Amortised Cost		
Investments in Government Bonds	**387.87**	-
Investments in Non-convertible Debentures with Non-Banking Financial Institution Companies	**433.91**	728.37
Investments in Commercial Papers with Non-Banking Financial Institution Companies	**-**	342.02
Investments in Deposits with Non-Banking Financial Institution Companies	**268.83**	175.27
TOTAL	**1,716.19**	**2,189.65**
Aggregate amount of unquoted investments	**1,090.61**	1,245.66
Aggregate amount of quoted investments	**625.58**	943.99
Aggregate Market Value of quoted Investments	**625.58**	943.99

Note 14: Trade Receivables

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Considered Good- Secured	**2.14**	0.68
Considered Good - Unsecured	**1,533.23**	1,244.60
Trade Receivables which have significant increase in Credit Risk	**26.02**	23.91
Trade Receivables - credit impaired	**27.87**	43.99
Less: Impairment allowance for Doubtful Debts	**(53.89)**	(67.90)
TOTAL	**1,535.37**	**1,245.28**

Refer credit risk in note 49 (B)

Refer Note 54 for Assets pledged as security

Trade Receivables ageing schedule

₹ Crore

As on March 31, 2024	Outstanding for following periods from due date of payment						Total
	Not due	Up to 6 months	6 months to 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables- considered good	1,049.87	455.08	14.27	12.08	2.70	1.38	1,535.38
Undisputed trade receivables- which have significant increase in risk	-	4.06	7.14	8.21	0.53	0.28	20.22
Undisputed trade receivables- credit impaired	-	0.13	1.62	3.38	20.61	0.11	25.86
Disputed trade receivables- considered good	-	-	-	-	-	-	-
Disputed trade receivables- which have significant increase in risk	-	5.79	-	0.01	-	-	5.80
Disputed trade receivables- credit impaired	-	-	-	0.17	0.83	1.01	2.01
Provision for bad and doubtful debts	-	-	-	-	-	-	(53.89)
Total	**1,049.87**	**465.06**	**23.04**	**23.85**	**24.68**	**2.77**	**1,535.37**

₹ Crore

As on March 31, 2023	Outstanding for following periods from due date of payment						Total
	Not due	Up to 6 months	6 months to 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables- considered good	948.20	279.34	11.82	4.94	0.00	0.98	1,245.28
Undisputed trade receivables- which have significant increase in risk	-	0.34	11.28	5.99	2.50	3.80	23.91
Undisputed trade receivables- credit impaired	-	0.69	2.21	10.98	20.08	3.96	37.93
Disputed trade receivables- considered good	-	-	-	-	-	-	-
Disputed trade receivables- which have significant increase in risk	-	-	-	-	-	-	-
Disputed trade receivables- credit impaired	-	0.12	0.05	0.82	0.73	4.34	6.06
Provision for bad and doubtful debts	-	-	-	-	-	-	(67.90)
Total	**948.20**	**280.48**	**25.36**	**22.74**	**23.31**	**13.09**	**1,245.28**

Note 15A: Cash and Cash Equivalents

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Balances with Banks		
- In Current Accounts	**301.33**	293.47
- Deposits with less than 3 months original maturity	**89.67**	51.26
	391.00	**344.73**
Cheques, Drafts on Hand	**1.10**	3.46
Cash on hand	**10.68**	9.43
TOTAL	**402.78**	**357.62**

Note 15B: Other Bank Balances

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Deposits with maturities more than 3 months but less than 12 months *(Refer Note below)*	**130.13**	19.42
In Unpaid Dividend Accounts	**14.03**	13.68
TOTAL	**144.16**	**33.10**

NOTES:

The fixed deposits include deposits under lien against bank guarantees ₹ 4.70 crore (Mar-31-2023 : ₹ 4.36 crore)

Note 16: Loans (Current)

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Unsecured, Considered Good, Unless Otherwise Stated		
Loans to Employees	**0.01**	0.05
TOTAL	**0.01**	**0.05**

Note 17: Other Current Financial Assets

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Security Deposits	**2.13**	3.88
Derivatives		
Cross Currency Interest rate swap used for hedging	**36.93**	0.46
Foreign-exchange forward contracts	**0.06**	1.03
Refunds/Incentives receivables from Govt. Authorities (Excise duty/GST/Exports incentives)		
Considered Good	**24.99**	21.18
Considered Doubtful	**18.65**	18.65
Less: Impairment allowance for doubtful advances	**(18.65)**	(18.65)
	24.99	**21.18**
Others (includes insurance claim receivables)	**23.70**	15.76
Less: Impairment allowance for doubtful advances	**(4.32)**	-
TOTAL	**83.49**	**42.31**

Note 18: Other Current Assets

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Balances with Government Authorities	**221.22**	151.65
Right to receive inventory	**8.57**	9.50
Other Advances (includes vendor advances & prepaid expenses)		
Considered Good	**170.78**	239.66
Considered Doubtful	**2.50**	1.29
Less: Provision for Doubtful Advances	**(2.50)**	(1.29)
	170.78	**239.66**
TOTAL	**400.57**	**400.81**

Note 18A: Non Current Assets Held for Sale

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Fixed assets held for sale	**7.74**	-
TOTAL	**7.74**	-

Note 19: Share Capital

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Authorised		
1,030,000,000 Equity Shares *(Mar-31-2023 : 1,030,000,000)* of ₹ 1 each	**103.00**	103.00
10,000,000 Preference Shares *(Mar-31-2023 : 10,000,000)* of ₹ 1 each	**1.00**	1.00
Issued		
1,022,851,453 Equity Shares (31-Mar-23: 1,022,726,442) of ₹ 1 each	**102.29**	102.27
Subscribed and Fully Paid up		
1,022,820,329 Equity Shares (31-Mar-23: 1,022,695,318) of ₹ 1 each fully paid up	**102.28**	102.27
TOTAL	**102.28**	**102.27**

NOTES:

a) During the year, the Company has issued 1,25,011 equity shares (31-Mar-2023: 1,14,239) under the Employee Stock Grant Scheme.

b) 31,124 Right Issue equity shares (31 March 2023 : 31,124 equity shares) are kept in abeyance due to various suits filed in courts / forums by third parties for which final order from courts/claim is awaited.

c) The reconciliation of number of equity shares outstanding and the amount of share capital at the beginning and at the end of the reporting period:

	As at March 31, 2024		As at March 31, 2023	
	No. of Shares	₹ Crore	No. of Shares	₹ Crore
Shares outstanding at the beginning of the year	**1,022,695,318**	**102.27**	**1,022,581,079**	102.26
Add : Shares Issued on exercise of employee stock grant scheme	**125,011**	**0.01**	**114,239**	0.01
Shares outstanding at the end of the year	**1,022,820,329**	**102.28**	**1,022,695,318**	**102.27**

d) **Terms / rights attached to equity shares**

The Company has issued only one class of equity shares having a par value of ₹ 1 each. Each equity shareholder is entitled to one vote per share.

During the year ended 31 March 2024 the amount of per share dividend recognised as distribution to equity shareholders was ₹ 5 (31 March 2023 : NIL).

e) **Details of shareholders holding in the Company:**

Name of the Shareholder	As at March 31, 2024		As at March 31, 2023	
	No. of Shares	% held	No. of Shares	% held
Godrej & Boyce Manufacturing Co Ltd	**75,011,445**	**7.33**	75,011,445	**7.33**
Godrej Industries Limited	**242,812,860**	**23.74**	242,812,860	**23.74**
Godrej Seeds & Genetics Limited	**280,500,000**	**27.42**	280,500,000	**27.43**

f) Shares Reserved for issue under options

The Company has 11,05,168 (previous year 9,90,235) equity shares reserved for issue under Employee Stock Grant Scheme as at March 31, 2024. *(As detailed in Note 45)*

g) Information regarding aggregate number of equity shares during the five years immediately preceding the date of Balance Sheet:

During the year 2018-19, pursuant to the approval of Shareholders, Company has allotted 340,722,032 number of fully paid Bonus shares on Sep 17,2018 in the ratio of one equity share of ₹ 1 each fully paid up for every two existing equity shares of ₹ 1 each fully paid up.

During the year 2017-18, pursuant to the approval of Shareholders, Company has allotted 340,600,816 number of fully paid Bonus shares on June 27,2017 in the ratio of one equity share of ₹ 1 each fully paid up for every one existing equity shares of ₹ 1 each fully paid up.

The Company has not issued shares for consideration other than cash and has not bought back any shares during the past five years other than as reported above.

The Company has not allotted any shares pursuant to contract without payment being received in cash.

h) There are no calls unpaid on equity shares, other than shares kept in abeyance as mentioned in Note (b) above.

i) No equity shares have been forfeited.

j) Capital Management

The primary objective of the Group's capital management is to ensure that it maintains an efficient capital structure and healthy capital ratios to support its business and maximize shareholder value. The Group makes adjustments to its capital structure based on economic conditions or its business requirements. To maintain / adjust the capital structure the Group may make adjustments to dividend paid to its shareholders or issue new shares.

The Group monitors capital using the metric of Net Debt to Equity. Net Debt is defined as borrowings less cash and cash equivalents, fixed deposits and readily redeemable investments. Refer note 58 for Capital management.

k) Details of shares held by promoters

As at 31 March 2024

Promoter Name	Class of Shares	No. of shares held at the end of the year	No. of shares held at the beginning of the Year	Change during the year	% Change during the year
Godrej Seeds & Genetics Limited	Equity shares of INR 1 each fully paid	280,500,000	280,500,000	-	-
Godrej Industries Limited		242,812,860	242,812,860	-	-
Godrej & Boyce Manufacturing Co. Ltd.		75,011,445	75,011,445	-	-
Rishad Kaikhushru Naoroji & Others (Partners Of Rkn Enterprises)		13,438,500	13,438,500	-	-
Pheroza Jamshyd Godrej		-	9,640,700	(9,640,700)	-0.94%
Smita Godrej Crishna, Freyan Crishna Bieri And Nyrika Holkar (Trustees Of Fvc Family Trust)		2,901,200	2,901,200	-	-
Smita Godrej Crishna, Freyan Crishna Bieri And Nyrika Holkar (Trustees Of Nvc Family Trust)		2,901,200	2,901,200	-	-
Tanya Dubash And Pirojsha Godrej (Trustees Of Tad Family Trust)		2,843,100	2,843,100	-	-
Nisaba Godrej And Pirojsha Godrej (Trustees Of Ng Family Trust)		2,843,100	2,843,100	-	-
Pirojsha Godrej And Nisaba Godrej (Trustees Of Pg Family Trust)		2,843,100	2,843,100	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Hng Family Trust)		2,752,299	2,752,299	-	-
Sohrab Nadir Godrej		1,901,184	1,901,184	-	-
Burjis Nadir Godrej		1,901,172	1,901,172	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Bng Successor Trust)		1,312,441	1,312,441	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Sng Successor Trust)		1,312,429	1,312,429	-	-
Hormazd Nadir Godrej		461,314	461,314	-	-
Pirojsha Adi Godrej		370,129	370,129	-	-
Nisaba Godrej		370,087	370,087	-	-
Azaar Arvind Dubash		370,000	370,000	-	-
Adi Barjorji Godrej		1,500	1,500	-	-
Navroze Jamshyd Godrej		77	77	-	-
Rishad Kaikhushru Naoroji		72	72	-	-
Freyan Crishna Bieri		70	70	-	-
Tanya Arvind Dubash		66	66	-	-
Nyrika Holkar		64	64	-	-
Nadir Barjorji Godrej		63	63	-	-
Raika Jamshyd Godrej		50	50	-	-
Jamshyd Godrej And Others (Trustees Of The Raika Godrej Family Trust)		24	24	-	-
Adi Godrej, Tanya Dubash, Nisaba Godrej And Pirojsha Godrej (Trustees Of Abg Family Trust)		1	1	-	-
Tanya Dubash And Pirojsha Godrej (Trustees Of Tad Children Trust)		1	1	-	-
Nisaba Godrej And Pirojsha Godrej (Trustees Of Ng Children Trust)		1	1	-	-
Pirojsha Godrej And Nisaba Godrej (Trustees Of Pg Children Trust)		1	1	-	-
Pirojsha Godrej And Nisaba Godrej (Trustees Of Pg Lineage Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Nbg Family Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Rng Family Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Bng Family Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Burjis Godrej (Trustees Of Bng Lineage Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Sng Family Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Sohrab Godrej (Trustees Of Sng Lineage Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Jng Family Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Pjg Family Trust)		1	1	-	-

Promoter Name	Class of Shares	No. of shares held at the end of the year	No. of shares held at the beginning of the Year	Change during the year	% Change during the year
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Rjg Family Trust)	Equity shares of INR 1 each fully paid	1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Raika Lineage Trust)		4,820,351	1	4,820,350	0.47%
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Njg Family Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Navroze Lineage Trust)		4,820,351	1	4,820,350	0.47%
Smita Godrej Crishna, V M Crishna, F C Bieri And Nyrika Holkar (Trustees Of Sgc Family Trust)		1	1	-	-
Smita Godrej Crishna, V M Crishna, F C Bieri And Nyrika Holkar (Trustees Of Vmc Family Trust)		1	1	-	-
Smita Godrej Crishna, Freyan Crishna Bieri And Nyrika Holkar (Trustees Of Fvc Children Trust)		1	1	-	-
Smita Godrej Crishna, Freyan Crishna Bieri And Nyrika Holkar (Trustees Of Nvc Children Trust)		1	1	-	-

As at 31 March 2023

Promoter Name	Class of Shares	No. of shares held at the end of the year	No. of shares held at the beginning of the Year	Change during the year	% Change during the year
Godrej Seeds & Genetics Limited	Equity shares of INR 1 each fully paid	280,500,000	280,500,000	-	-
Godrej Industries Limited		242,812,860	242,812,860	-	-
Godrej & Boyce Manufacturing Co. Ltd.		75,011,445	75,011,445	-	-
Rishad Kaikhushru Naoroji & Others (Partners Of Rkn Enterprises)		13,438,500	13,438,500	-	-
Pheroza Jamshyd Godrej		9,640,700	9,640,700	-	-
Smita Godrej Crishna, Freyan Crishna Bieri And Nyrika Holkar (Trustees Of Fvc Family Trust)		2,901,200	2,901,200	-	-
Smita Godrej Crishna, Freyan Crishna Bieri And Nyrika Holkar (Trustees Of Nvc Family Trust)		2,901,200	2,901,200	-	-
Tanya Dubash And Pirojsha Godrej (Trustees Of Tad Family Trust)		2,843,100	2,843,100	-	-
Nisaba Godrej And Pirojsha Godrej (Trustees Of Ng Family Trust)		2,843,100	2,843,100	-	-
Pirojsha Godrej And Nisaba Godrej (Trustees Of Pg Family Trust)		2,843,100	2,843,100	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Hng Family Trust)		2,752,299	2,752,299	-	-
Sohrab Nadir Godrej		1,901,184	1,901,184	-	-
Burjis Nadir Godrej		1,901,172	1,901,172	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Bng Successor Trust)		1,312,441	1,312,441	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Sng Successor Trust)		1,312,429	1,312,429	-	-
Hormazd Nadir Godrej		461,314	461,314	-	-
Pirojsha Adi Godrej		370,129	370,129	-	0.00%
Nisaba Godrej		370,087	370,087	-	0.00%
Azaar Arvind Dubash		370,000	370,000	-	-
Adi Barjorji Godrej		1,500	1,500	-	0.00%
Navroze Jamshyd Godrej		77	77	-	-
Rishad Kaikhushru Naoroji		72	72	-	-
Freyan Crishna Bieri		70	70	-	-
Tanya Arvind Dubash		66	66	-	0.00%
Nyrika Holkar		64	64	-	-
Nadir Barjorji Godrej		63	63	-	-
Raika Jamshyd Godrej		50	50	-	-
Jamshyd Godrej And Others (Trustees Of The Raika Godrej Family Trust)		24	24	-	-
Adi Godrej, Tanya Dubash, Nisaba Godrej And Pirojsha Godrej (Trustees Of Abg Family Trust)		1	1	-	-
Tanya Dubash And Pirojsha Godrej (Trustees Of Tad Children Trust)		1	1	-	-

Promoter Name	Class of Shares	No. of shares held at the end of the year	No. of shares held at the beginning of the Year	Change during the year	% Change during the year
Nisaba Godrej And Pirojsha Godrej (Trustees Of Ng Children Trust)	Equity shares of INR 1 each fully paid	1	1	-	-
Pirojsha Godrej And Nisaba Godrej (Trustees Of Pg Children Trust)		1	1	-	-
Pirojsha Godrej And Nisaba Godrej (Trustees Of Pg Lineage Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Nbg Family Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Rng Family Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Bng Family Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Burjis Godrej (Trustees Of Bng Lineage Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Rati Godrej (Trustees Of Sng Family Trust)		1	1	-	-
Nadir Godrej, Hormazd Godrej And Sohrab Godrej (Trustees Of Sng Lineage Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Jng Family Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Pjg Family Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Rjg Family Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Raika Lineage Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Njg Family Trust)		1	1	-	-
Jamshyd Godrej, Pheroza Godrej And Navroze Godrej (Trustees Of Navroze Lineage Trust)		1	1	-	-
Smita Godrej Crishna, V M Crishna, F C Bieri And Nyrika Holkar (Trustees Of Sgc Family Trust)		1	1	-	-
Smita Godrej Crishna, V M Crishna, F C Bieri And Nyrika Holkar (Trustees Of Vmc Family Trust)		1	1	-	-
Smita Godrej Crishna, Freyan Crishna Bieri And Nyrika Holkar (Trustees Of Fvc Children Trust)		1	1	-	-
Smita Godrej Crishna, Freyan Crishna Bieri And Nyrika Holkar (Trustees Of Nvc Children Trust)		1	1	-	-

Note 20: Other Equity

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Securities Premium	**1,445.62**	1,434.70
General Reserve	**154.05**	154.05
Other Reserves		
Capital Investment Subsidy Reserve	**0.15**	0.15
Capital Redemption Reserve	**1.46**	1.46
Employee Stock Options Outstanding	**36.89**	23.56
	38.50	**25.17**
Retained Earnings	**10,011.68**	11,096.62
Other Comprehensive Income (effective portion of cash flow hedges, Debt instruments measured at fair value through other comprehensive income & exchange differences in translating financial statements of foreign operations)	**846.44**	981.42
TOTAL	**12,496.29**	**13,691.96**

OTHER RESERVES MOVEMENT

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Capital Investment Subsidy Reserve		
Balance as per last financial statements	**0.15**	0.15
Closing Balance	**0.15**	**0.15**
Capital Redemption Reserve		
Balance as per last financial statements	**1.46**	1.46
Closing Balance	**1.46**	**1.46**
Employee Stock Options Outstanding		
Gross Employee Compensation for Options granted	**23.56**	13.17
(-) Exercise of Share options	**(10.92)**	(9.77)
(+) Deferred Employee Compensation Expense (Refer Note 33)	**24.25**	20.16
Closing Balance	**36.89**	**23.56**
TOTAL	**38.50**	**25.17**

Nature and purpose of reserves

1) Securities Premium

The amount received in excess of face value of the equity shares is recognised in Securities Premium. The reserve is utilised in accordance with the provisions of the Act.

2) General Reserve

The Company has transferred a portion of the net profit of the Company before declaring dividend to general reserve pursuant to the earlier provisions of Companies Act 1956. Mandatory transfer to general reserve is not required under the Companies Act 2013.

3) Capital Investment Subsidy Reserve

Capital Investment Subsidy Reserve represents subsidy received from the government for commissioning of Malanpur plant in the nature of capital investment.

4) Capital Redemption Reserve

Capital Redemption reserve represents amount set aside by the company for future redemption of capital.

5) Employee Stock Options Outstanding

The shares option outstanding account is used to recognise the grant date fair value of options issued to employees under the Employee Stock Option Plan and the Employee Stock Grant Scheme which are unvested as on the reporting date and is net of the deferred employee compensation expense. Refer note 45 for details on ESGS Plans.

6) Exchange differences on translating the financial statements of foreign operations

The translation reserve comprises all foreign currency exchange differences arising from the translation of the financial statements of foreign operations.

7) **Debt instruments measured at fair value through other comprehensive income**

This comprises changes in the fair value of debt instruments recognised in other comprehensive income and accumulated within equity. The company transfers amounts from such component of equity to retained earnings when the relevant debt instruments are derecognised.

8) **Effective portion of Cash Flow Hedges**

The cash flow hedging reserve represents the cumulative portion of gains or losses arising on changes in fair value of designated portion of hedging instruments entered into for cash flow hedges. The cumulative gain or loss arising on changes in fair value of the designated portion of the hedging instruments that are recognised and accumulated under the heading of cash flow reserve will be reclassified to Statement of Profit and Loss only when the hedged transaction affects the profit or loss or included as a basis adjustment to the non financial hedged item.

Note 21: Non-Current Borrowings

₹ Crore

		Maturity Date	Terms of Repayment	Interest rate*	As at March 31, 2024	As at March 31, 2023
A.	***Secured***					
	Term Loans from banks in USD	Upto August 2024	Payable in Multiple Installments every year	5.49% - 5.49%	-	0.10
B.	**Unsecured**					
	Term loans					
	a) From Banks in USD	Upto June 2025	Payable in Multiple Installments every year	1.29% - 5.55%	-	411.73
					-	**411.83**
					-	**411.83**
	Less: Current maturities of long term debt (from banks in USD) *(Refer Note 24)*				**-**	**(222.71)**
	TOTAL				**-**	**189.12**

*includes variable and fixed rate instruments. Refer Note 49 A (iii) for interest rate risk and Note 54 for assets pledged as security

Note 22: Provisions

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Provision for Employee Benefits		
Gratuity (Refer Note 44)	**93.33**	91.31
Compensated Absences	**4.49**	4.16
Other long term incentives *(Refer Note 44)*	**68.81**	7.95
TOTAL	**166.63**	**103.42**

Note 23: Other Non-Current Liabilities

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Others (includes deferred grants, sundry deposits)	**0.71**	1.57
TOTAL	**0.71**	**1.57**

Note 24: Current Borrowings

₹ Crore

		Maturity Date	Terms of Repayment	Coupon/ Interest rate*	As at March 31, 2024	As at March 31, 2023
A.	**Secured**					
	Loans repayable on demand from banks *(Refer Note below)*	Cash Credit	Payable on demand	7.50% -9%	**3.88**	4.82
					3.88	**4.82**
B.	**Unsecured**					
	Loans repayable on demand from banks	Upto 12 months	Multiple dates	1.03%-38%	**1,046.85**	534.94
	Overdraft from banks	On demand	On demand	7.15% - 55.90%**	**124.04**	82.37
	Commercial Paper	Upto 12 months	Payable on commercial paper maturity date	7%-7.75%	**1,979.88**	-
					3,150.77	617.31
C.	**Current maturity of long term debt *(Refer Note 21)***				**-**	222.71
	TOTAL				**3,154.64**	**844.84**

NOTES:

The Group does not have any default as on the Balance Sheet date in the repayment of any loan or interest.

*includes variable and fixed rate instruments. Refer Note 49 A (iii) for interest rate risk and Note 54 for assets pledged as security.

**55.9% interest rate corresponds to interest rate applicable to group's subsidiary in Argentina operating in hyperinflationary economy

Note 25: Trade Payables

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Total oustanding dues of micro enterprises and small enterprises	**51.48**	46.40
Total outstanding dues of creditors other than micro enterprises and small enterprises*	**1,624.00**	1,776.77
TOTAL	**1,675.48**	**1,823.17**

* Trade Payables Includes invoices discounted by Vendors with banks

Refer Note 49 (C) for liquidity risk

Disclsoures pursuant to Micro, Small and Medium Enterprises Development Act, 2006 (MSMED act) are as follows:

		As at March 31, 2024	As at March 31, 2023
I	The principal amount remaining unpaid to any supplier at the end of the accounting year included in trade payables	**51.48**	46.40
II	Interest due thereon	**-**	-
	Trade payable dues to Micro and small enterprises	**51.48**	**46.40**
(a)	The amount of interest paid by the buyer under MSMED act 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year *	**0.00**	-
(b)	The amount of interest due and payable for the period of delay in making payment (which has been paid but beyond the appointed day during the year) but without adding the interest specified under the MSMED Act, 2006.	**-**	-
(c)	The amount of interest accrued and remaining unpaid at the end of the accounting year	**-**	-
(d)	The amount of further interest remaining due and payable even in the succeeding year, until such date when the interest dues as above are actually paid to the small enterprise, for the purpose of disallowance as a deductible expenditure under section 23 of MEMED Act 2006.	**-**	-

* amounts less than ₹ 0.01 Crores

Ageing of Trade payables outstanding as on March 31, 2024

₹ Crore

Particulars	Outstanding for following periods from due date of payment						Total
	Unbilled	Not due	Less than 1 year	1-2 years	2-3 years	More than 3 years	
MSME	-	51.32	-	-	-	-	51.32
Other than MSME	392.42	953.37	271.99	4.30	0.50	0.66	1,623.24
Disputed dues -MSME	-	0.16	-	-	-	-	0.16
Disputed dues -Others	-	-	-	-	-	0.76	0.76
Total	**392.42**	**1,004.85**	**271.99**	**4.30**	**0.50**	**1.42**	**1,675.48**

Ageing of Trade payables outstanding as on March 31, 2023

₹ Crore

Particulars	Outstanding for following periods from due date of payment						Total
	Unbilled	Not due	Less than 1 year	1-2 years	2-3 years	More than 3 years	
MSME	-	45.84	0.56	-	-	0.03	46.43
Other than MSME	309.23	1,252.67	201.63	7.36	2.35	2.74	1,775.98
Disputed dues -MSME	-	-	-	-	-	-	-
Disputed dues -Others	-	-	-	-	-	0.76	0.76
Total	**309.23**	**1,298.51**	**202.19**	**7.36**	**2.35**	**3.53**	**1,823.17**

Note 26: Other Current Financial Liabilities

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Security deposit received	**5.12**	5.05
Unclaimed Dividends *(Refer Note (a) below)*	**14.03**	13.68
Put Option liability	**81.60**	81.08
Interest accrued	**6.40**	3.02
Derivatives		
Cross currency Interest rate swaps used for hedging	**20.90**	11.95
Foreign-exchange forward contracts used for hedging	**-**	0.08
Employee Benefits Payable	**183.86**	134.23
Capital creditors and other payables	**32.11**	17.30
TOTAL	**344.02**	**266.39**

NOTE:

a) There are no amounts due to be credited to Investor Education and Protection Fund in accordance with Section 125 of the Companies Act, 2013 as at the year end.

Note 27: Other Current Liabilities

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Statutory Dues (VAT, GST, TDS etc.)	**60.85**	48.13
Advance from customers	**30.35**	38.44
Contractual and constructive obligation	**121.78**	114.51
Other Payables (including PF)	**22.06**	27.95
TOTAL	**235.04**	**229.03**

Note 28: Provisions

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Provision for Employee Benefits		
Gratuity (net) *(Refer Note 44)*	**9.77**	8.15
Compensated Absences	**3.78**	4.21
Other Provision :		
Provision for Sales Returns	**56.84**	30.02
Provision towards Litigations	**20.58**	32.78
TOTAL	**90.97**	**75.16**

Movements in each class of other provisions during the financial year are set out below:

₹ Crore

	Sales Returns	Provision towards Litigation
As at April 1, 2023	**30.02**	32.78
Additional provisions recognised	**29.10**	1.42
Additions through business combination *(Refer Note 47)*	**59.02**	-
Amount reversed	**(60.08)**	(10.74)
Foreign currency translation difference	**(1.22)**	(2.88)
As at March 31, 2024	**56.84**	**20.58**

₹ Crore

	Sales Returns	Provision towards Litigation
As at April 1, 2022	**41.33**	22.05
Additional provisions recognised	**-**	12.38
Amount reversed	**(10.17)**	-
Foreign currency translation difference	**(1.14)**	(1.65)
As at March 31, 2023	**30.02**	**32.78**

Sales Returns:

When a customer has a right to return the product within a given period, the Group recognises a provision for sales return. This is measured basis average past trend of sales return as a percentage of sales. Revenue is adjusted for the expected value of the returns and cost of sales are adjusted for the value of the corresponding goods to be returned.

Legal Claims:

The provisions for indirect taxes and legal matters comprises of numerous separate cases that arise in the ordinary course of business. A provision is recognised for legal cases, if the Group assesses that it is possible/probable that an outflow of economic resources will be required. These provisions have not been discounted as it is not practicable for the Group to estimate the timing of the provision utilisation and cash outflows, if any, pending resolution.

Note 29 : Revenue From Operations

₹ Crore

		Year ended March 31, 2024	Year ended March 31, 2023
a)	Sale of Products	**13,974.06**	13,198.68
	Other Operating Revenues (includes export incentive, GST refunds, scrap sales etc.)	**122.05**	117.29
	TOTAL	**14,096.11**	**13,315.97**

b) Revenue Information

₹ Crore

	Year ended March 31, 2024	Year ended March 31, 2023
Revenue by product categories		
Home care	**5,501.22**	5,114.25
Personal care	**8,472.84**	8,084.43
TOTAL	**13,974.06**	**13,198.68**

c) Reconciliation of the amount of revenue recognised in the statement of profit and loss with the contracted price

₹ Crore

	Year ended March 31, 2024	Year ended March 31, 2023
Revenue as per contracted price	**15,324.71**	14,358.15
Sales returns	**(51.85)**	(76.72)
Rebates/Discounts	**(1,298.80)**	(1,082.75)
Revenue from contract with customers	**13,974.06**	**13,198.68**

d) Contract Balances

₹ Crore

	Year ended March 31, 2024	Year ended March 31, 2023
Trade receivables *(Refer Note 14)*	**1,535.37**	1,245.28
Contract liabilities *(Refer Note 27)*	**152.13**	172.67

Note: Contract liabilities represents advances received from customers for sale of goods at the reporting date and contractual and constructive obligations.

e) Significant changes in contract liabilities during the period

₹ Crore

	Year ended March 31, 2024	Year ended March 31, 2023
Revenue recognised that was included in the contract liability balance at the beginning of the period	**38.44**	30.25

Note 30 : Other Income

₹ Crore

	Year ended March 31, 2024	Year ended March 31, 2023
Interest Income on:		
Non-convertible debentures and fixed deposits with Non-Banking Financial Companies at amortised cost	**18.87**	16.97
On Advances and Fixed Deposits	**101.65**	68.29
Commercial Papers	**8.19**	10.30
On Others	**0.25**	0.48
On Investments in Non-convertible Debentures with Non-Banking Financial Companies	**57.97**	25.91
Net Gain on Sale of Investments	**54.73**	22.24
Fair Value Gain \ (Loss) on financial assets measured at fair value through profit or loss (net)	**4.44**	5.83
Profit on Sale of Property, Plant & Equipment (Net)	**6.83**	1.24
Rental Income	**11.89**	11.30
Miscellaneous non operating income	**4.13**	5.85
TOTAL	**268.95**	**168.41**

Note 31: Cost of Materials Consumed

₹ Crore

	Year ended March 31, 2024	Year ended March 31, 2023
Raw material and packing material		
Opening Inventory	**911.56**	1,291.77
Add : Purchases (net)	**5,401.95**	5,804.46
	6,313.51	7,096.23
Less: Closing Inventory	**(635.62)**	(911.56)
Cost of Materials Consumed	**5,677.89**	**6,184.67**

Note 32: Changes in Inventories of Finished Goods, Stock-in-Trade and Work-in-Progress

₹ Crore

	Year ended March 31, 2024	Year ended March 31, 2023
Opening Inventory		
Finished Goods	**469.42**	654.79
Stock-in-Trade	**61.57**	67.83
Work-in-Progress	**69.20**	90.51
	600.19	**813.13**
Less: Closing Inventory		
Finished Goods	**389.90**	469.42
Stock-in-Trade	**145.19**	61.57
Work-in-Progress	**78.23**	69.20
	613.32	**600.19**
(Increase) / decrease in Inventories	**(13.13)**	**212.94**

Note 33: Employee Benefits Expense

₹ Crore

	Year ended March 31, 2024	Year ended March 31, 2023
Salaries and Wages (Refer Note 44)	**1,159.48**	1,024.23
Contribution to Provident and Other Funds (Refer Note 44)	**23.60**	21.24
Share based payments to Employees (Employee Stock Grant Scheme) (Refer Note 45)	**24.25**	20.16
Staff Welfare Expenses	**42.01**	45.85
TOTAL	**1,249.34**	**1,111.48**

Note 34: Finance Costs

₹ Crore

	Year ended March 31, 2024	Year ended March 31, 2023
Interest Expense		
Interest on bank loans and overdraft and other short term borrowings	**242.83**	99.33
Bill discounting charges	**23.02**	14.80
Other Borrowing Costs (includes interest on short term)		
Interest on lease liability	**5.44**	7.72
Net Monetary loss on account of Hyperinflation	**25.08**	53.89
TOTAL	**296.37**	**175.74**

Note 35: Depreciation and Amortization Expenses

₹ Crore

	Year ended March 31, 2024	Year ended March 31, 2023
Depreciation on property, plant and equipment	**176.86**	164.85
Depreciation on right of use asset	**37.14**	41.51
Amortization of intangible assets	**26.96**	29.93
TOTAL	**240.96**	**236.29**

Note 36: Other Expenses

₹ Crore

	Year ended March 31, 2024	Year ended March 31, 2023
Consumption of Stores and Spares	**36.14**	35.09
Power and Fuel	**150.85**	154.63
Rent (net)	**63.43**	60.55
Repairs and Maintenance		
Plant and Equipment	**20.37**	16.99
Buildings	**9.41**	11.13
Others (net)	**78.69**	70.51
	108.47	**98.63**
Insurance	**37.28**	34.97
Rates and Taxes	**39.23**	45.07
Processing and Other Manufacturing Charges	**275.82**	305.19
Travelling and Conveyance	**73.98**	69.54
Legal and Professional Charges	**99.94**	97.31
Donations	**6.82**	1.56
Sales Promotion	**309.24**	203.37
Advertising and Publicity	**1,336.12**	985.52
Selling and distribution expenses	**220.94**	202.32
Freight	**437.35**	427.16
Royalty	**0.92**	0.87
Commission	**21.23**	17.76
Bank charges	**13.20**	12.74
Net Loss on Sale / write off of Property, Plant and Equipment	**0.65**	-
Net Loss on Foreign Currency Transactions and Translations	**126.99**	108.70
Bad Debts Written Off	**4.79**	5.40
Miscellaneous Expenses (net) *(Refer Note (a) below)*	**219.61**	204.86
TOTAL	**3,583.00**	**3,071.24**

NOTE :

a) Miscellaneous Expenses include the Group's share of various expenses incurred by group companies for sharing of services and use of common facilities.

Note 37: Exceptional Items (Loss)/Gain

₹ Crore

	Year ended March 31, 2024	Year ended March 31, 2023
Restructuring costs:		
Impairment Loss on goodwill and brands (Refer note 52)	**(1,390.75)**	(6.03)
Loss on Sale of Subsidiaries (Net)	**(822.01)**	-
Loss on Sale of Business	**(105.11)**	-
Other restructuring costs	**(71.16)**	(29.31)
Acquisition costs	**(87.83)**	-
Settlement of Litigation with tax authorities	**-**	(18.77)
TOTAL	**(2,476.86)**	**(54.11)**

NOTE:

For the year ended March 31, 2024, exceptional items includes various restructuring costs pursuant to changes in business model and refreshed long term strategy enhancing the focus on 'profitable growth' within group's entities in Africa (including Strength of Nature). These include an amount of ₹1,390.75 Crores on impairment of Goodwill and Brands (Refer note 52) due to indications from external and internal sources such as currency devaluation, increased competitive action, the group has sold Godrej East Africa Holdings Limited and its subsidiaries and incurred loss on sale of Godrej East Africa Holdings Limited and its subsidiaries of ₹ 822.01crores (Refer note 51) and loss on sale of dry hair business in Kenya of ₹ 105.11 Crores. Exceptional items also include Stamp duty payment and other costs in relation to acquisition of Raymond Consumer Care Business of ₹ 87.83 crore (Refer note 47). Other restructuring costs of ₹ 71.16 crores includes employees' severance pay, inventory related costs etc necessitated by the restructuring.

'For the year ended March 31, 2023, exceptional items include impairment loss of ₹ 6.03 crore towards brands, restructuring costs of ₹ 29.31 crore and ₹ 18.77 crore on account of litigation settlement under VAT amnesty scheme in the Consolidated Financial Statements.

Note 38: Earnings Per Share

	Year ended March 31, 2024	Year ended March 31, 2023
Net Profit/ (Loss) After Tax (₹ Crore)	**(560.55)**	**1,702.46**
Number of Shares outstanding at the beginning of the year	**1,022,695,318**	1,022,581,079
Add : Shares Issued during the year	**125,011**	114,239
Number of Shares outstanding at the end of the year	**1,022,820,329**	1,022,695,318
Weighted Average Number of Equity Shares		
For calculating Basic EPS	**1,022,765,649**	1,022,636,084
Effect of dilution:		
Share based	**413,083**	229,629
For calculating Diluted EPS	**1,023,178,732**	1,022,865,713
Earnings Per Share Before and After Extraordinary Items		
(Face Value ₹ 1)		
Basic (₹)	**(5.48)**	16.65
Diluted (₹)	**(5.48)**	16.65

Note 39 : Commitments

₹ Crore

	Year ended March 31, 2024	Year ended March 31, 2023
Estimated value of contracts remaining to be executed on capital account to the extent not provided, net of advances there against of ₹ 64.01 crore *(March 31, 2023 : ₹ 17.79 crore)*	**282.31**	73.64
TOTAL	**282.31**	**73.64**

Note 40 : Dividend

During the year 2023-24, ₹ 511.41 Crore (31-Mar-23 Nil) interim dividend has been paid.

After the close of the financial year, at the board meeting on May 6, 2024, the board has declared interim dividend at the rate of ₹ 10 per share of ₹ 1 each.

Note 41 : Contingent Liabilities

₹ Crore

			As at March 31, 2024	As at March 31, 2023
a)	**CLAIMS FOR EXCISE DUTIES, TAXES AND OTHER MATTERS**			
	i)	Excise duty demands against which the Company / Group has preferred appeals	**48.55**	57.74
	ii)	Sales tax demands against which the Company / Group has preferred appeals	**34.22**	38.54
	iii)	GST matters	**23.87**	0.18
	iv)	Income-tax matters	**289.88**	252.38
	v)	Other matters	**2.42**	3.99
b)	**Guarantees given against Borrowings (in excess of Loans outstanding) / Bank facilities**			
	i)	Guarantee amounting to Nil (31-Mar-23 USD 24.20 million) given by the Company to Sumitomo Mitsui Banking Corporation (Singapore) towards Banking facility taken by Godrej Mauritius Africa Holdings Ltd.	**-**	25.48
	ii)	Guarantee amounting to Nil (31-Mar-23 USD 50.50 million) given by the Company to Standard Chartered Bank Mauritius towards SBLC line given to Godrej Tanzania Holdings Limited	**-**	415.02
	iii)	Guarantee amounting to Nil (31-Mar-23 USD 30.45 million) given by the Company to Sumitomo Mitsui Banking Corporation (Singapore) towards Banking facility taken by Godrej SON Holdings, Inc.	**-**	11.92
	iv)	Guarantee amounting to Nil (31-Mar-23 USD 0.58 million) given by the Company to SMBC Singapore towards interest rate swap/ derivatives facility taken by Godrej Mauritius Africa Holdings Ltd.	**-**	4.73
	Others			
	i)	Guarantees issued by banks [secured by bank deposits under lien with the bank ₹ 4.70 crore (31-Mar-23 ₹ 4.53 crore)].	**34.14**	27.89
c)	**Claims against the Company not acknowledged as debt**			
	i)	Claims by various parties on account of unauthorized, illegal and fraudulent acts by an employee.	**31.59**	31.59
	ii)	Others	**0.06**	-

d) The Group has reviewed all its pending litigations and proceedings and has adequately made provisions wherever required and disclosed as contingent liability wherever applicable in the consolidated financial statements.
The Group does not expect the outcome of the proceedings to have a materially adverse effect on its financial statements. It is not practicable for the Group to estimate the timing of cash outflows, if any, in respect of the above pending resolution of the respective proceedings, as it is determinable only on receipt of judgements / decisions pending with various forums/authorities.

e) Other Matters

For India, the proposed Social Security Code, 2019, when promulgated, would subsume labour laws including Employees' Provident Funds and Miscellaneous Provisions Act and amend the definition of wages on which the organisation and its employees are to contribute towards Provident Fund. The Company believes that there will be no significant impact on its contributions to Provident Fund due to the proposed amendments. Additionally, there is uncertainty and ambiguity in interpreting and giving effect to the guidelines of Hon. Supreme Court vide its ruling in February 2019, in relation to the scope of compensation on which the organisation and its employees are to contribute towards Provident Fund. The Company will evaluate its position and act, as clarity emerges.

Note 42 : Related Party Disclosures

A) Related Parties and their Relationship

a) Investing Entity in which the reporting entity is an Associate

i) Godrej Industries Limited

ii) Godrej Seeds & Genetics Limited

b) Companies under common Control with whom transactions have taken place during the year:

i) Godrej & Boyce Mfg. Co. Limited

ii) Godrej Agrovet Limited

iii) Godrej Tyson Foods Limited

iv) Godrej Properties Limited

v) Godrej Projects Development Private Limited

vi) Godrej One Premises Management Private Limited

c) Key Management Personnel and Relatives:

i)	Mr. Adi Godrej	Chairman Emeritus and Father of Ms.Tanya Dubash, Ms. Nisaba Godrej and Mr. Pirojsha Godrej / Brother of Nadir Godrej
ii)	Ms. Nisaba Godrej	Executive Chairperson (Chairperson & Managing director upto October 18,2021) / Daughter of Mr. Adi Godrej / Sister of Mr. Pirojsha Godrej and Ms. Tanya Dubash
iii)	Mr. Sudhir Sitapati	Managing Director & CEO
iv)	Mr. Aasif Malbari	Chief Financial Officer (From August 10, 2023)
v)	Mr. Sameer Shah	Chief Financial Officer (Till August 10, 2023)
vi)	Mr. Rahul Botadara	Company Secretary and Compliance Officer
vii)	Mr. Pirojsha Godrej	Non-Executive Director / Son of Mr. Adi Godrej / Brother of Ms. Nisaba Godrej and Ms. Tanya Dubash
viii)	Mr. Nadir Godrej	Non-Executive Director/ Brother of Mr. Adi Godrej
ix)	Ms. Tanya Dubash	Non-Executive Director/ Daughter of Mr. Adi Godrej /Sister of Mr. Pirojsha Godrej and Ms. Nisaba Godrej
x)	Mr. Jamshyd Godrej	Non Executive Director
xi)	Ms. Shalini Puchalapalli	Independent Director (From November 14, 2023)
xii)	Mr. Omkar Goswami	Independent Director
xiii)	Ms. Ireena Vittal	Independent Director
xiv)	Mr. Narendra Ambwani	Independent Director (Till November 14,2023)
xv)	Ms. Ndidi Nwuneli	Independent Director (Till May 1, 2024)

xvi)	Ms. Pippa Armerding	Independent Director
xvii)	Mr. Sumeet Narang	Independent Director
xviii)	Mr. Burjis Godrej	Son of Mr. Nadir Godrej
xix)	Ms. Rati Godrej	Wife of Mr. Nadir Godrej
xx)	Mr. Sohrab Godrej	Son of Mr. Nadir Godrej
xxi)	Mr. Hormazd Godrej	Son of Mr. Nadir Godrej
xxii)	Mr.Navroze Godrej	Son of Mr. Jamshyd Godrej
xxiii)	Mr. Azaar Arvind Dubash	Son of Ms. Tanya Dubash

d) Post employment Benefit Trust where the reporting entity exercises significant influence

i) Godrej Consumer Products Employees' Provident Fund

B) The Related Party Transactions are as under :

₹ Crore

	Investing Entity in which the reporting entity is an associate		Companies Under Common Control		Key Management Personnel and Relatives		Post employment benefit trust		Total	
	Current Year	Previous Year	Current Year	Previous Year	Current Year	Previous Year	Current Year	Previous Year	Current Year	Previous Year
Sale of Goods	12.56	29.63	3.06	2.65	-	-	-	-	**15.62**	32.28
Sale of Capital Asset	0.02	0.04	-	0.02	-	-	-	-	**0.02**	0.06
Purchase of Materials and Spares	113.44	147.80	22.59	-	-	-	-	-	**136.03**	147.80
Purchase of Fixed Asset including Assets	-	-	0.07	0.02	-	-	-	-	**0.07**	0.02
Advance Paid	-	-	-	-	-	-	-	-	**-**	-
Advance received back	-	-	-	-	-	-	-	-	**-**	-
Royalty and Technical Fees Paid	-	-	-	-	-	-	-	-	**-**	-
Establishment & Other Expenses Paid (Including provision for doubtful debts if any)	34.96	33.29	6.63	6.47	-	-	-	-	**41.59**	39.76
Expenses Recovered	3.58	1.37	0.61	0.19	-	-	-	-	**4.19**	1.56
Investments Sold / Redeemed	-	-	-	-	-	-	-	-	**-**	-
Lease Rentals Received	14.06	11.63	-	-	-	-	-	-	**14.06**	11.63
Lease Rentals Paid	14.55	15.88	-	-	-	-	-	-	**14.55**	15.88
Contribution during the year (Including Employees' Share)	-	-	-	-	-	-	17.49	15.03	**17.49**	15.03
Short Term Employment Benefits (Including Commission on Profits and Sitting Fees)	-	-	-	-	26.01	20.68	-	-	**26.01**	20.68
Post Employment Benefits	-	-	-	-	0.61	0.49	-	-	**0.61**	0.49
Share Based Payment	-	-	-	-	8.51	5.04	-	-	**8.51**	5.04
TOTAL	**193.17**	**239.64**	**32.96**	**9.35**	**35.13**	**26.21**	**17.49**	**15.03**	**278.74**	**290.24**

Outstanding Balances

₹ Crore

	Receivables		Payables		Guarantees Outstanding- Given/ (Taken)		Commitments	
	As at March 31, 2024	As at March 31, 2023	As at March 31, 2024	As at March 31, 2023	As at March 31, 2024	As at March 31, 2023	As at March 31, 2024	As at March 31, 2023
Investing Entity in which the reporting entity is an associate	4.79	2.97	9.86	13.52	(26.88)	(26.88)	-	-
Companies under Common Control	1.81	1.07	0.17	0.49	(1.21)	(1.21)	0.24	0.24
Key Management Personnel and Relatives	-	-	2.19	2.22	-	-	-	-
TOTAL	**6.60**	**4.04**	**12.22**	**16.23**	**(28.09)**	**(28.09)**	**0.24**	**0.24**

Note 43 : Forward Contracts

The Group uses forward exchange contracts to hedge its foreign exchange exposure relating to the underlying transactions and firm commitment in accordance with its forex policy as determined by its Forex Committee. The Group does not use foreign exchange forward contracts for trading or speculation purposes.

Forward/ Spot Contracts outstanding as at March 31, 2024 and March 31, 2023:

	As at March 31, 2024		As at March 31, 2023	
	In million	**INR cr**	**In million**	**INR cr**
Forward Contracts to Purchase (USD)	**US $4.34**	**36.20**	US $11.60	95.33
[129 contracts *(previous year 415 contracts)*]				
Forward Contracts to Sell (USD)	**US $7.00**	**58.38**	US $9.40	77.25
[2 contracts *(previous year 2 contracts)*]				

Note 44 : Employee Benefits

a) DEFINED CONTRIBUTION PLAN

Provident Fund:

The contributions to the Provident Fund of certain employees (including some employees of the erstwhile Godrej Household Products Ltd) are made to a Government administered Provident Fund and there are no further obligations beyond making such contribution. The Superannuation Fund constitutes an insured benefit, which is classified as a defined contribution plan as the Company contributes to an Insurance Company and has no further obligation beyond making payment to the insurance company.

Employer's Contribution to Provident Fund including contribution to Family Pension Fund amounting to ₹ 5.03 crores (31-Mar-23 ₹ 5.85 crores) has been included in Note 33 under Contribution to Provident and Other Funds.

b) DEFINED BENEFIT PLAN

Provident Fund:

The Group manages the Provident Fund plan through a Provident Fund Trust for its employees which is permitted under The Employees' Provident Fund and Miscellaneous Provisions Act, 1952 and is actuarially valued. The plan envisages contribution by the employer and employees and guarantees interest at the rate notified by the Provident Fund authority. The contribution by employer and employee, together with interest, are payable at the time of separation from service or retirement, whichever is earlier.

The Group has an obligation to fund any shortfall on the yield of the trust's investments over the administered interest rates on an annual basis. These administered rates are determined annually predominantly considering the social rather than economic factors and the actual return earned by the Group has been higher in the past years. The actuary has provided a valuation for provident fund liabilities on the basis of guidance issued by Actuarial Society of India and based on the below provided assumptions there is no shortfall as at March 31, 2024.

₹ Crore

		As at March 31, 2024	As at March 31, 2023
i)	**Change in Present Value of Obligation**		
	Present value of the obligation at the beginning of the year	**170.02**	168.26
	Opening Balance Adjustment	**(0.75)**	(1.37)
	Current Service Cost	**8.04**	6.36
	Interest Cost	**14.17**	13.15
	Employee Contribution	**11.12**	8.98
	Liability Transferred In	**23.33**	14.73
	Liability Transferred Out	**(17.32)**	(26.36)
	Benefits Paid	**(10.89)**	(13.73)
	Present value of the obligation at the end of the year	**197.72**	170.02
ii)	**Change in Plan Assets**		
	Fair value of Plan Assets at the beginning of the year	**173.29**	170.68
	Interest Income	**14.17**	13.15
	Return on plan assets excluding interest income	**2.92**	(0.52)
	Transferred In	**23.33**	14.73
	Transferred Out	**(17.32)**	(26.36)
	Contributions	**19.16**	15.34
	Benefits Paid	**(10.89)**	(13.73)
	Fair value of Plan Assets at the end of the year	**204.66**	173.29
iii)	**Amounts Recognised in the Statement of Profit and Loss:**		
	Current Service Cost	**8.04**	6.36
	Interest Cost	**14.17**	13.15
	Interest Income	**(14.17)**	(13.15)
	Net Cost Included in Personnel Expenses	**8.04**	6.36
iv)	**Major categories of Plan Assets as a % of total Plan Assets**		
	Central Government Of India Assets	**11%**	12%
	State Government Of India Assets	**34%**	37%
	Public Sector Units	**6%**	9%
	Private Sector Bonds	**36%**	33%
	Equity/Insurer Managed Funds	**10%**	7%
	Cash & Cash Equivalents	**0%**	1%
	Others	**3%**	2%
v)	**Actuarial Assumptions**		
	i) Rate of Discounting	**7.18% P.A.**	7.30% P.A.
	ii) Guaranteed Return	**8.25% P.A.**	8.15% P.A.
	iii) Rate of Employee Turnover	**18.05% P.A.**	16.00% P.A.

vi) Maturity Analysis of Projected Benefit Obligation: From the Fund

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Projected Benefits Payable in Future Years From the Date of Reporting		
Within the next 12 months	**86.31**	67.76
2nd Following Year	**33.10**	27.30
3rd Following Year	**24.26**	21.21
4th Following Year	**20.62**	17.90
5th Following Year	**16.27**	15.36
Sum of Years 6 to 10	**43.02**	44.67

vii) Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below:

₹ Crore

	31-Mar-24		31-Mar-23	
	Increase	**Decrease**	**Increase**	**Decrease**
Discount rate (1% movement)	-	-	-	-

Gratuity:

i) The Company participates in the Employees' Group Gratuity-cum-Life Assurance Scheme of HDFC Standard Life Insurance Co. Ltd., a funded defined benefit plan for qualifying employees. Gratuity is payable to all eligible employees on death or on separation / termination in terms of the provisions of the Payment of Gratuity (Amendment) Act, 1997, or as per the Company's scheme whichever is more beneficial to the employees. The Gratuity scheme of the erstwhile Godrej Household Products Ltd., which was obtained pursuant to the Scheme of Amalgamation, is funded through Unit Linked Gratuity Plan with HDFC Standard Life Insurance Company Limited.

ii) For Godrej Nigeria Limited, management set aside physical assets with an investment outfit to fund future benefit obligations arising under the gratuity plan.The physical assets earmarked for the fund's investment are being managed by the Pension Fund Administration outfit of First Guaranteed Pension Limited.

iii) Gratuity plans for entities other than mentioned in i) and ii) are unfunded.

iv) The liability for the Defined Benefit Plan is provided on the basis of a valuation, using the Projected Unit Credit Method, as at the Balance Sheet date, carried out by an independent actuary.

v) The Company has a gratuity trust. The Group funds its unfunded gratuity payouts from its cash flows. Accordingly, the Group creates adequate provision in its books every year based on actuarial valuation.

vi) These benefit plans expose the Group to actuarial risks, such as longevity risk, interest rate risk and investment risk.

The amounts recognised in the Company's financial statements as at year end are as under:

₹ Crore

		As at March 31, 2024	As at March 31, 2023
i)	**Change in Present Value of Obligation**		
	Present value of the obligation at the beginning of the year	**100.66**	111.86
	Liability on transfer of employees from group companies	**3.38**	-
	Plan amendments and curtailments	**-**	(10.70)
	Current Service Cost	**8.39**	12.07
	Interest Cost	**6.87**	6.94
	Exchange difference	**(2.19)**	1.81
	Actuarial (Gain) / Loss on Obligation- Due to Change in Demographic Assumptions	**(0.82)**	0.05
	Actuarial (Gain) / Loss on Obligation- Due to Change in Financial Assumptions	**(0.94)**	(1.60)
	Actuarial (Gain) / Loss on Obligation- Due to Experience	**1.30**	(5.66)
	Actuarial (Gain) / Loss on Obligation	**(0.46)**	(7.21)
	Benefits Paid	**(12.04)**	(14.11)
	Present value of the obligation at the end of the year	**104.61**	100.66
ii)	**Change in Plan Assets**		
	Fair value of Plan Assets at the beginning of the year	**1.20**	2.27
	Plan Assets taken over pursuant to Scheme of Amalgamation	**3.38**	-
	Interest Income	**0.08**	0.06
	Return on plan assets excluding interest income	**0.03**	(0.07)
	Contributions by the Employer	**8.80**	13.12
	Benefits Paid	**(12.04)**	(14.11)
	Exchange difference	**0.06**	(0.07)
	Fair value of Plan Assets at the end of the year	**1.51**	1.20
iii)	**Amounts Recognised in the Balance Sheet:**		
	Present value of Obligation at the end of the year	**104.61**	100.66
	Fair value of Plan Assets at the end of the year	**1.51**	1.20
	Net Liability recognised in the Balance Sheet	**103.10**	99.46
iv)	**Amounts Recognised in the Statement of Profit and Loss:**		
	Current Service Cost	**8.39**	12.07
	Plan amendments and curtailments	**-**	(10.70)
	Interest Cost / Income on Obligation / Plan assets (net)	**6.79**	6.88
	Net Cost Included in Personnel Expenses	**15.18**	8.25
v)	**Recognised in other comprehensive income for the year**		
	Actuarial (Gain) / Loss on Obligation	**(0.46)**	(7.21)
	Return on plan assets excluding interest income	**(0.03)**	0.07
	Recognised in other comprehensive income	**(0.49)**	(7.14)
vi)	**Weighted average duration of Present Benefit Obligation**	**6.06 years**	7.91 years
vii)	**Estimated contribution to be made in next financial year**	**9.86**	9.87
viii)	**Major categories of Plan Assets as a % of total Plan Assets Insurer Managed Funds**	**100%**	100%
ix)	**Actuarial Assumptions**		
	i. Discount Rate	**6%-18.5% p.a**	6.50%-17.75% p.a
	ii. Salary Escalation Rate	**5% p.a.-16.5% p.a**	5% p.a.-17% p.a
	iii. Mortality for geographies: India	Indian Assured Lives Mortality (2006-08) Ultimate	
	Indonesia	As per Indonesian Mortality Table 2011 (TMI11)	
	Nigeria	Rates published in the A49/52 Ultimate Tables, published jointly by the Institute and Faculty of Actuaries in the UK, rated down by one year to reflect mortality in Nigeria	
	iv. Employee Turnover	**18.05% P.A.**	16.00% P.A.

The estimates of future salary increases, considered in actuarial valuation, take account of inflation, seniority, promotion and other relevant factors, such as supply and demand in the employment market.

x) **Maturity Analysis of Projected Benefit Obligation: From the Fund**

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Projected Benefits Payable in Future Years From the Date of Reporting		
Within the next 12 months	**14.85**	12.57
2nd Following Year	**16.55**	10.80
3rd Following Year	**20.60**	23.56
4th Following Year	**19.72**	22.74
5th Following Year	**19.09**	22.16
Sum of Years 6 to 10	**63.49**	70.10

xi) Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

₹ Crore

	31-Mar-24		31-Mar-23	
	Increase	**Decrease**	**Increase**	**Decrease**
Discount rate (1% movement)	(5.34)	6.02	(6.71)	7.81
Future salary growth (1% movement)	5.74	(5.28)	7.76	(6.72)

Although the analysis does not take account of the full distribution of cash flows expected under the plan, it does provide an approximation of the sensitivity of the assumptions shown.
The method and types of assumptions used in preparing the sensitivity analysis did not change compared to the prior period.

Other details

Methodology Adopted for ALM	**Projected Unit Credit Method**
Usefulness and Methodology adopted for Sensitivity analysis	Sensitivity analysis is an analysis which will give the movement in liability if the assumptions were not proved to be true on different count. This only signifies the change in the liability if the difference between assumed and the actual is not following the parameters of the sensitivity analysis.
Comment on Quality of Assets	Since investment is with insurance company, Assets are considered to be secured.
Management Perspective of Future Contributions	As per Actuarial calculation

c) OTHER LONG-TERM INCENTIVE

During the year ended March 31, 2024, Employee Benefits expense (Salary and Wages) includes provision for long term incentive amounting to ₹ 60.86 crores (31-Mar-23 : ₹ 7.95 crores) recorded on achievement of certain parameters as at March 31, 2024 and certain parameters expected to be achieved during the financial year 2024-25 and 2025-26, as per the long term incentive scheme in accordance with the accounting standards. This long-term incentive is payable in year 2025-2028, subject to fulfilment of all the defined parameters and therefore the provision is recorded at its present value.

The liability for the other long term incentive is provided on the basis of valuation as at the balance sheet date carried out by an independent actuary.

Valuation assumption are as follows :

	As at March 31, 2024
Attrition rate	Nil
Discount rate	6.26% - 7.14%
Expected Volatility	25% - 32%
Dividend yield	1%

Note 45 : Employee Stock Benefit Plans

I. Employee Stock Grant Scheme

a) The Company set up the Employees Stock Grant Scheme 2011 (ESGS) pursuant to the approval by the Shareholders on March 18, 2011.

b) The ESGS Scheme is effective from April 1, 2011, (the "Effective Date") and shall continue to be in force until (i) its termination by the Board or (ii) the date on which all of the shares to be vested under Employee Stock Grant Scheme 2011 have been vested in the Eligible Employees and all restrictions on such Stock Grants awarded under the terms of ESGS Scheme, if any, have lapsed, whichever is earlier.

c) The Scheme applies to the Eligible Employees of the Company or its Subsidiaries. The entitlement of each employee will be decided by the Compensation Committee of the Company based on the employee's performance, level, grade, etc.

d) The total number of Stock Grants to be awarded under the ESGS Scheme are restricted to 2,500,000 (Twenty Five Lac) fully paid up equity shares of the Company. Not more than 500,000 (Five Lac) fully paid up equity shares or 1% of the issued equity share capital at the time of awarding the Stock Grant, whichever is lower, can be awarded to any one employee in any one year.

e) The Stock Grants shall vest in the Eligible Employees pursuant to the ESGS Scheme in the period of 1 to 5 years subject to conditions as may be decided by the Compensation Committee and the Eligible Employee continues to be in employment of the Company or the Subsidiary company as the case may be.

f) The Eligible Employee shall exercise her / his right to acquire the shares vested in her / him all at one time within 1 month from the date on which the shares vested in her / him or such other period as may be determined by the Compensation Committee.

g) The Exercise Price of the shares has been fixed at ₹ 1 per share. The fair value is treated as Employee Compensation Expenses and charged to the Statement of Profit and Loss. The value of the options is treated as a part of employee compensation in the financial statements and is amortised over the vesting period.

h) The details of the scheme are as below:

Scheme	Grant Date	No. of Options	Vesting Condition	Exercise Price (₹) per share	Weighted average Exercise Price (₹) per share	Exercise period
Employees Stock Grant Scheme 2011	From 2011 to 2023	2,305,188	Vested in the period of 1 to 5 years subject to conditions.	1.00	1.00	within 1 month from the date of vesting

Movement in the number of share options during the year:

Particulars	As at March 31, 2024	As at March 31, 2023
Outstanding at the beginning of the year	**990,235**	**616,102**
Add: Granted during the year	**324,671**	529,432
Less: Exercised during the year	**125,011**	114,239
Less: Forfeited / lapsed during the year	**84,727**	41,060
Outstanding at the end of the year	**1,105,168**	**990,235**

Weighted average remaining contractual life of options as at 31st March, 2024 was 1.82 years *(31-Mar-23: 2.48 years).*

Weighted average equity share price at the date of exercise of options during the year was ₹ 1012.09 *(31-Mar-23 ₹ 824.69).*

The fair value of the employee share options has been measured using the Black-Scholes formula. The following assumptions were used for calculation of fair value of grants:

Particulars	As at March 31, 2024	As at March 31, 2023
Risk-free interest rate (%)	**7.14%**	6.36%
Expected life of options (years)	**2.09**	2.58
Expected volatility (%)	**29.52%**	35.72%
Dividend yield	**0.00%**	0.00%
The price of the underlying share in market at the time of option grant (₹)	**1025.50**	900.15

II. Pursuant to SEBI notification dated January 17, 2013, no further securities of the Company will be purchased from the open market.

Note 46 : Disclosure U/S 186 (4) of the Companies Act, 2013

Details of Investments made are disclosed under Note 7 and 13 and details of corporate guarantees given to banks on behalf of other body corporates are disclosed under Note 41.

Note 47 : Business Combination

Acquisition of Raymond consumer care business

On May 8, 2023, the Group acquired the FMCG business of Raymond Consumer Care Limited ("RCCL") through a slump sale for consideration of ₹ 2,825 crores which included the intellectual property rights of brands like Park Avenue and Kamasutra.

The acquisition date is determined to be May 8, 2023, i.e. The date on which the Group obtained control of the business since the consideration was transferred and the business transfer agreement was executed on May 8, 2023.

The acquisition was in line with Group's strategy to build a sustainable and profitable personal care business in India by leveraging the categories of personal grooming and sexual wellness. RCCL was one of the key players in these categories with brands such as 'Park Avenue' and 'Kamasutra' which comprised of a wide product portfolio.

The acquisition had been accounted for using the acquisition accounting method under IND AS 103- "Business Combinations". All identified assets acquired and liabilities assumed on the date of acquisition were recorded at their fair value.

The transactions cost of ₹ 87.83 crores that were not directly attributable to the identified assets are included under exceptional items in the consolidated statement of profit and loss comprising mainly stamp duty expenses, legal fees and due diligence costs.

For eleven months ended 31st March 2024, the RCCL acquired business contributed revenue from sales of products of ₹ 466 crores. If the acquisition had occurred on 1st April 2023, the management estimates that combined consolidated revenue from sale of products would have been ₹ 14,042.24 Crores. In determining these amounts management has assumed that the fair value adjustments, determined provisionally, that arose on the date of acquisition would have been the same if the acquisition had occured on 1st April 2023. The profit or loss since acquisition date and combined Consolidated profit or loss from the beginning of annual reporting period cannot be ascertained as the acquired business is already integrated with the existing business of the Group, thereby making it impracticable to do so.

a) Purchase consideration transferred

The total consideration was ₹ 2,825 crores which was cash settled. (Net of cash acquired)

b) Details of major assets acquired, and liabilities assumed:

	₹ Crores
Specified Tangible Asset	
Property, Plant and Equipment	
Owned Assets	4.10
Specified Intangibles Assets	
Brands	2199.69
Other Asset	
Trade and other receivables	62.70
Inventories	44.30
Cash and cash equivalents	95.86
Bank Balances other than cash and cash equivalents	12.85
Others	18.40
Total identifiable assets (A)	**2437.90**

	₹ Crores
Specified liabilities	
Trade payables	70.60
Other liabilities	47.38
Other Provisions	61.22
Total identifiable liabilities (B)	**179.20**
Total identifiable net assets acquired ((A) - (B) = C)	**2258.70**
Total Consideration (D)	**2825.00**
Goodwill (D-C)	566.30

c) Measurement of fair values :

Specified Intangible Assets - Brands :

Brands were valued based on an independent valuation using the relief from royalty approach, which values the intangible asset by reference to the discounted estimated amount of royalty the acquirer would have had to pay in an arms length licensing arrangement to secure access to the same rights.

Inventories :

The fair value is determined based on the estimated selling price in the ordinary course of business less the estimated cost of completion and sale, and a reasonable profit margin based on the effort required to complete and sell the inventory.

Acquired Receivables :

The gross contractual value and fair value of trade and other receivables as at the dates of acquisition amounted to ₹ 62.70 crores which is expected to be fully recoverable.

d) Goodwill :

Goodwill amounting to ₹ 566.30 crores arising from acquisition has been recognised as the difference between total consideration paid and net identifiable assets acquired as shown above.

The goodwill is mainly attributable to the expected synergies to be achieved from integrating the business into Group's existing personal care business. None of the goodwill recognized is expected to be deductible for tax purposes.

Note 48 : Financial Instruments

A. Accounting classification and fair values

Carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy, are presented below. It does not include the fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

₹ Crore

As at March 31, 2024	Carrying amount / Fair Value				Fair value Hierarchy			
	FVTPL	FVTOCI	Amortised Cost	Total	Level 1	Level 2	Level 3	Total
Financial assets								
Non Current								
Investments								
Government Bonds	-	-	568.63	568.63	-	-	-	-
Target Mutual fund	-	-	213.80	213.80	213.76	-	-	213.76
Non-convertible Debentures with Non-Banking Financial Companies	-	-	997.09	997.09	-	-	-	-
Others								
Early Spring Fund	7.96	-	-	7.96	-	7.96	-	7.96
Loans	-	-	0.01	0.01	-	-	-	-
Other Financial Assets	-	-	24.93	24.93	-	-	-	-
Current								
Investments								
Deposits with Non-Banking Financial Companies		-	268.83	268.83	-	-	-	-
Government securities measured at Fair value through other comprehensive income		108.49	-	108.49	108.49	-	-	108.49
Government securities carried at Amortised cost	-	-	387.87	387.87	-	-	-	-
Investment in Mutual Fund	517.09	-	-	517.09	517.09	-	-	517.09
Non-convertible Debentures with Non-Banking Financial Companies	-	-	433.91	433.91	-	-	-	-
Trade receivables	-	-	1,535.37	1,535.37	-	-	-	-
Cash and cash equivalents	-	-	402.78	402.78	-	-	-	-
Bank balances others	-	-	144.16	144.16	-	-	-	-
Loans	-	-	0.01	0.01	-	-	-	-
Derivative Asset								
Cross Currency Interest Rate Swap used for hedging	-	36.93	-	36.93	-	36.93	-	36.93
Forward contract	0.06	-	-	0.06	-	0.06	-	0.06
Others	-	-	46.50	46.50	-	-	-	-
	525.11	**145.42**	**5,023.89**	**5,694.42**	**839.34**	**44.95**	**-**	**884.29**
Financial liabilities								
Non-Current								
Borrowings	-	-	-	-	-	-	-	-
Lease Liability	-	-	35.83	35.83	-	-	-	-
Current								
Borrowings	-	-	3,154.64	3,154.64	-	-	-	-
Trade and other payables	-	-	1,675.48	1,675.48	-	-	-	-
Put Option Liability *	-	-	81.60	81.60	-	-	81.60	81.60
Derivative liability								
Cross Currency Interest Rate Swap used for hedging	-	20.90	-	20.90	-	20.90	-	20.90
Lease Liability	-	-	31.73	31.73	-	-	-	-
Others Current Financial Liability	-	-	241.52	241.52	-	-	-	-
	-	**20.90**	**5,220.80**	**5,241.70**	**-**	**20.90**	**81.60**	**102.50**

₹ Crore

As at March 31, 2023	Carrying amount / Fair Value				Fair value Hierarchy			
	FVTPL	FVTOCI	Amortised Cost	Total	Level 1	Level 2	Level 3	Total
Financial assets								
Non Current								
Investments								
Government Bonds	-	-	640.25	640.25	-	-	-	-
Target Mutual Fund	-	-	199.08	199.08	199.08	-	-	199.08
Loans	-	-	0.03	0.03	-	-	-	-
Other Financial Assets	-	-	21.61	21.61	-	-	-	-
Current								
Investments								
Deposits with Non-Banking Financial Companies	-	-	175.27	175.27	-	-	-	-
Commercial Papers			342.02	342.02	-	342.02	-	342.02
Mutual Fund	943.99	-	-	943.99	943.99	-	-	943.99
Non-convertible Debentures with Non-Banking Financial Companies	-	-	728.37	728.37	-	-	-	-
Trade receivables	-	-	1,245.28	1,245.28	-	-	-	-
Cash and cash equivalents	-	-	357.62	357.62	-	-	-	-
Bank balances others	-	-	33.10	33.10	-	-	-	-
Loans	-	-	0.05	0.05	-	-	-	-
Derivative Asset								
Cross Currency Interest Rate Swap used for hedging	-	0.46	-	-	-	0.46	-	0.46
Forward contract used for hedging	1.03	-	-	1.03	-	1.03	-	1.03
Others	-	-	40.82	40.82	-	-	-	-
	945.02	**0.46**	**3,783.50**	**4,728.52**	**1,143.07**	**343.51**	**-**	**1,486.58**
Financial liabilities								
Non-Current								
Borrowings	-	-	189.12	189.12	-	-	-	-
Lease Liability	-	-	57.61	57.61	-	-	-	-
Current				-				-
Borrowings	-	-	844.84	844.84	-	-	-	-
Trade and other payables	-	-	1,823.17	1,823.17	-	-	-	-
Put Option Liability *	-	-	-	81.08	-	-	81.08	81.08
Derivative liability				-				-
Cross Currency Interest Rate Swap used for hedging	-	11.95	-	11.95	-	11.95	-	11.95
Forward contract used for hedging		0.08		0.08		0.08		0.08
Lease Liability	-	-	38.01	38.01	-	-	-	-
Others	-	-	173.28	173.28	-	-	-	-
	-	**12.03**	**3,126.03**	**3,219.14**	**-**	**12.03**	**81.08**	**93.11**

Level - 1 : Quoted prices (unadjusted) in active markets for identical assets or liabilities

Level - 2 : Inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)

Level - 3 : Inputs for the asset or liability that are not based on observable market data (unobservable inputs)

** The put option liability is fair valued at each reporting date through equity*

NOTE: The group has not disclosed fair values of financial instruments other than mutual funds, deposits with non-banking financial companies, non-convertible debentures with non-banking financial companies, investment in commercial papers, derivative asset, derivative liability and liabilities for business combinations, because the carrying amounts are a reasonable approximation of fair value.

B. Measurement of fair values

Valuation techniques and significant unobservable inputs

The following tables show the valuation techniques used in measuring Level 1, Level 2 and Level 3 fair values, as well as the significant unobservable inputs used.

Type	Valuation technique	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Mutual Fund Investments	NAV quoted by the Mutual Fund	NA	NA
Government Securities	Price quoted by clearing corporation of India	NA	NA
Investments in Target Maturity Fund	Broker Quote	NA	NA
Investments in Commercial Papers	Broker Quote	NA	NA
Derivative Asset	MTM from banks	NA	NA
Derivative Liability	MTM from banks	NA	NA
Investment - Early Spring Fund	NAV quoted by the Fund	NA	NA
Put Option Liability	Performance of the business	Inputs are given below	Next page for inter-relationship between significant inputs and fair value measurement given below

Level 3 fair values

Reconciliation of Level 3 fair values

The following table shows a reconciliation from the opening balances to the closing balances for Level 3 fair values:

₹ Crore

Particulars	As at March 31, 2024	As at March 31, 2023
Opening Balance	**81.08**	**50.83**
Net change in fair value through reserves	**13.62**	37.38
Net change in liability due to payments	**(14.20)**	(11.82)
Exchange difference	**1.10**	4.69
Closing Balance	**81.60**	**81.08**

Valuation processes

The main level 3 inputs for put option evaluated as follows :

Put Option Liability - The key inputs used in the determination of fair value of put option liability is performance of the business such as Profit.

Sensitivity analysis

For the fair values of put option liability , reasonably possible changes at the reporting date to one of the significant unobservable inputs, holding other inputs constant, would have the following effects.

Put Option Liability

₹ Crore

	Year ended March 31, 2024	
	Equity impact	
Significant unobservable inputs	**10% Increase**	**10% Decrease**
Achievement of financial target (10% movement)	(8.16)	8.16

	Year ended March 31, 2023	
	Equity impact	
Significant unobservable inputs	**10% Increase**	**10% Decrease**
Achievement of financial target (10% movement)	(8.11)	8.11

Note 49 : Financial Risk Management

The activities of the Group exposes it to a number of financial risks – market risk, credit risk and liquidity risk. The Group seeks to minimize the potential impact of unpredictability of the financial markets on its financial performance. The risk management policy which is approved by the Board, is closely monitored by the senior management.

A. Management Of Market Risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises of three types of risks: currency rate risk, interest rate risk and price risk. Financial instruments affected by market risk includes borrowings, trade receivables and payables, bank deposits, investments and derivative financial instruments. The Group has international operations and is exposed to a variety of market risks, including currency and interest rate risks.

(i) Management of price risk:

The Group invests its surplus funds in various debt instruments including liquid and short term schemes of debt mutual funds, deposits with banks and financial institutions, commercial papers and non-convertible debentures (NCD's). Investments in mutual funds and NCD's are susceptible to market price risk, arising from changes in interest rates or market yields which may impact the return and value of the investments. This risk is mitigated by the Group by investing the funds in various tenors depending on the liquidity needs of the Company.

(ii) Management of currency risk:

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group has foreign currency trade payables , trade receivables, borrowings ,derivatives and bank balances and is therefore exposed to foreign exchange risk. The Group mitigates the foreign exchange risk by setting appropriate exposure limits, periodic monitoring of the exposures and hedging exposures using derivative financial instruments like foreign exchange forward contracts. The exchange rates have been volatile in the recent years and may continue to be volatile in the future. Hence the operating results and financials of the Group may be impacted due to volatility of the functional currency against foreign currencies.

Exposure to currency risk (Exposure in different currencies converted to INR)

The currency profile of financial assets and financial liabilities as at March 31, 2024 and March 31, 2023 are as below:

₹ Crore

As at March 31, 2024	GBP	USD	EURO	ZAR	Others
Financial assets					
Cash and cash equivalents	-	85.89	0.30	1.14	0.40
Short-term loans and advances	-	-	-	-	0.10
Trade and other receivables	-	355.33	22.97	0.71	-
Less: Forward contracts for trade receivables	-	(58.38)	-	-	-
Other Non-Current financial assets	-	-	-	-	-
Other Current financial assets	-	13.72	-	-	-
	-	**396.56**	**23.27**	**1.85**	**0.50**
Financial liabilities					
Long term borrowings	-	-	-	-	-
Short term borrowings	-	-	-	-	-
Trade and other payables	0.28	382.74	19.29	-	1.78
Less: Forward contracts for trade payables	-	(36.20)	-	-	-
Other Current financial liabilities	-	-	0.21	-	-
	0.28	**346.54**	**19.50**	**-**	**1.78**
Net Exposure	**(0.28)**	**50.02**	**3.77**	**1.85**	**(1.28)**

₹ Crore

As at March 31, 2023	GBP	USD	EURO	ZAR	Others
Financial assets					
Cash and cash equivalents	-	77.17	-	0.74	1.02
Short-term loans and advances	-	-	-	-	-
Trade and other receivables	0.32	209.71	29.01	0.62	-
Less: Forward contracts for trade receivables	-	(77.25)	-	-	-
Other Non-Current financial assets	-	1.15	-	-	-
Other Current financial assets	-	4.04	-	-	-
	0.32	**214.82**	**29.01**	**1.36**	**1.02**
Financial liabilities					
Long term borrowings	-	-	-	-	-
Short term borrowings	-	22.27	-	-	-
Trade and other payables	-	255.52	0.02	-	1.08
Less: Forward contracts for trade payables	-	(95.33)	-	-	-
Other Current financial liabilities	-	-	-	-	-
	-	**182.46**	**0.02**	**-**	**1.08**
Net Exposure	**0.32**	**32.36**	**28.99**	**1.36**	**(0.06)**

The following significant exchange rates have been applied during the year.

	Year-end spot rate	
	March 31, 2024	**March 31, 2023**
GBP INR	**105.21**	101.64
USD INR	**83.41**	82.18
EUR INR	**89.87**	89.47
ZAR INR	**4.41**	4.63

Sensitivity analysis

A reasonably possible 5% strengthening (weakening) of GBP/USD/EURO/ZAR/CNH/KWD/SGD/MYR against the India rupee at March 31, 2024 and March 31, 2023 would have affected the measurement of financial instruments denominated in GBP/USD/EURO/ZAR/CNH/KWD/SGD/MYR and affected profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecast sales and purchases.

₹ Crore

	Profit or loss	
Effect in INR	**Strengthening**	**Weakening**
March 31, 2024		
GBP	(0.01)	0.01
USD	2.50	(2.50)
EURO	0.19	(0.19)
ZAR	0.09	(0.09)
Others - CNH/SGD/MYR	(0.06)	0.06
	2.70	**(2.70)**

₹ Crore

	Profit or loss	
Effect in INR	**Strengthening**	**Weakening**
March 31, 2023		
GBP	0.02	(0.02)
USD	1.50	(1.50)
EURO	1.45	(1.45)
ZAR	0.07	(0.07)
Others - CNH/KWD	(0.00)	0.00
	3.03	**(3.03)**

(iii) Management of interest risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Exposure to interest rate risk

The Group's exposure to interest rate risks relates primarily to the Group's interest obligations on its borrowings. To mitigate this risk the Group enters into derivative financial instruments like interest rate swaps.

The interest rates profile of the Group's interest bearing financial instruments is as follows:

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Borrowings		
Fixed rate instruments	**2,023.18**	93.81
Variable-rate instruments	**1,131.46**	940.15
	3,154.64	**1,033.96**

Fair value sensitivity analysis for fixed-rate instruments

The Group does not account for any fixed-rate financial liabilities at fair value through profit or loss. Therefore, a change in interest rates at the reporting date would not affect profit or loss.

Cash flow sensitivity analysis for variable-rate instruments

A reasonably possible change of 50 basis points (bp) in interest rate at the reporting date would have increased / (decreased) equity and profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency exchange rates, remain constant.

The risk estimates provided assume a parallel shift of 50 basis points interest rate across all yield curves. This calculation also assumes that the change occurs at the balance sheet date and has been calculated based on risk exposures outstanding as at that date. The period end balances are not necessarily representative of the average debt outstanding during the period.

₹ Crore

	Profit or loss / Equity	
	50 bp increase	**50 bp decrease**
As at March 31, 2024		
Variable-rate instruments	(5.66)	5.66
Cash flow sensitivity (net)	**(5.66)**	**5.66**
As at March 31, 2023		
Variable-rate instruments	(4.70)	4.70
Cash flow sensitivity (net)	**(4.70)**	**4.70**

B. Management of Credit Risk:

Credit risk refers to the risk of default on its obligations by a counterparty to the Group resulting in a financial loss to the Group. The Group is exposed to credit risk from its operating activities (trade receivables and derivative transactions) and from its investing activities including investments in mutual funds, commercial papers, deposits with banks and financial institutions and NCD's, foreign exchange transactions and financial instruments.

Credit risk from trade receivables is managed by each business unit subject to the Group's policies, procedures and controls relating to customer credit risk management by establishing credit limits, credit approvals and monitoring creditworthiness of the customers to which the Group extends credit in the normal course of business. Outstanding customer receivables are regularly monitored. The Group has no concentration of credit risk as the customer base is widely distributed.

Credit risk from investments of surplus funds is managed by the Group's treasury in accordance with the Board approved policy and limits. Investments of surplus funds are made only with those counterparties who meet the minimum threshold requirements prescribed by the Board. The Group monitors the credit ratings and financial strength of its counter parties and adjusts its exposure accordingly. Derivatives are entered into with banks as counter parties, which have high credit ratings assigned by rating agencies.

Loans and advances given are monitored by the Group on a regular basis and these are neither past due nor impaired.

Management believes that the unimpaired amounts that are past due are still collectible in full, based on historical payment behaviour and extensive analysis of customer credit risk, including underlying customers' credit ratings if they are available. The Company uses an allowance matrix to measure the expected credit loss of trade receivables from individual customers which comprise on large number of small balances.

Ageing for trade receivables is disclosed in note 14.

The movement in allowances for impairment in respect of trade receivables is as follows:

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Opening Balance	**67.90**	**59.79**
Impairment loss recognised	-	11.32
Amounts written off / written back	**(11.80)**	(1.01)
Exchange difference	**(2.21)**	(2.20)
Closing Balance	**53.89**	**67.90**

C. Management of Liquidity Risk:

Liquidity risk is the risk that the Group may not be able to meet its present and future cash obligations without incurring unacceptable losses. The Group's objective is to maintain at all times, optimum levels of liquidity to meet its obligations. The Group closely monitors its liquidity position and has a robust cash management system. The Group maintains adequate sources of financing including debt and overdraft from domestic and international banks and financial markets at optimized cost.

Exposure to liquidity risk

The following are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted, and include estimated interest payments and exclude the impact of netting agreements.

₹ Crore

As at March 31, 2024	**Contractual cash flows**				
	Carrying amount	**Total**	**Less than 1 year**	**1-3 years**	**More than 3 years**
Non-derivative financial liabilities					
Term loan and overdrafts from banks	1,174.76	1,177.18	1,177.18	-	-
Commercial papers	1,979.88	2,000.00	2,000.00	-	-
Trade payables	1,675.48	1,675.48	1,675.48	-	-
Lease Liability	67.56	72.11	33.37	33.01	5.73
Other financial liabilities	323.12	323.12	323.12	-	-
Derivative financial liabilities					
Cross Currency Interest Rate Swap used for hedging	20.90	63.80	47.54	16.26	-
Forward exchange contracts used for hedging					
- Outflow	-	36.20	36.20	-	-
- Inflow	0.06	58.38	58.38	-	-

₹ Crore

As at March 31, 2023	Contractual cash flows				
	Carrying amount	Total	Less than 1 year	1-3 years	More than 3 years
Non-derivative financial liabilities					
Term loan and overdrafts from banks	1,033.96	1,068.80	869.57	199.23	-
Trade payables	1,823.17	1,823.17	1,823.17	-	-
Lease Liability	95.62	110.07	44.12	56.61	9.34
Other financial liabilities	254.44	254.44	254.44	-	-
Derivative financial liabilities					
Cross Currency Interest Rate Swap used for hedging	11.95	110.81	42.72	68.09	-
Forward exchange contracts used for hedging					
- Outflow	0.08	95.33	95.33	-	-
- Inflow	-	77.25	77.25	-	-

Note 50 : Hedge Accounting

The objective of hedge accounting is to represent, in the Group's financial statements, the effect of the Group's use of financial instruments to manage exposures arising from particular risks that could affect profit or loss. As part of its risk management strategy, the Group makes use of financial derivative instruments namely foreign exchange forward contracts for hedging the risk embedded in some of its highly probable forecast transaction, interest rate swaps for hedging the risk of interest rate fluctuation on some of its variable rate loans and cross currency interest rate swaps for hedging the risk of currency and interest on some of the Floating/Fixed Foreign currency instrument.

For derivative contracts designated as hedge, the Group documents, at inception, the economic relationship between the hedging instrument and the hedged item, the hedge ratio, the risk management objective for undertaking the hedge and the methods used to assess the hedge effectiveness. The derivative contracts have been taken to hedge foreign currency risk on highly probable forecast transaction, interest rate risk on variable rate loans and currency & interest rate risk on Floating/Fixed Foreign currency instrument. The tenor of hedging instrument may be less than or equal to the tenor of underlying.

Financial contracts designated as hedges are accounted for in accordance with the requirements of Ind AS 109 depending upon the type of hedge. The Group applies cash flow hedge accounting to hedge the variability in a) Highly probable forecast transaction; b) interest payments on variable rate loans and c) Floating/Fixed foreign currency instrument

The Group has a Board approved policy on assessment, measurement and monitoring of hedge effectiveness which provides a guideline for the evaluation of hedge effectiveness, treatment and monitoring of the hedge effective position from an accounting and risk monitoring perspective. Hedge effectiveness is ascertained at the time of inception of the hedge and periodically thereafter. The Group assesses hedge effectiveness on prospective basis. The prospective hedge effectiveness test is a forward looking evaluation of whether or not the changes in the fair value or cash flows of the hedging position are expected to be highly effective on offsetting the changes in the fair value or cash flows of the hedged position over the term of the relationship.

Hedge effectiveness is assessed through the application of critical terms match method & dollar off-set method. Any ineffectiveness in a hedging relationship is accounted for in the statement of profit and loss.

The table below enumerates the Group's hedging strategy, typical composition of the Group's hedge portfolio, the instruments used to hedge risk exposures and the type of hedging relationship:

Sr. No.	Type of risk/ hedge position	Hedged item	Description of hedging strategy	Hedging instrument	Description of hedging instrument	Type of hedging relationship
1	Currency risk	Highly Probable forecast transaction in Foreign currency (FCY)	FCY denominated highly probable forecast transaction is converted into functional currency using a plain vanilla foreign currency forward contract.	Fx forward contracts	Forward contracts are contractual agreements to buy or sell a specified financial instrument at a specific price and date in the future. These are customized contracts transacted in the over–the–counter market.	Cash flow hedge
2	Interest rate Risk	Floating rate loans	Floating rate financial liability is converted into a fixed rate financial liability using a floating to fixed interest rate swap.	Interest rate swap	Interest rate swap is a derivative instrument whereby the Group receives at a floating rate in return for a fixed rate liability.	Cash flow hedge
3	Currency Risk & Interest Rate Risk	Foreign Currency loans	Floating/Fixed Foreign currency instrument is converted into Fixed functional currency instrument	Cross currency - Interest Rate Swap	Cross currency - Interest Rate Swap is a derivative instrument whereby the Group hedges fixed/floating foreign currency instrument into fixed functional currency instrument.	Cash flow hedge

The tables below provide details of the derivatives that have been designated as cash flow hedges for the periods presented:

For the year ended March 31, 2024

₹ Crore

Hedging Instrument	Notional principal amounts outstanding	Derivative Financial Instruments - Assets outstanding	Derivative Financial Instruments – Liabilities outstanding	Gain/(Loss) due to change in fair value for the year	Change in fair value for the year recognized in OCI*	Ineffectiveness recognized in profit or loss	Line item in profit or loss that includes hedge ineffectiveness	Amount reclassified from the hedge reserve to profit or loss	Line item in profit or loss affected by the reclassification
Foreign exchange forward contracts *(Refer Note 26)*	-	-	-	-	-	-	NA	NA	NA
Previous Year	*2.56*	*-*	*0.08*	*(0.08)*	*(0.08)*	*-*	*NA*	*NA*	*NA*
Interest rate swaps *(Refer Note 17 and 26)*	-	-	-	-	-	-	NA	NA	NA
Previous Year	*-*	*-*	*-*	*(0.13)*	*(0.13)*	*-*	*NA*	*NA*	*NA*
Cross currency - Interest Rate Swap *(Refer Note 17 and 26)*	*792.08*	*36.93*	*20.90*	*28.41*	*28.41*	-	*NA*	*NA*	*NA*
Previous Year	*844.57*	*0.46*	*11.95*	*(21.81)*	*(21.81)*	*-*	*NA*	*NA*	*NA*

* Gain (PY: Loss) recognized in Other comprehensive income on hedging instrument amounting to ₹ 28.41 crores (PY: ₹ 22.02) crores is offset by loss/(PY : gain) on hedged item amounting to ₹ 15.99 crores (PY : 22.44 crores)

The table below provides a profile of the timing of the notional amounts of the Group's hedging instruments (based on residual tenor) along with the average price or rate as applicable by risk category:

₹ Crore

	As at March 31, 2024				As at March 31, 2023			
	Total	Less than 1 year	1-5 years	Over 5 years	Total	Less than 1 year	1-5 years	Over 5 years
Foreign exchange forward contracts								
Notional principal amount	-	-	-	-	2.56	2.56	-	-
Average price (₹)	-	-	-	-	-	85.24	-	-
Cross currency - Interest Rate Swap								
Notional principal amount	**792.08**	**115.99**	**676.09**	**-**	844.57	168.48	676.09	-
Average rate	**6.52%**	**10.95%**	**4.80%**	**-**	6.03%	10.95%	4.80%	-

The following table provides a reconciliation by risk category of the components of equity and analysis of OCI items resulting from hedge accounting:

₹ Crore

Particulars	Movement in Cash flow hedge reserve for the year ended March 31, 2024	Movement in Cash flow hedge reserve for the year ended March 31, 2023
Opening balance	**(0.27)**	(0.62)
Gain / (Loss) on the Effective portion of changes in fair value:		
a) Interest rate risk	**-**	0.11
b) Currency risk	12.42	0.31
Tax on movements on reserves during the year	(3.49)	(0.07)
Closing balance	**8.66**	**(0.27)**

Note 51 : Sale of Subsidiaries

Pursuant to Group's strategy realignment for Africa, Group sold its 100% stake in Godrej East Africa Holdings Limited, and its subsidiaries - DGH Tanzania Limited , Sigma Tanzania Limited and Charms Industries Limited during the year ended March 31, 2024. Group recognised loss on sale of investment of ₹ 822.01 crores in Exceptional Items in Consolidated Financial Statements (Refer note 37).

Note 52 : Goodwill and Other Intangible Assets with indefinite useful life

Goodwill has been allocated to the Group's CGU as follows:

₹ Crore

Particulars	As at March 31, 2024	As at March 31, 2023
India	**568.78**	2.47
Indonesia	**1,789.04**	1,759.78
Africa (including SON)	**2,115.70**	3,519.19
Argentina	**347.90**	342.80
Others*	**204.97**	198.01
Total	**5,026.39**	**5,822.25**

* Others Include Chile and Srilanka.

Each unit or group of units to which the goodwill is allocated -

a. represents the lowest level within the entity at which the goodwill is monitored for internal management purpose and

b. is not larger than an operating segment as defined in Ind AS 108 Operating Segments, before aggregation.

The recoverable amount of a CGU is based on highest of its fair value less cost of disposal and value in use. The value in use is estimated using discounted cash flows over a period of 5 years.
Considering GCPL's strategic realignment, management considers taking a five year projection period for Africa CGU also,instead of 10 year period considered in previous year.
The measurement using discounted cash flow is level 3 fair value based on inputs to the valuation technique used. Cash flows beyond 5 years (10 years in case of Africa CGU for FY 23) is estimated by capitalising the future maintainable cash flows by an appropriate capitalisation rate and then discounted using pre tax discount rate.

For India, the recoverable amount of Park Avenue and Kamasutra CGU to which this goodwill is allocated is determined at fair value less cost to disposal since acquisition happened in the current financial year. The fair value less cost of disposal is estimated using market approach which takes into account revenue multiple and margins multiple.

Following key assumptions were considered while performing Impairment testing of Park Avenue and Kamasutra CGU comprising of goodwill and brands:

Particulars	**As at March 31, 2024**
Revenue Multiple	**8**
Margin Multiple	**27**

Indefinite life brands have been allocated to the Group's CGU as follows:

₹ Crore

Particulars	**As at March 31, 2024**	**As at March 31, 2023**
India	**2,990.94**	791.25
Africa (including SON)	**905.90**	1,536.62
Chile	**1.26**	1.54
Total	**3,898.10**	**2,329.42**

The recoverable amount of the brands are based on higher of fair value less cost of disposal and its value in use. The value in use is estimated using discounted cash flows over a period of 5 years. The measurement using discounted cash flow is level 3 fair value based on inputs to the valuation technique used. Cash flows beyond 5 years is estimated by capitalising the future maintainable cash flows by an appropriate capitalisation rate and then discounted using pre tax discount rate.

During the quarter ended March 31, 2024, the group refreshed its long term strategy for Africa (Including Strength of Nature), enhancing focus on 'profitable' growth which resulted in various reorganisation actions during the year. Further, on account of indications from external and internal sources such as currency devaluation, increased competitive action etc. resulting in revisions to future cash flow projections, an impairment of ₹ 570.11 Crores in Africa CGU and ₹ 820.64 Crores in African Brands has been recognised under exceptional items (Refer note 37) in the consolidated financial statements.

Operating margins and growth rates for the five years cash flow projections have been estimated based on past experience and after considering the financial budgets/ forecasts approved by management. Other key assumptions used in the estimation of the recoverable amount are set out below. The values assigned to the key assumptions represent management's assessment of future trends in the relevant industries and have been based on historical data from both external and internal sources.
Due to changes in the Africa business (East Africa Restructuring) in March 24, the valuation of Africa business is performed as on March 31, 2024. However, the valuation of other CGUs is performed as on January 31, 2024.

Particulars (CGU and brands)	As at January 31, 2024 / March 31, 2024		
	Average sales growth	Pre Tax discount rate	Terminal growth rate
Indonesia	4.4%	10.61%	3.5%
Africa (Including SON)	(-15)% - 7%	11.71%- 18.79%	0% - 6.5%
Argentina	2.8% - 3%	21.9%	3.0%
India	5%-10%	10.5%	5.0%
Others*	8% - 15.49%	12.35%-32.05%	4% - 5%

Particulars (CGU and brands)	As at January 31, 2023		
	Average sales growth	Pre Tax discount rate	Terminal growth rate
Indonesia	5.0%	11.6%	5.0%
Africa (Including SON)	0% - 13.5%	12% - 20.17%	0% - 8%
Argentina	2.8% - 3%	21.6%	8.0%
India	5%-8%	10.9%	5.0%
Others*	9% - 15%	12.4% - 29.55%	2% - 4%

* Others Include Chile and Srilanka.

The pre tax discount rate is based on risk free rate, beta variant adjusted for market premium and company specific risk factors.

With regard to the assessment of value in use other than the impairment recorded above, no reasonably possible change in any of the above key assumptions would cause the carrying amount of the CGUs to exceed their recoverable amount.

Note 53 : Segment Reporting

Description of segments and principal activities:

The Group has identified geographical segments as reportable segments which are as follows:

- Segment-1, India
- Segment-2, Indonesia
- Segment-3, Africa (Including Strength of Nature)
- Segment-4, others

The Chief Operating Decision Maker ("CODM") evaluates the Group's performance and allocates resources based on an analysis of various performance indicators by operating segments. The CODM reviews revenue and profit as the performance indicator for all of the operating segments.

Information about reportable segments for the year ended March 31, 2024 and March 31, 2023 is as follows:

		Year ended March 31, 2024				
						₹ Crore
Particulars		**India**	**Indonesia**	**Africa (including Strength of Nature)**	**Others**	**Total**
	Segment Revenue	8,411.40	1,888.52	3,181.31	752.74	14,233.97
Add/(Less):	Inter segment revenue	(94.15)	(38.66)	(0.61)	(4.44)	(137.86)
	Revenue from Operations	8,317.25	1,849.86	3,180.70	748.30	**14,096.11**
	Segment result	2,240.00	387.40	309.59	6.47	2,943.47
Add/(Less):						
	Other income	72.75	3.80	4.71	0.76	82.02
	Depreciation & Amortization	(126.91)	(17.88)	(83.10)	(13.07)	(240.96)
	Interest income	113.34	43.07	11.59	18.93	186.93
	Finance costs (Unallocable)	-	-	-	-	(296.37)
	Exceptional items (net) (Refer note 37)	(881.49)	(6.33)	(1,585.67)	(3.37)	(2,476.86)
	Profit Before Tax					198.23
	Tax expense	-	-	-	-	(758.78)
	Profit After Tax					**(560.55)**

		Year ended March 31, 2023				
						₹ Crore
Particulars		**India**	**Indonesia**	**Africa (including Strength of Nature)**	**Others**	**Total**
	Segment Revenue	7,667.16	1,653.03	3,414.67	717.83	13,452.69
Add/(Less):	Inter segment revenue	(91.84)	(39.96)	(0.77)	(4.15)	(136.72)
	Revenue from Operations	7,575.32	1,613.07	3,413.90	713.68	**13,315.97**
	Segment result	1,874.81	303.02	222.25	30.38	2,430.46
Add/(Less):						
	Other income	40.01	(0.77)	5.63	1.59	46.46
	Depreciation & Amortization	(107.98)	(18.72)	(95.13)	(14.46)	(236.29)
	Interest income	70.86	25.94	4.53	20.62	121.95
	Finance costs (Unallocable)	-	-	-	-	(175.74)
	Exceptional items (net)	(18.77)	(18.21)	(7.11)	(10.02)	(54.11)
	Profit Before Tax	-	-	-	-	**2,132.73**
	Tax expense	-	-	-	-	(430.27)
	Profit After Tax					**1,702.46**

Particulars	As at March 31, 2024	As at March 31, 2023
Segment Assets		
a) India	8,743.65	5,472.44
b) Indonesia	3,863.35	3,450.11
c) Africa (including Strength of Nature)	4,924.62	7,574.23
d) Others	1,070.83	1,115.71
Less: Intersegment Eliminations	(106.56)	(113.72)
	18,495.89	17,498.77
Segment Liabilities		
a) India	1,429.10	1,109.48
b) Indonesia	466.36	382.09
c) Africa (including Strength of Nature)	634.28	914.93
d) Others	168.35	201.77
Less: Intersegment Eliminations	(104.57)	(114.38)
	2,593.52	2,493.89
Add: Unallocable liabilities	3,303.80	1,210.66
Total Liabilities	5,897.32	3,704.55

Information about major customers:

No Single customer represents 10% or more of the Group's total revenue for the year ended March 31, 2024 and March 31, 2023

Capital expenditure

₹ Crore

Particulars	Year ended March 31, 2024	Year ended March 31, 2023
a) India	193.87	142.38
b) Indonesia	72.60	10.81
c) Africa (including Strength of Nature)	21.35	61.58
d) Others	10.94	9.73
Total	298.77	224.50

Note 54 : Assets Pledged as Security

The carrying amount of assets pledged as security for current and non-current borrowings are:

₹ Crore

		As at March 31, 2024	As at March 31, 2023
Current			
Financial assets			
Floating charge			
Trade receivables *(Refer Note 14)*		4.07	3.54
Total	**(a)**	4.07	3.54
Non Financial assets			
First charge			
Inventories *(Refer Note 12)*	**(b)**	14.20	14.43
Total current assets pledged as security	**(c) = (a) + (b)**	18.28	17.97
Non Current			
First charge			
Plant & Machinery *(Refer Note 3)*		12.91	13.94
Total non-current assets pledged as security	**(d)**	12.91	13.94
Total assets pledged as security	**(e) = (c) + (d)**	31.19	31.92

Note 55 : Additional Information, as required under Schedule III to the Companies Act, 2013, of Enterprises Consolidated as Subsidiary/Associates

Name of the Enterprise	Net Assets (i.e. total assets minus total liabilities)		Share in Profit/Loss account		Share in Other comprehensive income (OCI)		Share in Total comprehensive income	
	As % of consolidated net assets	Amount (₹ in crore)	As % of consolidated profits	Amount (₹ in crore)	As % of consolidated OCI	Amount (₹ in crore)	As % of Total Comprehensive Income	Amount (₹ in crore)
Parent								
Godrej Consumer Products Limited (India)	75.82%	9,552.58	-115.43%	647.03	-4.97%	6.68	-94.07%	653.71
Subsidiaries								
Domestic								
Godrej Consumer Care Limited	0.09%	10.82	-0.11%	0.64			-0.09%	0.64
Godrej Consumer Supplies Limited	0.01%	0.73	0.06%	-0.32				
Godrej Consumer Products Limited Employees' Stock Option Trust	0.00%	-	0.00%	-			0.00%	-
Foreign								
Beleza Mozambique LDA	1.57%	198.19	-10.66%	59.78			-8.60%	59.78
Consell SA	0.00%	-	0.00%	-			0.00%	-
Cosmetica Nacional	1.24%	156.77	-2.64%	14.82			-2.13%	14.82
Charm Industries Limited	0.00%	-	-3.60%	20.20			-2.91%	20.20
Canon Chemicals Limited	0.69%	87.19	-3.87%	21.67			-3.12%	21.67
Darling Trading Company Mauritius Ltd	0.00%	-	-0.09%	0.48			-0.07%	0.48
Deciral SA	0.12%	15.09	-0.32%	1.82			-0.26%	1.82
DGH Phase Two Mauritius	0.00%	-	0.14%	-0.77			0.11%	-0.77
DGH Tanzania Limited	0.00%	-	-0.26%	1.45			-0.21%	1.45
Frika Weave (PTY) LTD	0.02%	3.07	0.08%	-0.45			0.06%	-0.45
Godrej Africa Holdings Limited	19.82%	2,496.41	214.37%	-1,201.64			172.93%	-1,201.64
Godrej Consumer Holdings (Netherlands) B.V.	6.41%	807.92	0.01%	-0.03			0.00%	-0.03
Godrej Consumer Investments (Chile) Spa	3.43%	432.31	0.00%	-0.02			0.00%	-0.02
Godrej Consumer Products (Netherlands) B.V.	0.38%	47.75	0.08%	-0.47			0.07%	-0.47
Godrej Consumer Products Bangladesh Ltd	0.00%	-0.19	0.00%	-0.02			0.00%	-0.02
Godrej Consumer Products Dutch Coöperatief U.A.	6.98%	878.94	0.15%	-0.84			0.12%	-0.84

Name of the Enterprise	Net Assets (i.e. total assets minus total liabilities)		Share in Profit/Loss account		Share in Other comprehensive income (OCI)		Share in Total comprehensive income	
	As % of consolidated net assets	Amount (₹ in crore)	As % of consolidated profits	Amount (₹ in crore)	As % of consolidated OCI	Amount (₹ in crore)	As % of Total Comprehensive Income	Amount (₹ in crore)
Godrej Consumer Products Holding (Mauritius) Limited	10.73%	1,352.37	138.18%	-774.58			111.47%	-774.58
Godrej Consumer Products International (FZCO)	0.33%	41.51	-1.22%	6.84			-0.98%	6.84
Godrej East Africa Holdings Ltd	0.00%	-	-50.94%	285.55			-41.09%	285.55
Godrej Global Mid East FZE	0.14%	17.87	-4.93%	27.63			-3.98%	27.63
Godrej Holdings (Chile) Limitada	4.06%	511.07	-0.07%	0.38			-0.05%	0.38
Godrej Household Products (Bangladesh) Pvt. Ltd.	-0.22%	-28.09	2.73%	-15.32			2.20%	-15.32
Godrej Household Products (Lanka) Pvt. Ltd.	0.22%	27.19	-1.16%	6.48			-0.93%	6.48
Godrej Indonesia IP Holding Ltd.	0.11%	14.42	138.93%	-778.80			112.08%	-778.80
Godrej Mauritius Africa Holdings Ltd.	8.79%	1,107.66	208.58%	-1,169.18			168.25%	-1,169.18
Godrej MID East Holdings Limited	0.01%	1.66	0.00%	-0.02			0.00%	-0.02
Godrej Netherlands B.V.	3.53%	445.11	-0.66%	3.68			-0.53%	3.68
Godrej Nigeria Limited	-0.24%	-30.09	1.96%	-11.00		-	1.58%	-11.00
Godrej Peru SAC	0.00%	0.40	0.01%	-0.08			0.01%	-0.08
Godrej SON Holdings INC	6.50%	818.50	177.96%	-997.56			143.56%	-997.56
Godrej South Africa Proprietary Ltd	0.09%	10.82	-0.48%	2.71			-0.39%	2.71
Godrej Tanzania Holdings Ltd	1.21%	152.72	-13.99%	78.43			-11.29%	78.43
Godrej (UK) Ltd	0.84%	105.37	0.10%	-0.58			0.08%	-0.58
Godrej West Africa Holdings Ltd.	2.38%	299.33	-0.08%	0.43			-0.06%	0.43
Hair Credentials Zambia Limited	0.16%	19.55	-1.69%	9.50			-1.37%	9.50
Hair Trading (offshore) S. A. L	1.32%	166.69	-4.96%	27.78			-4.00%	27.78
Indovest Capital	0.00%	-	0.03%	-0.17			0.02%	-0.17
Issue Group Brazil Limited	0.01%	1.11	0.00%	0.01			0.00%	0.01
Kinky Group (Pty) Limited	0.23%	29.11	-0.16%	0.87			-0.13%	0.87
Laboratoria Cuenca S.A	0.77%	96.44	-11.32%	63.48			-9.14%	63.48
Lorna Nigeria Ltd.	0.25%	32.01	2.89%	-16.22	-2.78%	3.73	1.80%	-12.49
Old Pro International Inc	1.22%	153.55	0.00%	-			0.00%	-
Panamar Producciones S.A.	0.00%	0.07	0.00%	-			0.00%	-

Name of the Enterprise	Net Assets (i.e. total assets minus total liabilities)		Share in Profit/Loss account		Share in Other comprehensive income (OCI)		Share in Total comprehensive income	
	As % of consolidated net assets	Amount (₹ in crore)	As % of consolidated profits	Amount (₹ in crore)	As % of consolidated OCI	Amount (₹ in crore)	As % of Total Comprehensive Income	Amount (₹ in crore)
PT Godrej Business Service Indonesia (Earlier named as "PT Ekamas Sarijaya")	0.14%	17.38	-0.27%	1.53			-0.22%	1.53
PT Indomas Susemi Jaya	1.17%	147.68	-3.08%	17.29			-2.49%	17.29
PT Godrej Distribution Indonesia	1.77%	222.59	-3.10%	17.38			-2.50%	17.38
PT Godrej Consumer Products Indonesia (Earlier named as "PT Megasari Makmur")	18.22%	2,295.95	-50.97%	285.72	0.19%	(0.26)	-41.08%	285.46
PT Sarico Indah	0.15%	18.87	-0.25%	1.41			-0.20%	1.41
Sigma Hair Industries Limited	0.00%	-	-6.98%	39.10			-5.63%	39.10
Strength of Nature LLC	12.83%	1,616.14	141.09%	-790.89			113.82%	-790.89
Style Industries Limited	-0.75%	-94.29	22.02%	-123.43			17.76%	-123.43
Subinite (Pty) Ltd.	1.00%	125.76	-0.41%	2.29			-0.33%	2.29
Weave Ghana Ltd	-0.11%	-13.74	6.85%	-38.41			5.53%	-38.41
Weave IP Holdings Mauritius Pvt. Ltd.	0.02%	2.99	7.02%	-39.33			5.66%	-39.33
Weave Mozambique Limitada	0.38%	47.79	0.38%	-2.15			0.31%	-2.15
Weave Senegal Ltd	0.00%	-	-6.35%	35.61			-5.12%	35.61
Weave Trading Mauritius Pvt. Ltd.	0.00%	0.33	-5.03%	28.20			-4.06%	28.20
Godrej CP Malaysia SDN. BHD	0.00%	-	0.00%	-			0.00%	
Adjustment arising out of consolidation					107.56%	(144.49)	20.79%	-144.49
Eliminations	**-93.84%**	**-11,822.81**	**-658.56%**	**3691.54**	**0.00%**	**0.00**	**-531.20%**	**3691.22**
Grand Total	**100.00%**	**12,598.57**	**100.00%**	**-560.55**	**100.00%**	**-134.34**	**100.00%**	**-694.89**

Note 56 : Utilisation of Borrowed Funds and Share Premium

a. To the best of our knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company or its subsidiary company incorporated in India to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever (ultimate beneficieries) by or on behalf of the Company or its subsidiary company incorporated in India or provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

b. To the best of our knowledge and belief, no funds have been received by the Company or its subsidiary company incorporated in India from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company or its subsidiary incorporated in India shall, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever (ultimate beneficieries) by or on behalf of the Funding Party or provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

Note 57 : Struck off Companies

Relationship with struck off companies

Name of struck off company	Nature of transactions	Transactions during the year March 31, 2024	Balance outstanding as at March 31, 2024	Relationship with the Struck off company
Amtel Healthcare Private Limited*	Receivables	-	-	Customer
Nonagon Trading Private Limited*	Receivables	-	-	Customer
Chandranya Ventures Pvt Ltd*	Receivables	-	-	Customer
Techtrix Controls Chennai Pvt Ltd*	Payables	-	-	Vendor
M.S.Services Pvt Ltd.	Payables	1.08	0.09	Vendor

** amounts less than ₹ 0.01 crore*

Name of struck off company	Nature of transactions	Transactions during the year March 31, 2023	Balance outstanding as at March 31, 2023	Relationship with the Struck off company
3H Health And Hygiene Pvt. Ltd*	Payables	-	-	Vendor
Shakun & CO (Services) Pvt. Ltd*	Payables	-	-	Vendor

** amounts less than ₹ 0.01 crore*

Note 58 : Capital Management

For the purpose of the Group's capital management, capital (total equity) includes issued equity capital, securities premium and all other equity reserves attributable to the equity holders of the Group. The primary objective of the Group's capital management is to maximise the shareholder value. Management monitors the return on capital, as well as the level of dividends to ordinary shareholders. The Group's policy is to keep the gearing ratio less than 1.

The Group manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financials covenants. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Group monitors capital using a gearing ratio, which is net debt divided by adjusted equity. Net debt is calculated as total liabilities (as shown in the balance sheet) less cash and cash equivalents, other bank balances and current investments. Adjusted equity comprises all components of equity other than amounts accumulated in hedging. The Group's net debt to adjusted equity ratio i.e. capital gearing ratio as at 31st March 2024 was as follows:

₹ Crore

	As at March 31, 2024	As at March 31, 2023
Total Liabilities	**5,897.32**	**3,704.54**
Less : Cash and Cash equivalents , other bank balances and current investments (See 13, 15A and 15B)	(2,263.13)	(2,580.37)
Adjusted net debt	3,634.19	1,124.17
Total Equity	**12,598.57**	**13,794.23**
Less : Effective portion of Cash Flow Hedges	(8.66)	0.27
Less : Debt instruments measured at fair value through other comprehensive income	(0.58)	-
Less : Exchange differences on translating the financial statements of foreign operations	(837.20)	(981.69)
Adjusted equity	11,752.13	12,812.81
Net debt to adjusted equity ratio	**0.31**	**0.09**

Amongst other things, the group's objective for capital management is to ensure that it maintains stable capital management by monitoring the financials covenants attached to the interest bearing borrowings. The Group also takes into consideration the overall net cash of ₹ 895.97 crores (31-Mar-23 ₹ 2,385.74 crores) arrived by reducing the total borrowings from total investments, cash and bank balances for capital management purposes.

Note 59 : Details of Subsidiaries and Associate

The companies considered in the consolidated financial statements are :

Name of the subsidiaries	Country of Incorporation	Ownership interest held by the Group	
		March 31, 2024	March 31, 2023
Godrej Consumer Care Limited (w.e.f. January 4, 2022)	India	100%	100%
Godrej Consumer Supplies Ltd (w.e.f. 15th December, 2023)	India	100%	0%
Godrej Consumer Products Limited Employees' Stock Option Trust	India	100%	100%
Godrej Household Products (Lanka) Pvt. Ltd.	Srilanka	100%	100%
Godrej South Africa Proprietary Ltd	South Africa	100%	100%
Godrej Consumer Products Bangladesh Ltd	Bangladesh	100%	100%
Godrej Household Products (Bangladesh) Pvt. Ltd.	Bangladesh	100%	100%
Belaza Mozambique LDA	Mozambique	100%	100%
Consell SA (under voluntary Liquidation)	Argentina	100%	100%
Cosmetica Nacional	Chile	100%	100%
Charm Industries Limited (upto 26th March, 2024)	Kenya	0%	100%
Canon Chemicals Limited	Kenya	100%	100%
Darling Trading Company Mauritius Limited (merged with Godrej Africa Holdings Limited w.e.f. 25th May, 2023)	Mauritius	0%	100%
Deciral SA	Uruguay	100%	100%
DGH Phase Two Mauritius (merged with Godrej Africa Holdings Limited w.e.f. 12th September, 2023)	Mauritius	0%	100%
DGH Tanzania Limited (upto 26th March, 2024)	Mauritius	0%	100%
DGH Uganda(Liquidated w.e.f 21st Nov 2022)	Mauritius	0%	0%
Frika Weave (PTY) LTD	South Africa	100%	100%
Godrej Africa Holdings Limited	Mauritius	100%	100%
Godrej Consumer Holdings (Netherlands) B.V.	Netherlands	100%	100%
Godrej Consumer Investments (Chile) Spa	Chile	100%	100%
Godrej Consumer Products (Netherlands) B.V.	Netherlands	100%	100%
Godrej Consumer Products Dutch Coöperatief U.A.	Netherlands	100%	100%
Godrej Consumer Products Holding (Mauritius) Limited	Mauritius	100%	100%
Godrej Consumer Products International (FZCO)	Dubai	100%	100%
Godrej East Africa Holdings Limited (upto 26th March, 2024)	Mauritius	0%	100%
Godrej Global Mid East FZE	Sharjah	100%	100%
Godrej Holdings (Chile) Limitada	Chile	100%	100%
Godrej Indonesia IP Holding Ltd.	Mauritius	100%	100%
Godrej Mauritius Africa Holdings Ltd.	Mauritius	100%	100%
Godrej MID East Holdings Limited	Dubai	100%	100%
Godrej Netherlands B.V.	Netherlands	100%	100%
Godrej Nigeria Limited	Nigeria	100%	100%
Godrej Peru SAC (under voluntary liquidation)	Peru	100%	100%
Godrej SON Holdings INC	USA	100%	100%
Godrej Tanzania Holdings Ltd	Mauritius	100%	100%
Godrej (UK) Ltd	UK	100%	100%
Godrej West Africa Holdings Ltd.	Mauritius	100%	100%
Hair Credentials Zambia Limited	Zambia	100%	100%
Hair Trading (offshore) S. A. L	Lebanon	100%	100%

Name of the subsidiaries	Country of Incorporation	Ownership interest held by the Group	
		March 31, 2024	March 31, 2023
Indovest Capital (upto 8th February, 2024)	Labuan	0%	100%
Issue Group Brazil Limited	Brazil	100%	100%
Kinky Group (Pty) Limited	South Africa	100%	100%
Laboratoria Cuenca S.A	Argentina	100%	100%
Lorna Nigeria Ltd.	Nigeria	100%	100%
Old Pro International Inc	USA	100%	100%
Panamar Producciones S.A. (under voluntary liquidation)	Argentina	100%	100%
PT Godrej Business Service Indonesia (Earlier named as "PT Ekamas Sarijaya")	Indonesia	100%	100%
PT Indomas Susemi Jaya	Indonesia	100%	100%
PT Godrej Distribution Indonesia	Indonesia	100%	100%
PT Godrej Consumer Products Indonesia (Earlier named as "PT Megasari Makmur")	Indonesia	100%	100%
PT Sarico Indah	Indonesia	100%	100%
Sigma Hair Industries Ltd. (upto 26th March, 2024)	Tanzania	0%	100%
Strength of Nature LLC	USA	100%	100%
Style Industries Limited	Kenya	100%	100%
Subinite (Pty) Ltd.	South Africa	100%	100%
Weave Ghana Ltd	Ghana	100%	100%
Weave IP Holdings Mauritius Pvt. Ltd.	Mauritius	100%	100%
Weave Mozambique Limitada	Mozambique	100%	100%
Weave Senegal Ltd (Ceased to exist on 31st March 2024)	Senegal	0%	100%
Weave Trading Mauritius Pvt. Ltd.	Mauritius	100%	100%
Godrej CP Malaysia SDN. BHD	Malaysia	100%	100%

Note 60 : Subsequent events

There are no significant subsequent events that would require adjustments or disclosures in the consolidated financial statements except as disclosed in note 40 to the consolidated financial statements.

Note 61 : General

All amounts disclosed in the consolidated financial statements and notes have been rounded off to the nearest crore with 2 decimal places as per the requirements of Schedule III, unless otherwise stated.

As per our report of even date attached
For B S R & Co. LLP
Chartered Accountants
Firm Registration No. 101248W/W-100022

For and on behalf of the Board of Directors

Nisaba Godrej
Executive Chairperson
DIN : 00591503

Sudhir Sitapati
Managing Director & CEO
DIN: 09197063

Vijay Mathur
Partner
M. No. 046476

Aasif Malbari
Chief Financial Officer

Rahul Botadara
Company Secretary and Compliance-Officer

Mumbai: May 06, 2024

Form AOC-I

(Pursuant to first proviso to sub-section (3) of section 129 read with rule 5 of Companies (Accounts) Rules, 2014)

Statement containing salient features of the financial statement of subsidiaries/associate companies/joint ventures

Part "A": Subsidiaries

(Information in respect of each subsidiary to be presented with amounts in ₹)

₹ Crore

Sl. No.	Name of the Subsidiary	Date when subsidiary was acquired	Reporting period	Reporting currency and Exchange rate as on the last date of the relevant Financial year in the case of foreign subsidiaries		Share capital	Reserves & surplus	Total assets	Total Liabilities	Investments	Turnover	Profit before taxation	Provision for taxation	Profit after taxation	Proposed Dividend	% of share holding
				Reporting Currency	Exchange rate											
1	Godrej Consumer Care Limited	04-01-2022	01-Apr-2023 To 31-Mar-2024	INR	1.00	10.00	0.82	10.85	0.03	-	0.73	0.67	0.02	0.64	-	100%
2	Godrej Consumer Supplies Limited	15-12-2023	01-Apr-2023 To 31-Mar-2024	INR	1.00	1.05	(0.32)	3.65	2.92	-	0.08	(0.37)	(0.05)	(0.32)	-	100%
3	Godrej Consumer Products Limited Employees' Stock Option Trust	07-03-2007	01-Apr-2023 To 31-Mar-2024	INR	1.00	-	-	-	-	-	-	-	-	-	-	100%
4	Beleza Mozambique LDA	10/13/2011	01-Apr-2023 To 31-Mar-2024	MZN	1.30	16.11	182.08	314.81	116.62	-	502.15	59.78	-	59.78	-	100%
5	Consell SA (Argentina)	02-06-2010	01-Apr-2023 To 31-Mar-2024	ARS	0.10	0.03	(0.03)	-	-	-	-	-	-	-	-	100%
6	Cosmetica Nacional	20-04-2012	01-Apr-2023 To 31-Mar-2024	CPeso	0.09	109.34	47.43	206.46	49.69	-	163.32	7.39	(7.44)	14.82	-	100%
7	Charm Industries Limited **	09-09-2014	01-Apr-2023 To 31-Mar-2024	KES	0.63	-	-	-	-	-	2.42	20.20	-	20.20	-	0%
8	Canon Chemicals Limited	05-05-2016	01-Apr-2023 To 31-Mar-2024	KES	0.63	8.57	78.62	109.33	22.14	-	148.47	31.11	9.44	21.67	-	100%
9	Darling Trading Company Mauritius Ltd ***	22-01-2015	01-Apr-2023 To 31-Mar-2024	USD	83.41	-	-	-	-	-	0.52	0.49	0.01	0.48	-	0%
10	Deciral SA	02-06-2010	01-Apr-2023 To 31-Mar-2024	ARS	0.10	10.09	5.00	28.57	13.48	-	16.60	2.40	0.57	1.82	-	100%
11	DGH Phase Two Mauritius ***	09-05-2012	01-Apr-2023 To 31-Mar-2024	USD	83.41	-	-	-	-	-	0.89	(0.59)	0.18	(0.77)	-	0%
12	DGH Tanzania Limited **	06-12-2012	01-Apr-2023 To 31-Mar-2024	USD	83.41	-	-	-	-	-	0.69	1.45	-	1.45	-	0%
13	Frika Weave (PTY) LTD	06-01-2015	01-Apr-2023 To 31-Mar-2024	ZAR	4.41	4.89	(1.82)	3.06	(0.01)	-	0.16	0.13	0.58	(0.45)	-	100%
14	Godrej Africa Holdings Limited	19-01-2015	01-Apr-2023 To 31-Mar-2024	USD	83.41	3,423.10	(926.69)	2,496.47	0.06	2,511.57	17.01	(1,201.47)	0.18	(1,201.64)	-	100%
15	Godrej Consumer Holdings (Netherlands) B.V.	31-03-2010	01-Apr-2023 To 31-Mar-2024	USD	83.41	0.21	807.71	826.34	18.42	806.87	42.22	(0.03)	-	(0.03)	-	100%

₹ Crore

Sl. No.	Name of the Subsidiary	Date when subsidiary was acquired	Reporting period	Reporting currency and Exchange rate as on the last date of the relevant Financial year in the case of foreign subsidiaries		Share capital	Reserves & surplus	Total assets	Total Liabilities	Investments	Turnover	Profit before taxation	Provision for taxation	Profit after taxation	Proposed Dividend	% of share holding
				Reporting Currency	Exchange rate											
16	Godrej Consumer Investments (Chile) Spa	28-03-2012	01-Apr-2023 To 31-Mar-2024	USD	83.41	451.53	(19.22)	432.35	0.04	432.33	-	(0.02)	-	(0.02)	-	100%
17	Godrej Consumer Products (Netherlands) B.V.	31-03-2010	01-Apr-2023 To 31-Mar-2024	USD	83.41	0.19	47.56	47.84	0.09	47.57	-	(0.47)	-	(0.47)	-	100%
18	Godrej Consumer Products Bangladesh Limited	13-04-2010	01-Apr-2023 To 31-Mar-2024	Taka	0.76	0.04	(0.23)	0.04	0.23	-	-	(0.02)	-	(0.02)	-	100%
19	Godrej Consumer Products Dutch Coöperatief U.A. (Netherlands)	24-03-2010	01-Apr-2023 To 31-Mar-2024	USD	83.41	741.38	137.56	879.24	0.30	879.08	-	(0.81)	0.03	(0.84)	-	100%
20	Godrej Consumer Products Holding (Mauritius) Limited	23-04-2010	01-Apr-2023 To 31-Mar-2024	USD	83.41	1,565.90	(213.53)	1,352.80	0.43	1,343.57	34.42	(773.58)	1.00	(774.58)	-	100%
21	Godrej Consumer Products International (FZCO)	28-02-2017	01-Apr-2023 To 31-Mar-2024	USD	83.41	8.34	33.17	358.11	316.60	-	747.57	6.84	-	6.84	-	100%
22	Godrej East Africa Holdings Ltd **	20-07-2012	01-Apr-2023 To 31-Mar-2024	USD	83.41	-	-	-	-	-	-	285.55	-	285.55	-	0%
23	Godrej Global Mid East FZE	05-07-2011	01-Apr-2023 To 31-Mar-2024	AED	22.71	10.42	7.45	69.46	51.59	-	178.21	27.63	-	27.63	-	100%
24	Godrej Holdings (Chile) Limitada	29-03-2012	01-Apr-2023 To 31-Mar-2024	USD	83.41	432.65	78.42	511.07	-	510.73	0.60	0.38	-	0.38	-	100%
25	Godrej Household Products (Bangladesh) Pvt. Ltd	01-04-2010	01-Apr-2023 To 31-Mar-2024	Taka	0.76	81.36	(109.45)	34.17	62.26	-	118.10	(12.20)	3.11	(15.32)	-	100%
26	Godrej Household Products Lanka (Pvt.) Ltd.	01-04-2010	01-Apr-2023 To 31-Mar-2024	LKR	0.28	32.21	(5.02)	40.45	13.26	-	67.26	7.37	0.89	6.48	-	100%
27	Godrej Indonesia IP Holdings Ltd (Mauritius)	17-03-2015	01-Apr-2023 To 31-Mar-2024	USD	83.41	792.35	(777.93)	14.48	0.06	0.83	0.01	(778.80)	-	(778.80)	-	100%
28	Godrej Mauritius Africa Holdings Ltd.	14-03-2011	01-Apr-2023 To 31-Mar-2024	USD	83.41	1,374.83	(267.17)	2,738.72	1,631.06	2,511.57	42.61	(1,168.91)	0.27	(1,169.18)	-	100%
29	Godrej MID East Holdings Limited	28-07-2015	01-Apr-2023 To 31-Mar-2024	USD	83.41	0.83	0.83	1.66	-	-	-	(0.02)	-	(0.02)	-	100%
30	Godrej Netherlands B.V.	19-10-2005	01-Apr-2023 To 31-Mar-2024	USD	83.41	5.08	440.03	445.48	0.37	292.52	8.71	3.68	-	3.68	-	100%
31	Godrej Nigeria Limited	26-03-2010	01-Apr-2023 To 31-Mar-2024	Naira	0.06	0.10	(30.19)	51.18	81.27	-	95.67	(9.42)	1.58	(11.00)	-	100%
32	Godrej Peru SAC	11-04-2017	01-Apr-2023 To 31-Mar-2024	ARS	0.10	13.92	(13.52)	0.40	-	-	-	(0.08)	-	(0.08)	-	100%

₹ Crore

Sl. No.	Name of the Subsidiary	Date when subsidiary was acquired	Reporting period	Reporting currency and Exchange rate as on the last date of the relevant Financial year in the case of foreign subsidiaries		Share capital	Reserves & surplus	Total assets	Total Liabilities	Investments	Turnover	Profit before taxation	Provision for taxation	Profit after taxation	Proposed Dividend	% of share holding
				Reporting Currency	Exchange rate											
33	Godrej SON Holdings INC	22-03-2016	01-Apr-2023 To 31-Mar-2024	USD	83.41	1,716.47	(897.97)	1,113.44	294.94	1,113.30	14.10	(997.56)	-	(997.56)	-	100%
34	Godrej South Africa Proprietary Ltd	01-09-2006	01-Apr-2023 To 31-Mar-2024	ZAR	4.41	7.96	2.86	11.00	0.18	-	5.87	3.80	1.09	2.71	-	100%
35	Godrej Tanzania Holdings Ltd	30-11-2012	01-Apr-2023 To 31-Mar-2024	USD	83.41	152.83	(0.11)	215.64	62.92	178.97	140.75	88.03	9.60	78.43	-	100%
36	Godrej (UK) Ltd	24-10-2005	01-Apr-2023 To 31-Mar-2024	GBP	105.21	103.46	1.91	106.06	0.69	104.43	4.39	0.01	0.59	(0.58)	-	100%
37	Godrej West Africa Holdings Ltd.	11-02-2014	01-Apr-2023 To 31-Mar-2024	USD	83.41	299.43	(0.10)	299.39	0.06	299.32	0.54	0.43	-	0.43	-	100%
38	Hair Credentials Zambia Limited	12/23/2015	01-Apr-2023 To 31-Mar-2024	ZMK	3.35	0.01	19.54	33.34	13.79	-	79.94	12.13	2.63	9.50	-	100%
39	Hair Trading (offshore) S. A. L	12/23/2015	01-Apr-2023 To 31-Mar-2024	USD	83.41	0.17	166.52	170.94	4.25	-	130.85	27.79	-	27.78	-	100%
40	Indovest Capital **	17-03-2010	01-Apr-2023 To 31-Mar-2024	USD	83.41	-	-	-	-	-	-	(0.17)	-	(0.17)	-	0%
41	Issue Group Brazil Limited	23-05-2010	01-Apr-2023 To 31-Mar-2024	ARS	0.10	18.55	(17.44)	2.55	1.44	-	0.04	0.01	-	0.01	-	100%
42	Kinky Group (Pty) Limited	01-04-2008	01-Apr-2023 To 31-Mar-2024	ZAR	4.41	-	29.11	29.24	0.13	-	1.42	1.37	0.51	0.87	-	100%
43	Laboratoria Cuenca S.A	02-06-2010	01-Apr-2023 To 31-Mar-2024	ARS	0.10	1.56	94.88	178.39	81.95	1.31	253.25	47.21	(16.27)	63.48	-	100%
44	Lorna Nigeria Ltd.	05-09-2011	01-Apr-2023 To 31-Mar-2024	Naira	0.06	0.07	31.94	332.86	300.85	-	433.77	(8.76)	7.46	(16.22)	-	100%
45	Old Pro International Inc	28-04-2016	01-Apr-2023 To 31-Mar-2024	USD	83.41	-	153.55	153.55	-	-	-	-	-	-	-	100%
46	Panamar Producciones S.A.	02-06-2010	01-Apr-2023 To 31-Mar-2024	ARS	0.10	0.01	0.06	0.07	-	0.05	-	-	-	-	-	100%
47	PT Godrej Business Service Indonesia (Earlier named as "PT Ekamas Sarijaya")	17-05-2010	01-Apr-2023 To 31-Mar-2024	IDR	0.01	77.11	2,218.84	2,800.64	504.69	357.65	1,873.86	362.61	76.88	285.72	-	100%
48	PT Indomas Susemi Jaya	17-05-2010	01-Apr-2023 To 31-Mar-2024	IDR	0.01	1.51	146.17	160.44	12.76	93.98	51.65	21.57	4.29	17.29	-	100%
49	PT Godrej Distribution Indonesia	17-05-2010	01-Apr-2023 To 31-Mar-2024	IDR	0.01	0.53	222.06	224.01	1.42	100.24	14.03	21.11	3.73	17.38	-	100%
50	PT Godrej Consumer Products Indonesia (Earlier named as "PT Megasari Makmur")	17-05-2010	01-Apr-2023 To 31-Mar-2024	IDR	0.01	77.11	2,218.84	2,800.64	504.69	357.65	1,873.86	362.61	76.88	285.72	-	100%
51	PT Sarico Indah	17-05-2010	01-Apr-2023 To 31-Mar-2024	IDR	0.01	3.53	15.34	19.51	0.64	10.47	22.25	1.72	0.31	1.41	-	100%
52	Sigma Hair Industries Limited **	19-12-2012	01-Apr-2023 To 31-Mar-2024	TZS	0.03	-	-	-	-	-	121.00	40.35	1.25	39.10	-	0%

₹ Crore

Sl. No.	Name of the Subsidiary	Date when subsidiary was acquired	Reporting period	Reporting currency and Exchange rate as on the last date of the relevant Financial year in the case of foreign subsidiaries		Share capital	Reserves & surplus	Total assets	Total Liabilities	Investments	Turnover	Profit before taxation	Provision for taxation	Profit after taxation	Proposed Dividend	% of share holding
				Reporting Currency	Exchange rate											
53	Strength of Nature LLC	28-04-2016	01-Apr-2023 To 31-Mar-2024	USD	83.41	-	1,616.14	1,693.84	77.70	37.75	665.58	(801.85)	(10.96)	(790.89)	-	100%
54	Style Industries Limited	01-11-2012	01-Apr-2023 To 31-Mar-2024	KES	0.63	84.08	(178.37)	76.03	170.32	-	196.62	(123.43)	-	(123.43)	-	100%
55	Subinite (Pty) Ltd.	06-09-2011	01-Apr-2023 To 31-Mar-2024	ZAR	4.41	115.65	10.11	375.07	249.31	-	849.16	1.09	(1.20)	2.29	-	100%
56	Weave Ghana Ltd	16-09-2014	01-Apr-2023 To 31-Mar-2024	CEDI	6.30	64.52	(78.26)	97.94	111.68	-	194.05	(38.41)	-	(38.41)	-	100%
57	Weave IP Holdings Mauritius Pvt. Ltd.	11-07-2011	01-Apr-2023 To 31-Mar-2024	USD	83.41	41.89	(38.90)	3.10	0.11	-	3.26	(38.87)	0.45	(39.33)	-	100%
58	Weave Mozambique Limitada	13-10-2011	01-Apr-2023 To 31-Mar-2024	MZN	1.30	16.07	31.72	100.90	53.11	-	214.07	(2.91)	(0.76)	(2.15)	-	100%
59	Weave Senegal Ltd **	08-04-2016	01-Apr-2023 To 31-Mar-2024	XOF	0.14	-	-	-	-	-	-	35.61	-	35.61	-	0%
60	Weave Trading Mauritius Pvt. Ltd.	05-07-2011	01-Apr-2023 To 31-Mar-2024	USD	83.41	0.01	0.32	0.38	0.05	0.17	29.21	29.08	0.87	28.20	-	51%*
61	Godrej CP Malaysia SDN. BHD	04-06-2018	01-Apr-2023 To 31-Mar-2024	MYR	17.62	-	-	-	-	-	-	-	-	-	-	100%

* Financials of subsidiaries were considered 100% in consolidated financial statements

Names of subsidiaries which are yet to commence operations

Godrej CP Malaysia SDN. BHD

****Names of subsidiaries which have been liquidated or sold during the year:**

Charm Industries Limited

Sigma Hair Industries Limited

Godrej East Africa Holdings Ltd

DGH Tanzania Limited

Indovest Capital

Weave Senegal Ltd

*****Names of subsidiaries which have been merged with other group companies**

Darling Trading Company Mauritius Ltd

DGH Phase Two Mauritius

For and on behalf of the Board

Nisaba Godrej
Executive Chairperson
DIN: 00591503

Sudhir Sitapati
Managing Director & CEO
DIN: 09197063

Aasif Malbari
Chief Financial Officer

Rahul Botadara
Company Secretary and
Compliance Officer

Notice of the AGM

Godrej Consumer Products Limited

Registered Office: Godrej One, 4th Floor, Pirojshanagar, Eastern Express Highway,
Vikhroli (East), Mumbai - 400 079
Tel.: +91 22 25188010/20/30 **Fax:** +91 22 25188040
Website: www.godrejcp.com **E-mail:** investor.relations@godrejcp.com
CIN: L24246MH2000PLC129806

NOTICE OF THE ANNUAL GENERAL MEETING

NOTICE is hereby given that the 24th ANNUAL GENERAL MEETING **(AGM)** of the members of GODREJ CONSUMER PRODUCTS LIMITED will be held on Wednesday, August 7, 2024, at 5.45 p.m. IST through Video Conferencing (VC)/Other Audio Visual Means (OAVM) to transact the following businesses:

ORDINARY BUSINESS

1. To receive, consider and adopt the audited financial statements (standalone and consolidated) of the Company for the financial year ended March 31, 2024 and reports of the Board of Directors and Statutory Auditors thereon;

2. To appoint a Director in place of Mr. Sudhir Sitapati (DIN: 09197063), who retires by rotation, and being eligible, offers himself for re-appointment;

3. To appoint a Director in place of Ms. Tanya Dubash (DIN: 00026028), who retires by rotation, and being eligible, offers herself for re-appointment;

SPECIAL BUSINESS

To consider and, if thought fit, to pass with or without modification(s) the following resolutions:

4. **Ordinary Resolution for the ratification of remuneration payable to M/s. P. M. Nanabhoy & Co. (Firm Membership number 000012), appointed as Cost Auditors of the Company for the fiscal year 2024-25.**

   "**RESOLVED THAT** pursuant to Section 148 and other applicable provisions, if any, of the Companies Act, 2013 and the Companies (Audit and Auditors) Rules, 2014, M/s. P. M. Nanabhoy & Co. (Firm Membership number 000012), Cost Accountants, appointed as Cost Auditors by the Board of Directors to audit the cost records of the Company for the fiscal year 2024-25, be paid a remuneration of ₹ 6,71,000/- per annum plus applicable taxes and out-of-pocket expenses that may be incurred.

   RESOLVED FURTHER THAT the Board of Directors of the Company be and is hereby authorised to perform all such acts and take all such steps as may be necessary, proper or expedient to give effect to this resolution".

5. **Special Resolution for appointment of Mr. Aditya Sehgal as an Independent Director of the Company.**

   "**RESOLVED THAT** pursuant to the provisions of Sections 149, 152 read with Schedule IV and other applicable provisions, if any, of the Companies Act, 2013, and any rules made thereunder (including any statutory modifications or re-enactment thereof, for the time being in force) (the "Companies Act") and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and pursuant to the provisions of the Articles of Association of the Company and subject to such other approvals as may be required, Mr. Aditya Sehgal (DIN: 09693332), be and is hereby appointed as an Independent Director of the Company, for the term commencing from July 15, 2024, till July 14, 2029."

6. **Special Resolution for approval & adoption of 'Godrej Consumer Products Limited Employees Stock Option Scheme 2024'**

"**RESOLVED THAT** pursuant to the provisions of Section 62(1)(b) and all other applicable provisions, if any, of the Companies Act, 2013 ("**the Act**"), and the Rules thereunder, applicable regulations of the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 including any statutory modification(s) or re-enactment thereof) (hereinafter referred to as **"SBEBSE Regulations"**), the Memorandum and Articles of Association of the Company, the provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, (**"SEBI Listing Regulations"**) including any statutory modification(s) or re-enactment(s) thereof, for the time being in force and subject to such other approvals, permissions and sanctions, as may be necessary and subject to such conditions and modifications as may be prescribed or imposed while granting such approvals, permissions and sanctions, consent of the members of the Company be and is hereby accorded to the implementation of "Godrej Consumer Products Limited Employees Stock Option Scheme 2024" **("GCPL ESOS 2024"** or **"Scheme"**), the salient features of which are detailed in the Explanatory Statement to this Notice, and authorise the Board of Directors of the Company (hereinafter referred to as the **"Board"** which term shall be deemed to include any Committee, including the Nomination and Remuneration Committee **("NRC"** or **"Committee")** which the Board has designated as Compensation Committee to exercise its powers, including the powers, conferred by this resolution), to create, issue, offer, grant and allot from time to time, in one or more tranches, up to 50,00,000 (Fifty Lakh) Stock Options convertible into 50,00,000 (Fifty Lakh) equity shares of face value of Rs. 1 /- (Rupee One only) each fully paid up, ranking pari passu with the existing equity shares of the Company for all purposes and in all respects, including payment of dividend, to or for the benefit of the employees, exclusively working in India or outside India, who are in the employment of the Company including any Director, whether whole-time or otherwise (other than the employee who is Promoter or person belonging to the Promoter Group, Independent Directors of the Company and Directors holding directly or indirectly more than 10% of the outstanding equity shares of the Company) **("Eligible Employees"** or **"Employee")** on such terms and conditions including issue price as the Board may decide under the Scheme in accordance with the SBEBSE Regulations and other applicable laws.

RESOLVED FURTHER THAT the equity shares so issued and allotted as mentioned hereinbefore shall rank pari-passu with the existing equity shares of the Company.

RESOLVED FURTHER THAT in case of any corporate action(s) such as rights issue, bonus issue, merger, demerger, sale of division, expansion of capital, change in capital structure and others, if any including preferential allotment of shares or qualified institutions placement, additional Stock Options of the Company are to be issued to the Eligible Employees for the purpose of making a fair and reasonable adjustment to the Stock Options issued to them, the above ceiling in terms of number of equity shares shall be deemed to be increased in proportion to the additional equity shares issued in the aforesaid corporate action(s).

RESOLVED FURTHER THAT in case the equity shares of the Company are either sub-divided or consolidated, then the number of equity shares to be issued by the Company and the price of acquisition payable by the Stock Option grantees under the Scheme shall automatically stand increased or reduced, as the case may be, in the same proportion as the present face value of Rs. 1 /- (Rupee One only) per equity share shall bear to the revised face value of the equity shares of the Company after such sub-division or consolidation, without affecting any other rights or obligations of the said grantees and the ceiling in terms of number of shares specified above shall be deemed to be adjusted accordingly.

RESOLVED FURTHER THAT the Board be and is hereby authorized to take necessary steps for listing of the equity shares allotted, in accordance with the GCPL ESOS 2024 on the Stock Exchanges where the equity shares of the Company are listed as per the provisions of the SEBI Listing Regulations, the SBEBSE Regulations and other applicable laws and regulations.

RESOLVED FURTHER THAT the Company shall conform to the accounting policies prescribed from time to time under the SBEBSE Regulations and any other applicable laws and regulations to the extent relevant and applicable to the GCPL ESOS 2024.

RESOLVED FURTHER THAT the Board be and is hereby authorized to devise, formulate, modify, change, vary, alter, amend, suspend or terminate GCPL ESOS 2024, subject to compliance with the applicable laws and SBEBSE Regulations.

RESOLVED FURTHER THAT pursuant to Regulation 7(2) of SBEBSE Regulations in case of any change in applicable laws or as specified by any statutory authority to meet any regulatory requirement the said variations shall be done in the Scheme without being required to seek any further consent or approval of the Members of the Company.

RESOLVED FURTHER THAT for the purpose of bringing into effect and implementing the Scheme and generally for giving effect to these resolutions, the NRC and the Board be and are hereby individually and severally authorized, on behalf of the Company to do all such acts, deeds, matters and things as it may in its absolute discretion deem fit, for such purpose and being incidental for effective implementation and administration of Scheme and also to settle any issues, questions, difficulties or doubts that may arise in this regard and further to delegate any executive / officers powers to execute all such documents, writings and to give such directions and/or instructions as may be necessary or expedient to give effect to above resolution and to do all other things incidental to and ancillary thereof."

7. **Special Resolution for approval for extension of 'Godrej Consumer Products Limited Employees Stock Option Scheme 2024' to Eligible Employees of group company(ies) including its holding / subsidiary / associate company(ies)**

"**RESOLVED THAT** pursuant to the provisions of section 62(1)(b) and all other applicable provisions, if any, of the Companies Act, 2013 (**"the Act"**), and the Rules thereunder, and pursuant to the provisions of Regulation 6 of the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 including any statutory modification(s) or re-enactment thereof) (hereinafter referred to as **SBEBSE Regulations**), the Memorandum and Articles of Association of the Company, the provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (**SEBI Listing Regulations**), including any statutory modification(s) or re-enactment(s) thereof, for the time being in force and subject to such other approvals, permissions and sanctions, as may be necessary and subject to such conditions and modifications as may be prescribed or imposed while granting such approvals, permissions and sanctions, consent of the members of the Company be and is hereby accorded to extend the benefits of the "Godrej Consumer Products Limited Employees Stock Option Scheme 2024" (**'GCPL ESOS 2024'** or **'Scheme'**) referred to in Resolution No. 6 above, and authorize the Board of Directors of the Company (hereinafter referred to as the **"Board"** which term shall be deemed to include any Committee, including the Nomination and Remuneration Committee **("NRC"** or **"Committee")** which the Board has designated as Compensation Committee to exercise its powers, including the powers, conferred by this resolution), to create, issue, offer, grant and allot from time to time, in one or more tranches, up to 50,00,000 (Fifty Lakh) Stock Options convertible into 50,00,000 (Fifty Lakh) equity shares of face value of ₹ 1 /- (Rupee One only) each fully paid up, ranking pari passu with the existing equity shares of the Company for all purposes and in all respects, including payment of dividend, to or for the benefit of the employees, exclusively working in India or outside India, who are in the employment of the Group Company(ies) including its holding / subsidiary / associate company(ies) (present and future, if any) of the Company, including their Directors, whether whole-time or otherwise (other than the employee who is Promoter or person belonging to the Promoter Group, Independent Directors and Directors holding directly or indirectly more than 10% of the outstanding equity shares of the Company) **("Eligible Employees"** or **"Employee")** on such terms and conditions including issue price as the Board may decide under the Scheme in accordance with the SBEBSE Regulations and other applicable laws.

RESOLVED FURTHER THAT the equity shares so issued and allotted as mentioned hereinbefore shall rank pari-passu with the existing equity shares of the Company.

RESOLVED FURTHER THAT the Board be and is hereby authorized to devise, formulate, modify, change, vary, alter, amend, suspend or terminate GCPL ESOS 2024, subject to compliance with the applicable laws and SBEBSE Regulations.

RESOLVED FURTHER THAT for any variations required in the scheme pursuant to Regulation 7(2) of SBEBSE Regulations or any change in applicable laws or as specified by any statutory authority to meet any regulatory requirement, the said variations shall be done in the Scheme with the approval of the NRC and the Board without being required to seek any further consent or approval of the Members of the Company.

RESOLVED FURTHER THAT for the purpose of bringing into effect and implementing the Scheme and generally for giving effect to these resolutions, the NRC and the Board be and are hereby individually and severally authorized, on behalf of the Company to do all such acts, deeds, matters and things as it may in its absolute discretion deem fit, for such purpose and being incidental for effective implementation and administration of Scheme and also to settle any issues, questions, difficulties or doubts that may arise in this regard and further to delegate any executive / officers powers to execute all such documents, writings and to give such directions and/or instructions as may be necessary or expedient to give effect to above resolution and to do all other things incidental to and ancillary thereof."

By Order of the Board of Directors

Rahul Botadara
Company Secretary & Compliance Officer

Mumbai, July 15, 2024

Notes:

1. The statement pursuant to Section 102(1) of the Companies Act, 2013 with respect to the special business set out in the Notice is annexed herewith.

2. As permitted by the Ministry of Corporate Affairs (MCA) and Securities & Exchange Board of India (SEBI), the Company has decided to conduct the AGM through VC or OAVM as per the relevant circulars issued by the aforesaid authorities. The MCA inter-alia vide its General Circular Nos. General Circular Nos. 14/2020 dated April 8, 2020, 17/2020 dated April 13, 2020, 22/2020 dated June 15, 2020, 33/2020 dated September 28, 2020, 39/2020 dated December 31, 2020, 10/2021 dated June 23, 2021, 20/2021

dated December 8, 2021, 3/2022 dated May 5, 2022, 11/2022 dated December 28, 2022 and 09/2023 dated September 25, 2023 (collectively referred to as **"MCA Circulars"**) has permitted the holding of the annual general meeting through VC or OAVM, **without the physical presence of the Members at a common venue.** The Central Depository Services (India) Limited ('CSDL') will be providing facility for voting through remote e-voting, for participation in the AGM through VC / OAVM facility and e-voting during the AGM. The procedure for participating in the meeting through VC / OAVM is explained in Note No. 7.

3. As the AGM shall be conducted through VC / OAVM, the facility for appointment of Proxy by the Members is not available for this AGM and hence the Proxy Form and Attendance Slip including Route Map are not annexed to this Notice.

4. ELECTRONIC DISPATCH OF ANNUAL REPORT

- In accordance with the relevant MCA and SEBI Circulars, allowing electronic dispatch of financial statements (including Report of Board of Directors, Auditors' report or other documents required to be attached therewith) instead of physical dispatch, such statements including the Notice of AGM are being sent through electronic mode to Members whose e-mail address is registered with the Company or the Depository Participant(s).

5. PROCEDURE FOR JOINING THE AGM THROUGH VC/ OAVM:

- The link for VC/OAVM to attend meeting will be available where the EVSN of Company will be displayed after successful login as per the instructions mentioned above for e-voting.
- Shareholders who have voted through Remote e-voting will be eligible to attend the meeting. However, they will not be eligible to vote at the AGM.
- Shareholders are encouraged to join the Meeting through Laptops / IPads for better experience.
- Further, shareholders will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
- Please note that participants connecting from mobile devices or tablets or through laptop connecting via mobile hotspot may experience audio/video loss due to fluctuation in their respective network. It is therefore recommended to use stable wi-fi or LAN connection to mitigate any kind of aforesaid glitches.
- Only those shareholders, who are present in the AGM through VC/OAVM facility and have not casted their vote on the resolutions through remote e-voting and are otherwise not barred from doing so, shall be eligible to vote through e-voting system available during the AGM.
- Members attending the AGM through VC / OAVM shall be counted for the purpose of reckoning the quorum under section 103 of the Act.

6. PROCEDURE TO RAISE QUESTIONS / SEEK CLARIFICATION WITH RESPECT TO ANNUAL REPORT:

- Members who would like to express their views or ask questions during the AGM may register themselves as a speaker by sending their request from their registered email address mentioning their name, demat account number / folio number, mobile number along with their queries to investor.relations@godrejcp.com latest by 5 p.m. on Friday, 2nd August, 2024. Questions / queries received by the Company till this time shall only be considered and responded during the AGM.

- Those shareholders who have registered themselves as a speaker will only be allowed to express their views/ask questions during the meeting. We request the members to restrict their queries on matters relating to the Company.

- The Company reserves the right to restrict the number of questions and number of speakers, as appropriate for smooth conduct of the AGM.

7. SCHEDULE AND PROCEDURE FOR REMOTE E-VOTING

In accordance with the provisions of Section 108 of the Companies Act, 2013 and Rule 20 of the Companies (Management and Administration) Rules, 2014, and the Secretarial Standards issued by the Institute of Company Secretaries of India, the Company is pleased to provide its members the facility to exercise their right to vote at the 24th AGM through electronic means and the business may be transacted through the e-voting services provided by the Central Depository Services Limited (CDSL).

The schedule for e-voting is as follows:-

Cut-off date for reckoning voting rights for e-voting	Commencement of e-voting (Start date)	Close of e-voting (End date)	Results announcement date
Wednesday, July 31, 2024	Saturday, August 03, 2024, 9.00 a.m. (IST)	Tuesday, August 06, 2024, 5.00 p.m. (IST)	On or before Friday, August 9, 2024, 5.00 p.m. (IST)

During this period, shareholders of the company, holding shares either in physical form or in dematerialized form, as on the cut-off date, may cast their vote electronically. The e-voting module shall be disabled after the close of e-voting. On the results announcement date indicated above, the results of entire e-voting along with Scrutinizer's report shall be placed on the Company's website www.godrejcp.com besides being communicated to the Stock Exchanges.

The procedure for members for voting electronically is given at the end of this Notice in Appendix 1.

Mr. Kalidas Vanjpe, Practising Company Secretary, (Membership No. FCS 7132) has been appointed as the Scrutiniser to scrutinise the entire e-voting process in a fair and transparent manner. The Members desiring to vote through remote e-voting are requested to refer to the detailed procedure given hereinafter. The results of entire e-voting along with Scrutinizer's report shall be placed on the Company's website www.godrejcp.com within 2 working days of passing resolutions at the AGM of the Company and communicated to stock exchanges, where the shares of the Company are listed.

8. PROCEDURE FOR INSPECTION OF DOCUMENTS:

The Register of Directors and Key Managerial Personnel and their Shareholding maintained under Section 170 of the Act, the Register of Contracts or arrangements in which Directors are interested under Section 189 of the Act and the Certificate from Auditors of the Company certifying that the ESOP Schemes of the Company are being implemented in accordance with, the Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014 and any other documents referred to in the accompanying Notice and Explanatory Statements, shall be made available for inspection through electronic mode, basis the request being sent on investor.relations@godrejcp.com.

9. **DIVIDEND RELATED INFORMATION**

Pursuant to the provisions of Section 124 of the Act, the Unpaid/Unclaimed Dividend paid upto May 2017 has been transferred by the Company to the Investor Education and Protection Fund (the 'IEPF') established by the Central Government. The Members are requested to note that as per Section 124(5) of the Companies Act, 2013, dividends 7 years from the date of transfer to the Company's Unpaid Dividend Account shall be transferred to the 'Investor Education and Protection Fund' (IEPF) of the Government. Unclaimed Dividends, as per the details given in the table below, will be transferred to the IEPF on the dates mentioned in the table. Those members who have not, so far, encashed these dividend warrants or any subsequent dividend warrants may claim or approach our Registrars Link Intime India Private Ltd.

Dividend Period	Type of Dividend	Paid in	Due date for transfer
2017-18	Interim	August 2017	September 05, 2024
2017-18	Interim	November 2017	December 07, 2024
2017-18	Interim	February 2018	March 07, 2025
2018-19	Interim	May 2018	June 13, 2025
2018-19	Interim	August 2018	September 04, 2025

Please note that Section 124(6) of the Companies Act, 2013 also provides that all shares in respect of which the dividend of last 7 consecutive years has remained unclaimed, shall also be transferred to the IEPF.

Hence, it is in the shareholders' interest to claim any uncashed dividends and for future dividends, the shareholders are requested to get their details updated by providing the relevant documents as required by the RTA.

10. Details as stipulated under Listing Regulations in respect of the Directors being re-appointed are attached herewith to the Notice.

By Order of the Board of Directors

Rahul Botadara
Company Secretary & Compliance Officer

Mumbai, July 15, 2024

EXPLANATORY STATEMENT PURSUANT TO SECTION 102(1) OF THE COMPANIES ACT, 2013

ITEM 4

Pursuant to Section 148 of the Companies Act, 2013 and Rule 14 of the Companies (Audit and Auditors) Rules, 2014, the Company is required to appoint a Cost Auditor to audit the cost records for applicable products of the Company.

On the recommendation of the Audit Committee, at its meeting held on May 06, 2024, the Board considered and approved the re-appointment of M/s. P. M. Nanabhoy & Co., Cost Accountants as the Cost Auditor for the fiscal year 2024-25 at a remuneration of ₹ 6,71,000/- per annum plus applicable taxes and reimbursement of out-of-pocket expenses.

The Board of Directors recommend the Ordinary Resolution as set out in Item No. 4 of the Notice for the approval of the shareholders.

None of the Directors, Key Managerial Personnel (KMP), or their relatives are, in any way, concerned with or interested, financially or otherwise in the said resolution.

ITEM 5

In order to ensure that the Board's strength of the Company is compliant, the Company is required to induct a new Independent Director. Based on the recommendation of Nomination and Remuneration Committee, the Board at its meeting held on May 06, 2024, had approved the proposal for appointment of Mr. Aditya Sehgal , for a period of five years from July 15, 2024, till July 14, 2029.

The details of Mr. Aditya Sehgal (DIN: 09693332), as required to be given pursuant to the Listing Regulations and Secretarial Standards, are attached to the Notice.

The Board believes that the Company will benefit from his professional expertise and rich experience. Hence, the Board recommends the resolution at item no.5 to the Members for their approval.

None of the Directors, Key Managerial Personnel (KMP), or their relatives are, in any way, concerned with or interested, financially or otherwise in the said resolution.

ITEM NO. 6 & 7

Your Company believes that Equity based compensation schemes are an effective tool to reward the talents working with your Company and its Group Company(ies) including its Holding / Subsidiary / Associate Company(ies) (present and future, if any). It provides an opportunity to Eligible Employees to share the growth of the Company and to create long-term wealth in the hands of the employees. GCPL has been operating an Employees Stock Grant Scheme (ESGS) since 2011. With a view to continue motivating employees and seeking their contribution to the corporate growth, to create an employee ownership culture, to attract new talents and to retain them for ensuring sustained growth, to reward for loyalty, to link interests of employees with shareholders, your Company intends to implement Employee Stock Option Scheme namely 'Godrej Consumer Products Limited Employees Stock Option Scheme 2024' (**'GCPL ESOS 2024'** or **'Scheme')** for the Eligible Employees of the Company and its Group Company(ies) including its Holding / Subsidiary / Associate Company(ies) (present and future, if any).

Based on the recommendation of the Nomination and Remuneration Committee and the Board of Directors of the Company at their meeting held on May 3, 2024 and May 6, 2024 respectively, had approved the GCPL ESOS 2024, subject to the approval of Members, for the benefit of the employees, exclusively working in India or outside India, who are in the employment of the Company and its Group Company(ies) including its Holding / Subsidiary / Associate Company(ies) (present and future, if any) including their Directors, whether whole-time or otherwise (other than the employee who is Promoter or person belonging to the Promoter Group, Independent Directors and Directors holding directly or indirectly more than 10% of the outstanding equity shares of the Company) **("Eligible Employee"** or **"Employee")**, under the Scheme in accordance with the SBEBSE Regulations and other applicable laws.

Under GCPL ESOS 2024, the Eligible Employees shall be granted Stock Options which will be exercisable into Equity Shares of Rs. 1/- (Rupee One only) each of the Company. GCPL ESOS 2024 shall be implemented by the Nomination and Remuneration Committee which will also act as Compensation Committee (Committee) as per the provisions of SBEBSE Regulations.

Disclosure/main features of GCPL ESOS 2024 pursuant to the SBEBSE Regulations are as under:

a) **Brief description of the Scheme**

The Scheme shall be called as Godrej Consumer Products Limited Employees Stock Option Scheme 2024 (**"GCPL ESOS 2024"** or **"Scheme"**). The Scheme contemplates grant of Stock Options to the employees of the Company and its Group Company(ies) including its Holding / Subsidiary / Associate Company(ies) (present and future, if any).

After vesting of Stock Options, the Eligible Employees earn a right, but not an obligation, to exercise the vested Stock Options within the exercise period and obtain equity shares of the Company which shall be issued by the Company subject to payment of exercise price and satisfaction of any tax obligation arising thereon and other terms and condition of the Scheme.

The objectives of the Scheme are:

- To recognize and reward the efforts of employees and their continued association with the Company;
- To introduce an objective component of employee compensation which would provide a direct linkage to the efforts of the employees with a measurable and widely accepted criterion i.e. the share price of the Company. The Board envisages this to act as a motivational tool for the employees of the Company;
- To keep long association with the Company;
- To have employee participation in shareholding of the Company;
- To provide the employees an incentive to continue and strengthen their association with the Company so as to result in long term benefits to the Company as well as the employee - shareholder;
- Bring long-term value to the shareholders;
- Motivate employees to better the Company's performance continuously;
- To create a sense of ownership and participation amongst the employees or otherwise increase their proprietary interest.

b) **Total number of Stock Options to be offered and granted**

The total number of Stock Options to be granted under the Scheme shall not exceed 50,00,000 (Fifty Lakhs). Each Stock Option when exercised would be converted into one Equity Share of Rs. 1/- (Rupee One Only) each fully paid-up and shall be issued by the Company to the Eligible Employee which would be equivalent to 0.49% of the Company's existing paid up share capital. The Scheme shall be available for eligible employees for a period of 10 years or till such period upto which the options are available under the scheme.

In case of any corporate action(s) such as rights issue, bonus issue, merger, demerger, sale of division, expansion of capital, change in capital structure and others, if any including preferential allotment of shares or qualified institutions placement, additional Stock Options of the Company are to be issued to the Employees for the purpose of making a fair and reasonable adjustment to the Stock Options issued to them, the above ceiling in terms of number of equity shares shall be deemed to be increased in proportion to the additional equity shares issued in the aforesaid corporate action(s).

In case the equity shares of the Company are either sub-divided or consolidated, then the number of Equity shares to be issued by the Company and the price of acquisition payable by the Stock Option grantees under the Scheme shall automatically stand augmented or reduced, as the case may be, in the same proportion as the present face value of Rs. 1/- (Rupee One Only) per equity share shall bear to the revised face value of the equity shares of the Company after such sub-division or consolidation, without affecting any other rights or obligations of the said grantees and the ceiling in terms of number of shares specified above shall be deemed to be adjusted accordingly.

c) **Identification of classes of Employees entitled to participate in the Scheme**

Following classes of employees are entitled to participate in the Scheme:

i. an employee designated by the Company, who is exclusively working in India or outside India; or

ii. a director of the Company, whether a whole-time director or not, including a non-executive director who is not a promoter or member of the promoter group, but excluding an independent director; or

iii. an employee as defined in sub-clauses (i) or (ii), of a group company including subsidiary or its associate company, in India or outside India, or of a holding company of the Company, but shall not include-

a) an employee who is a promoter or a person belonging to the promoter group; or

b) a director who, either himself or through his relative or through any body-corporate, directly or indirectly, holds more than 10% of the outstanding Equity Shares of the Company. **("Eligible Employee")**

The Eligible Employees to whom the Stock Options would be granted are CEO minus three levels and can extend up to CEO minus five levels and such other grades and levels as may be decided at the discretion of the Committee from time to time. The eligibility criteria (including but not limited to performance, merit, grade, conduct and length of service of the Employee) would be determined by the Committee, in its absolute discretion from time to time.

In case company grants options under the scheme to employees of subsidiary company(ies), the company may charge the corresponding cost to the subsidiary company(ies) as per applicable laws.

d) **Requirements of vesting and period of vesting**

The Stock Options granted to any Grantee shall vest within the Vesting Period in the manner as set forth in the Grant letter subject to maximum period of 5 years from the date of Grant. There shall be a minimum period of one year between the Grant of Stock Options and Vesting of Stock Options.

Vesting of stock options shall be linked to performance conditions at individual, business unit and company level. Company level performance conditions can include multi-year performance metrics like absolute and/or relative share price growth, revenue, PAT, return on capital employed and such other metrics as may be determined by the Committee and as mentioned in the Grant Letter. Business unit performance conditions shall focus primarily on financial and operating multi-year performance metrics like Underlying Volume Growth, revenue, EBITDA, cash flow, working capital and other such operating metrics as determined by the Committee. Individual performance conditions shall be linked to robust individual performance evaluation framework as designed by the Company. This framework consists of financial and operational goals as well as people and planet related goals. Further, minimum individual performance conditions will act as a gate for new grants, except in case of new joinees.

Vested / Unvested Options may lapse or vested or can be exercised, as the case maybe in the following circumstances:

1. **Termination with Cause:** If the Grantee's employment with the Company terminates for Cause, then the Options, to the extent not previously exercised (vested or otherwise), will lapse on the date of such termination of employment.

2. **Resignation/ Termination without Cause:** If the Grantee's employment with the Company terminates due to voluntary resignation on the part of the Employee, then the unvested Options as on the date of termination shall lapse forthwith. The vested Options can be exercised by an Employee within Exercise Period. If an Employee's employment with the Company terminates due to completion of his contract or retirement or superannuation as per the policy of the Company, then Vested Options shall be exercised within Exercise Period and unvested Options shall vest as per the terms mentioned in Grant Letter in accordance with the Company's policies and the Applicable Law and can be exercised by an Employee within Exercise Period. For the purposes of this Clause, employment shall be deemed to have terminated on the last working day of the Employee with the Company. In case of resignation on account of leaving the Company for joining any other company which is a Holding / Subsidiary / Associate / Group Company of the Company, all vested Options shall be exercised by the employee within Exercise Period and all the unvested Options as on the date of resignation shall continue to vest as per the terms of the grant letter which can be exercised. NRC may decide to accelerate the vesting of unvested Options subject to minimum vesting period of 1 year from the date of grant in all the above cases.

3. **On Death:** If a Grantee dies while in the employment of the Company, the Options Granted and lying Unvested shall forthwith vest on the date of death in his legal heirs or nominees and shall be exercisable by legal heirs or nominees within 1 year from the date of death.

4. **Permanent Incapacity:** if a Grantee suffers permanent incapacity while in the employment of the Company, the Granted Options and lying Unvested shall forthwith Vest in him / her on the date of permanent incapacity which shall be exercisable by him / her within 1 year from the date of permanent incapacitation.

5. **Other Reasons:** In the event of a termination of employment for reasons other than those referred above, all Unvested Options will lapse forthwith or may fully or partially vest as per the discretion of Board / NRC or as per the terms mentioned in the Grant Letter / employment terms of the Employee / policies of the Company as per the Applicable Laws. The vested Options can be exercised by the Employee at the discretion of NRC within the Exercise Period or such period as determined by the Board / NRC.

Further, Company will reserve the right to stop the vesting (malus) or recover gains through previous vesting (clawback) in case of gross non-compliance, serious violation of company's code of conduct or failure to abide by company values.

e) Maximum period (subject to regulation 18(1) of SBEBSE Regulations) within which the Stock Options shall be vested

All the Stock Options granted on any date would vest not earlier than 1 (one) year from the date of grant in accordance with Applicable Law and not later than 5 (five) years, subject to fulfillment of performance conditions mentioned in Grant Letter.

f) Exercise price

The exercise price for the purpose of grant of Stock Options shall be the price payable by the Employee / Grantee for exercising the Stock Options granted to him / her in pursuance of the Scheme which shall not be more than the Market Price of Shares as on the Grant Date as may be determined by the Committee, subject to minimum of face value of Equity Shares.

Market Price means the latest available closing price on a recognized stock exchange on which the shares of the company are listed on the date immediately prior to the Grant Date and if such shares are listed on more than one stock exchange, then the closing price on the stock exchange having higher trading volume shall be considered as the market price.

g) Exercise period and the process of exercise

Exercise Period: The exercise period would commence from the date of vesting and will expire on completion of exercise period of 1 month from the date of respective vesting or such extended period up to a maximum of 3 years from date of respective vesting as may be decided by the Committee at its sole discretion from time to time and mentioned in the Grant Letter of the Grantee.

Exercise Process: The Stock Options can be exercised by the Employees by submitting an Exercise Letter/notice in the manner prescribed by the Committee. The Vested Options shall be exercised all at one time within the Exercise Period.

h) The appraisal process for determining the eligibility of the Employees for the Scheme

The Scheme shall apply to the Employees as mentioned in point c) above. The appraisal process for determining the Employees to whom the Options would be granted and their Eligibility Criteria (including but not limited to performance, merit, grade, conduct, length of service of the Employee) would be determined by the Committee, in its absolute discretion from time to time.

i) Maximum number of Stock Options to be issued per Employee and in aggregate under the Scheme

The maximum aggregate number of Options that may be granted under the Scheme, shall not exceed 50,00,000 exercisable into 50,00,000 Shares (or such other number adjusted due to corporate actions & re-organisation of capital), in one or more tranches, whereby each such Option, confers a right but not obligation upon the Grantee to apply for one Share of the Company, in accordance with the terms and conditions of such Grant. However, the aggregate number of Options that may be granted to an Eligible Employee under GCPL ESOS 2024 shall be less than 0.1% of the issued capital of the Company in any one year.

Options not Vested due to non-fulfilment of the stipulated conditions, Vested Options which the Employees have expressly refused to Exercise including surrender of Options and any Options that are Granted but not Vested or Exercised within the stipulated time due to any reasons, shall lapse and these Options will be available for Grant by the Board / NRC to any Employee(s) as it may deem fit in its absolute discretion, subject to the compliances of provisions of the Applicable Law.

j) Maximum quantum of benefits to be provided per Employee under the Scheme

The maximum quantum of benefits underlying the Stock Options granted to an Employee can be construed to be an amount equal to the appreciation in the value of the Company's equity shares determined as on the date of exercise of Stock Options, on the basis of difference between the Stock Options Exercise Price and the Market Price of the equity shares on the exercise date.

k) **Whether the Scheme is to be implemented and administered directly by the Company or through a trust**

The Scheme is proposed to be implemented directly by the Company.

l) **Whether the Scheme involves new issue of shares by the Company or secondary acquisition or both**

The Scheme contemplates only new and fresh issue of equity shares by the Company.

m) **Amount of loan to be provided for implementation of the Scheme(s) by the Company to the Trust, its tenure, utilization, repayment terms, etc.**

Not applicable as the Scheme is not implemented through Trust.

n) **Maximum percentage of secondary acquisition that can be made by the Trust for the purpose of the Scheme**

Not Applicable as the Scheme is not implemented through Trust.

o) **A statement to the effect that the Company shall conform to the accounting policies specified in regulation 15 of SBEBSE Regulations**

The Company shall comply with the disclosure and accounting policies prescribed in Regulation 15 of SBEBSE Regulations and any other authorities as applicable, from time to time.

p) **Method of valuation of Stock Options by the Company**

The Company shall use the Fair Value Method for valuation of the Options as prescribed under the Accounting Standards, as applicable and notified by appropriate authorities from time to time.

q) **Period of lock-in**

The Equity Shares allotted upon exercise of Stock Options under the Scheme are not subject to any lock in period.

r) **Declaration**

In case, the Company opts for expensing of share-based employee benefits using the intrinsic value, the difference between the employee compensation cost so computed and the employee compensation cost that shall have been recognized if it had used the fair value of the Stock Options shall be disclosed in the Directors' Report and the impact of this difference on profits and on Earning Per Share (EPS) of the Company shall also be disclosed in the Board's Report.

s) **Terms and conditions for buyback, if any, of specified securities covered under SBEBSE Regulations**

Not Applicable

Pursuant to the provisions of Sections 62(1)(b) of the Companies Act, 2013 and Regulation 6 of the SBEBSE Regulations, the implementation of the Scheme and the grant of Stock Options to Employees of the Company and its Group Company(ies) including its Holding / Subsidiary / Associate Company(ies), require Special Resolution of the Members, which are proposed at Item Nos. 6 and 7 of this Notice respectively.

None of the Directors, key managerial personnel of the Company and their relatives are, concerned or interested, financially or otherwise, in these resolutions, except to the extent of their respective shareholding, if any, in the Company and number of Stock Options which may be granted to them, if any, pursuant to implementation of the Scheme.

The Board recommends the Special Resolutions set out in Item Nos. 6 and 7 of this Notice for approval of the Members.

By Order of the Board of Directors

Rahul Botadara
Company Secretary & Compliance Officer

Mumbai, July 15, 2024

Information pursuant to the Listing Regulations and Secretarial Standards with respect to appointment or re-appointment of Directors

Names of Director	Sudhir Sitapati	Tanya Dubash	Aditya Sehgal
Category	Managing Director and CEO	Non-Executive Director	Non-Executive and Independent Director
DIN	09197063	00026028	09693332
Date of Birth and Age	August 31, 1976 48 years	September 14, 1968 56 years	01/07/1971 53 years
Qualification	• MBA from Indian Institute of Management, Ahmedabad • B.Sc in Math with Economics Honours from St. Xavier's College, Mumbai	• Graduate in Economics and Political Science from Brown University, USA • Completed Advanced Management Programme from Harvard Business School	• Bachelors in engineering • MBA
Nature of Expertise/ Experience	Marketing and General Management	Industrialist	Management, Marketing, eCommerce, AI
Brief Resume	Appended at end of this table	Appended at end of this table	Appended at end of this table
First Appointment on the Board	October 18, 2021	May 2, 2011	July 15, 2024
Terms & Conditions of Appointment/re-appointment	Re-appointment as a Executive Director subject to retirement by rotation	Re-appointment as a Non-Executive Director subject to retirement by rotation	As mentioned in the resolution
Last Drawn Remuneration Details along with remuneration sought to be paid	Last drawn remuneration is given in the Corporate Governance Section of the Annual Report. As an Executive Director, he is entitled to remuneration as approved by the Shareholders at the Annual General Meeting held on August 4, 2021.	Last drawn remuneration is given in the Corporate Governance Section of the Annual Report. As a Non-Executive Director, she is entitled to sitting fees for attending meetings of the Board/Committee and Commission on Profits as may be approved by the shareholders from time-time within the limits set out in the Companies Act, 2013.	As a Non-Executive Director, he is entitled to sitting fees for attending meetings of the Board/ Committee and Commission on Profits as may be approved by the shareholders from time-to-time within the limits set out in the Companies Act, 2013.
No. of shares held in GCPL as at March 31, 2024	144001	66*	NIL
Relationship with other Directors/ Manager/ KMP	None	Sister of Ms. Nisaba Godrej and Mr. Pirojsha Godrej	None

Names of Director	Sudhir Sitapati	Tanya Dubash	Aditya Sehgal
No. of Board Meetings attended out of 7 meetings held during the year	7	6	Not Applicable
Directorship details	**Listed Public Companies:** Godrej Consumer Products Limited **Public Companies:** Godrej Consumer Care Limited Godrej Consumer Supplies Limited **Private Companies:** NIL **LLPs:** NIL **Partnership Firms;** NIL	**Listed Public Companies:** Godrej Consumer Products Limited Godrej Industries Limited Godrej Agrovet Limited Britannia Industries Limited Escorts Kubota Limited **Public Companies:** Godrej Seeds & Genetics Limited Go Airlines (India) limited **Private Companies:** Godrej Holdings Private Limited Innovia Multiventures Private Limited **LLPs:** Anamudi Real Estates LLP AREL Enterprise LLP TNP Enterprise LLP ANBG Enterprise LLP **Partnership Firms:** Partner in RKN Enterprise	**Listed Public Companies:** NIL **Public Companies:** NIL **Private Companies:** CreateComm Tech Private Limited **Foreign Companies:** Asgard.world Ltd Asgard.world Holdings Ltd Asgard.world LLC Fast Frameworks Ltd Memorapp Ltd Ozone Coffee Roasters UK Limited OCR-GP (London) Ltd Ozone Coffee UK Ltd London Coffee project Ltd West Coast Cocoa Ltd Ozone Coffee holdings Ltd OCR International Ltd JPMorgan China Growth & income plc (UK FTSE listed) **LLPs:** NIL **Partnership Firms:** NIL

Names of Director	Sudhir Sitapati	Tanya Dubash	Aditya Sehgal
Committee Positions	**Member:** *Corporate Social Responsibility Committee* Godrej Consumer Products Limited *Risk Management Committee* Godrej Consumer Products Limited *ESG Committee* Godrej Consumer Products Limited **Chairperson:** NIL	**Member:** *Corporate Social Responsibility Committee* Godrej Industries Limited Godrej Consumer Products Limited Godrej Seeds & Genetics limited Escorts Kubota Limited *Stakeholders relationship committee* Godrej Industries Limited Godrej Consumer Products Limited *ESG Committee* Godrej Consumer Products Limited *Nomination & Remuneration Committee* Escorts Kubota Limited **Chairperson:** *Corporate Social Responsibility Committee* Godrej Seeds & Genetics limited	**Member:** NIL **Chairperson:** NIL
Names of listed entities from which Director has resigned in the past three years	NIL	NIL	NIL

* This shareholding reflects holding in their own name and does not include shares held as one of the trustee of family trusts.

Brief Resume of the Directors proposed to be appointed/re-appointed:

Sudhir Sitapati

Sudhir Sitapati is the Managing Director and CEO of Godrej Consumer Products Limited (GCPL). GCPL is one of India's largest consumer goods multinationals with a presence in over 85 countries and serving 1.2 billion consumers. Sudhir is responsible for guiding the purpose and ambition of the company; to bring the goodness of health and beauty to consumers in emerging markets.

Prior to this, Sudhir worked at Unilever for 22 years where he led teams across several categories and functions in India, Europe, South East Asia, and Africa. His last job was as an Executive Director - Foods and Refreshments at Hindustan Unilever.

He is current Co-chair of the CII FMCG Committee and a past Co-chair of the CII National Committee of Food Processing. Sudhir was awarded the 'Young Alumni Achiever' by his alma mater, the Indian Institute of Management, Ahmedabad, in 2017. He is also the author of the best-selling book 'The CEO Factory: Management lessons from Hindustan Unilever'.

Sudhir has an MBA from the Indian Institute of Management, Ahmedabad and a B.Sc. in Math with Economics Honours from St. Xavier's College, Mumbai. Sudhir is married to Ketki and spends his free time trying to get his children, Sahaana and Kabir, interested in his own hobbies — tennis, Hindustani music, farming and scrabble. So far to not much avail

Tanya Dubash

Tanya serves as the Executive Director and Chief Brand Officer of Godrej Industries Limited and is responsible for the Godrej Group's brand and communications function, including guiding the Godrej Masterbrand. Tanya is also a Director on the Board of Godrej Consumer Products Limited and Godrej Agrovet Limited. She also serves on the boards of Britannia, Escorts, Go Airlines, AIESEC and India@75. Tanya was a member on the Board of the Bharatiya Mahila Bank between November 2013 and May 2015. She was a trustee of Brown University between 2012 and 2018 and continues to be member on the Watson Institute Board of Overseers. Tanya was recognized by the World Economic Forum as a Young Global Leader in 2007. She is AB cum laudé, Economics & Political Science, Brown University, USA, and an alumna of the Harvard Business School.

Aditya Sehgal

Aditya 'Adi' Sehgal is an experienced business leader creating a new entrepreneurial venture Asgard. world. He is a Non-executive Director on the board of JPMorgan China Growth & Income - an FTSE-listed Investment trust with a mandate to invest in China. He also serves on the board of Ozone Coffee Roasters International and Justmyroots.com. He is an active angel investor and mentors several start-ups and executives. Aditya retired in 2021 as Global President after a 27year career with Reckitt - an FTSE 20 company which is a global leader in Health, Hygiene and Nutrition. Before being appointed President, he served the business as Global Chief Operating Officer. He led the creation and growth of eRB - Reckitt's eCommerce, venturing and partnerships arm, which is the core growth driver of the global business. He has led the Reckitt businesses in practically every country worldwide, including India, China, the USA, the UK, Europe, Africa, Latin America, ASEAN and Australasia.

Appendix-1 The procedure for members for voting electronically is as follows:-

Step 1 : Access through Depositories CDSL/NSDL e-voting system in case of individual shareholders holding shares in demat mode.

Step 2 : Access through CDSL e-voting system in case of shareholders holding shares in physical mode and non-individual shareholders in demat mode.

Note:

(i) The members who have cast their vote through remote e-voting can attend the AGM but shall not be entitled to cast their vote again during the AGM.

(ii) Pursuant to SEBI Circular No. **SEBI/HO/CFD/CMD/CIR/P/2020/242 dated 09.12.2020**, under Regulation 44 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, listed entities are required to provide remote e-voting facility to its shareholders, in respect of all shareholders' resolutions. However, it has been observed that the participation by the public non-institutional shareholders/retail shareholders is at a negligible level.

Currently, there are multiple E-voting Service Providers (ESPs) providing e-voting facility to listed entities in India. This necessitates registration on various ESPs and maintenance of multiple user IDs and passwords by the shareholders.

In order to increase the efficiency of the voting process, pursuant to a public consultation, it has been decided to enable e-voting to **all the demat account holders, by way of a single login credential, through their demat accounts/websites of Depositories/Depository Participants**. Demat account holders would be able to cast their vote without having to register again with the ESPs, thereby, not only facilitating seamless authentication but also enhancing ease and convenience of participating in e-voting process.

Step 1 : Access through Depositories CDSL/NSDL e-voting system in case of individual shareholders holding shares in demat mode.

(iii) In terms of SEBI circular no. **SEBI/HO/CFD/CMD/CIR/P/2020/242 dated December 9, 2020** on e-voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-voting facility.

Pursuant to abovesaid SEBI Circular, Login method for e-voting and joining virtual meetings **for Individual shareholders holding securities in Demat mode with CDSL/NSDL** is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in Demat mode with **CDSL Depository**	1) Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-voting page without any further authentication. The URL for users to login to Easi / Easiest are https://web.cdslindia.com/myeasinew/home/login or visit www.cdslindia.com and click on Login icon and select New System Myeasi. 2) After successful login the Easi / Easiest user will be able to see the e-voting option for eligible companies where the e-voting is in progress as per the information provided by company. On clicking the e-voting option, the user will be able to see e-voting page of the e-voting service provider for casting your vote during the remote e-voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-voting Service Providers, so that the user can visit the e-voting service providers' website directly. 3) If the user is not registered for Easi/Easiest, option to register is available at cdsl website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option. 4) Alternatively, the user can directly access e-voting page by providing Demat Account Number and PAN No. from a e-voting link available on www.cdslindia.com home page or click on https://evoting.cdslindia.com/Evoting/EvotingLogin The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-voting option where the e-voting is in progress and also able to directly access the system of all e-voting Service Providers.
Individual Shareholders holding securities in demat mode with **NSDL Depository**	1) If you are already registered for NSDL IDeAS facility, please visit the e-Services website of NSDL. Open web browser by typing the following URL: https://eservices.nsdl.com either on a Personal Computer or on a mobile. Once the home page of e-Services is launched, click on the "Beneficial Owner" icon under "Login" which is available under 'IDeAS' section. A new screen will open. You will have to enter your User ID and Password. After successful authentication, you will be able to see e-voting services. Click on "Access to e-voting" under e-voting services and you will be able to see e-voting page. Click on company name or e-voting service provider name and you will be re-directed to e-voting service provider website for casting your vote during the remote e-voting period or joining virtual meeting & voting during the meeting. 2) If the user is not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select "Register Online for IDeAS "Portal or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp 3) Visit the e-voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-voting page. Click on company name or e-voting service provider name and you will be redirected to e-voting service provider website for casting your vote during the remote e-voting period or joining virtual meeting & voting during the meeting.

Type of shareholders	Login Method
Individual Shareholders (holding securities in demat mode) login through their **Depository Participants (DP)**	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-voting facility. After Successful login, you will be able to see e-voting option. Once you click on e-voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-voting feature. Click on company name or e-voting service provider name and you will be redirected to e-voting service provider website for casting your vote during the remote e-voting period or joining virtual meeting & voting during the meeting.

Important note: Members who are unable to retrieve User ID/ Password are advised to use Forget User ID and Forget Password option available at abovementioned website.

Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e. CDSL and NSDL

Login type	Helpdesk details
Individual Shareholders holding securities in Demat mode with **CDSL**	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 22 55 33
Individual Shareholders holding securities in Demat mode with **NSDL**	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call at toll free no.: 022 - 4886 7000 and 022 - 2499 7000

Step 2 : Access through CDSL e-voting system in case of shareholders holding shares in physical mode and non-individual shareholders in demat mode.

(iv) Login method for e-voting and joining virtual meetings for **Physical shareholders and shareholders other than individual holding in Demat form.**

1) The shareholders should log on to the e-voting website www.evotingindia.com.

2) Click on "Shareholders" module.

3) Now enter your User ID

a. For CDSL: 16 digits beneficiary ID,

b. For NSDL: 8 Character DP ID followed by 8 Digits Client ID,

c. Shareholders holding shares in Physical Form should enter Folio Number registered with the Company.

4) Next enter the Image Verification as displayed and Click on Login.

5) If you are holding shares in demat form and had logged on to www.evotingindia.com and voted on an earlier e-voting of any company, then your existing password is to be used.

6) If you are a first-time user follow the steps given below:

	For Physical shareholders and other than individual shareholders holding shares in Demat.
PAN	Enter your 10 digit alpha-numeric *PAN issued by Income Tax Department (Applicable for both demat shareholders as well as physical shareholders) • Shareholders who have not updated their PAN with the Company/Depository Participant are requested to use the sequence number sent by Company/RTA or contact Company/RTA.
Dividend Bank Details **OR** Date of Birth (DOB)	Enter the Dividend Bank Details or Date of Birth (in dd/mm/yyyy format) as recorded in your demat account or in the company records in order to login. • If both the details are not recorded with the depository or company, please enter the member id / folio number in the Dividend Bank details field.

(v) After entering these details appropriately, click on "SUBMIT" tab.

(vi) Shareholders holding shares in physical form will then directly reach the Company selection screen. However, shareholders holding shares in demat form will now reach 'Password Creation' menu wherein they are required to mandatorily enter their login password in the new password field. Kindly note that this password is to be also used by the demat holders for voting for resolutions of any other company on which they are eligible to vote, provided that company opts for e-voting through CDSL platform. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential.

(vii) For shareholders holding shares in physical form, the details can be used only for e-voting on the resolutions contained in this Notice.

(viii) Click on the EVSN for the relevant <Company Name> on which you choose to vote.

(ix) On the voting page, you will see "RESOLUTION DESCRIPTION" and against the same the option "YES/NO" for voting. Select the option YES or NO as desired. The option YES implies that you assent to the Resolution and option NO implies that you dissent to the Resolution.

(x) Click on the "RESOLUTIONS FILE LINK" if you wish to view the entire Resolution details.

(xi) After selecting the resolution, you have decided to vote on, click on "SUBMIT". A confirmation box will be displayed. If you wish to confirm your vote, click on "OK", else to change your vote, click on "CANCEL" and accordingly modify your vote.

(xii) Once you "CONFIRM" your vote on the resolution, you will not be allowed to modify your vote.

(xiii) You can also take a print of the votes cast by clicking on "Click here to print" option on the Voting page.

(xiv) If a demat account holder has forgotten the login password then Enter the User ID and the image verification code and click on Forgot Password & enter the details as prompted by the system.

(xv) There is also an optional provision to upload BR/POA if any uploaded, which will be made available to scrutinizer for verification.

(xvi) **Additional Facility for Non – Individual Shareholders and Custodians – For Remote Voting only.**

- Non-Individual shareholders (i.e. other than Individuals, HUF, NRI etc.) and Custodians are required to log on to www.evotingindia.com and register themselves in the "Corporates" module.

- A scanned copy of the Registration Form bearing the stamp and sign of the entity should be emailed to helpdesk.evoting@cdslindia.com.

- After receiving the login details a Compliance User should be created using the admin login and password. The Compliance User would be able to link the account(s) for which they wish to vote on.

- The list of accounts linked in the login will be mapped automatically & can be delink in case of any wrong mapping.

- It is Mandatory that, a scanned copy of the Board Resolution and Power of Attorney (POA) which they have issued in favour of the Custodian, if any, should be uploaded in PDF format in the system for the scrutinizer to verify the same.

- Alternatively Non Individual shareholders are required mandatory to send the relevant Board Resolution/ Authority letter etc. together with attested specimen signature of the duly authorized signatory who are authorized to vote, to the Scrutinizer and to the Company at the email address viz., investor.relations@godrejcp.com, if they have voted from individual tab & not uploaded same in the CDSL e-voting system for the scrutinizer to verify the same.

PROCESS FOR THOSE SHAREHOLDERS WHOSE EMAIL/MOBILE NO. ARE NOT REGISTERED WITH THE COMPANY/DEPOSITORIES.

1. For Physical shareholders- please provide necessary details like Folio No., Name of shareholder, scanned copy of the share certificate (front and back), PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) by email to investor.relations@godrejcp.com or rnt.helpdesk@linkintime.co.in.

2. For Demat shareholders - Please update your email id & mobile no. with your respective Depository Participant (DP).

3. For Individual Demat shareholders – Please update your email id & mobile no. with your respective Depository Participant (DP) which is mandatory while e-voting & joining virtual meetings through Depository.

   If you have any queries or issues regarding attending AGM & e-voting from the CDSL e-voting System, you can write an email to helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 22 55 33.

   All grievances connected with the facility for voting by electronic means may be addressed to Mr. Rakesh Dalvi, Sr. Manager, (CDSL,) Central Depository Services (India) Limited, A Wing, 25th Floor, Marathon Futurex, Mafatlal Mill Compounds, N M Joshi Marg, Lower Parel (East), Mumbai - 400013 or send an email to helpdesk.evoting@cdslindia.com or call toll free no. 1800 22 55 33.

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