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This edition has a bit of everything — from a proud moment for our Founder & CEO to ideas that make us pause and rethink the way we work, and festive moments that brought our team together.



A LITTLE OF WHAT'S INSIDE

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This edition has a bit of everything — from a proud moment for HNCO Group to ideas that make us pause and rethink the way we work.

First up: a moment worth celebrating as our Founder & CEO, Manish Kumar Jain, receives the TV9 Gujarat Excellence Award 2026 — recognising a journey built on innovation, capability and ambition.

Then, we take a different route from Shakti to Strategy, uncovering nine business lessons around strength, vision, consistency, courage,

resilience, innovation, collaboration and purpose. Some may challenge the way you think about business. Others might make you look at your everyday work differently.

And, of course, there's room for a little festive spirit — with glimpses of the celebrations, traditions, colours and moments that brought the HNCO team together. So, what's waiting inside? Turn the page and find out.





Your Impact in Action

In a proud moment for HNCO Group, our Founder & CEO, Manish Kumar Jain, was presented with the prestigious TV9 Gujarat Excellence Award 2026 by Gujarat's Hon'ble Chief Minister, Shri Bhupendrabhai Patel.

This recognition celebrates our commitment to building world-class capabilities across the wellness industry while becoming a growing hub for innovation, manufacturing, and global business through the GCC ecosystem.

From strengthening manufacturing and quality standards to enabling brands with end-to-end capabilities, we remain committed to creating meaningful value.

A heartfelt thank you to our clients, team, partners, and well-wishers for your continued trust and support.

Independence Day at HNCO



We don't just celebrate Independence Day at HNCO, we understand what 'independence' means when it comes to working,

9 Business Lessons from Navratri

Navratri celebrates Shakti—the energy of strength, transformation and creation. Beyond its traditions, these nine days offer principles that can also shape the way we build businesses, lead teams and approach growth.

Nine energies. Nine business lessons. One journey from Shakti to Strategy.

01

STRENGTH → BUILDING CAPABILITY

Strong teams don't depend on one person.

The Scenario:

A key colleague goes on a two-week holiday. By day three, three projects are stalled, four people are messaging them anyway, and someone is asking, "Does anyone know where this file is?"

The Lesson

Real strength is not doing everything yourself. If a business stops the moment one person steps away, it isn't strong. It's just busy. The strongest organisations build people, processes and systems that can carry the load together. That means documenting how things are done, sharing knowledge openly, and trusting colleagues with responsibility before it feels comfortable. Power isn't measured by how much you hold. It's measured by how much you enable others to do.

At Work

Building capability	Building dependency
Documenting a process so anyone can follow it	Keeping it "in your head"
Training a backup for key tasks	Being the only one who knows how
Delegating the outcome, not just the task	Redoing others' work quietly

In Our Words

When I joined HNCO, the export department was still growing. As the business grew, Altaf joined the team, bringing strong knowledge of Cosmetics and Ayurveda, while I guided him on export processes. Through this exchange of knowledge and working together, we improved operations, strengthened client relationships, and built a stronger team.

– Sahil Brahmhatt (Export Team)

"Power is what you enable others to do."

Put It Into Practice

Pick one task only you currently handle. Document it, train a colleague on it, and let them run it once while you watch.

Ask Yourself

If I were unavailable tomorrow, what would stop?

Who on my team is ready for more responsibility than I've given them?

02 **BELIEF → VISION**

Every business starts with something that doesn't exist yet.

The Scenario

Somewhere, at some point, someone sat at a table and said, "What if we built this?" There was no team, no budget and no proof. Just an idea—and the willingness to say it out loud.

The Lesson

Every business starts with an idea that doesn't exist yet. Someone has to picture it before there is a plan, a team or a budget.

But belief alone isn't a strategy.

It becomes powerful when it turns into a clear picture of where you're heading—one that the whole team can understand, believe in and work towards.

A good vision isn't a slogan on a wall. It's a direction that helps people make better decisions, especially on an ordinary Tuesday when no one is talking about the big picture.

Myth vs. Reality

Myth: Vision is for founders and senior leaders.

Reality: Every team needs a picture of what "good" looks like. When people understand where the organisation is going, they can make better decisions about how to get there.

Belief gives you the courage to begin. Vision gives you a direction to follow.

Put It Into Practice

When you're working on a task, ask yourself:

"How does what I'm doing today contribute to where we're trying to go?"

If the answer isn't clear, that's a conversation worth having.

Write your team's goal for the next year in two sentences. If a new joiner couldn't understand it, rewrite it.

Quick Self-Check

Can I explain my team's goal without using jargon?

Do I know how my work connects to it?

Could a colleague in another department describe it too?

Three yes answers? Your vision is working. Fewer? That's your next team conversation.

03 *DISCIPLINE →* *CONSISTENCY*

Consistency looks ordinary. Its results aren't.

The Scenario

Two teams start the quarter with the same targets. One sprints through the first month and fades. The other does a little, every week, without much fuss. By quarter-end, only one of them is still making steady progress.

The Lesson

Nobody applauds the follow-up call made on time, the process note updated every week, or the report reviewed before it was needed. Yet, over time, these small habits are what separate teams that consistently deliver from teams that only intend to.

Discipline isn't about rigidity or simply working harder. It's about knowing what matters, making time for it and showing up for it—even when there is no immediate reward. Because most meaningful results aren't created in one big push. They're built through things that are done well, again and again.

What This Looks Like at HNCO

Morning Huddle: Starting the Day Together

At HNCO, the morning huddle is an opportunity for the team to align on priorities, share updates, and discuss the day's goals. It helps everyone understand what needs attention, identify challenges early, and work towards shared objectives. This simple, consistent practice ensures that the day begins with clarity, collaboration, and a common sense of purpose.

"Big results are usually small things done consistently for a long time."

Try This

Choose one activity that matters but never feels urgent—customer follow-ups, process documentation, data review or learning—and give it a fixed place in your week.

Ask Yourself

What important thing do I keep postponing because it's never urgent?

What could look different six months from now if I simply did it every week?

04 *COURAGE → CALCULATED RISK*

Bold isn't the same as blind.

The Scenario

Someone in the room says, "Let's just go for it." The energy lifts. Nobody asks what happens if it doesn't work. Three months later, everyone is asking exactly that.

The Lesson

Taking a risk without information isn't courage. That's just enthusiasm without a spreadsheet. Real courage in business means looking honestly at what you know, what you don't, and what you stand to lose, and then moving anyway. Not recklessly, and not never. The best decision-makers aren't the ones who feel no fear. They've simply done enough homework that fear doesn't make the decision for them.

At Work

Calculated risk	Blind risk
Testing a new idea with one client first	Rolling it out to everyone at once
Setting a limit on what you're willing to lose	"We'll figure it out later"
Asking who has done this before	Assuming nobody has
Reviewing results after 30 days	Waiting to see what happens

Put It Into Practice

Before your next major decision, write down:

- What do we know?
- What don't we know?
- What's the downside?
- What's the cost of doing nothing?
- What's the smallest step we can take to test this?

Courage is not the absence of doubt.
It's making the decision with the doubt visible."

05

WISDOM → DECISION-MAKING

A good decision today beats a perfect one next quarter.

The Scenario

A promising proposal has been “under review” for six weeks. Everyone agrees. Nobody decides. Meanwhile, the opportunity is changing.

The Lesson

Good decisions don't need every answer. They need clarity on what matters, the right inputs and the willingness to adjust.

Wisdom isn't certainty. It's judgement.

Myth vs. Reality

Myth: Good leaders always know the right answer.

Reality: Good leaders know what matters, decide in time and learn from the outcome.

A Simple Decision Filter

1. What matters most?
2. Who needs to be consulted?
3. Can it be reversed? If yes, decide faster.

“Decide with what you know. Adjust with what you learn.”

Put It Into Practice

Set a deadline. Identify the key factor, involve the right people and decide.



MIFB 2026

06

RESILIENCE → RECOVERY

Don't just bounce back. Come back wiser.

The Scenario

The strategy looked brilliant on paper. The numbers were clean, the slides were polished, and everyone was excited. Then reality arrived, and it had other plans.

The Lesson

Sooner or later, every team faces a setback: a lost client, a missed target, a project that didn't land. What matters is what happens next. Resilient teams don't just return to where they were. They examine what went wrong, keep the lesson, and move forward with better judgement. The goal isn't to avoid every mistake. It's to make sure no mistake is wasted.

A Recovery Routine

Step	The question
Pause	What actually happened, in fact?
Understand	What did we control, and what didn't we?
Learn	What would we do differently?
Move	What is our next step, and who owns it?

In Our Words

When I joined Ayurveda Private Label team , we all were at a stage where we had to build from the ground up. From managing existing clients to acquiring new ones, strengthening relationships, and ensuring timely deliveries, it was a journey of continuous learning and growth.

- Aadarsh Jain (Sales Department)

"No mistake is wasted if you learn something from it."

Put It Into Practice

After your next setback or missed target, hold a 20-minute review with one rule: no blame, only learning. End with one change you'll make.



***Ganpati Bappa Morya, Mangal Murti Morya!
Agaley baras tuh puna aA!***



07 ADAPTABILITY → INNOVATION

"We've always done it this way" is an expensive sentence.

The Scenario

A process was designed years ago for a different team, different tools and a different market. It still runs every week. Nobody remembers why, but nobody wants to be the one to stop it.

The Lesson

Innovation doesn't always mean building something new. Often it begins with a simple question: does what worked yesterday still make sense today? Markets change, customers change and tools improve. Teams that stay curious, review their habits honestly and are willing to let go of old methods tend to adapt faster than those who wait to be forced.

Process Health Check

Ask of any recurring task:
Why do we do this?
Who actually uses the output?
What would we do if we were starting from scratch?
What is one step we could remove or simplify?

Mini Case

Six or seven years ago, HNCO had a much simpler structure, with most people reporting directly to the founder. As we grew, we introduced teams, managers, and clearer roles, giving people more ownership and decision-making freedom. This brought greater clarity and accountability, helping HNCO become a more structured and independent organisation.

"Innovation often begins with a better question, not a bigger idea."

Put It Into Practice

Pick one recurring process in your team and ask: why do we do this, and what would we do if we started from scratch? Change one step.

08 COMMUNITY → COLLABORATION

Think together, not just alike.

The Scenario

A meeting ends in ten minutes. Everyone agrees. Later, two people admit they had concerns they never raised.

The Lesson

Strong teams aren't made of people who always agree. They're made of people who can challenge, listen and build better ideas together.

Collaboration isn't about agreeing. It's about making the outcome better.

Strong collaboration	Weak collaboration
Asking, "What are we missing?"	Letting the loudest view win
Inviting different perspectives	Assuming everyone agrees
Sharing credit	Taking credit quietly
Working across teams early	Involving others at the end

"The strongest teams know how to think together."

Put It Into Practice

Before your next project begins, ask someone from another team:
"What do you think we might be missing?"

Ask Yourself

Whose perspective am I not hearing enough?

What Else Can It Do?

Invent a completely new use for a stapler, calculator or sticky note.

For example: A stapler that stamps "Meeting Could Have Been an Email" on every unnecessary meeting invite.

Submit your funniest idea through a Google Form. The most creative answer wins bragging rights.



09

PURPOSE → LONG-TERM GROWTH

Don't just ask how big you can become.

The Scenario

The numbers are up. More customers, more products, more markets. In the middle of the celebration, someone quietly asks, "But what do we want to be known for?"

The Lesson

It's easy to measure growth in numbers. It's harder to ask what all of it is for. Purpose isn't only a question for leadership. It matters at every level, from the colleague handling daily operations to the leader setting strategy. Teams that can answer why their work matters, who it helps and what they're building tend to grow steadily and stay proud of what they've built.

Three Questions for Every Role

1. Why does my work matter?
2. Who benefits from it?
3. What am I helping build?

In Our Words

"One of my proudest contributions to HNCO is the culture we have built over the years. Seeing it evolve into what it is today is something I truly take pride in."

- Hardik Solanki (Business Head)

Put It Into Practice

Write one sentence describing who benefits from your work. Share it with your team and see whether theirs match.

A Leader Who Makes a Difference

Dr. Varun brings together knowledge, practical thinking, and a constant drive to make things better. His ability to improve processes and strengthen the overall system reflects his commitment to helping the team and the organisation grow.

Beyond his expertise, what makes him stand out is his down-to-earth nature and approachable personality. With strong communication skills and a collaborative leadership style, he builds meaningful connections, supports his team, and ensures everyone works together effectively.

His blend of knowledge, humility, and team spirit makes him a valued part of HNCO. We are delighted to recognise Dr. Varun as our **Person of the Quarter** and celebrate the positive difference he makes every day.



Dr. Varun Satose
Manager, QC

Editor's Note

Dear Readers,

Every milestone we celebrate and every challenge we overcome becomes a part of our story. This edition of Unnati is a celebration of that journey—our achievements, our people, and the spirit that brings us together.

From celebrating our Founder & CEO, Manish Kumar Jain, and his remarkable recognition to discovering nine inspiring business lessons from Navratri, this issue reflects what makes HNCO special: our strength, resilience, teamwork, and shared dreams.

As we continue to grow, may we keep learning from one another, celebrating every little victory, and building something meaningful together.

Happy Reading!

Warm regards,
Akhilesh Varrier
Editor-in-Chief

Think Big, Think Different

NINE DAYS. NINE LESSONS. ONE TEAM.

Growth happens when we bring our strengths together, learn from one another, and turn small actions into meaningful change.

TOGETHER, WE MOVE FORWARD.

Wishing you and your family a joyful Navratri.

— HNCO Group

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