Board's Report

for the Financial Year ended March 31, 2026

Dear Members,

Your Company's Directors have pleasure in presenting the Annual & Integrated Report for the Financial Year ended March 31, 2026.

1. Results of Our Operations

The financial performance of the Company for the Financial Year under review is set out below. This Board's Report has been prepared in accordance with the applicable provisions of the Companies Act, 2013 ("the Act") and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), based on the standalone financial statements of the Company. It also provides an overview of the performance of the Company's subsidiaries across various geographies. Shareholders are further advised to refer to the Management Discussion and Analysis section forming part of this Annual & Integrated Report which provides a detailed review of the functioning of the Company.

Financials: Abridged Profit and Loss Statement

(₹ in Crore)

Particulars	Consolidated		Standalone	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Total revenue from operations	15,177.90	13,996.54	9,474.31	8,779.06
Other income	266.17	316.12	200.29	260.35
Total income	15,444.07	14,312.66	9,674.60	9,039.41
Total expenses, including depreciation and finance costs	12,620.76	11,577.59	7,597.17	7,010.99
Profit/loss before exceptional items, share of profit of equity accounted investees and tax	2,823.31	2,735.07	2,077.43	2,028.42
Exceptional items	233.15	63.18	(55.38)	(12.29)
Profit/loss before tax	2,590.16	2,671.89	2,022.05	2,016.13
Tax expense	728.69	819.59	506.44	665.61
Profit/loss after tax	1,861.47	1,852.30	1,515.61	1,350.52
Other comprehensive income	888.02	135.68	(6.45)	(2.28)
Total comprehensive income attributable to owners of the company	2,749.49	1,987.98	1,509.16	1,348.24

2. Share Capital

The Paid-up Equity Share Capital of the Company as on March 31, 2026 stood at ₹1,02,32,44,581/- (Rupees One Hundred and Two Crore Thirty-Two Lakh Forty-Four Thousand Five Hundred Eighty-One Only), comprising 1,02,32,44,581 (One Hundred and Two Crore Thirty-Two Lakh Forty-Four Thousand Five Hundred Eighty-One) Equity Shares of face value of ₹1/- (Rupee One Only) each.

During the Financial Year under review, the Company allotted 2,36,617 (Two Lakh Thirty-Six Thousand Six Hundred and Seventeen) Equity Shares of face value of ₹1/- (Rupee One Only) each pursuant to the exercise of Stock Options by employees under the Godrej Consumer Products Limited – Employees Stock Grant Scheme, 2011 ("ESGS 2011").

3. Dividend

a) Dividend Declared

During the Financial Year 2025-26, the Board of Directors declared the following interim dividends on Equity Shares of face value of ₹1/- (Rupee One Only) each:

Date of Declaration (Board Meeting Date)	Dividend per Equity Share of Face Value of ₹1/- each (₹)	Record Date
May 6, 2025	5.00	May 13, 2025
August 7, 2025	5.00	August 13, 2025
October 31, 2025	5.00	November 7, 2025
January 23, 2026	5.00	January 30, 2026

Subsequent to the close of the Financial Year 2025-26, the Board of Directors, at its Meeting held on May 6, 2026, declared an interim dividend of ₹5/- (Rupees Five Only) per Equity Share of face value of ₹1/- each. The record date for determining the entitlement of Members to the said interim dividend was fixed as May 12, 2026.

b) Dividend Distribution Policy

Pursuant to Regulation 43A of the SEBI Listing Regulations, the Dividend Distribution Policy of the Company is available on the website of the Company and can be accessed at the following link [1]

4. Transfer to Reserve

For the Financial Year ended March 31, 2026, the Board of Directors has not proposed to transfer any amount to the reserves of the Company out of the profits for the year.

5. Management Discussion and Analysis

The Management Discussion and Analysis Report, as stipulated under the SEBI Listing Regulations, forms an integral part of this Annual & Integrated Report. The details relating to the Company's internal financial controls and their adequacy are also set out in this Annual & Integrated Report.

6. Finance

a) Loans, Guarantees, and Investments

The particulars of loans, guarantees and investments covered under the provisions of Section 186 of the Companies Act, 2013 and the Rules made thereunder are set out in the Notes to the Standalone Financial Statements forming part of this Annual & Integrated Report.

b) Related Party Transactions

In compliance with the SEBI Listing Regulations, the Company has adopted a Policy on Materiality of Related Party Transactions and Dealing with Related Party Transactions ("RPT Policy"). The RPT Policy is available on the website of the Company and can be accessed through the following link[2]

All Related Party Transactions entered into by the Company during the Financial Year 2025-26 were in the ordinary course of business and on an arm's length basis. There were no materially significant Related Party Transactions entered into by the Company with Promoters, Directors, Key Managerial Personnel or other related parties that may have had a potential conflict with the interests of the Company.

All Related Party Transactions were placed before the Audit Committee for prior approval in accordance with the applicable provisions of the Companies Act, 2013 and the SEBI Listing Regulations. Accordingly, the disclosure of Related Party Transactions in Form AOC-2

[1] https://www.godrejcp.com/uploads/Dividend_Distribution_Policy_1178b588ed.pdf

[2] https://www.godrejcp.com/uploads/Related_Party_Transactions_Policy_V7_8d2a63e25a.pdf

pursuant to Section 134(3)(h) read with Section 188 of the Companies Act, 2013 and Rule 8(2) of the Companies (Accounts) Rules, 2014 is not applicable to the Company.

Attention of the Members is drawn to Note No. 49 to the Standalone Financial Statements, which sets out the disclosures pertaining to Related Party Transactions including transactions entered into by the Company with entity(ies) belonging to the promoter or promoter group individually holding 10% or more shareholding in the Company during the Financial Year 2025-26. None of the Directors had any pecuniary relationship or transaction with the Company, except to the extent of remuneration / reimbursement of expenses, if any, in accordance with the applicable provisions of law.

7. Subsidiaries, Associates, and Joint Venture

a) Changes in Subsidiaries, Associates and Joint Venture

During the year under review, Panamar Producciones SA ceased to be a subsidiary of the Company with effect from August 1, 2025, pursuant to its dissolution.

b) Report on the Performance of Subsidiaries and Associates

The details of the cluster-wise performance are set out below:

Indonesia

In the fiscal year 2025–26, our Indonesia business demonstrated resilience in a challenging environment that was driven by macro pressures and heightened competitive intensity. Volumes grew at 3% , however topline and EBITDA declined slightly. Despite soft internal performance on Household Insecticides, we maintained market leadership in the category amidst increasing competitive pressure. Market shares grew across other key categories of Air Fresheners, Hair Colour and Baby Wipes. Hair Colour in particular sustained strong performance on the back of the Shampoo Hair Colour format. General Trade channel outperformed other sales channels driven by distribution scale up. Through disciplined cost actions, we maintained EBITDA margin of 24.0% despite heightened competitive intensity in Household Insecticides. Looking ahead, the business is well positioned to accelerate growth through increased category development, strengthened General Trade distribution, and enhanced execution across core categories.

Africa, the Middle East, and the USA

FY 2026 marked a significant year of delivery across our Africa and USA businesses, with both regions meeting or exceeding their Annual Operating Plan targets on topline and bottom-line. The Africa business delivered strong Underlying Volume Growth, well ahead of plan, while EBITDA margins closed at 14% despite higher above-the-line investments absorbed during the year. This was driven by standout category performances — most notably the Air Care business, which scaled four-fold within a single year — alongside volume turnarounds in key Southern African markets and structural cost discipline through targeted savings initiatives. GTM geo-expansion gains in West Africa further reinforced the performance. South Africa's Hair Fashion business and Ghana's external market volatility remained areas requiring continued attention. The USA business closed at 14.4% EBITDA margins, its highest in eight years, gaining market share in a declining category while significantly improving supply reliability and channel fill rates. A proactive pricing response to tariff-driven inflation was well-executed across channels. Dollar Channel distribution headwinds and MENA pricing pressures tempered the topline. Looking ahead, both businesses are well-positioned to accelerate broad-based volume growth by backing proven category winners, scaling disciplined innovation, and continuing to push the envelope on profitability and working capital efficiency.

Latin America

Our LATAM business topline remained flattish while EBITDA margin was broadly held. Chile business delivered strong topline growth and strong profitability improvements, with over-delivery across all key categories. However, Argentina faced currency volatility during the year and the business fell short of topline and bottomline targets. Looking ahead, we aim to drive margin improvements across the Cluster while focusing investments on globally proven product portfolios to drive topline.

Bangladesh

Bangladesh business became PAT and cashflow positive in the fiscal year 2025-26. Topline targets were delivered on the back of growth momentum on Goodknight portfolio as well as via investments in category development. Cashflow unlock driven by inventory optimization. Looking ahead, we will continue to invest in category development in our key categories and further localise our operations to strengthen our business further.

c) Policy on Material Subsidiaries

In compliance with the SEBI Listing Regulations, the Board has adopted a Policy for Determining Material Subsidiaries. The Policy sets out the framework for identifying material subsidiaries of the Company in accordance with Regulation 16(1)(c) and Regulation 24 of the SEBI Listing Regulations. The Policy is available on the website of the Company and can be accessed through the following link[3]

d) Financial Performance

A statement containing salient features of the financial statements of the Company's Subsidiary companies in Form AOC-1 forms part of the Consolidated Financial Statements in compliance with Section 129(3) of the Companies Act, 2013 read with Rule 5 of the Companies (Accounts) Rules, 2014.

The said Form AOC-1 also highlights the financial performance and position of each of the Subsidiary companies included in the Consolidated Financial Statements of the Company pursuant to Rule 8(1) of the Companies (Accounts) Rules, 2014.

8. Business Responsibility and Sustainability Report

Pursuant to Regulation 34 of the SEBI Listing Regulations, the Business Responsibility and Sustainability Report ("BRSR") of the Company forms an integral part of this Annual & Integrated Report. The BRSR, highlighting the initiatives undertaken by the Company from an environmental, social and governance perspective, is also available on the website of the Company and can be accessed through the following link[4]

9. Board of Directors

a) Number of Meetings

The Meetings of the Board of Directors are pre-scheduled and intimated to all the Directors in advance in order to help them plan their schedule. However, in case of urgent business requirements, Meetings are convened at a shorter notice with the consent of the Directors or resolutions are passed by circulation in accordance with the provisions of the Companies Act, 2013. 4 (Four) Board Meetings were held during the Financial Year 2025-26 (i.e. on May 6, 2025, August 7, 2025, October 31, 2025, and January 23, 2026). The maximum gap between two Board Meetings did not exceed 120 (One Hundred and Twenty) days. The details of the Board Meetings and the attendance record of the Directors are provided in the Report on Corporate Governance section of the Annual & Integrated Report.

b) Changes in the Board of Directors

Pursuant to the provisions of Section 152(6) of the Companies Act, 2013 ("the Act") read with the Articles of Association of the Company, Mr. Sudhir Sitapati (DIN: 09197063), Managing Director & Chief Executive Officer of the Company, is liable to retire by rotation at

[3] https://www.godrejcp.com/uploads/Policy_on_Material_Subsidiaries_Jan2025_5635c97d6a.pdf

[4] https://www.godrejcp.com/investors/reports-and-financials/annual-reports

the ensuing 26th (Twenty-Sixth) Annual General Meeting ("AGM") and, being eligible, has offered himself for re-appointment.

The present term of appointment of Mr. Sudhir Sitapati as Managing Director & Chief Executive Officer is due to expire on October 17, 2026. Based on the recommendation of the Nomination and Remuneration Committee, the Board of Directors, at its Meeting held on May 6, 2026, approved the re-appointment of Mr. Sudhir Sitapati as Managing Director & Chief Executive Officer of the Company for a further term of 5 (five) consecutive years commencing from October 18, 2026 up to October 17, 2031, subject to the approval of the Members by way of a Ordinary Resolution at the ensuing AGM.

Mr. Nadir Godrej, Non-Executive Non-Independent Director of the Company, will attain the age of 75 years in August 2026. Pursuant thereto, Mr. Godrej has expressed his intention to step down from the Board and shall consequently cease to be a Director of the Company with effect from August 7, 2026. The Board placed on record its highest appreciation for the invaluable guidance, support, strategic direction and leadership provided by Mr. Nadir Godrej during his tenure as a Non-Executive Non-Independent Director of the Company.

c) Declaration from Independent Directors

The Company has received declarations from all the Independent Directors confirming that they meet the criteria of independence as prescribed under Section 149(6) of the Companies Act, 2013 ("the Act") and Regulation 16(1)(b) of the SEBI Listing Regulations. Pursuant to the provisions of Section 134(3)(d) of the Act, the Board of Directors has taken note of the declarations of independence received from the Independent Directors and has undertaken an assessment of the veracity of the same. Further, the Board are of the opinion that the Independent Directors possess the requisite proficiency, expertise and experience in the fields relevant to the Company's business.

In compliance with Rule 6(1) of the Companies (Appointment and Qualification of Directors) Rules, 2014, all the Independent Directors of the Company have registered themselves with the Indian Institute of Corporate Affairs. The Independent Directors have also confirmed compliance with the Code of Conduct for Directors and Senior Management and also complied with the Code of Conduct for Independent Directors as outlined in Schedule IV to the Companies Act, 2013.

d) Familiarisation Programmes

In terms of Regulation 25(7) of the SEBI Listing Regulations, the Company conducts familiarisation programmes for its Independent Directors to enable them to understand the Company's business, industry, operations, and regulatory environment. During the Financial Year 2025-26, the Independent Directors were familiarised with the Company's strategy and Annual Operating Plan ("AOP"). Further, detailed presentations on business performance, operational updates and financial performance were made to the Board at its Meetings from time to time. These programmes and presentations were conducted by members of the Senior Management of the Company. The details of the familiarisation programmes imparted to the Independent Directors are available on the website of the Company and can be accessed through the following link[5]

e) Board Diversity Policy & Independence Statement

The Company has adopted a Board Diversity Policy, which forms part of **Annexure 'A'** to this Report. The Board Diversity Policy, *inter alia*, sets out the criteria for determining qualifications, positive attributes and independence of Directors in accordance with the provisions of the Companies Act, 2013 and the SEBI Listing Regulations.

[5] https://www.godrejcp.com/uploads/Familiarisation_Programme_for_I_Ds_2025_26_e8c3c2333c.pdf

The Board Independence Statement is available on the website of the Company and can be accessed through the following link[6]

f) Remuneration Policy

The Company's Remuneration Policy for Directors, Key Managerial Personnel ("KMP") and other employees forms part of **Annexure 'B'** to this Report. The Policy is designed to attract, retain and motivate talent while aligning remuneration with the long-term interests of the Company and its stakeholders. 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).

The Non-Executive Directors are paid sitting fees and commission in accordance with the provisions of the Companies Act, 2013, the SEBI Listing Regulations and the Remuneration Policy of the Company.

g) Remuneration to Directors

The remuneration paid to the Directors is in accordance with the Remuneration Policy of the Company.

The disclosures pertaining to remuneration of Directors and employees as required under Section 197 of the Companies Act, 2013 ("the Act") read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, forms part of **Annexure 'C'** to this Report.

The information required pursuant to Section 197 of the Act read with Rule 5(2) and Rule 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 in respect of employees of the Company is available for inspection by the Members upon request. Any Member interested in obtaining a copy of the same may write to the Company Secretary at investor.relations@godrejcp.com from their registered email address, quoting their name and folio number/DP ID and Client ID.

h) 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 SEBI Listing Regulations. The Corporate Human Resources team of Godrej Industries Group 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 (including Board composition, strategic orientation and team dynamics);
- Individual Committees
- Individual Board Members
- Chairperson
- Declaration of independence from Independent Directors

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

[6] https://www.godrejcp.com/uploads/Board_Independence_Statement_May2026_86af5141bc.pdf

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. Shalini Puchalapalli 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.

The performance evaluation was carried out in compliance with the requirements of Section 178 of the Companies Act, 2013, Regulation 17, 19 & 25 of the SEBI Listing Regulations and in accordance with the SEBI guidance note on Board Evaluation.

i) Directors' Responsibility Statement

The Board of Directors have laid down Internal Financial Controls **("IFC")** within the meaning of the explanation to Section 134(5)(e) of the Companies Act, 2013. The Board believes the Company has sound IFC commensurate with the nature and size of its business. Business is however dynamic and the Board is seized of the fact that IFC are not static and will evolve over time as the business, technology and possibly even fraud environment changes in response to competition, industry practices, legislation, regulation and current economic conditions. There might therefore be gaps in the IFC as Business evolves. Your Company has a process in place to continuously identify such gaps and implement newer and / or improved controls wherever the effect of such gaps might have a material effect on the Company's operations.

In compliance with sub-sections (3)(c) and (5) of Section 134 of the Companies Act, 2013, the Directors of your Company, based on the representation received from the Operating Management and after due enquiry confirm the following:

a) In the preparation of the annual accounts for the Financial Year 2025-26, the applicable accounting standards have been followed along with proper explanation relating to material departures, if any;

b) The Directors have selected such accounting policies and applied consistently, and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the Financial Year (i.e. March 31, 2026) and of the profit and loss of the Company for that period (i.e. the Financial Year 2025-26);

c) The Directors 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, for preventing and detecting fraud and other irregularities;

d) The Directors have prepared the annual accounts for the Financial Year ended March 31, 2026 on a going concern basis;

e) The Directors have laid down internal financial controls to be followed by the Company and such internal financial controls are adequate and operating effectively; and

f) The Directors have devised proper systems to ensure compliance with all laws applicable to the Company and such systems are adequate and operating effectively.

10. Key Managerial Personnel

There were no changes in the Key Managerial Personnel of the Company during the Financial Year 2025-26.

11. 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.

12. Auditors and Auditors' Report

a) Statutory Auditors

Pursuant to the provisions of Section 139 of the Companies Act, 2013 read with the Rule 3 of the Companies (Audit and Auditors) Rules, 2014, M/s. B S R & Co. LLP, Chartered Accountants (Firm Registration No. 101248W/W-100022), were appointed as the Statutory Auditors of the Company for a second term of five consecutive years, to hold office from the conclusion of the 22nd (Twenty-Second) Annual General Meeting ("AGM") held on August 3, 2022 till the conclusion of the 27th (Twenty-Seventh) AGM to be held in the year 2027, at such remuneration as may be approved by the Board of Directors. The Statutory Auditors' Report on the Financial Statements for the Financial Year ended March 31, 2026, does not contain any qualification, reservation, adverse remark or disclaimer.

b) Cost Auditors

Pursuant to the provisions of Section 148 of the Companies Act, 2013 and the Rules framed thereunder, M/s. P. M. Nanabhoy & Co., Cost Accountants, Mumbai (Firm Registration No. 000012), were appointed as the Cost Auditors of the Company for the Financial Year 2025-26. The Cost Auditors are required to submit their report within 180 (One Hundred and Eighty) days from the end of the Accounting Year. The Cost Audit Report will be submitted to the Board of Directors within the prescribed timeline.

Based on the recommendation of the Audit Committee, the Board of Directors, at its Meeting held on May 6, 2026, approved the appointment of M/s. R. Nanabhoy & Co., Cost Accountants (Firm Registration No. 000010), as the Cost Auditors of the Company for the Financial Year 2026-27 at a remuneration of ₹7,17,970/- (Rupees Seven Lakh Seventeen Thousand Nine Hundred and Seventy Only), plus applicable taxes and reimbursement of out-of-pocket expenses, subject to ratification of the remuneration by the Members at the ensuing 26th (Twenty-Sixth) AGM in accordance with Section 148 of the Companies Act, 2013 and Rule 4 of the Companies (Cost Records and Audit) Rules, 2014 and Rule 14 of the Companies (Audit and Auditors) Rules, 2014. M/s. R. Nanabhoy & Co. have provided their consent and an eligibility certificate confirming that they are not disqualified to be appointed as the Cost Auditors of the Company and that their appointment, if approved, would be in compliance with provisions of the applicable laws. An Ordinary Resolution seeking ratification of the remuneration payable to M/s. R. Nanabhoy & Co. for conducting audit of the applicable cost records of the Company for FY 2026-27 forms part of the Notice of the 26th (Twenty-Sixth) AGM of the Company.

Pursuant to Section 148(1) of the Act read with Rule 3 and 5 of the Companies (Cost Records and Audit) Rules, 2014, your Company has duly maintained the cost records for FY 2025-26.

c) Secretarial Auditors

Pursuant to the provisions of Section 204 of the Companies Act, 2013 read with Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 SEBI Listing Regulations and the Board of Directors of the Company had appointed

M/s. Nilesh Shah & Associates, Company Secretaries (Unique Code: P2003MH008800), on May 6, 2025, and the appointment was approved by the Members on August 7, 2025, to conduct the Secretarial Audit of the Company for a term of five consecutive years commencing from the Financial Year 2025-26 up to the Financial Year 2029-30.

The Secretarial Auditors were paid remuneration of ₹3,50,000/- (Rupees Three Lakh Fifty Thousand Only), plus applicable taxes and reimbursement of out-of-pocket expenses, for conducting the Secretarial Audit of the Company for the Financial Year 2025-26. The Secretarial Audit Report issued by M/s. Nilesh Shah & Associates, Company Secretaries, Secretarial Auditors of the Company, for the Financial Year ended March 31, 2026, is annexed to this Report as **Annexure 'D'**. The Secretarial Audit Report does not contain any qualification, reservation, adverse remark or disclaimer.

d) Reporting of Frauds by Auditors

During the year under review, the Auditors have not reported any instances of frauds committed in the Company by its Officers or Employees to the Audit Committee or the Board under Section 143(12) of the Act read with Rule 13 of the Companies (Audit and Auditors) Rules, 2014.

13. 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 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 Chairperson/ 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.[7] The Audit Committee reviews reports made under this policy and implements corrective actions, wherever necessary.

14. Committee of the Board of Directors

a) Audit Committee

Pursuant to the provisions of Section 177 of the Companies Act, 2013, Rule 6 of the Companies (Meetings of Board and its Powers) Rules, 2014 and Regulation 18 read with Part C of Schedule II of the SEBI Listing Regulations, the Company has constituted an Audit Committee of the Board of Directors.

The composition of the Audit Committee as on March 31, 2026 was as under:

Name of the Member	Designation
Mr. Sumeet Narang	Chairperson (Independent Director)
Ms. Shalini Puchalapalli	Member (Independent Director)
Mr. Aditya Sehgal	Member (Independent Director)
Ms. Amisha Jain	Member (Independent Director)
Ms. Pippa Amerding	Member (Independent Director)

[7] https://www.godrejcp.com/uploads/Whistle_Blower_Policy_V3_L_4d650d6b44.pdf

The Statutory Auditors, Internal Auditors, Executive Directors and the Chief Financial Officer attend the Meetings of the Audit Committee as invitees. The Company Secretary and Compliance Officer acts as the Secretary to the Audit Committee.

All recommendations made by the Audit Committee during the Financial Year 2025-26 were accepted by the Board of Directors.

During the Financial Year 2025-26, 4 (Four) Meetings of the Audit Committee were held on May 6, 2025, August 7, 2025, October 31, 2025 and January 23, 2026. The maximum gap between any two consecutive Committee Meetings held during the year was not more than 120 days. The requisite quorum was present for all the Meetings held during the year.

b) Risk Management Committee

Pursuant to Regulation 21 read with Part D of Schedule II to the SEBI Listing Regulations, the Company has constituted a Risk Management Committee of the Board of Directors.

The composition of the Risk Management Committee as on March 31, 2026 was as under:

Name of the Member	Designation
Mr. Aditya Sehgal	Chairperson (Independent Director)
Ms. Nisaba Godrej	Member (Executive Chairperson)
Mr. Sudhir Sitapati	Member (Managing Director and CEO)
Mr. Nadir Godrej	Member (Non-Executive Non-Independent Director)
Mr. Aasif Malbari	Member (Chief Financial Officer)

During the Financial Year 2025-26, 2 (Two) Meetings of the Risk Management Committee were held on May 2, 2025 and October 31, 2025. The maximum gap between the Meetings of the Committee held during the year was not more than 210 days. The requisite quorum was present for all the Meetings held during the year. The Company Secretary and Compliance Officer acts as Secretary to the Risk Management Committee.

The Risk Management Committee comprises Executive Directors, Independent Director, Non-Executive Director and the Chief Financial Officer. The Committee oversees the Company's enterprise risk management framework and is responsible for identifying, evaluating and monitoring key business risks and opportunities. The Company has adopted a Risk Management Policy to ensure effective risk identification, assessment, mitigation and monitoring across the organisation. The Company has a well-defined process in place to identify and mitigate risks on an ongoing basis.

The key risks and opportunities faced by the Company are discussed in the Management Discussion and Analysis section forming part of this Annual & Integrated Report.

c) Corporate Social Responsibility Committee

Pursuant to the provisions of Section 135 of the Companies Act, 2013 read with Rule 5 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, the Company has constituted a Corporate Social Responsibility ("CSR") Committee of the Board of Directors.

The composition of the CSR Committee as on March 31, 2026 was as under:

Name of the Member	Designation
Mr. Nadir Godrej	Chairperson (Non-Executive Non-Independent Director)
Ms. Nisaba Godrej	Member (Executive Chairperson)
Ms. Tanya Dubash	Member (Non-Executive Non-Independent Director)
Mr. Sudhir Sitapati	Member (Managing Director and CEO)
Ms. Shalini Puchalapalli	Member (Independent Director)

During the Financial Year 2025-26, 2 (Two) Meetings of the CSR Committee were held on May 2, 2025 and October 31, 2025. The requisite quorum was present for all the Meetings held during the year. The Company Secretary and Compliance Officer acts as the Secretary to the CSR Committee.

Areas of CSR Expenditure

The Company is committed to the Godrej Industries Group's "Good & Green" vision of creating a more inclusive and greener India. The Company's strategic Corporate Social Responsibility initiatives, undertaken as part of its broader sustainability framework, actively contribute towards the achievement of the Good & Green goals and reinforce the Company's commitment to responsible and sustainable business practices.

The CSR Policy of the Company is available on the website of the Company and can be accessed through the following link[8]

Amount of CSR Spending and Annual Report on CSR Activities:

The Annual Report on CSR Activities for the Financial Year 2025-26, as prescribed under Section 135 of the Companies Act, 2013 and the Companies (Corporate Social Responsibility Policy) Rules, 2014, forms part of this Report as **Annexure 'E'**.

d) Nomination & Remuneration Committee

Pursuant to the provisions of Section 178 of the Companies Act, 2013 and Regulation 19 read with Part D of Schedule II of the SEBI Listing Regulations, the Company has constituted the Nomination & Remuneration Committee of the Board of Directors.

The composition of the Nomination & Remuneration Committee as on March 31, 2026 was as under:

Name of the Member	Designation
Ms. Shalini Puchalapalli	Chairperson (Independent Director)
Ms. Pippa Amerding	Member (Independent Director)
Mr. Sumeet Narang	Member (Independent Director)

During the Financial Year 2025-26, 2 (Two) Meetings of the Nomination & Remuneration Committee were held on May 2, 2025 and January 23, 2026. The requisite quorum was present for all the Meetings held during the year. The Company Secretary and Compliance Officer acts as the Secretary to the Nomination & Remuneration Committee.

e) Stakeholders' Relationship Committee

Pursuant to the provisions of Section 178 of the Companies Act, 2013 and Regulation 20 read with Part D of Schedule II of the SEBI Listing Regulations, the Company has constituted the Stakeholders' Relationship Committee of the Board of Directors.

The composition of the Stakeholders' Relationship Committee as on March 31, 2026 was as under:

Name of the Member	Designation
Mr. Pirojsha Godrej	Chairperson (Non-Executive Non-Independent Director)
Ms. Tanya Dubash	Member (Non-Executive Non-Independent Director)
Mr. Sumeet Narang	Member (Independent Director)

[8] https://www.godrejcp.com/uploads/CSR_Policy_L_6e35dd99d5.pdf

During the Financial Year 2025-26, 1 (One) Meeting of the Stakeholders' Relationship Committee was held on October 31, 2025. The requisite quorum was present for all the Meetings held during the year. The Company Secretary and Compliance Officer acts as the Secretary to the Stakeholders' Relationship Committee.

15. Employee Stock Option Scheme

The Company has in place an employee stock grant scheme titled "Godrej Consumer Products Limited Employee Stock Grant Scheme, 2011" ("ESGS 2011"). The number of stock grants and the corresponding value to be granted to eligible employees are determined by the Nomination and Remuneration Committee based on the average of the closing market prices of the Equity Shares of the Company on the stock exchanges on the date of grant. The vesting period, exercise period and other terms and conditions of the grants are determined by the Nomination and Remuneration Committee. Upon vesting, eligible employees may exercise the grants and acquire an equivalent number of Equity Shares of the Company having a face value of ₹1/- (Rupee One Only) each.

The disclosures in compliance with the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 and Section 62(1)(b) of the Companies Act, 2013 read with Rule 12(9) of the Companies (Share Capital and Debentures) Rules, 2014 in respect of ESGS 2011 are set out in **Annexure 'F'** to this Report.

The Company has also adopted an employee stock option scheme titled "Godrej Consumer Products Limited Employees Stock Option Scheme, 2024" ("ESOS 2024"). ESGS 2011 continues to remain in force and no stock options were granted under ESOS 2024 during the Financial Year 2025-26.

The Company has not provided any loan to any person for the purchase of, or subscription to, the shares of the Company under any scheme. Accordingly, the disclosure requirements relating to voting rights not directly exercised by employees are not applicable.

16. Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

The Company is committed to providing a safe, secure and inclusive work environment for all its employees and has in place a policy on prevention of sexual harassment in line with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ("POSH Act"). The Company has constituted Internal Committees in accordance with the provisions of the POSH Act to consider and redress complaints of sexual harassment. During the year, awareness regarding prevention of sexual harassment at the workplace was created through emails, e-learning modules and in-person workshops across various categories of the workforce. In accordance with the provisions of the POSH Act, the Annual Report of the Internal Committee for the Calendar Year 2025 was filed with the appropriate authorities.

During the Financial Year 2025-26, the following details are reported:

- Number of complaints of sexual harassment received: **8**
- Number of complaints disposed of during the year: **6**
- Number of complaints pending for more than 90 (Ninety) days: **0**
- Number of complaints pending as on March 31, 2026: **2**

Of the two complaints pending as on March 31, 2026, one complaint was subsequently closed within the prescribed timeline, while the other remained under process within the timeline prescribed under the POSH Act. The Company has complied with the provisions relating to the constitution of the Internal Committees under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

17. Compliance with Maternity Benefit Act, 1961

Your Company affirms that it is in compliance with all applicable provisions of the Maternity Benefit Act, 1961 ('Act'), as amended from time to time, and the rules framed thereunder. The Company has in place appropriate policies and practices to give effect to the provisions of the Act, including in relation to maternity benefits, crèche facilities and other entitlements available to women employees. These policies apply to all eligible employees across the Company's establishments in India. We confirm that no woman employee has been denied her statutory entitlements under the Act during the Financial Year under review.

18. Corporate Governance

Pursuant to Regulation 34(3) read with Schedule V of the SEBI Listing Regulations, a Corporate Governance Report of FY 2025-26 forms part of this Annual & Integrated Report.

M/s. Nilesh Shah & Associates, Company Secretaries, have certified the Company's compliance with the requirements of Corporate Governance as stipulated under Regulation 34(3) read with Schedule V of the SEBI Listing Regulations. The certificate on compliance with the conditions of Corporate Governance is annexed to this Report as **Annexure 'G'**.

19. Disclosure on Conservation of Energy, Technology Absorption, Foreign Exchange Earnings, and Outgo

The information on conservation of energy, technology absorption, foreign exchange earnings and outgo, as required under Section 134(3)(m) of the Companies Act, 2013 read with Rule 8(3) of the Companies (Accounts) Rules, 2014, is set out in **Annexure 'H'** to this Report and forms an integral part of the Board's Report.

20. Annual Return

Pursuant to the provisions of Section 134(3)(a) read with Section 92(3) of the Companies Act, 2013 read with Rule 11 of the Companies (Management and Administration) Rules, 2014, the Annual Return of the Company is available on the website of the Company and can be accessed through the following link[9]

21. Confirmations

a) The Company is in compliance with the applicable Secretarial Standards issued by the Institute of Company Secretaries of India and approved by the Central Government under Section 118(10) of the Companies Act, 2013.

b) There have been no material changes and commitments affecting the financial position of the Company which have occurred between March 31, 2026 and the date of this Board's Report.

c) The Company has neither accepted nor has any outstanding deposits from the public within the meaning of Section 73 of the Act read with Rule 2 of the Companies (Acceptance of Deposits) Rules, 2014.

d) During the Financial Year 2025-26, there were no significant and material orders passed by the Regulators, Courts or Tribunals impacting the going concern status of the Company and its operations in future.

e) There is no proceeding pending against the Company under the Insolvency and Bankruptcy Code, 2016.

f) There was no instance of one time settlement of the Company with any Bank or Financial Institution.

g) No shares with differential voting rights and sweat Equity Shares have been issued;

h) During the year under review, there has been no change in the nature of business of the Company.

[9] https://www.godrejcp.com/investors/reports-and-financials/annual-reports

22. Transfer to Investor Education and Protection Fund

Pursuant to the provisions of Section 124(6) of the Companies Act, 2013 read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules"), during the Financial Year 2025-26, the Company is required to transfer the unclaimed / unpaid dividend and Equity Shares in respect of which dividends have not been claimed for a period of 7 (seven) consecutive years, to the bank / demat account of Investor Education and Protection Fund ("IEPF"). Accordingly, unpaid / unclaimed dividend including unpaid benefit aggregating to ₹4,72,60,163.30 (Rupees Four Crore Seventy-Two Lakh Sixty Thousand One Hundred Sixty-Three and Thirty Paise Only) and 6,60,439 (Six Lakh Sixty Thousand Four Hundred and Thirty-Nine) Equity Shares were transferred to IEPF, as per the prescribed procedures.

The Company has appointed a Nodal Officer under the applicable provisions of the IEPF Rules, the details of which are available on the website of the Company and can be accessed through the following link[10]

The details of unpaid and unclaimed amounts lying with the Company as on March 31, 2025, are available on the website of the Company and can be accessed through the following link [11]

The details of unpaid and unclaimed amounts lying with the Company as on March 31, 2026, will be made available on the same link within 60 days from the date of the Annual General Meeting.

23. Designated Person to provide information to Registrar

Pursuant to Rule 9 of the Companies (Management and Administration) Rules, 2014, as amended by the Companies (Management and Administration) Second Amendment Rules, 2023, and other applicable provisions of the Companies Act, 2013 and the rules framed thereunder, the Company Secretary of the Company has been designated as the "Designated Person" for the purpose of furnishing and extending co-operation in providing information to the Registrar of Companies or any other authorised officer with respect to beneficial interest in shares of the Company.

24. Listing

The Equity 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.

25. Appreciation

The Board of Directors places on record its sincere appreciation for the commitment, dedication and hard work of the employees of the Company. The Directors also express their gratitude to the Central and State Governments, regulatory authorities, banks, customers, Members, vendors and other business associates for their continued support and co-operation, which have contributed significantly to the Company's growth and progress.

The Board of Directors further acknowledges and appreciates the continued trust and confidence reposed in the Company by all its stakeholders.

For and on behalf of the Board of Directors of Godrej Consumer Products Limited

Nisaba Godrej
Executive Chairperson
(DIN: 00591503)

Mumbai, May 6, 2026

[10] https://www.godrejcp.com/investors/contact

[11] https://www.godrejcp.com/investors/investor-information/unclaimed-dividend

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 Remuneration 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 Remuneration 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.

Long-Term Incentive plans: LTI (Long Term Incentives) at Godrej Consumer Products Limited drive focus on long term results in line with long range business aspirations. These plans cover key leaders with significantly backloaded vesting linked to stretched performance targets.

<u>**CEO Compensation**</u>

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 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 approximately sizeable portion of his total compensation which demonstrates 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 a component of cash payout on the achievement of certain stretch conditions on multi-year metric linked to shareholder value creation. The threshold for the plan includes conditions on topline, bottomline and relative share price performance.

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 2025-26; the percentage increase/decrease in the remuneration of each Director, Chief Financial Officer, and Company Secretary during the Financial Year 2025-26:

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 2025-26	Ratio of Median Remuneration of Each Director to the Median Remuneration Paid/ Payable to all Employees for the Fiscal Year 2025-26
1	Nisaba Godrej	Executive Chairperson	11.59	108.19
2	Sudhir Sitapati	Managing Director & CEO	(10.19)	446.67
3	Aasif Malbari	Chief Financial Officer	(4.47)	Not Applicable
4	Tejal Jariwala#	Company Secretary & Compliance Officer	Not Applicable	Not Applicable

#Ms. Tejal Jariwala was appointed as Company Secretary & Compliance Officer with effect from August 14, 2024. Accordingly, her remuneration for the Financial Year 2025-26 is not comparable with the previous year and, therefore, the percentage increase/(decrease) in remuneration is not applicable.

B. Non-Executive Directors

Sr. No.	Name of Director	Percent Increase/(Decrease) in Remuneration in the Fiscal Year 2025-26	Ratio of Remuneration of Each Director to the Median Remuneration Paid/Payable to all Employees for the Fiscal Year 2025-26
1	Nadir Godrej	No change	3.57
2	Tanya Dubash	0.81	3.54
3	Pirojsha Godrej	No change	3.43
4	Pippa Amerding	(2.60)	10.62
5	Shalini Puchalapalli	2.36	9.21
6	Aditya Sehgal*	Not Applicable	10.40
7	Amisha Jain*	Not Applicable	8.92
8	Sumeet Narang*	Not Applicable	-

** Mr. Sumeet Narang voluntarily waived the remuneration receivable from the Company during the Financial Year 2025-26 and accordingly, the ratio of remuneration to median remuneration is not applicable.*

** Mr. Aditya Sehgal was appointed as the Non-Executive Independent Director of the Company w.e.f. July 15, 2024. Hence, the percentage increase in remuneration is not applicable.*

** Ms. Amisha Jain was appointed as the Non-Executive Independent Director of the Company w.e.f. September 25, 2024. Hence, the percentage increase in remuneration is not applicable.*

Note:

i. Median remuneration of employees of the Company for the Financial Year 2025-26: ₹7.06 lakh.

ii. The percentage increase in the median remuneration of employees in the fiscal year 2025-26: 15.7%

iii. The number of permanent employees on the payrolls of the company as on March 31, 2026: 3,386

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:

The average increase in the remuneration of employees other than managerial personnel during the Financial Year 2025-26 was 6.8%, whereas the average remuneration of managerial personnel was (1.02%).

Total managerial remuneration comprises the remuneration paid to the Executive Directors and commission paid to the Non-Executive Directors. The remuneration of the Executive Directors is in accordance with the resolutions approved by the Members and is within the limits prescribed under the Companies Act, 2013. The Non-Executive Directors are paid sitting fees of ₹1,00,000 per Meeting for attending Meetings of the Board, Audit Committee and Nomination and Remuneration Committee, and ₹20,000 per Meeting for attending Meetings of other Committees of the Board.
The Members at the Annual General Meeting held on July 30, 2018 approved payment of commission to the Non-Executive Directors at a rate not exceeding 1% of the net profits of the Company, with authority to the Board to determine the manner and proportion of distribution amongst the Non-Executive Directors. The Board has approved a base commission of ₹20 lakh per annum for each Non-Executive Director. Independent Directors are also paid an additional commission linked to their attendance at Committee Meetings and Meetings of Independent Directors. There has been no change in the sitting fees or base commission payable to the Non-Executive Directors during the Financial Year 2025-26. Accordingly, the percentage change in remuneration of the Non-Executive Directors primarily reflects variations in attendance at Meetings of the Board and Committees thereof as compared to the previous year.

(v) The remuneration paid is in accordance with the Remuneration Policy of the Company.

Annexure D

Form No MR – 3

Secretarial Audit Report

For the Financial Year ended March 31, 2026

[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]

To
The Members,
Godrej Consumer Products Limited
Godrej One, 4th Floor,
Pirojshanagar,
Eastern Express Highway,
Vikhroli (E), Mumbai – 400079
Maharashtra

Dear Sir / Madam,

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good Corporate Governance practice by **Godrej Consumer Products Limited** (hereinafter called "**the Company**"). 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 **Godrej Consumer Products Limited** Books, Papers, Minutes Books, Forms and Returns filed with regulatory authorities and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit,
we hereby report that in our opinion, the Company has during the financial year ended 31st March, 2026, 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 and subject to the reporting made hereinafter:

We further report that maintenance of proper and updated Books, Papers, Minutes Books, filing of Forms and Returns with applicable regulatory authorities and maintaining other records is responsibility of management of the Company. Our responsibility is to verify the content of the documents produced before us, make objective evaluation of the content in respect of compliance and report thereon. We have examined on test basis, the books, papers, minute books, forms and returns filed and other records maintained by the Company and produced before us for the financial year ended 31st March, 2026, according to the provisions of:

(i) The Companies Act, 2013 and the rules made there under;

(ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made there under;

(iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed there under;

(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, as applicable to the Company;

(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 (Listing Obligations and Disclosure Requirements) Regulations, 2015, (SEBI LODR Regulations);

   (b) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

   (c) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

   (d) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 to the extent applicable;

   (e) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;

   (f) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;

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.

(vi) Considering the business activities, the Company is also subject to compliance of the following other laws specifically applicable to the Company:

(a) Insecticide Act, 1968 and rules made thereunder;

(b) Legal Metrology Act and rules made thereunder;

(c) Drugs and Cosmetics Act, 1940;

We have also examined compliance with the applicable clauses of:

(a) Secretarial Standards issued by the Institute of Company Secretaries of India under the provisions of Companies Act, 2013.

We further Report that, during the year, it was not mandatory on the part of the Company to comply with the following Regulations / Guidelines:

(a) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021;

(b) The Securities and Exchange Board of India (Buy Back of Securities) Regulations, 2018;

(c) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993.

Based on the above said information provided by the Company, we report that during the financial year under report, the Company has substantially complied with the provisions of the abovementioned Act/s including the applicable provisions of the Companies Act, 2013 and Rules, Regulations, Guidelines, Standards, etc. mentioned above and we have no material observation of instances of non-Compliance in respect of the same.

We further report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors during the year under review was duly carried out in compliance with the provisions of the Act.

We also report that adequate notice was given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance and a system exists for Board Members for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

Based on the representation made by the Company and its Officer, we herewith report that majority decision is carried through and proper system is in place which facilitates / ensure to capture and record, the dissenting member's views, if any, as part of the minutes.

Based on the representation made by the Company and its Officers explaining us in respect of internal systems and mechanism established by the Company which ensures compliances of Acts, Laws and Regulations applicable to the Company, we 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.

We further report that during the year under report, the Company has not undertaken any corporate action having a major bearing on the Company's affairs except for the shares issued under SEBI (Share Based Employee Benefit and Sweat Equity Regulations), 2021 in pursuance of aforesaid laws, rules and regulations.

Note: This Report is to be read along with attached Letter provided as "**Annexure - A**"

For **Nilesh Shah & Associates**
Company Secretaries

Puneet Motwani
Partner
ACS - 38530
CP. No: –27593
Peer Review No.: 7810/2026
UDIN: A038530H000289022

Date: 06/05/2026
Place: Mumbai

‘Annexure A’

To
The Members
Godrej Consumer Products Limited
Godrej One, 4th Floor,
Pirojshanagar,
Eastern Express Highway,
Vikhroli (E), Mumbai – 400079
Maharashtra

Dear Sir / Madam,

Sub: Our Report of even date is to be read along with this letter.

1. Maintenance of secretarial records is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.

2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis (by verifying records as was made available to us) to ensure that correct facts are reflected in secretarial 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 financial records and Books of Accounts of the Company and we rely on Auditors Independent Assessment on the same.

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, standards is the responsibility of management. Our examination was limited to the verification of process followed by Company to ensure adequate Compliance.

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 **Nilesh Shah & Associates**
Company Secretaries

Puneet Motwani
Partner
ACS - 38530
C.P. No: 27593
Peer Review No.: 7810/2026
UDIN: A038530H000289022

Date: 06/05/2026
Place: Mumbai

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 Industries 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 2025-26 is given below. We have aligned our programmes to national priorities and missions, and they are categorised as follows.

A. Community Development

GCPL 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 and disaster relief, we have been able to reach around 27,300 people directly and indirectly.

WASH

Initiatives under hygiene and sanitation focused on improving access to safe water and basic facilities across communities and institutions. In Assam, the construction of separate male and female washrooms at Dakshin Guwahati Lachit Garh High School aimed to promote better hygiene practices and ensure a safer, more inclusive environment for students. Access to safe drinking water was strengthened through installation of a 1,000 LPH RO plant in Varkaloodai village and provision of a 5-litre drinking water dispenser at the PHC in Conso, both in Puducherry, as well as a 500 LPH RO plant at MMN PHC in Maraimalainagar, Tamil Nadu. Additionally, renovation of the community hall in Kurumbagaram, Karaikal, Puducherry, supported improved sanitation and community infrastructure. Collectively, these interventions enhanced hygiene standards, access to clean drinking water, and overall community well-being.

Enabling quality education

Investments in strengthening school infrastructure were undertaken across multiple states to create safe, inclusive, and conducive learning environments. This included construction of classrooms at Government High Schools in Lachipur and Railing, Kathua, in Jammu & Kashmir, enhancing access to quality educational spaces. Campus improvement initiatives such as pathway beautification at Bal Krishna Kasaju Government Senior Secondary School, Namthang, in Sikkim, and civil and painting works at the adopted school in Singhwari, Bhind, in Madhya Pradesh, improved the overall learning environment. Additional infrastructure support comprised an arch-shaped roof covering from school entrance to classrooms in Kurumbagaram and stage with shed provisions in Nedungadu, Karaikal, in Puducherry, along with a school stage with shed at MMN Higher Secondary School, Maraimalainagar, in Tamil Nadu. Complementing infrastructure upgrades, a STEAM education intervention in Malanpur, Madhya Pradesh, supported 10 schools, benefiting 1,906 students through establishment of STEAM labs, 698 activity-based learning sessions, and capacity building of 25 teachers, resulting in improved classroom engagement and conceptual understanding. Collectively, these efforts strengthened school infrastructure, improved safety

[12] https://www.godrejcp.com/uploads/CSR_Policy_L_6e35dd99d5.pdf

and usability, and enhanced the overall educational experience for students and staff.

Access to better health

Support to healthcare infrastructure focused on strengthening access to essential medical services and improving patient care. In Himachal Pradesh, basic amenities were enhanced through the construction of a shed at the Health Center in Thana Baddi, along with provision of desktops and UPS systems at Civil Hospital, Baddi, to improve operational efficiency. In Madhya Pradesh, a donation of an ultrasound machine to the Government Hospital in Gohad, Bhind district, helped strengthen diagnostic capabilities and support timely medical interventions. Collectively, these initiatives contributed to improved healthcare delivery and enhanced service readiness at public health facilities.

B. Elimination of Vector-Borne Endemic Diseases

In alignment with the Government of India's mission to eliminate malaria by 2030, we launched Project EMBED (Elimination of Mosquito-Borne Endemic Diseases) in 2015, in partnership with the Ministry of Health and Family Welfare's National Centre for Vector-borne Diseases Control (formerly NCVBDC). The project initially began in Madhya Pradesh and has since expanded to Uttar Pradesh, Chhattisgarh, and Maharashtra, targeting high-burden regions with elevated Annual Parasite Indexes (API). Last year we exited Chhattisgarh. Through partnerships with state governments and NGO allies, we implemented intensive behaviour change communication initiatives among vulnerable and marginalized populations over a three-year period in each location.

In FY 2025–26, our rural malaria program spanned 31 districts, including Seoni, Chhindwara, Narsinghpur in Madhya Pradesh; Badaun, Bareilly, Mirzapur, Sonbhadra in Uttar Pradesh; and Gadchiroli in Maharashtra. Our efforts have been recognized by the state governments of Madhya Pradesh and Uttar Pradesh, contributing to the elevation of Madhya Pradesh from Category 3 to Category 1 and Uttar Pradesh from Category 2 to Category 1 in the national malaria elimination roadmap. In Maharashtra our program was publicly endorsed by the Chief Minister of the State and we were onboarded on the Gadchiroli Malaria Elimination Task Force with other partners like SEARCH and the Gates Foundation (BMGF).

In parallel, we broadened our impact through targeted urban interventions on dengue and chikungunya prevention, initiated in FY 2020–21 across select cities in Uttar Pradesh, Madhya Pradesh, and Chhattisgarh, and later expanded to Maharashtra in FY 2023–24. Operating in 16 cities, including Bhopal, Gwalior, Indore, Jabalpur, Lucknow, Kanpur, Agra, Meerut, Raipur, Palghar, and Thane, our program focuses on building awareness in urban poor communities, encouraging preventive actions and access to timely care.

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.

A third intervention under Project EMBED focuses on providing technical support to Uttar Pradesh and Maharashtra to develop and implement an Integrated Vector Management (IVM) protocol in endemic states. This includes:

- 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.

Under EMBED in FY2025-26, we worked with a media partner to initiate a public health mass media awareness campaign to prevent vector borne diseases of Malaria and Dengue in Maharashtra and Andhra Pradesh. This campaign amplified key community preventive messages.

Key Community level Messaging:

1. **Clean Surroundings:** Eliminating mosquito breeding sites protects your home and community.
   a. Stagnant water and uncovered containers help mosquitoes multiply.
   b. Empty or cover all water containers (coolers, flowerpots, tanks) at least once a week.
   c. Dispose of old tyres, bottles, coconut shells — they collect rainwater and encourage mosquito breeding.
   d. Encourage your neighbors to keep their surroundings dry too — community action helps everyone.
2. **Use only branded, government-approved mosquito repellents:** Unregulated products may contain dangerous or banned chemicals that can cause irritation, breathing issues, allergies, and long-term health harm. Choose products proven safe through proper testing, as advised by the Ministry of Health & Family Welfare (2022).
3. **Breeding sites:** Aedes breed in clean, stagnant water (e.g., coolers, refrigerators, plant trays). Household and container indices are critical measures of dengue prevention.

Key highlights of FY26:

Outreach	Impact
During the fiscal year 2025-26, our rural malaria initiatives extended to over 21 lakh households across 11,000 villages in 31 districts spanning Madhya Pradesh, Uttar Pradesh and Maharashtra.	In our rural malaria initiatives, there is 19% increase in cases across 31 districts compared to last year. This is due to adding the new districts and inclusion of malaria endemic villages under project intervention. Additionally, we observed a 237% increase in testing, with 6,074 villages out of 11,000 villages becoming malaria free in fiscal year 2025-26.
Our urban dengue program engaged with over 10 lakh households in 5,000 urban settlements across 18 cities in Uttar Pradesh, Madhya Pradesh, Chhattisgarh and Maharashtra.	Fever testing saw a notable 209% increase, accompanied by a 79% increase in dengue cases. This is due to increase in testing as people are aware about early diagnosis behavior. in areas where we implemented interventions in fiscal year 2025-26. This success is largely attributed to our effective community integration and collaboration among various municipal departments. 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 finalization. This is being implemented by States, serving as a foundational framework for GoI and endemic states in managing and controlling dengue, chikungunya, and Zika-related diseases.
Through the successful execution of all three projects, we reached out to over 30 million individuals directly by the end of the fiscal year 2025-26.	By the fiscal year 2025-26, our objective is to safeguard 30 million people directly against vector-borne diseases.
A total of 1582 doctors trained from private & public facilities in clinical management of Malaria, Dengue & Chikungunya on latest guidelines in CHRI intervention districts of Uttar Pradesh	To orient the doctors on latest guidelines issued by GoI. To reduce CFR due to these infectious diseases.
1209 VBD staff including MI, BCPM, HEO etc. in prevention and control activities of vector borne disease in CHRI intervention districts of Uttar Pradesh	To prevent and control of vector born diseases
992 Laboratory technicians trained in CHRI intervention districts of Uttar Pradesh in Malaria Microscopy & ELISA testing of Dengue & Chikungunya.	For quality improvement in malaria microscopy since state is aiming for malaria elimination by 2030. ELISA based training for effective lab diagnosis of dengue and chikungunya (first time in state) for overall strengthening of dengue and chikungunya surveillance
3848 Community Health Officers (CHO) trained in testing of Malaria using RDT kits, treatment of Malaria and prevention and control of Vector Borne Diseases in CHRI intervention districts	For improvement in strengthening of malaria surveillance across state also for compliance of malaria treatment in positive cases eventually strengthening elimination efforts in state
8494 ASHA and ANMs trained in Malaria testing using RDT kits, Follow-up of treatment of malaria, active case search activities and prevention and control of Vector Borne Diseases, in CHRI intervention districts of UP	For improvement in strengthening of malaria surveillance across state also for compliance of malaria treatment in positive cases eventually strengthening elimination efforts in state

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, in fiscal year 2025-26, we have reached our target to protect 30 million people against vector-borne diseases.

D. Community Solid Waste and Plastic Waste Management

As a responsible global FMCG company, we are committed to reducing waste across our operations, products, and value chain. For the past five fiscal years, our Indian manufacturing units have maintained zero waste to landfill status. But our role doesn't end at internal waste management—we're also actively supporting communities in addressing their local waste challenges.

We ensure 100% collection of the plastic waste we generate annually, in alignment with Indian EPR regulations. Additionally, we collaborate with local authorities, social enterprises, and community groups to drive recycling and material reuse.

- Puducherry: Since FY 2020-21, we've partnered with the Puducherry Municipal Corporation to provide technical support & strengthen solid waste management through capacity building and waste reduction initiatives. Key activities included workshops with municipal officers and 50 Bulk Waste Generators (BWGs) on their roles and responsibilities, focusing on four-way source segregation, on-site wet waste processing, and Behaviour Change Communication (BCC); awareness programs in government and private schools and colleges promoting segregation and Reduce–Reuse–Recycle (RRR) principles with participation of over 200 students per session; and pocket trainings on at-source segregation and home composting that triggered behavioural change among around 2,070 individuals diverting 4,826 MT of waste since inception.

- Malanpur, Madhya Pradesh: Our three-year project with Malanpur Nagar Parishad spans all 15 wards. We aim for zero landfill waste and financial sustainability by year three. So far, over 2848 MT of waste has been diverted.

- Palashbari, Assam: In partnership with the Palashbari Municipal Board, we implemented a decentralized solid waste management system covering all 10 wards and nearby commercial zones. To date, we've diverted over 3204 MT of waste from landfills.

- Kasauli, Himachal Pradesh: Recognizing the threat of mounting waste to local ecology, we launched a municipal waste management programme in the Kasauli cantonment area and five Panchayats. Activities included a baseline survey, clean-up drives, waste-themed art installations, and school engagement initiatives. In FY 2025-26, we diverted 52 MT of waste, direct engagement with 5100+ individuals and generated 1850+ days livelihoods for waste workers.

- Goa: In collaboration with the Goa State Pollution Control Board and Goa Waste Management Corporation, we launched a three-year project with Bicholim and Sattari Municipal Councils, implemented by the Mineral Foundation of Goa and Sampurn(E)arth. We diverted over 1,638 MT of waste from landfills in FY 2025-26.

- Alibaug, Maharashtra: Under Project Aamhi, waste management interventions were implemented across 25 villages in the Murud block between September 2025 and March 2026 through structured door-to-door collection, public area cleaning, and strengthened source segregation. A total of 53.48 tonnes of waste was collected, of which 38.45 tonnes was segregated, reaching 2,263 households and 153 commercial establishments. The initiative improved recycling recovery, strengthened community participation, and generated local livelihoods while promoting decentralized and sustainable waste management systems.

- The Green Portfolio CSR initiative, in collaboration with IIT Madras, has been launched to incubate startups addressing plastic waste by improving recycling, developing alternatives, and converting non-recyclable plastics. The pilot supports a select cohort of 3 high-potential startups through mentorship, technology development, and market-readiness support, aiming to advance innovations to TRL 6–7 and create scalable "Plastic Zero Communities," with plans to scale up in the coming years to broaden impact across industry.

E. Nature - Water conservation and Biodiversity

Our integrated watershed development project aims to restore ecological balance in the drought-prone district of Siddipet, Telangana. In many areas, groundwater levels have fallen below 400 feet, placing immense strain on farmers. To address this challenge, we have partnered with NABARD and a local NGO to rejuvenate the land, replenish groundwater, support irrigation, extend cropping cycles, enhance produce quality and yield, improve farmer livelihoods, and promote sustainable agricultural practices.

So far, we have:

- Restored 2,950 hectares of land under the watershed project.
- Plantation of 205,000 saplings was completed in the watershed village area through direct planting and seed dibbling.
- Bio-fertilizer promotion enriched 30 acres of farmland with biological growth promoters and organic compounds to improve soil health.
- Promotion of green manure enriched 118 acres with nitrogen and beneficial microbes, reducing urea use, saving ₹600 per acre (₹70,800 for 118 farmers), and lowering soil methane emissions
- Tank silt application benefited 55 farmers across 55 acres by enriching soil with micronutrients, improving nutrient levels and moisture retention for up to three years.
- Trained over 100 farmers in alternative agricultural practices to support sustainable farming.

Water conserved – 9.2 million m3 making GCPL 12 times water positive

GCPL's water rejuvenation project at Malanpur, Madhya Pradesh, covers 11 communities focusing on improving the quantity and quality of water. This is done through various activities like creation of rainwater harvesting structures, soak pit construction and training of communities. This year we have conserved around 95.20 lakh litres of water, which will help recharge the ground level creating a long-term impact.

The Socio-ecological action for just & green transformation (SAJAG) Project, launched as a nine-month pilot in Malanpur, Madhya Pradesh, focuses on restoring degraded ecosystems, enhancing biodiversity, and promoting carbon sequestration. Pilot activities—including tree, bird, and insect monitoring, village Biodiversity Sabhas, and stakeholder engagement—established baseline data, strengthened community participation, and informed village-specific intervention plans. Early results show increased species richness, return of pollinators, and improved soil carbon, along with heightened ecological awareness among youth. Building on this foundation, the project is planned to scale up over the next five years to deliver lasting ecological, carbon, and livelihood benefits.

Our Ecological Restoration initiative in the Western Ghats focuses on sustaining and strengthening restored forest landscapes across Tamil Nadu, Karnataka, and Maharashtra. The project emphasizes community engagement, nursery partnerships, and sustained site maintenance to enhance tree density and species diversity using native, endemic, and conservation-priority species. It also addresses key ecological threats such as invasive species, forest fires, and unsustainable extraction, while monitoring ecosystem recovery through bioacoustics, soil health indicators, and digital tools. By integrating scientific research, capacity building for forest practitioners, and long-term stewardship, the initiative contributes to self-sustaining ecosystems, enriched biodiversity, improved carbon sequestration, and scalable models for landscape restoration.

Key Highlights:

- 10.35 Hectors of Area restored for biodiversity conservation
- 80%+ survival rate of planted species
- 34,161 native species of saplings planted

ANNUAL REPORT ON CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES

[Pursuant to Section 135 of the Companies Act, 2013 read with Rule 8(1) of the Companies (Corporate Social Responsibility Policy) Rules, 2014]

1. **Brief outline on CSR Policy of the Company.**

   GCPL is committed to the Godrej Industries 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[13]

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	00066195	Nadir Godrej	Director and Chairman of the Committee	2	2
2	00591503	Nisaba Godrej	Executive Chairperson	2	2
3	00026028	Tanya Dubash	Director	2	2
4	09197063	Sudhir Sitapati	Managing Director & CEO	2	2
5	07820672	Shalini Puchalapalli	Independent Director	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.**

   Composition of CSR Committee : https://www.godrejcp.com/investors/compliance-and-corporate-governance/board-committees

   CSR Policy and CSR projects : https://www.godrejcp.com/uploads/CSR_Policy_L_6e35dd99d5.pdf

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).**

   NA

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	-	-	-

[13] https://www.godrejcp.com/uploads/CSR_Policy_L_6e35dd99d5.pdf

6. Average net profit of the company as per section 135(5)

INR 19,64,68,32,925

7. (a) Two percent of average net profit of the Company as per section 135(5)

INR 39,29,36,658

(b) Surplus arising out of the CSR projects or programmes or activities of the previous financial years.

Nil

(c) Amount required to be set off for the financial year, if any

Nil

(d) Total CSR obligation for the financial year (7a+7b-7c)

INR 39,29,36,658

8. (a) CSR amount spent or unspent for the financial year:

Total Amount Spent for the Financial Year (in ₹)	Amount Unspent (in ₹) - NIL				
	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
INR 39,88,82,838	NIL	Not Applicable	-	-	-

(b) Details of CSR amount spent against ongoing projects for the financial year:

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	EMBED Rural	Schedule VII (i) promoting preventive healthcare	No	Madhya Pradesh	Mandla, Dindori, Jhabua, Alirajpur, Singrauli, Sidhi, Shivpuri, Sheopur, Balaghat, Bhind, Datia, Neemuch	36	2,20,88,319	2,20,88,319	NIL	No	Family Health India	CSR00001169
2	EMBED Rural	Schedule VII (i) promoting preventive healthcare	No	Uttar Pradesh/ Maharashtra	Lucknow, Kanpur, Agra, Bareilly, Budaun, Sonbhadra, Mirzapur, Hardoi, Sitapur, Thane, Palghar, Gadchiroli	36	6,54,02,219	6,54,02,219	NIL	No	Family Health India	CSR00001169
3	EMBED Urban	Schedule VII (i) promoting preventive healthcare	No	Pan India	Pan India	36	6,96,04,854	6,96,04,854	NIL	No	Family Health India	CSR00001169
4	EMBED -IVM	Schedule VII (i) promoting preventive healthcare	No	Uttar Pradesh	Uttar Pradesh	36	4,61,48,903	4,61,48,903	NIL	No	Centre for Health Research & Innovation	CSR00004757
5	EMBED -IVM	Schedule VII (i) promoting preventive healthcare	No	Maharashtra	Maharashtra	36	3,44,64,666	3,44,64,666	NIL	No	Centre for Health Research & Innovation	CSR00004757
6	EMBED -IVM	Schedule VII (i) promoting preventive healthcare	No	Tamil Nadu	Tamil Nadu	36	1,55,54,590	1,55,54,590	NIL	No	Centre for Health Research & Innovation	CSR00004757
7	EMBED-Anniversary (Campaign)	Schedule VII (i) promoting preventive healthcare	No	Madhya Pradesh	Bhopal	6	10,43,403	10,43,403	NIL	Yes	Wootfactor	-

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 campaign video	Schedule VII (i) promoting preventive healthcare	No	Madhya Pradesh	Madhya Pradesh	3	9,17,760	9,17,760	NIL	Yes	PlucTV	--
9	EMBED-Dipstick Study	Schedule VII (i) promoting preventive healthcare	No	Madhya Pradesh/ Maharashtra	Madhya Pradesh/ Maharashtra	8	12,98,000	12,98,000	NIL	Yes	CRISIL	--
10	EMBED Script translation	Schedule VII (i) promoting preventive healthcare	No	Madhya Pradesh	Madhya Pradesh	3	1,079	1,079	NIL	Yes	AdFactors	--
11	EMBED website AMC	Schedule VII (i) promoting preventive healthcare	No	Pan India	Pan India	36	5,53,642	5,53,642	NIL	Yes	ZEFMO	--
12	EMBED Translation cost	Schedule VII (i) promoting preventive healthcare	No	Madhya Pradesh	Madhya Pradesh	3	14,852	14,852	NIL	Yes	AdFactors	--
13	EMBED campaign Film	Schedule VII (i) promoting preventive healthcare	No	Maharashtra /Andhra Pradesh	Maharashtra / Andhra Pradesh	3	1,51,84,371	1,51,84,371	NIL	Yes	MEDIAEDGE CIA INDIA PRIVATE LIMITED	--
14	EMBED campaign Film	Schedule VII (i) promoting preventive healthcare	No	Maharashtra / Andhra Pradesh	Maharashtra / Andhra Pradesh	3	70,21,000	70,21,000	NIL	Yes	Onion Creative Media Ltd	--
15	EMBED campaign Film	Schedule VII (i) promoting preventive healthcare	No	Maharashtra / Andhra Pradesh	Maharashtra / Andhra Pradesh	3	10,856	10,856	NIL	Yes	Opticus INC	--
16	Waste management	Schedule VII (iv) environment sustainability	Yes	Madhya Pradesh	Bhind	36	22,65,254	22,65,254	NIL	No	Feedback Foundation	CSR00004049

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
17	Waste management	Schedule VII (iv) environment sustainability	Yes	Assam	Kamrup	36	25,02,882	25,02,882	NIL	No	Feedback Foundation	CSR00004049
18	Waste management	Schedule VII (iv) environment sustainability	Yes	Goa	North Goa	36	1,69,13,033	1,69,13,033	NIL	No	Mineral Foundation of Goa	CSR00033496
19	Waste management	Schedule VII (iv) environment sustainability	Yes	Puducherry	Puducherry	36	73,65,893	73,65,893	NIL	No	Feedback Foundation	CSR00004049
20	Waste management	Schedule VII (iv) environment sustainability	Yes	Himachal Pradesh	Solan	36	1,08,95,500	1,08,95,500	NIL	No	Waste Warriors Society	CSR00002589
21	Waste management	Schedule VII (iv) environment sustainability	Yes	Tamil Nadu	Pan India	36	70,00,000	70,00,000	NIL	No	IIT Madras	CSR00004320
22	Waste management	Schedule VII (iv) environment sustainability	Yes	Pan India	HP, MP, Goa, Assam	3	33,040	33,040	NIL	Yes	Prakaar Communications	--
23	Community projects	Schedule VII (ii) Promoting Education	No	Maharashtra	Mumbai	36	1,00,00,000	1,00,00,000	-	No	Maharashtra State Women's Council	CSR00004977
24	Community projects	Schedule VII (i) promoting preventive healthcare	No	Maharashtra	Raigad	12	25,00,000	25,00,000	-	No	Alibaug Solid Waste Management	CSR00003549
25	Community projects	Schedule VII (ii) Promoting Education (i) promoting preventive healthcare	Yes	Himachal Pradesh, Madhya Pradesh, Puducherry, Assam, Sikkim	Baddi, Bhind, Guwahati, Puducherry, Sikkim	36	86,92,004	86,92,004	NIL	Yes	NA	NA
26	Community projects	Schedule VII (ii) Promoting Education	Yes	Madhya Pradesh	Bhind	12	22,95,000	22,95,000	NIL	No	Women's Organisation for Socio-Cultural Awareness	CSR00005910

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
27	Nature	Schedule VII (iv) environment sustainability	No	Karnataka, Maharashtra, Tamil Nadu	Ratnagiri, Sindhudurg, Coimbatore, Chikmagalur, Hassan	36	80,68,194	80,68,194	NIL	No	Nature Conservation Foundation	CSR00001665
28	Nature	Schedule VII (iv) environment sustainability	No	Telangana	Hyderabad	36	15,00,000	15,00,000	NIL	No	Peoples Action for Creative Education (PEACE)	CSR00004249
29	Nature	Schedule VII (iv) environment sustainability	Yes	Madhya Pradesh	Bhind	36	1,49,35,535	1,49,35,535	NIL	No	Feedback Foundation	CSR00004049
30	Nature	Schedule VII (iv) environment sustainability	Yes	Madhya Pradesh	Bhind	36	41,21,150	41,21,150	NIL	Yes	Landstack Advisory Services Limited	NA
	Total						37,83,95,997	37,83,95,997				

(c) Details of CSR amount spent against other than ongoing projects for the financial year:

Number of Other than Ongoing Projects for the financial year- 3

1	2	3	4	5		6	7	8	
Sr. No	Items from the list of activities in Schedule VII	Name of the project	Local Area (Yes/No)	Location of the Projects		Amount spent in the Financial Year (in ₹)	Mode of implementation- Direct (Yes/No)	Mode of Implementation- Through Implementing Agency	
				State	District			CSR Registration No.	Name
1	Monitoring and evaluation	Audit	No	Maharashtra	Mumbai City	9,09,917	Yes	-	-
2	Monitoring and evaluation	Audit	No	Maharashtra	Mumbai City	26,48,800	Yes	-	-
3	Monitoring and evaluation	Monitoring	No	Maharashtra	Mumbai City	3,06,800	Yes	-	-
					Total	**38,65,517**			

(d) Amount spent in Administrative Overheads

INR 16,609,354

(e) Amount spent on Impact Assessment, if applicable.

Not Applicable

(f) Total amount spent for the Financial Year (8b+8c+8d+8e)

INR 39,88,82,838

(g) Excess amount for set off, if any

Sr. No.	Particular	Amount
(i)	Two percent of average net profit of the Company as per section 135(5)	INR 39,29,36,658
(ii)	Total amount spent for the Financial Year	INR 39,88,82,838
(iii)	Excess amount spent for the financial year [(ii)-(i)]	INR 59,46,180
(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:

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	FY24-25	0	NA	NA			NIL
2	FY23-24	0	NA	NA			NIL
3	FY22-23	INR 30,45,340.61	NA	NA			NIL
	TOTAL	**INR 30,45,340.61**	**NA**	**NA**			**NIL**

Note: All unspent amounts spend in FY24. In FY25, there were no unspent from preceding 3 Financial Years

(b) Details of CSR amount spent in the financial year for ongoing projects of the preceding financial year(s):

1	2	3	4	5	6	7	8
Sr. No.	Name of the project	Financial Year in which the project was commenced	Project duration	Total amount allocated for the project	Amount spent on the project in the reporting Financial Year	Cumulative amount spent at the end of reporting Financial Year	Status of the project – Completed / Ongoing
1	-	-	-	-	-	-	-

10. In case of creation or acquisition of capital asset, furnish the details relating to the asset so created or acquire 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 asset.

(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 (INR 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).

Not Applicable

Sd/-
Sudhir Sitapati
Managing Director & Chief Executive Officer

Sd/-
Nadir Godrej
Chairperson CSR Committee

Annexure F

AS PER THE DISCLOSURE REQUIREMENT SPECIFIED UNDER THE SEBI (SHARE BASED EMPLOYEE BENEFITS AND SWEAT EQUITY) REGULATIONS, 2021 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, 2025		8,99,073
9	Number of fresh options granted during the year		67,898
10	Number of options lapsed during the year		3,05,979
11	Number of options vested during the year		2,36,617
12	Number of options exercised during the year		2,36,617
13	Number of shares arising as a result of exercise of options		2,36,617
14	Money realised by exercise of options		2,36,617
15	Number of options outstanding and exercisable at the end of the year		4,24,375
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: ₹ 1,170.58 per share
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
19	Diluted Earnings Per Share (EPS) pursuant to issue of shares on exercise of option calculated in accordance with Accounting Standard (AS) 20 'EPS'		₹ 14.81 per share (standalone) ₹ 18.19 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	5.72%
	ii.	Expected life	2.00 years
	iii.	Expected volatility	29.61%
	iv.	Expected dividends	0.41%
	v.	The price of the underlying share in the market at the time of option grant	₹ 1,166.65 per share

Note 1: Employee-wise details of options granted to Senior Managerial Personnel and details of options granted more than 5 per cent in 1 year

Name	Designation	Number of options granted in financial year 2025-26
Sudhir Sitapati	Managing Director & CEO	24,362*
Aasif Malbari	Chief Financial Officer and President GAMC	6,090*
Darshan Gandhi	Head - Design	2,030
Harshdeep Chhabra#	Head – Global Media	812
Ashwin Moorthy	Global Head of Categories and Head of Marketing - India	1,218
Vaibhav Mittal	Global Head - HR	974
Venkateswara Yadlapalli	Head – R&D	2,030
Rajesh Sethuraman	Business Head - Indonesia	5,278*

Exercise price per share is ₹ 1

**Options granted were more than 5 per cent of the total options granted in 1 year*

 # Harshdeep Chhabra - Head – Global Media has resigned w.e.f June 30, 2026

Annexure G

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 financial year ended on **March 31, 2026** as stipulated in Regulations 17 to 27 and clauses (b) to (i) of regulation 46(2), and paras C, D and E of Schedule V of Chapter IV of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2O15 ("Listing Regulations") to the extent applicable.

The compliance with conditions of Corporate Governance is the responsibility of the Management, including the preparation and maintenance of all relevant supporting records and documents.

Our examination was limited to procedures and implementation thereof adopted by the Company for ensuring the compliance the compliance of the conditions of the Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In our opinion and to the best of our information and according to the explanations given to us and the representations made by 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 Financial Year ended March 31, 2026.

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.

This certificate is issued solely for the purpose of complying with the aforesaid Regulations and may not be suitable for any other purpose.

For **Nilesh Shah & Associates**
Company Secretaries

Puneet Motwani
Partner
ACS - 38530
C.P. No: 27593
Peer Review No.: 7810/2026
UDIN: A038530H000289121

Date: 06/05/2026
Place: Mumbai

Annexure H

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

Sustainability at GCPL: Driving Growth Responsibly

In alignment with GCPL's ambitious ESG agenda, we remain firmly committed to scaling our business while significantly reducing our environmental footprint and enhancing our social impact. Sustainability is not a peripheral initiative at GCPL—it is embedded at the core of our strategy and operations.

We continue to prioritize eco-efficient practices across all our manufacturing sites. We have invested approximately ₹350 lakhs in initiatives aimed at improving energy efficiency and reducing water consumption. These investments have delivered tangible outcomes:

- **Energy Efficiency:** A 34% reduction in energy consumption per ton of finished product compared to the base year 2010–11.
- **Water Conservation:** A 19% reduction in water consumption per ton of finished product over the same period.
- **Renewable Energy:** A significant increase in renewable energy usage—from 10.3% in FY 2010–11 to 63.2% in FY 2025-26.

These achievements underscore our unwavering commitment to sustainability and our broader vision of building a resilient, responsible, and future-ready GCPL. We are not just striving to meet benchmarks—we aim to set them.

Cluster	2010/2011*	2025/2026	% Change	2010/2011*	2025/2026	% Change
	Total Energy [MJ]/[t]	Total Energy [MJ]/[t]		Specific Water by Product [Kl/t]	Specific Water by Product [/t]	
GCPL India	6,028	3,963	-34%	3.5	2.83	-19%
North East	1,497	959	-36%	4.69	3.19	-32%
South	9,334	2,852	-69%	2.54	2.12	-17%
North	1,290	497	-61%	0.71	0.63	-11%
Central West	13,898	6,317	-55%	9.47	4.04	-57%

* During FY26, the Company revised its methodology for computing energy and water intensity, aligning it with the latest applicable standards and audit requirements. To ensure comparability of trends, the base year figures have also been recomputed using the revised methodology.

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 in financial year 2025-26 across our manufacturing sites include:

Process and Load Optimization

North East	North	South	Central
Synchronization of process lines by interlocking	Reduction in high power consuming loads with less load - 37 kW Mixer motor replace with 30 kW IE4 Motor - Chilling water circulation 5kw pump replace with idle 3kw pump	Reduction in high power consuming loads with less load - 117 kW Broken Coil Pulverize motor replaced with 37.5 kW - 5.2 Kw hot water pump replaced by 1.37 Kw. Reduction of motor rating from 2HP to 1HP.	In-house auto dosing system on Soap process line

Process and Load Optimization

North East	North	South	Central
Installation of energy efficient m/c & Process Optimisation by increase in speed - New Multi Track Installation done - Aloe gel MT Increase in Machine Speed	Synchronisation of packing lines and conveyors by interlocking.	Installation of energy efficient m/c & Process Optimization by increase in speed - Auto premix transfer system by vacuum to avoid bagging and conveyor transfer system. - Auto pouch sealing Machine for Agarbatti. - High speed flow wrap machine in Aer pocket.	Synchronisation of packing lines and conveyors by interlocking.
Gravity Based Spiral Conveyor installed from 2nd F to GF	Elimination of conveyors by layout simplification	Removal of Manual operation machinery in Agarbatti lines.	Installation of powder dosing system
Timer Installation with Motor RPM to auto cut-off		Bulk storage vessels to reduce batch preparations.	Installation of auto feed conveyor
Level Sensor Interlocked with Manufacturing vessel			Use of brown gas in Cogen
CIP Optimization by hot gun			

Use of Energy Efficient Equipment and Technology

North East	North	South	Central
Program on regular Compressed Air Leakage Arrest	Energy efficient fan for process cooling towers	Recovery of Flue gas for water preheating purpose in Coils	Cooling tower HOT well & cold well pump interlocking & VFD panel installed in Soap Making-2
Installation of Energy Efficient Shrink Tunnel Machine	VFD installation on water chiller for power utilization VFD provision in Water chiller circulation pump for reduced energy consumption	OLTCG transformer installed to avoid the voltage fluctuations and to reduce DG operation	TP-15 power saving by using HP steam from Cogen Plant
Installation of Energy efficient Exhaust and wall Fans	Replacement of IE2 motors with IE4 motors (03 motors of Blenders)	Moving from IE 2 to IE 4 Motors	Providing energy efficient chiller in Unit-2
Installation of Electric Boiler	Replacement of wall mounted fans with HVLS fan on shop floor	Installation of BLDC Fans	Unit 2nd Double Drive Packer Conveyors & Line Integration
Installation of Auto wick removal machine		New technology Uni Gas Burner installation	New Tank replacement for Oil Storage with upgraded MOC
VFD Installation on ribbon mixer motor		Installation of VFD's on Motor	Self consumed electrical energy reduction in CoGen Plant
Auto Check Weigher Installation			Updated model metal detectors replaced with obsolete
IOT Based water Monitoring System			Two new IJP printers have been installed for mono carton printing. (Unit-2)
Energy Efficient AC Installations (5 Star)			
Installation of Motion Sensors at various points			
Installation of Light Dependent resistors			

To reduce our water consumption, we are focusing on the:

- **Reduce**
- **Reuse**

Some of the noteworthy projects undertaken across our manufacturing sites include:

Cluster	Reduce	Reuse
North East	Providing water efficient taps in toilet/ urinal/canteen areas	Treated water used in washroom for flushing purpose
North	Dry Cleaning of Roof top solar panels Freshwater usage reduction via improved water management practices Identification & Elimination of leakages from fire hydrant line	Utilization of treated water from ETP in Gardening and washroom flushing
South	Identification & Elimination of leakages in UG water lines by laying above the Ground	Use of STP treated water for toilet flushing and gardening purposes 4 Rainwater harvesting pit is constructed for recharging purpose and to increase water bed level
Central	Replacement of DM plant in boiler for reducing the chemical consumption (HCL & Caustic) and backwash frequency Water control valve at the cooling tower to prevent wastage of make up water overflow	Reused for Cogen RO Reject water of TDS around 500 for reuse in process Turbine blowdown condensate water reutilization in Cogen for direct water reduction

Awards & Appreciation

We have been awarded by national and state level authorities for our exceptional work in sustainability and environment protection. Some of the noteworthy accreditation received by manufacturing sites are :

North East	North	South	Central
• Nine (9) team participated in CCQC and all team got GOLD • Winner – Northeast Road Safety Awards 2025-Lokhra-II • Gold Award – 7th ICC National Occupational Health & Safety • Awards 2025. (Lokhra-II & Sikkim) • Silver Award – 7th ICC National Occupational Health & Safety Awards 2025 (New Conso)	• Won Platinum Award for Occupational Health and Safety Excellence 2025 by the Indian Chamber of Commerce by GCPL Kathua Plant • Won Outstanding Safety Ambassador award • Won 2 Par-Excellence & 1 Excellence award in NCQC	• 10 teams participated in CCQC – 3 team got the Platinum award and other 7 teams won GOLD award • 4 teams participated in NCQC - 3 teams got Par Excellence and one team got Excellence Award • National Agency for Food and Drug Administration and Control (NAFDAC) from Nigeria completed the GMP audit for Aer pocket Line successfully and started the Export production • Got the Q3 FY26 EDGE team award for Safety improvement done in the unit	• CII-National Awards for Excellence in Water Management 2025 • CII-7th National Awards in OSH -2025 • SEEM Platinum Award for Energy Management

R&D Overview

During FY 2025–26, the Research & Development function delivered strong innovation across geographies, supporting business growth, portfolio expansion, and operational efficiency. The year was marked by a robust pipeline of launches across core categories, advancement into new growth platforms, and disciplined value engineering initiatives, while continuing to strengthen regulatory readiness, sustainability outcomes, and global R&D capabilities.

In line with our company vision of 'Bringing the goodness of health & beauty to consumers in an emerging market', the R&D function continues to:

a. Develop & launch innovative products in our core markets.

b. Explore disruptive technologies in core and new sunrise categories.

c. Lead sustainability initiatives for the organisation.

d. Identify and deploy value engineering projects.

In the fiscal year 2025–2026, the GCPL Research & Development function has undertaken multiple launches across key and emerging categories as summarised below.

The **Household Insecticides** category sustained competitiveness through continuous platform renovation, format enhancement, and regulatory readiness.

- A natural ingredient based Rat Repellent Spray was introduced to fulfil a critical unmet consumer need, demonstrating our intent to deliver superior, safe, and innovative solutions across the broader pest management category.
- Goodknight Aerosol and Liquid Vaporizer were relaunched in Nigeria with a Dimefluthrin based formulation delivering three times higher efficacy versus the current market standard, reinforcing our commitment to continuously upgrading product performance and maintaining category leading effectiveness.
- In Indonesia, existing Mat and Liquid Vaporizer formats were upgraded with higher active concentrations to deliver superior product performance and improved consumer outcomes.
- The value engineering initiative on Good Knight device has been successfully commercialised leading to substantial COGS improvement. With our commitment to sustainability initiative a green solvent has been introduced in Aerosol replacing petroleum derived solvent.
- Collectively, these initiatives ensured sustained category relevance, reinforced leadership across core and emerging formats, and demonstrated a continued commitment to delivering superior, safe, and innovative pest control solutions.

In **Home Care**, innovation continued to focus on delivering differentiated, value-led solutions aligned with evolving hygiene expectations.

- Godrej Spic Toilet Bowl Cleaner exemplifies this approach by combining effective disinfection with advanced surface performance. The formulation forms a polymeric shield on ceramic surfaces, delivering up to five days of stain protection.
- Its high consistency formulation reduces wastage and supports efficient usage, while distinctive fragrance and competitive pricing enhance consumer value perception.

The **Personal Care** portfolio progressed through focused, consumer-led innovation across formats, fragrance profiles, and affordability segments.

- The Cinthol Foam Body Wash range was strengthened with the launch of Sandal, a variant developed through deep consumer insights to deliver a calming sandalwood fragrance while retaining the signature convenience and sensorial superiority of the foam format. The launch reinforces the brand's commitment to enhancing everyday bathing experiences in line with evolving consumer preferences.
- The Company entered the antiperspirant segment with the launch of Bloq – Underarm Sweat & Odour Control Deo Antiperspirant. Backed by strong R&D capabilities, the novel application format delivers effective sweat reduction along with long lasting fragrance, combining functional efficacy with a premium yet convenient usage experience.

- Affordability-led innovation remained a key focus with the launch of Park Avenue Voyage Deo Lotion, an accessible body deodorant in lotion format offering day-long freshness at a price point of ₹20 per pack, enabling wider consumer reach without compromising on performance.

The **Hair Colour and Care** portfolio recorded strong innovation momentum across geographies, supported by regulatory upgrades, portfolio expansion, and manufacturing scale up initiatives.

- Godrej Expert Original and Godrej Black Henna powder hair colours were successfully reformulated, commercialised, maintaining overall consumer likeability and key performance attributes.
- Internationally, the portfolio expanded with the launch of Renew Shampoo Hair Colour and Inecto Pop Shades and Bleach in South Africa, and Hair Super Food variants in Nigeria to address local market needs.
- Manufacturing enablement for LATAM markets was strengthened through completion of pending ammonia and no ammonia shades, while India continued to serve as a production hub for select international businesses. The category also progressed through miniaturisation initiatives, expansion of professional shade offerings, and development of consumer centric wet hair products.
- Multiple patents were filed during the year, reinforcing innovation depth and intellectual property strength.

The **Air Care (Aer)** category sustained innovation led momentum during the year, driven by portfolio expansion, premiumization, and disciplined cost management across formats and geographies.

- The portfolio was strengthened through entry into the plug in electric fragrance segment with the launch of Aer Plug Electrical, featuring Rose Blossom and Violet Bloom variants. Aerosol offerings expanded in India with Citrus and Sandalwood, while international presence was enhanced through Citrus and Jasmine variants in Bangladesh.
- The auto fragrance segment scaled further with Aer O Car Freshener variants Orange Punch and Caramel Latte.
- Premiumization initiatives included Special Edition Royal Festive Essence Matic refills and Royal Vanilla Essence Matic Spray refills. Fragrance excellence was reinforced through BPT winning fragrances for Rose Blossom and Lavender across Power Pocket, Aerosol Room Sprays, and Matic Spray formats.

The **Park Avenue & Kamasutra (PAKS)** portfolio advanced during the year through focused fragrance-led innovation, portfolio expansion, and regulatory renovation, reinforcing its relevance across mass and premium sensorial segments.

- Portfolio expansion initiatives included entry into the women's fragrance segment with the launch of EDP gift sets and 100 ml SKUs comprising Grace, Allure, Verve, and Poise, designed to address evolving consumer preferences for long-lasting, contemporary fragrances.
- In parallel, the core deodorant portfolio was strengthened with the launch of Amazon Woods, Tuscany Bloom, and Atlantic Wave under the 4X deodorant range in aluminium cans, supporting portfolio refresh and variant diversification.
- Fragrance excellence remained a key focus area, with the portfolio securing BPT-winning fragrance recognition for KS Spark under the deodorants range, reinforcing Kamasutra's positioning on sensorial superiority and fragrance quality benchmarks.
- In addition, selective fragrance upgrades were executed across key variants to ensure continued regulatory compliance and alignment with evolving standards, while preserving overall consumer likeability and brand character.

For Kamasutra's **Sexual Wellness** portfolio, R&D continues to build its capabilities to strengthen our position in this emerging category alongside strengthening its core and premium portfolios through science led, consumer centric innovation to expand sexual wellness portfolio beyond condoms & lubes.

- During the year, key product enhancements initiatives were undertaken to improve key performance attributes, including improved lubrication & climax delay, optimising flavour, fragrance, and latex odour for an enhanced consumer experience.
- Consumer research and R&D has explored next generation Innovations and opportunities for portfolio expansion for supporting the Company's objective of creating sexual wellness as a differentiated and scalable growth platform.

R&D will continue to drive disruptive innovations to provide value to consumers and shareholders!

C. Expenditure on R&D

(₹ in Crore)

	Fiscal Year 2025-26	**Fiscal Year 2024-25**
Capital	0.46	1.32
Recurring	40.71	33.95
Total	41.17	35.27
Total R&D expenditure as a percentage of total sales turnover	0.44%	0.41%

D. Foreign Exchange Earnings and Outgo

(₹ in Crore)

		Fiscal Year 2025-26	**Fiscal Year 2024-25**
I.	Foreign exchange used	542.78	535.97
II	Foreign exchange earned	389.64	261.9