

Godrej Consumer Products Limited

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Pirojshanagar,
Eastern Express Highway,
Vikhroli (E), Mumbai – 400 079, India
Tel.: +91-22-2518 8010/ 8020/ 8030
Fax.: +91-22-2518 8040/ 8065/ 8069
Website: www.godrejcp.com

CIN: L24246MH2000PLC129806

May 6, 2026

BSE Limited

Phiroze Jeejeebhoy Towers,
Dalal Street,
Fort, Mumbai - 400 001
Scrip Code: 532424

The National Stock Exchange of India Limited

Exchange Plaza,
Bandra-Kurla Complex,
Mumbai 400 051
Symbol: GODREJCP

Dear Sir / Madam,

Subject: Investor Presentation

We enclose herewith a copy of the Investor Presentation on the Audited Financial Results of the Company for the Quarter and Financial Year ended March 31, 2026.

Please take the same on record.

Thanking you,
Yours faithfully,

For Godrej Consumer Products Limited

Tejal Jariwala
Company Secretary & Compliance Officer
(F9817)

Encl: As above

Q4 FY2026 Performance Update

May 06, 2026

Godrej



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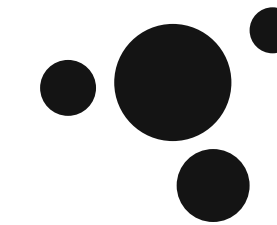
Our Goodness Manifesto



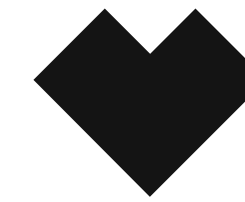
Our Purpose

Crafting the goodness of health and beauty for consumers in emerging markets

Our Values



Inspire Trust



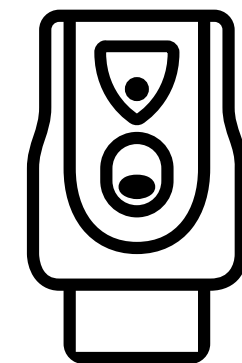
Create Delight



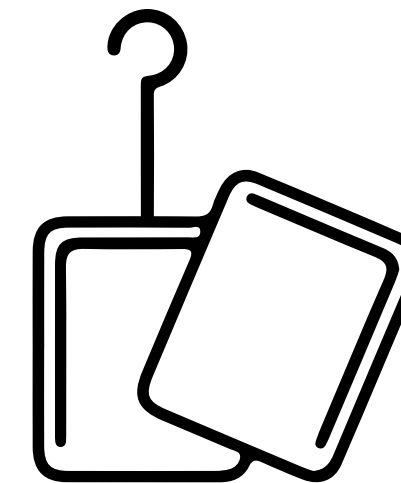
Be Bold

Our Strategy

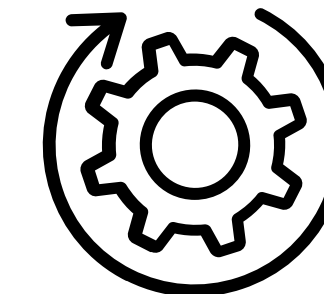
Lead through category development



Drive portfolio transformation



Funded by simplification



Our Operating Philosophy

Less is more; Much less is much more

Consumer first, Business second

Think local, Act global

Tomorrow before today

People and planet, alongside profit

Our Measures

Industry beating UVG

More spends on brands, Less on cost to serve

More automation, Less working capital

More diversity, Less environmental impact

FINANCIAL PERFORMANCE UPDATE

Please refer to Annexure section for change in revenue presentation

Key highlights

7%

**Standalone
Organic*
UVG^**

11%

**Consolidated
Revenue
growth**

10%

**Consolidated
EBITDA
growth**

*Organic doesn't include Muuchstac

^Underlying Volume Growth

#Refer to the change in revenue presentation for customer-related promotional spends in line with EAC (ICAI) recent opinion published in the February 2026 edition (Volume XLIV)

Strong performance driven by Standalone

| Growth (year-on-year) | Consolidated Business | Standalone Business |
|----------------------------------------------------|-----------------------|---------------------|
| Underlying Volume Growth | 6% | 8% |
| Net Sales | 11% (11%)* | 10% (9%)* |
| Net Sales (Constant Currency) | 7% | - |
| EBITDA | 10% | 18% |
| Net Profit (Reported) | 10% | 70% |
| Net Profit (without exceptional and one-off items) | 10% | 34% |

*Numbers in the bracket refers to organic growth

#Refer to the change in revenue presentation for customer-related promotional spends in line with EAC (ICAI) recent opinion published in the February 2026 edition (Volume XLIV)

Standalone and Africa, USA & Middle East delivers solid performance

| Geography | Sales (₹ crore) | Growth (Year-on-year) | Constant Currency Growth (Year-on-year) |
|---------------------------|--------------------|--------------------------|--------------------------------------------|
| Standalone | 2,339 | 10% | - |
| Indonesia | 492 | 3%^ | 1%^ |
| Africa, USA & Middle East | 799 | 20% | 6% |
| Latin America & Others | 314 | 26% | 12% |
| Total Net Sales | 3,885 | 11% | 7% |

Note: Total Net Sales includes the impact of contra and inter company eliminations

^Includes impact of change in distribution arrangement (-2%)

#Refer to the change in revenue presentation for customer-related promotional spends in line with EAC (ICAI) recent opinion published in the February 2026 edition (Volume XLIV)

EBITDA growth led by Standalone; Latin America & others impacted by one-time costs

| | Consolidated | Standalone | Indonesia | Africa, USA & Middle East | Latin America & Others |
|---------------------------------|--------------|------------|-----------|---------------------------|------------------------|
| Q4FY26 Operating EBITDA margin* | 21.7% | 24.7% | 28.2% | 14.9% | 2.4% |
| Growth in EBITDA (y-y) | 10% | 18% | 1% | 2% | -63% |

*After adjusting business support charges, royalty and technical fees

#Refer to the change in revenue presentation for customer-related promotional spends in line with EAC (ICAI) recent opinion published in the February 2026 edition (Volume XLIV)

Net profit reconciliation statement

| Consolidated Business | Q4 FY2026 | Q4 FY2025 |
|----------------------------------------------------------------------|------------|------------|
| (A) Net Profit (Reported)* | 452 | 412 |
| (B) Exceptionals & one-offs (Post tax)*: | | |
| Restructuring costs | 52 | 77 |
| Acquisition and stamp duty costs | | |
| One-time Gratuity provision adjustment | | |
| Others (Incl. Litigation) | 34 | |
| (C) Net Profit (Without exceptional and one-off items) (A+B)* | 538 | 489 |

*All values are in ₹ crore and rounded off

#Refer to the change in revenue presentation for customer-related promotional spends in line with EAC (ICAI) recent opinion published in the February 2026 edition (Volume XLIV)

STANDALONE BUSINESS UPDATE

Delivered double-digit sales growth led by Home Care

| Category | Sales (₹ crore) | Growth (Year-on-year) |
|------------------------|--------------------|--------------------------|
| Home Care | 1,098 | 12% |
| Personal Care | 1,096 | 3% |
| Total Net Sales | 2,339 | 10% |

Home Care (1/4): Household Insecticides delivered strong broad-based growth

- Electrics delivered a strong growth in the quarter and has been gaining market share consistently
- Incense sticks continues to scale up strongly and is the largest branded stick in the category
- Non-mosquito portfolio continues to deliver solid growth



Home Care (2/4): Air Freshener continues strong growth momentum

- Air Fresheners continue strong double-digit growth momentum across all the formats
- Continue to gain market share and enjoy market leadership
- Aer Spray 99 continues to reset category landscape and grow significantly ahead of peers and gain share

Godrej
aer
spray

for ₹99*

*220ml



Home Care (3/4): Fabric care continues to deliver consistent growth

- Fabric Care maintains robust double-digit growth momentum
- Continue to increase market share driven by strong results on Godrej Fab

Godrej
fab
LIQUID DETERGENT



₹ 99

Home Care (4/4): Godrej Spic Toilet Cleaner scaled up to pan-India

- Recently launched Godrej Spic Toilet Cleaner has been scaled pan-India post the robust results in Tamil Nadu
- Toilet Cleaners is a ~3K crore category in India, growing at double digit



5 DAYS
STAIN BLOCK TECHNOLOGY

₹79/-
ONLY

Godrej
spic
TOILET CLEANER

shiny & stain-free toilets

The Gold Standard of Clean.

Personal Care (1/3): Skin cleansing continues to upgrade to premium formats and gain market share

- Soaps continue positive trajectory led by improving affordability post GST reduction
- Soaps continue to win competitively, and gain market share led by strong in-market execution
- Magic Handwash continues to scale and enjoy market leadership in the handwash segment
- Cinthol Bodywash continues to scale extremely well on Q-com driven by strong product differentiation
- Muuchstac performance in line with the business plan
- Continued focus on upgrading the consumers to handwash, bodywash and facewash



Personal Care (2/3): Hair Colour continues strong momentum

- Market share gains continue to be positive across our key bets on both Crème and Shampoo Hair Colour
- Both Crème and Shampoo Hair Colour continue strong growth performance



Personal Care (3/3): Perfumes & Deodorants delivered double-digit growth

- Perfumes & Deodorants delivered double-digit growth led by Perfumes
- KS99 continues to deliver strong performance and has been scaled up pan-India
- New launch of women's perfumes in Modern trade and E-com channel; aimed at driving penetration of fragrances



INTERNATIONAL BUSINESS UPDATE

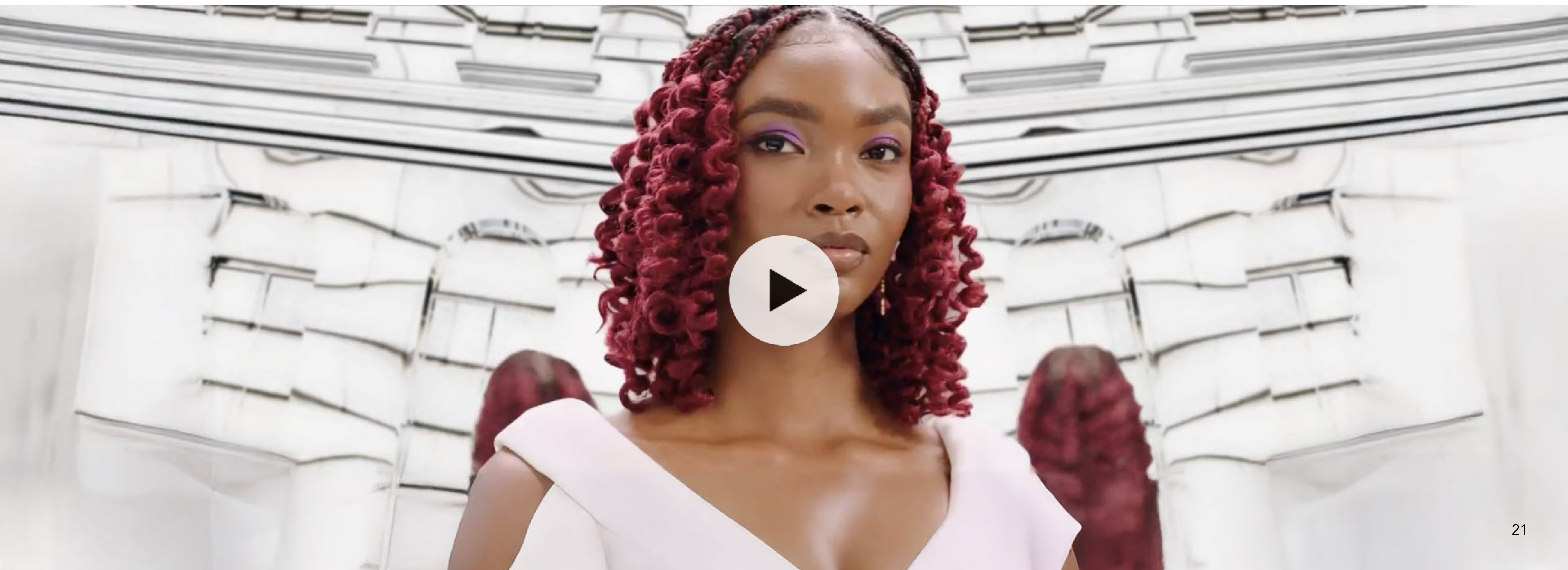
Indonesia: Pricing pressure largely bottomed out; early signs of stabilisation

- Delivered 4% UVG and 3% Sales Growth led by Shampoo HC and Baby care;
- Stella LV relaunch has witnessed robust consumer traction and sell-outs
- Expect operating conditions to improve from FY 27



Africa, USA & Middle East: Strong growth led by Hair Fashion and scale up of Air Fresheners

- Strong topline growth at 20%; EBITDA growth at 2% largely driven by doubling media spends behind FMCG categories
- Continued strong performance in Hair Fashion across key markets; Hair Care range continued to deliver strong growth across Africa
- Aer Pocket continues strong traction across markets



**ANNEXURE:
CHANGE IN REVENUE
PRESENTATION**

Accounting treatment of certain customer related spends

Ind AS 115 Para 71 states that, If consideration payable to a customer is a payment for a distinct good or service from the customer, then an entity shall account for the purchase of the good or service in the same way that it accounts for other purchases from suppliers.*

Ind AS 115 Para 27 states that, a good or service that is promised to a customer is distinct if both of the following criteria are met: (a) the customer can benefit from the good or service either on its own or together with other resources that are readily available to the customer (ie the good or service is capable of being distinct); and (b) the entity's promise to transfer the good or service to the customer is separately identifiable from other promises in the contract (ie the promise to transfer the good or service is distinct within the context of the contract)*

In the FMCG industry, companies incur a wide range of customer-related expenditures, including slotting fees, advertising, visibility and promotional costs, listing fees, store access fees, one-time setup charges, volume- or target-based incentives, etc. There is diversity in industry practice with respect to the presentation of these spends—some companies recognize them on a gross basis as trade marketing expenses, while others present them netted off against revenue based on their accounting interpretation.

Accounting treatment of certain customer related spends

The rationale for the Company's presentation of customer-related spends (such as slotting fees, advertising, visibility and promotional costs, listing fees, store access fees, one-time set-up charges, and volume- or target-based incentives, etc.) as expenses in the Statement of Profit and Loss till December 31, 2025 is set out below:

- These spends do not have a direct correlation with sales. Even in the absence of such spends being incurred at the request of customers, sales would continue to be made by the Company to those customers based on the existing commercial agreements.
- Such spends do not modify or customise the purchase of the Company's products by customers. The pricing of products sold to customers remains unchanged irrespective of whether the customer provides such services or not.
- These spends are not embedded in or agreed as part of the sales contract with customers; instead, they are governed by separate and distinct arrangements.
- These services are not an entitlement but discretionary and are duly supported with valid evidence such as terms of trade or invoice for services received.
- These spends are similar in nature to other marketing and promotional efforts undertaken by the Company in certain geographies. Such expenditures are commonly incurred by consumer goods companies through their distribution and retail channels and are not mandatory to fulfil the underlying sales contracts.
- These display and mailer costs are akin to other marketing efforts carried out by the group, like placing billboards in certain areas. These expenses are not compulsory for the sales contract, as some shelf space must be allocated by the customers according to the contract. Additional display costs are incurred to enhance product visibility and awareness among final consumers.
- Such spend might translate into more awareness around the product category among the end consumers visiting the retail store and more spend incurred in such stores might not necessarily translate to increased sale in the same store. Thus, it's a distinct service received.
- The fair value of these services can be demonstrated based on the rate charged by the customer to other vendors. In case, the amount paid is more than the fair value of these services, the same will be reduced from the revenue.

ICAI in response to the queries, recently released a EAC Opinion published in the February 2026 edition (Volume XLIV)

Key highlights

Query

- Whether fixed display cost (standees, tent cards, wobblers, hangers, product demonstrations for festivals and promotional aisle) to be treated as cost or to be considered as reduction in revenue;
- Whether spend with fixed fair value (fair value established with rate card per month per store cost or per mailer cost) but capped at certain percentage of sales to be treated as cost or to be considered as reduction in revenue.

Opinion

- The cost of display in fixed fee arrangements shall be accounted for as a reduction of the transaction price and, therefore, of revenue
- In case of arrangements with retailers in respect of spend with fixed fair value containing business development fund, the obligations to pay such amount to the retailers should also be accounted for as a reduction of the transaction price and of revenue. Further, since there may be a variable amount in the consideration, the entity should estimate its transaction price (including assessing whether the estimate of variable consideration is constrained) in accordance with paragraphs 50–58 of Ind AS 115

Basis the EAC opinion, GCPL has undertaken a change in accounting treatment of certain customer related spends

Change in Accounting policy

Pursuant to recent EAC opinion from ICAI:

- The amounts paid by the Company to its retailers/ customers towards display services, mailers, visibility arrangements, and similar channel-level promotional activities do not represent consideration for distinct goods or services. The Company does not obtain a standalone, identifiable benefit from these activities independent of the sale of its products to such retailers/ customers. Further, these activities are available only in conjunction with the retailers' purchase and onward sale of the Company's goods and are not procurable from independent third parties.
- Accordingly, for the similar nature of customer spends, aligning with assessment of the regulator (ICAI), GCPL shall change its accounting policies and present such spend as reduction from revenue, which were earlier presented as expense in Statement of Profit and Loss till December 31, 2025.

Disclosure Framework

GCPL shall make necessary regroupings of the comparative amounts presented in:

- Annual financial statement of year ended 31 March 2026
- Interim financial results for FY 2025-26 (including March quarter 2026) along with comparatives for FY 2024-25
- All the interim financial results to be published during year ending 31 March 2027 (June quarter 2026, Sept quarter 2026, Dec quarter 2026 and March quarter 2027)

GCPL shall disclose a suitable note in its interim results and annual financial statements. When comparative amounts are reclassified, the following information is required to be disclosed (including as at the beginning of the preceding period):

- the nature of the reclassification
- the amount of each item or class of items that is reclassified; and
- the reason for the reclassification

Impact on Financials

Financial Metrics Impacted

The reclassification has impact on the following:

- Revenue from operations
- Other expense includes line items like Advertising and Publicity & Sales Promotion
- Changes in key financial ratios based on turnover:
 - Inventory Turnover ratio – (Net sales of Product/ Average Inventory)
 - TR Turnover ratio - (Net Sale of products/ Average trade receivables)
 - Net working Capital turnover Ratio (Net Sales / Working Capital)
 - Net Profit Ratio (Net Profit After Taxes /Net Sale of products)
- Change in the Segment Reporting - in the Segment revenue, Revenue from Operations numbers for each geographical segments

Financial Metrics not impacted

The reclassification has absolutely no impact on the following:

- Earnings before Interest, taxes, depreciation, and amortization
- Profit before tax
- Profit after tax
- Total equity
- Statement of Cash Flows

Last 8 Quarter revised revenue

| Geography (₹ crore) | Q1'25 | Q2'25 | Q3'25 | Q4'25 | Q1'26 | Q2'26 | Q3'26 | Q4'26 |
|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Standalone | 2,111 | 2,245 | 2,192 | 2,136 | 2,272 | 2,326 | 2,440 | 2,339 |
| Indonesia | 442 | 479 | 469 | 476 | 422 | 447 | 460 | 492 |
| Africa, USA & Middle East | 523 | 620 | 749 | 664 | 683 | 762 | 906 | 799 |
| Latin America & Others | 185 | 240 | 256 | 249 | 218 | 217 | 242 | 314 |
| Total Net Sales | 3,234 | 3,551 | 3,638 | 3,494 | 3,551 | 3,686 | 3,978 | 3,885 |

Note: Total Net Sales includes the impact of contra and inter company eliminations

Growth remains largely unchanged over the last 4 quarters

| Geography | Old | | | | Updated | | | |
|---------------------------|-------|-------|-------|-------|---------|-------|-------|-------|
| | Q1'26 | Q2'26 | Q3'26 | Q4'26 | Q1'26 | Q2'26 | Q3'26 | Q4'26 |
| Standalone | 8% | 4% | 11% | 10% | 8% | 4% | 11% | 10% |
| Indonesia | -4% | -7% | -3% | 4% | -5% | -7% | -2% | 3% |
| Africa, USA & Middle East | 30% | 25% | 19% | 18% | 31% | 23% | 21% | 20% |
| Latin America & Others | 18% | -9% | -5% | 26% | 18% | -10% | -5% | 26% |
| Total Net Sales | 10% | 4% | 9% | 11% | 10% | 4% | 9% | 11% |

Last 5 Year revised revenue basis best case estimates

| Geography (₹ crore) | FY21^ | FY22^ | FY23^ | FY24^ | FY25* | FY26* |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Standalone | 6,103 | 6,771 | 7,491 | 8,192 | 8,683 | 9,376 |
| Indonesia | 1,651 | 1,650 | 1,585 | 1,794 | 1,866 | 1,821 |
| Africa, USA & Middle East | 2,462 | 3,016 | 3,371 | 3,082 | 2,557 | 3,149 |
| Latin America & Others | 646 | 719 | 687 | 719 | 930 | 990 |
| Total Net Sales | 10,736 | 12,016 | 13,031 | 13,683 | 13,917 | 15,100 |

*Audited figures

^Basis best case estimates

Note: Total Net Sales includes the impact of contra and inter company eliminations

Long term growth trends remains same

| Geography | Old | | Updated | |
|---------------------------|-----------|-----------|-----------|-----------|
| | 2 YR CAGR | 5 YR CAGR | 2 YR CAGR | 5 YR CAGR |
| Standalone | 7% | 9% | 7% | 9% |
| Indonesia | 1% | 2% | 1% | 2% |
| Africa, USA & Middle East | 1% | 5% | 1% | 5% |
| Latin America & Others | 17% | 9% | 17% | 9% |
| Total Net Sales | 5% | 7% | 5% | 7% |

A&P spends have remained largely similar with ~90% spends on consumer

| Consol A&P | Q1'25 | Q2'25 | Q3'25 | Q4'25 | Q1'26 | Q2'26 | Q3'26 | Q4'26 |
|------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Old | 331 | 364 | 364 | 310 | 314 | 376 | 314 | 308 |
| Updated | 297 | 327 | 318 | 281 | 272 | 320 | 306 | 274 |

ENVIRONMENTAL, SOCIAL, AND GOVERNANCE UPDATE

Our ESG targets for FY2025-26 and Q4 FY2026 performance



Environment*

| Vision | Goals for FY2025-26 | Performance update |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Influence sustainable consumption</p> | <p>Ensure efficient waste management systems for 7 municipalities in India diverting over 8,000 MT of waste from landfills</p> <hr/> <p>20% reduction in packaging intensity. 80% of plastic used to be recyclable. Rigid plastics to be replaced by 30% recycled plastic by the fiscal year 2025-26. Flexible plastics to be replaced by 10% recycled plastic by the fiscal year 2026-27 and multi-layer plastics to be replaced by 5% recycled plastic by the fiscal year 2026-27.</p> <hr/> <p>Ensure one-third of all products are greener than in 2020 by carrying out lifecycle assessments (LCA) for major products (80% coverage by revenue)</p> <hr/> <ul style="list-style-type: none"> • Cover 75% of GCPL suppliers in India (by procurement spends), and 50% for our other geographies, under our sustainable supply chain policy. • Source 100% of paper packaging from sustainable sources. | <p>Community waste management projects in 5 municipalities, completed in FY26</p> <p>Close to 23,390 MT waste diverted including over 3, 683 MT of plastic waste recycled since inception of the initiative in FY21</p> <hr/> <p>Reduced plastic intensity by 20%, Plastic recyclability is at 48%</p> <p>Rigid plastics replaced by recycled plastics is at 17% (PCR addition reported during FY26), 24% (R&D feasibly established)</p> <p>Flexible plastics replaced by recycled plastics is at 3% (PCR addition reported during FY26), 8.9% (R&D feasibly established)</p> <p>Multi-layer plastics replaced by recycled plastics is at 0% (PCR addition reported during FY26), 4.2% (R&D feasibly established)</p> <hr/> <p>Completed LCAs of products covering 41% of our global revenues^</p> <hr/> <p>70% of India suppliers (by spend volume) covered under our new supplier ESG assessment and engagement program that covers BRSR value chain disclosures and beyond</p> <p>~50 to 60% use of recycled paper used in packaging- (Forest Stewardship Council (FSC) certified)</p> |

Note: *India targets reported. We have similar targets for international locations.
^FY26 values under audit

Our ESG targets for FY2025-26 and Q4 FY2026 performance



Environment*

| Vision | Goals for FY2025-26 | Performance update |
|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Lead in sustainability action</p> | <p>45% reduction in GHG emission intensity and carbon neutrality for Scope-1&2 from FY11 baseline</p> <hr/> <p>40% reduction in specific energy consumption from FY11 baseline</p> <hr/> <p>Achieve 35% renewables in energy mix</p> <hr/> <p>Achieve 40% reduction in water intensity while maintaining water positivity</p> <hr/> <p>Achieve zero liquid discharge and maintain zero waste to landfill</p> <hr/> <p>Announce our commitment towards the global Science Based Targets initiative (SBTi) and publish our roadmap and targets for emissions reduction</p> <hr/> <p>Achieve 100% EPR compliance</p> | <p>57% reduction in GHG emission intensity</p> <hr/> <p>39% reduction in specific energy consumption</p> <hr/> <p>57% of energy is from renewables</p> <hr/> <p>9% reduction in water intensity and continuing to be 12x water positive</p> <hr/> <p>Continue to be zero waste to landfill and zero liquid discharge</p> <hr/> <p>Re-evaluating scope III emissions and resubmitting for SBTi validation and committed to internal Scope 1 and 2 Net-zero by 2035, inline with SBTi.</p> <hr/> <p>Plastic neutral and on track to be 100% EPR compliant</p> |

Note: *India targets reported. We have similar targets for international locations.
 ^FY26 values under audit

Our ESG targets for FY2025-26 and Q4 FY2026 performance

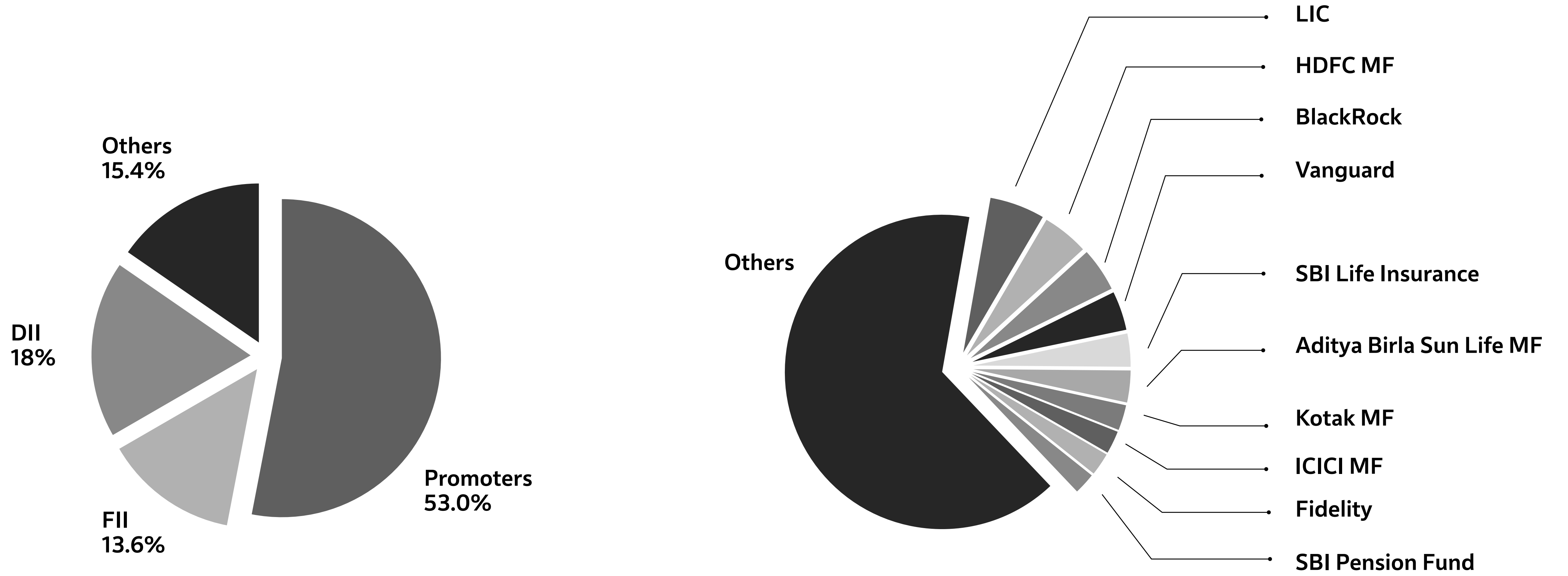


Social*

| Vision | Goals for FY2025-26 | Performance update |
|----------------------------------------------------------|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Equip communities with skills that empower</p> | <p>Completed exit strategy</p> | <p>Close to 200,000 women trained since 2013. Achieved 45% income increase and 51% increase in client footfall for beneficiaries. SROI study revealed a social return of at least INR 2 for every rupee invested in the program</p> |
| <p>Improve health and well-being</p> | <p>Protect 30 million people against vector-borne diseases</p> | <p>Reached out directly to over 30 million people at the end of Q4 FY26 Target: 30 million (FY21-FY26)</p> <p>89% Malaria-free intervention villages (14,500 villages) Target: 80% (Post 3-yr intervention cycle)</p> <p>91% Dengue-free slums (8,200 slums) Target: 80% (Post 3-yr intervention cycle)</p> |
| <p>Nature – water, carbon and biodiversity</p> | <p>Develop 3,000 ha of land for water, carbon and biodiversity management</p> | <p>Sequestered over 20,336 tCO2e carbon; offsetting over 38% of our global emissions.</p> <p>9.2 million m3 water conserved; achieving 12x water positivity against GCPL’s annual global water use</p> |

*FY26 values under audit

SHAREHOLDING PATTERN



Contact Us

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Thank you



www.godrejcp.com

