



**GODREJ
CONSUMER PRODUCTS**

Investor Meet

May 11, 2026

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GoDre!



Nisaba Godrej

Executive Chairperson



Sudhir Sitapati

MD & CEO



Aasif Malbari

Global CFO &
President, GAUM

Live experiential showcases

Godrej Fab



Godrej Spic



Bloq



Cinthol Foam Bodywash



Muuchstac



Chairperson's address

Nisaba Godrej

Tagore loved our soaps.
We cherish his poetry.
Here are a few of his lines
that echo our values.

Inspire Trust:

“We live in the world when we love it.”

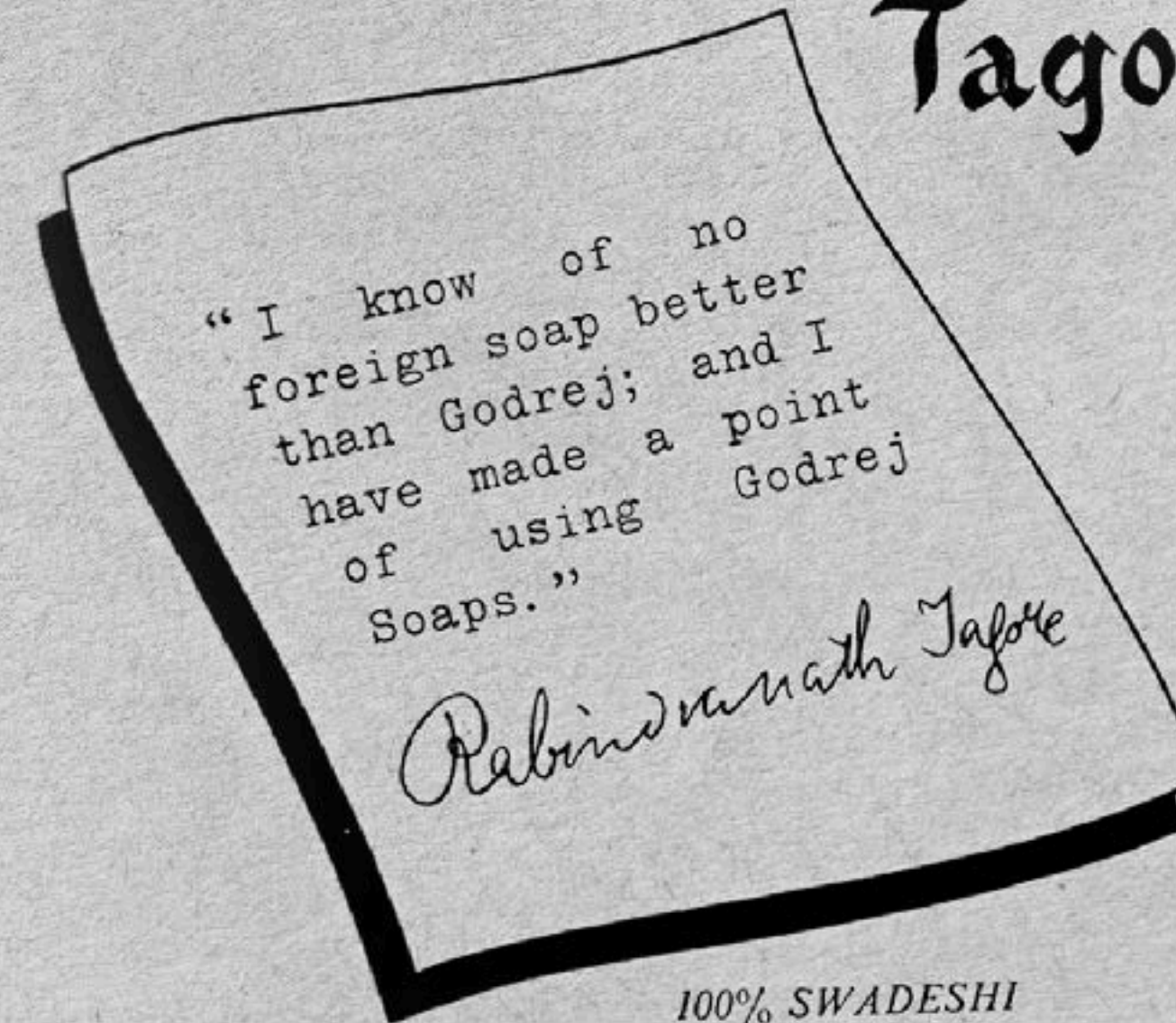
Create Delight:

“On the seashore of endless worlds the children
meet with shouts and dances.”

Be Bold:

“Reach high, for stars lie hidden in you. Dream
deep, for every dream precedes the goal.”

A Tribute from
Tagore



100% SWADESHI



THE BEST NAME IN SOAPS

Toilet . Washing . Shaving

AND HAIR TONIC, TOILET POWDER...

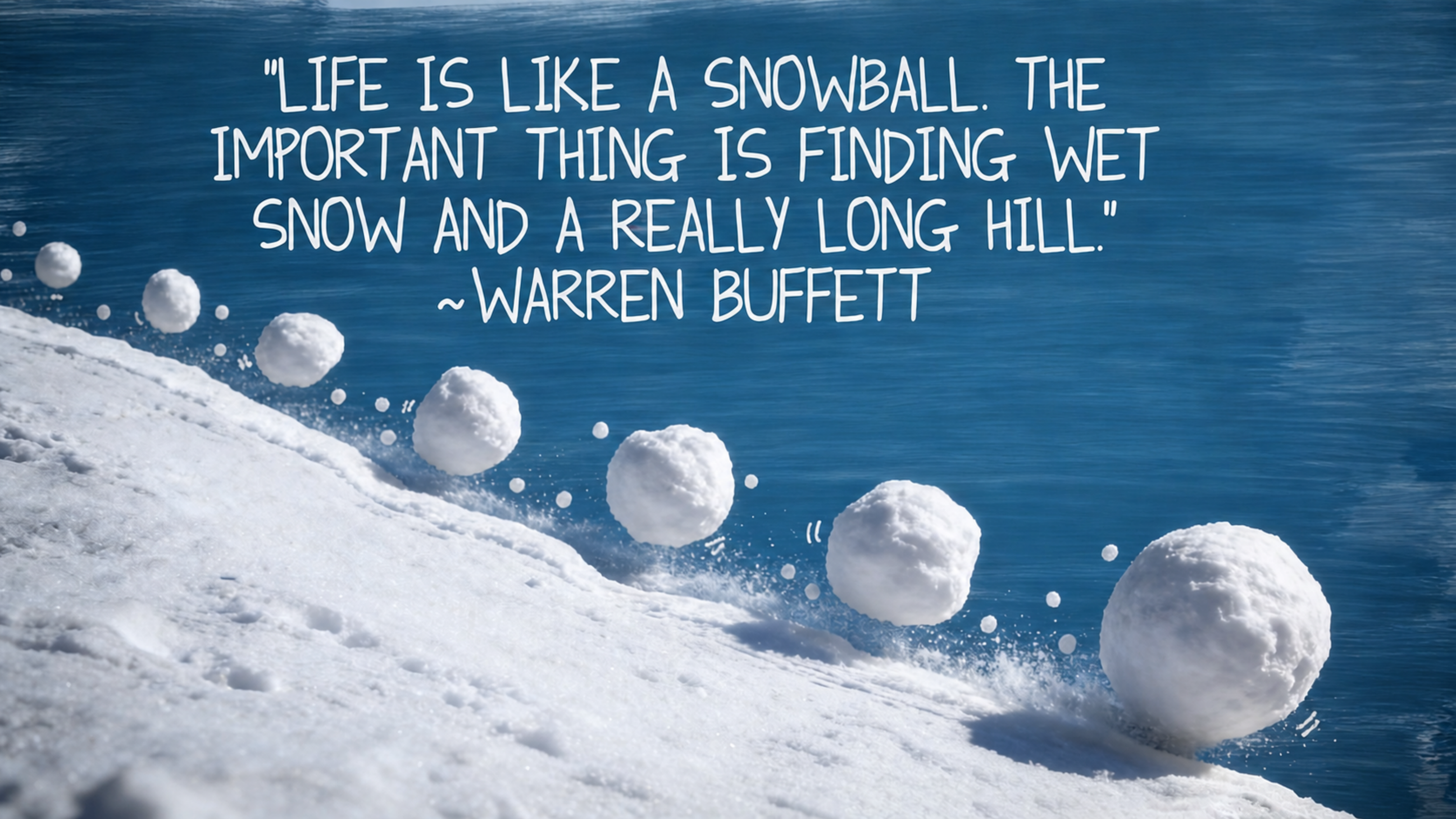
The Power of Compounding

The virtuous cycle of
portfolio transformation

Sudhir Sitapati

"LIFE IS LIKE A SNOWBALL. THE
IMPORTANT THING IS FINDING WET
SNOW AND A REALLY LONG HILL."

~WARREN BUFFETT



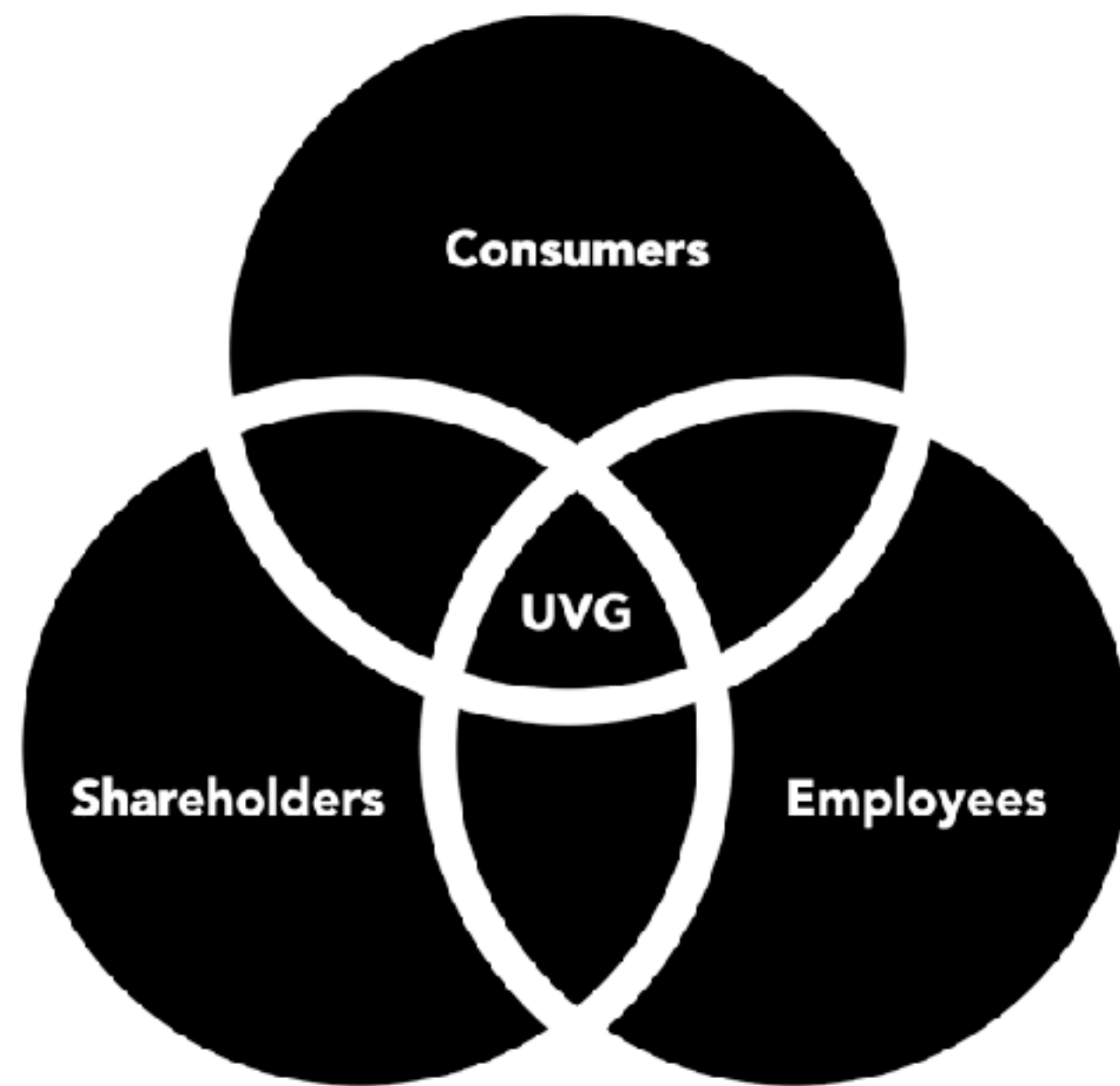
What I had promised in Dec 2021

A simple strategy for the next 3-5 years

Double-digit Volume Growth

Led through category development

Funded by radical simplification

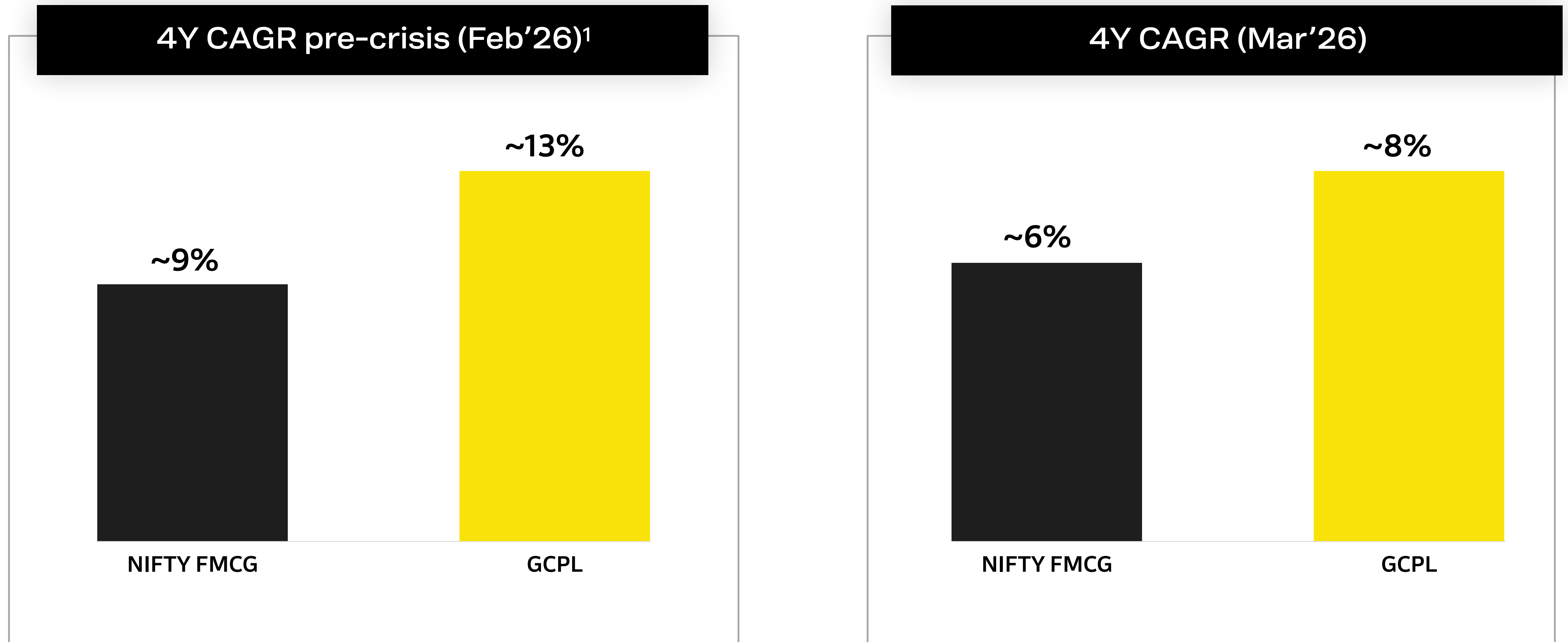


An average performance, barring cashflow

	4Y CAGR	Trend
Consol revenue growth	~6%	↑
Standalone organic UVG	~4%	↑
Standalone organic revenue growth	~7%	↑
EBITDA growth	~7%	↔
Profit after tax (b.e.i) growth	~4%	↔
Cashflow from operations growth	~14%	↑
Penetration and market share growth (key segments)		↑

Organic UVG has moved from ~2% to ~6% in this 4 year period

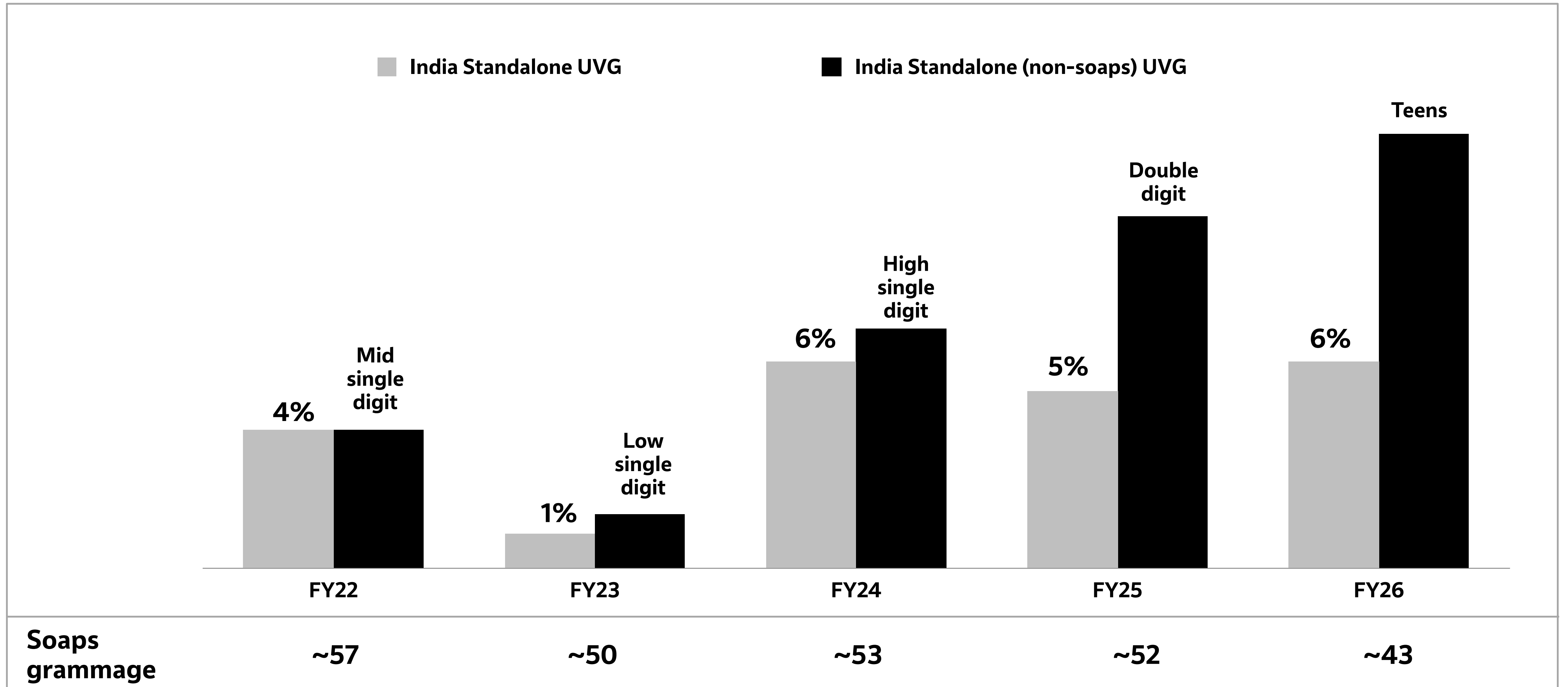
Average = Above average in a below average market



Driven by strong performance on few underlying metrics

1: Market cap as on 25th Feb 2026, pre-West Asia crisis

India UVG consistently improving, especially on non-soaps portfolio



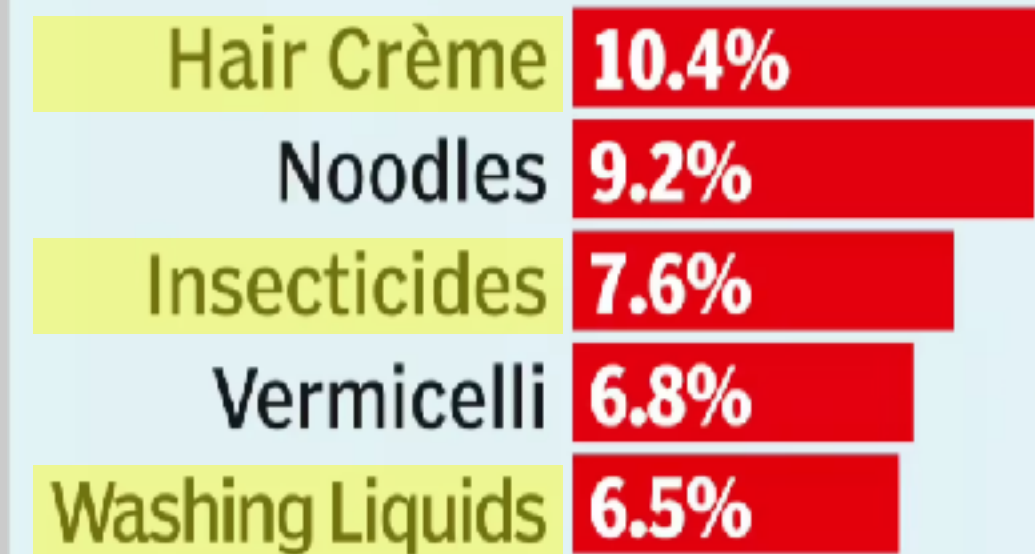
Note: All growths above are Organic UVG; Soaps grammage for Godrej No.1 at ₹10

Category development: Development of existing categories



GAINING TRACTION

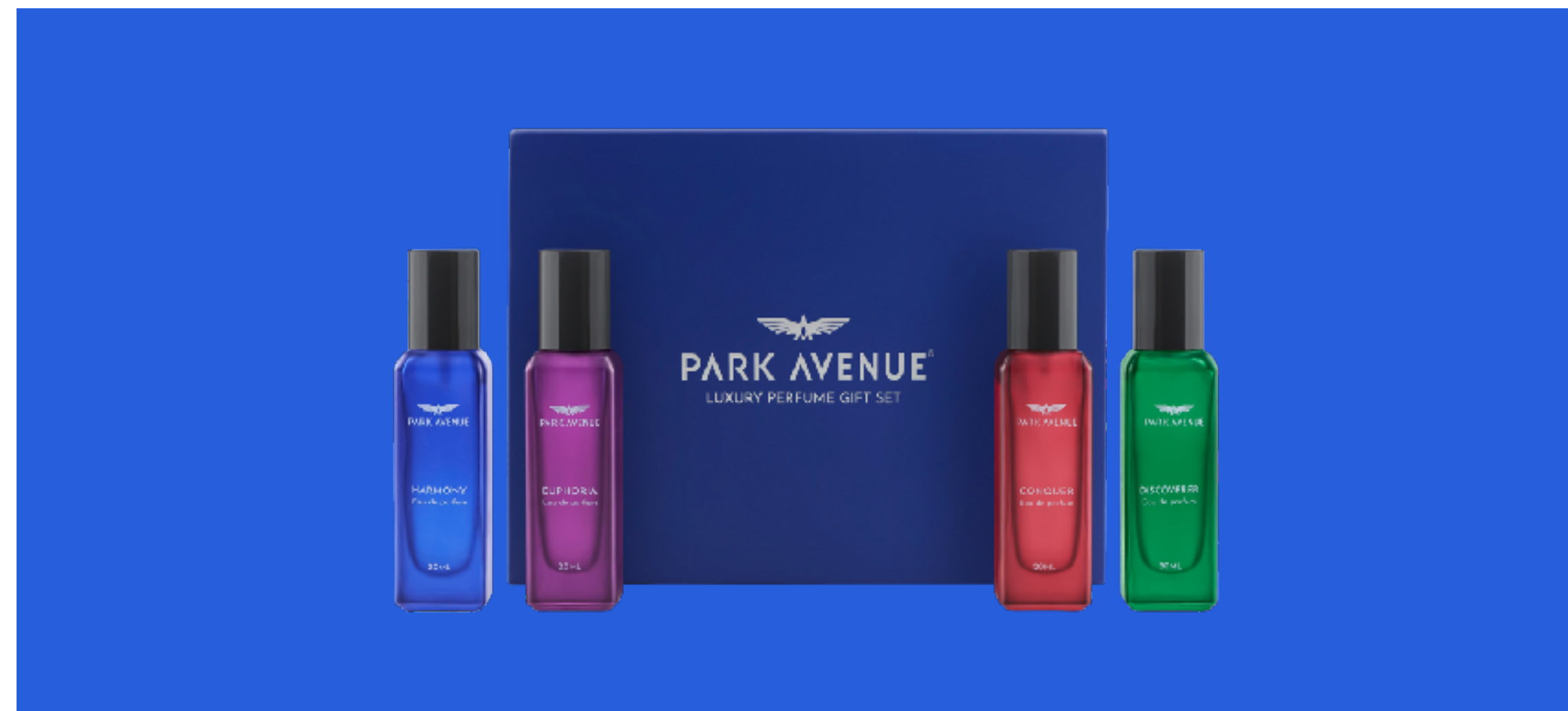
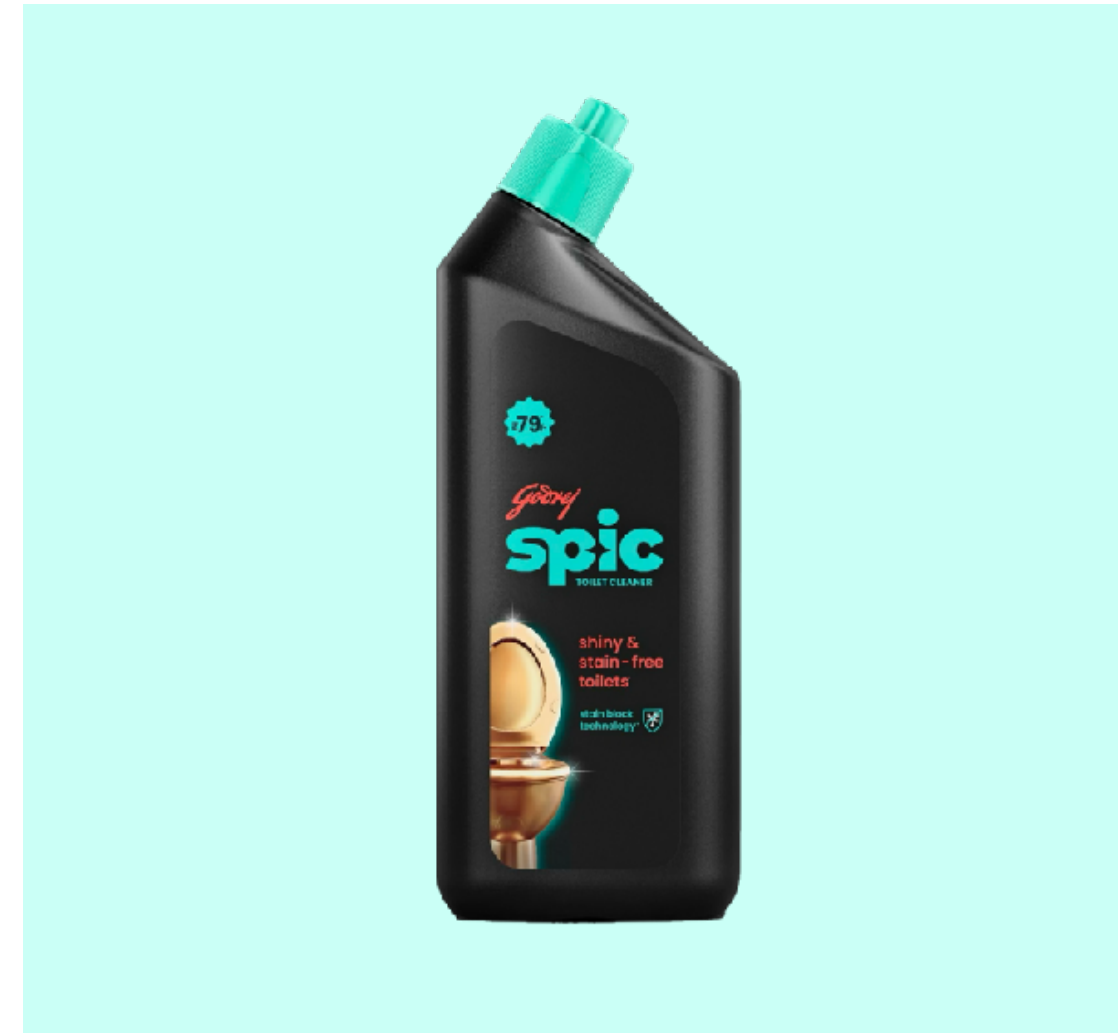
Categories that have grown fastest in terms of penetration points* between MAT Oct 2023 & MAT Oct 2025:



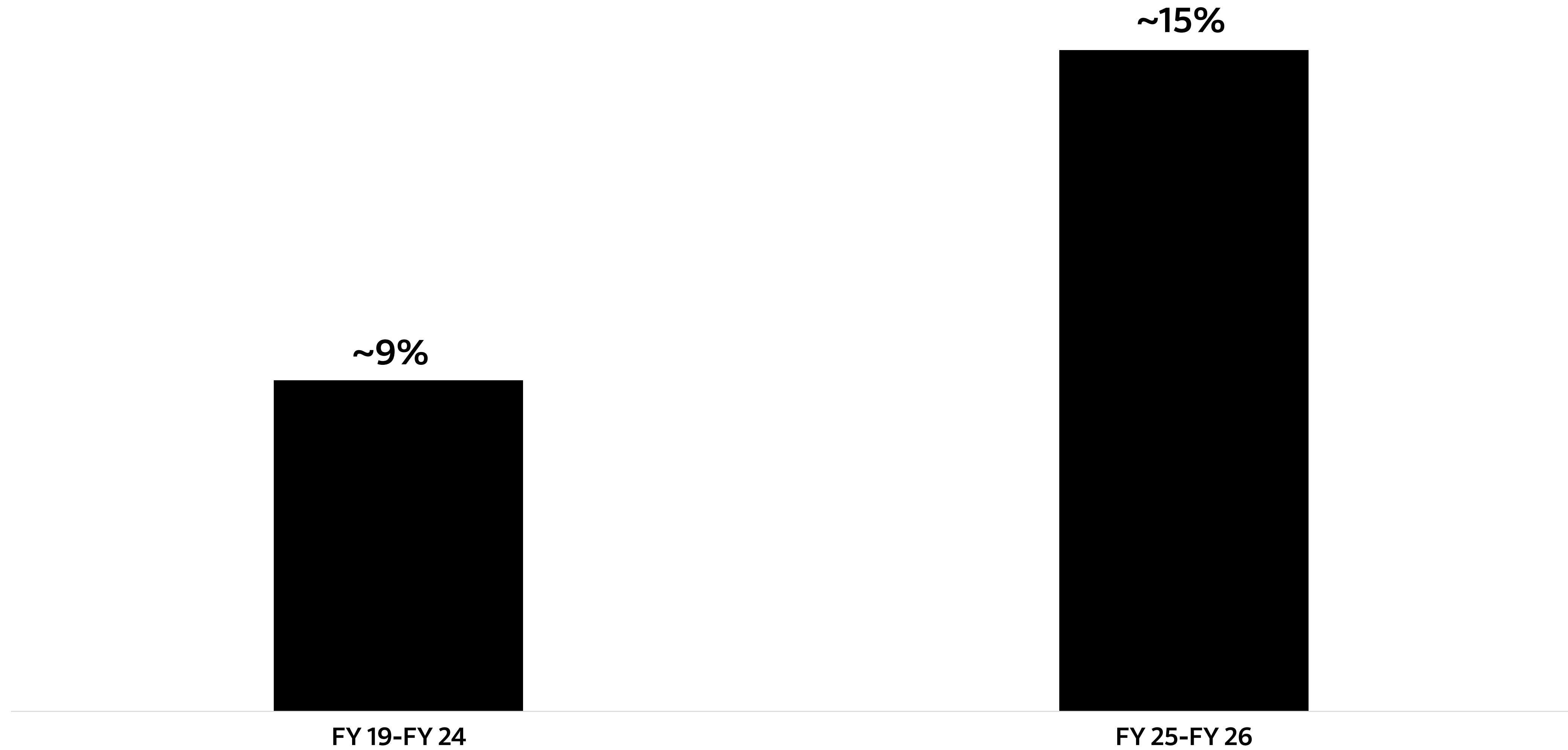
*Penetration points is the percentage point difference between penetration during two time periods; **MAT:** Moving Annual Total (MAT-12 month period)

Source: Numerator (formerly Kantar)

Category development: Development of new categories

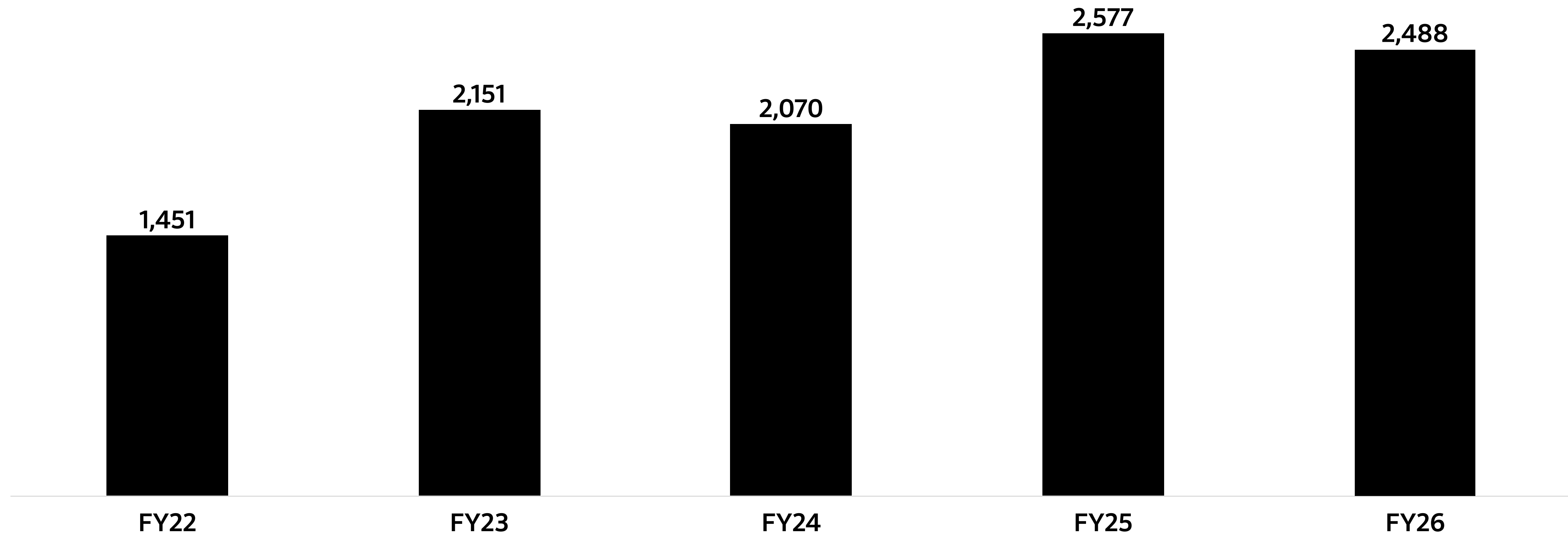


Simplification has improved our Africa margins in recent years



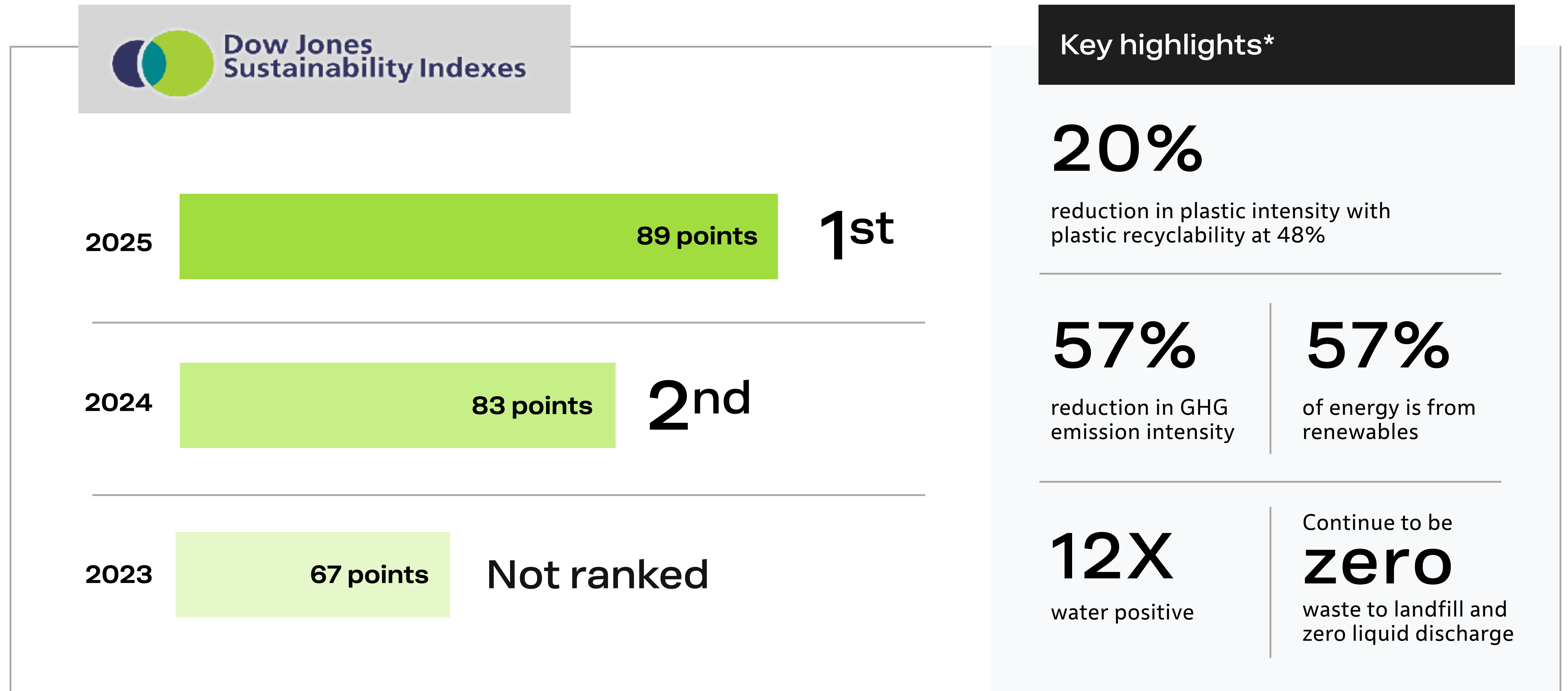
Simplification has also increased our cashflow from ~₹1500 cr to ~₹2500 cr

Consol cashflow from operations (₹ cr)



Cashflow improvement driven by strict working capital discipline

We have also become a far more sustainable organization



*India figures; External audit is in progress for FY 26; Data is subject to change based on the ongoing observations and corrections



GERC Process Critical To Quality
PACKING STAGE

Item	Description	Specification
1
2
3
4
5
6
7
8
9
10

CINTWOL

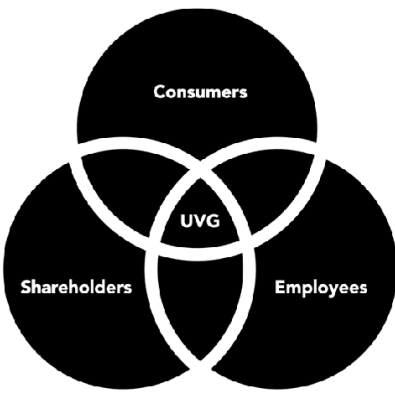


Good Knight

Coherent and evolving strategy through the years

2021

A simple strategy for the next 3-5 years

Double-digit Volume Growth Led through category development Funded by radical simplification



2024

Promises delivered on – How | Our Goodness Manifesto

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

OUR VALUES TRUST, BIE, OWN, BOLO, respect

OUR STRATEGY Led through category development Funded by simplification

OUR OPERATING PHILOSOPHY

1. Less is more. Much less is much more
2. Consumer first, Business second
3. Think local. Act global
4. Taxation before today
5. People and planet, alongside profit

OUR MEASURES

1. Industry leading UVG
2. More spend on brands, Less on cost to serve
3. More automation, Less working capital
4. More diversity, Less environmental impact

2025

Despite the tough environment, we remain true to our Goodness Manifesto

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Our Goodness Manifesto with two crucial modifications



Our Purpose

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

Our Values



Inspire Trust



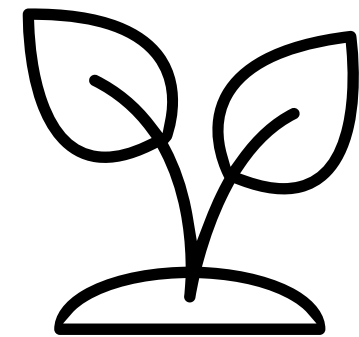
Create Delight



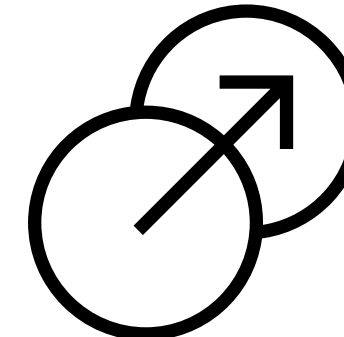
Be Bold

Our Strategy

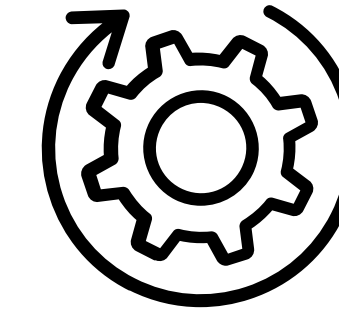
Lead through category development



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

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More diversity, Less environmental impact

Our Goodness Manifesto with two crucial modifications



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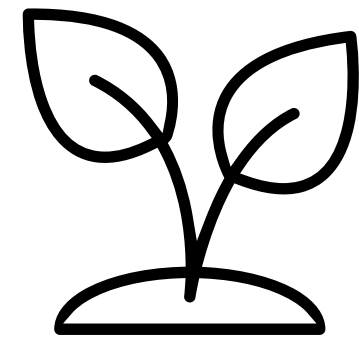
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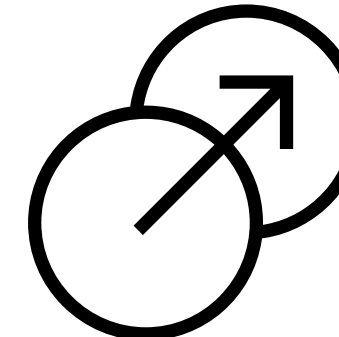
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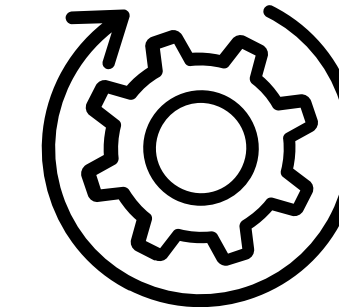
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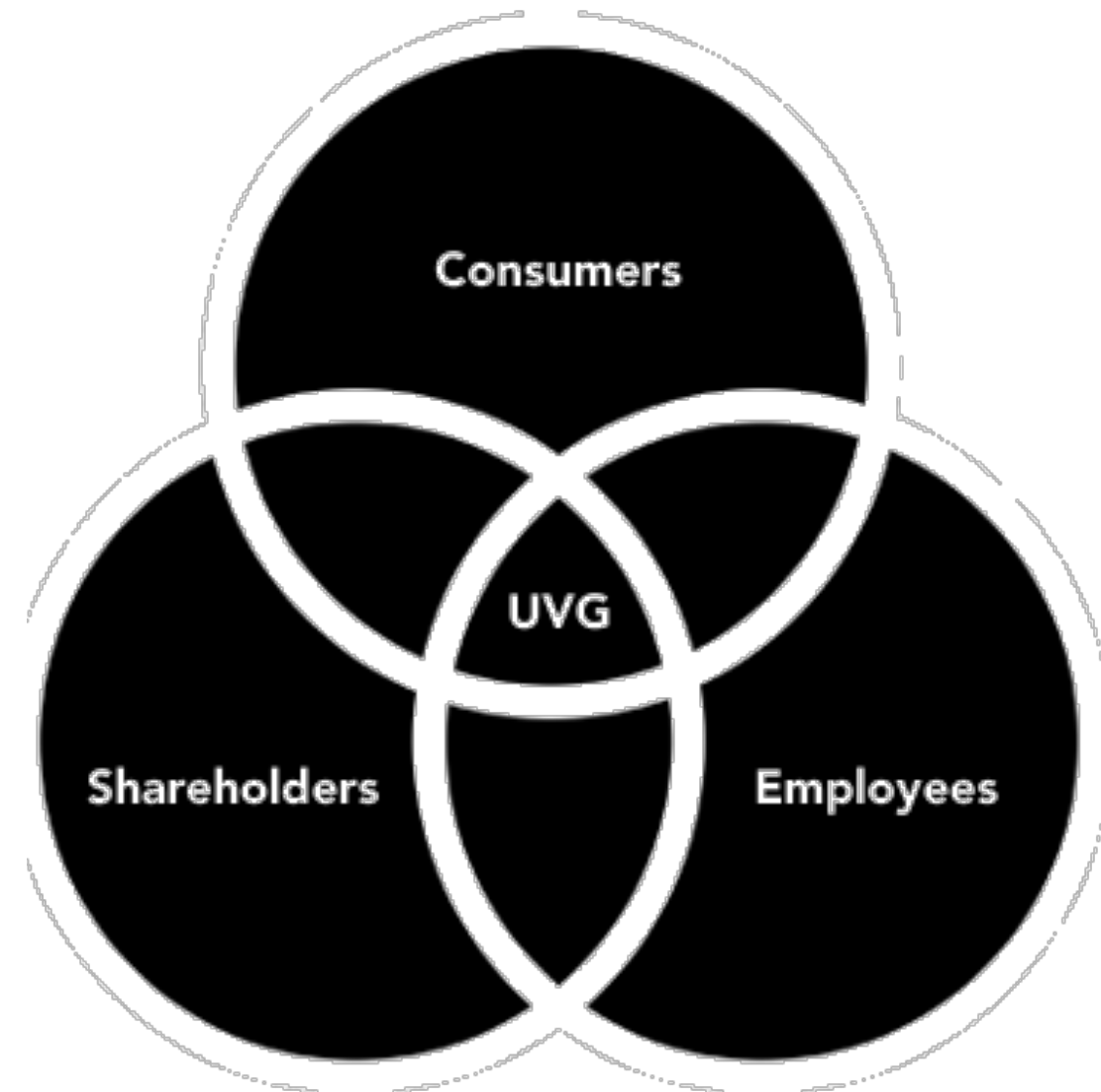
More spends on brands, Less on cost to serve

More automation, Less working capital

More diversity, Less environmental impact

An honest assessment

Double digit
Volume growth



Led through category
development



Funded by radical
simplification



We are confident for the next 4 year period

3 reasons for our confidence

3 key messages we want you to remember

Portfolio Transformation



GCPL's portfolio transformation has kick-started a long-term compounding effect; **which will lead to double-digit UVG**

HI Turnaround



Powered by RNF, our HI India portfolio has structurally turned around

Africa Structural Reset



Our Africa business has structurally turned around

But before that:

A quick look at

our FY 26 performance

What we promised for FY 26

Standalone
UVG

**Mid-high
single digit**

Consol
revenue growth

**High
single digit**

Consol
EBITDA growth

**Double
digit**

Our scorecard

Standalone
UVG

**Mid-high
single digit**

Consol
revenue growth

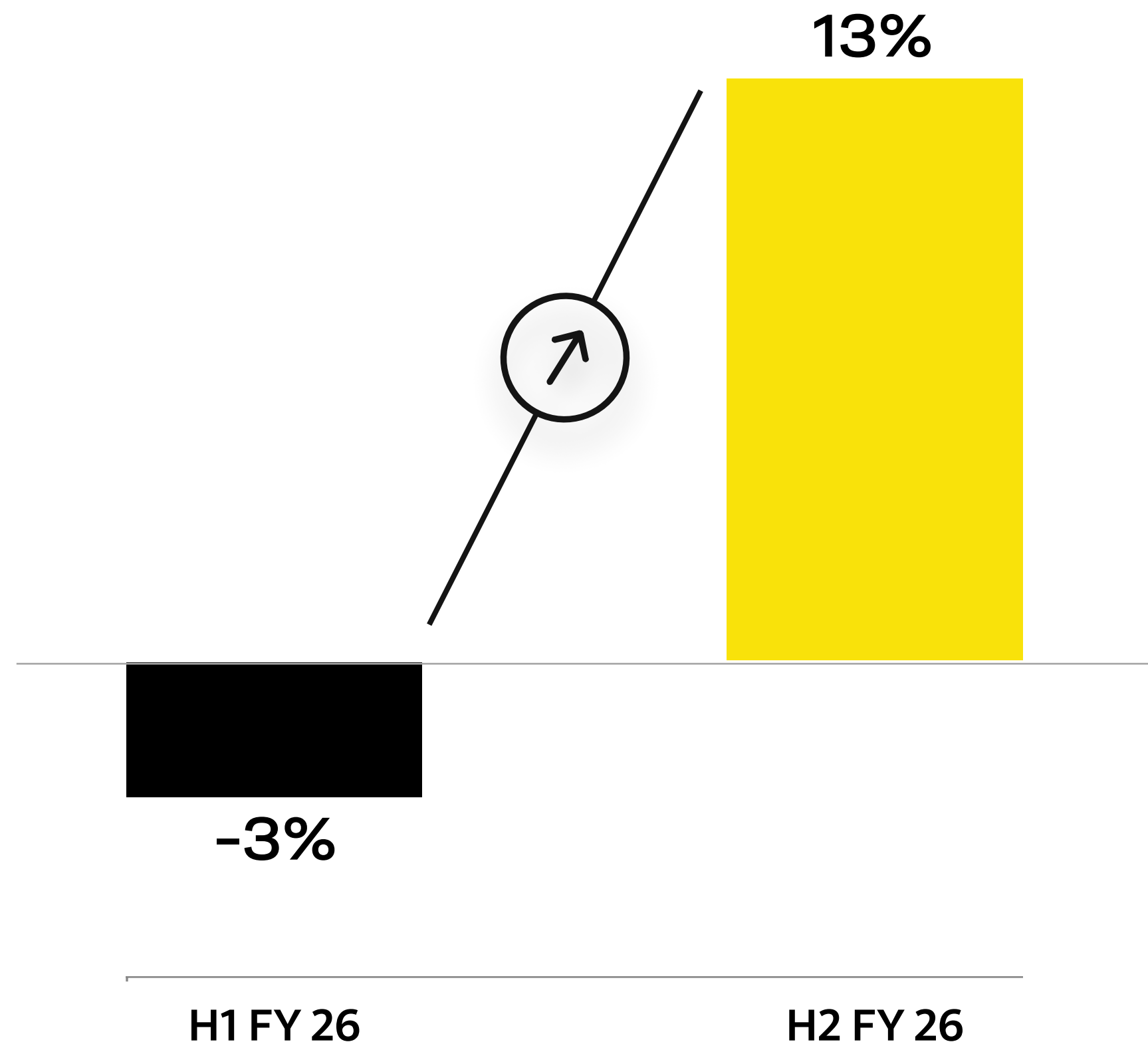
**High
single digit**

Consol
EBITDA growth

**Mid
single digit**

EBITDA under pressure in H1 FY26, but we drove sharp recovery in H2 FY26

EBITDA improvement



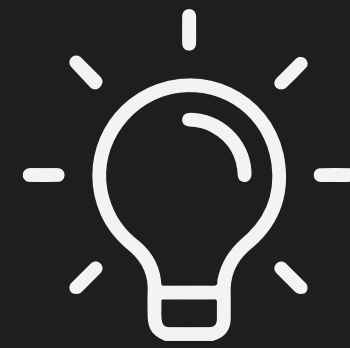
Driven by a record year on cost savings

₹400 cr+

cost savings delivered globally in FY26

A report card for FY 26

What went well



Portfolio transformation in India



Cost savings

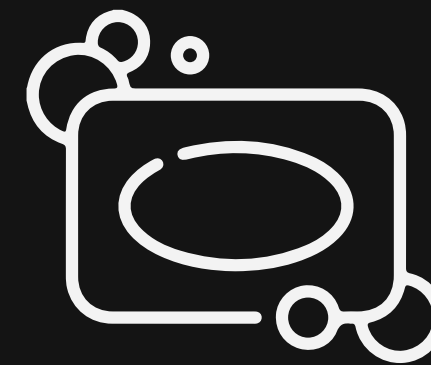


Africa structural reset



#1 rank

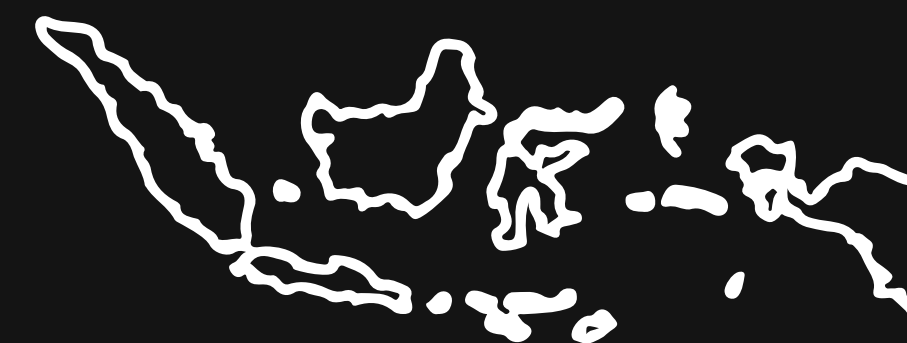
What could have been better



Soaps performance



Argentina profitability



Indonesia growth

3 reasons for our confidence

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Three key themes

Portfolio Transformation



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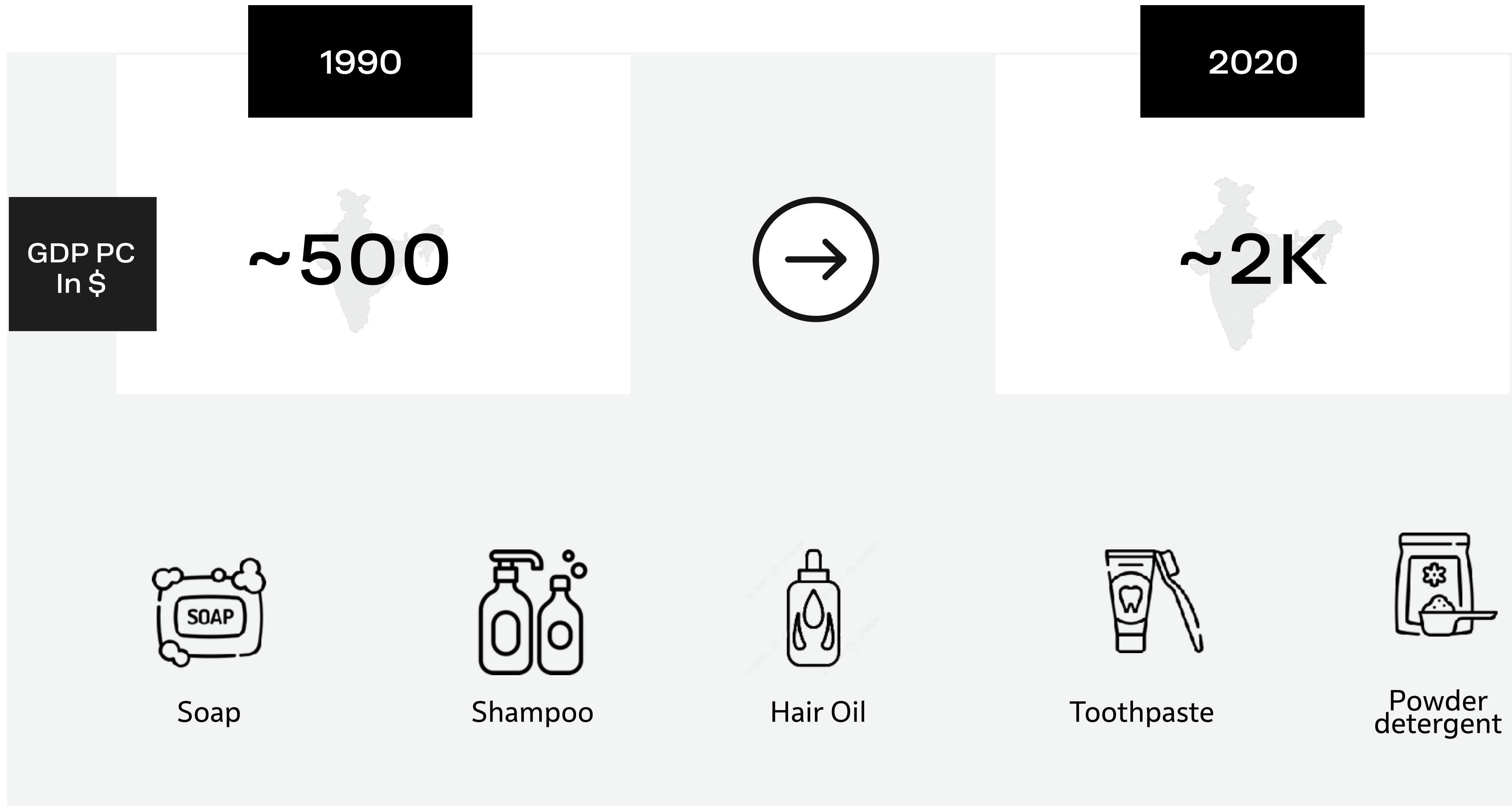
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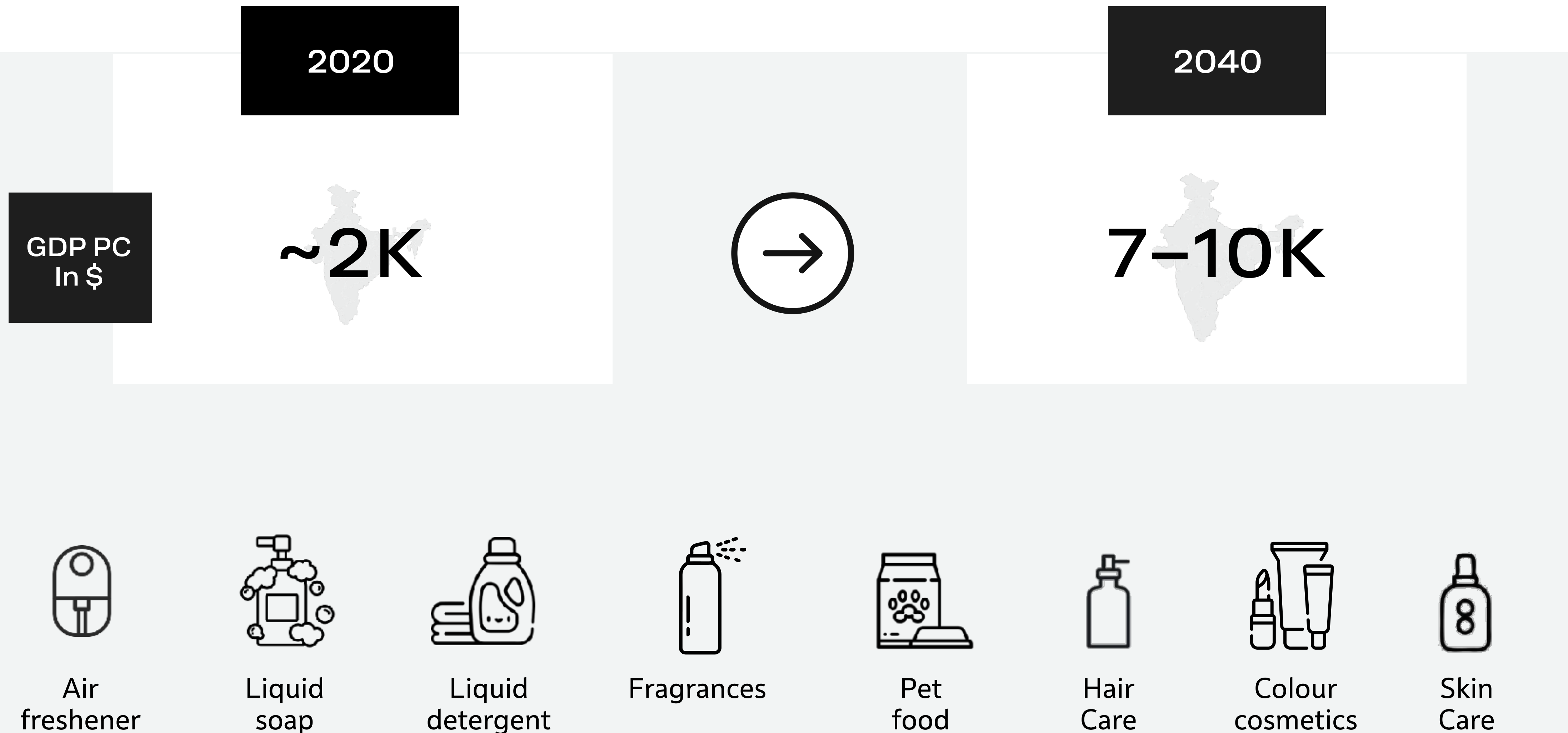


Our Africa business has structurally turned around

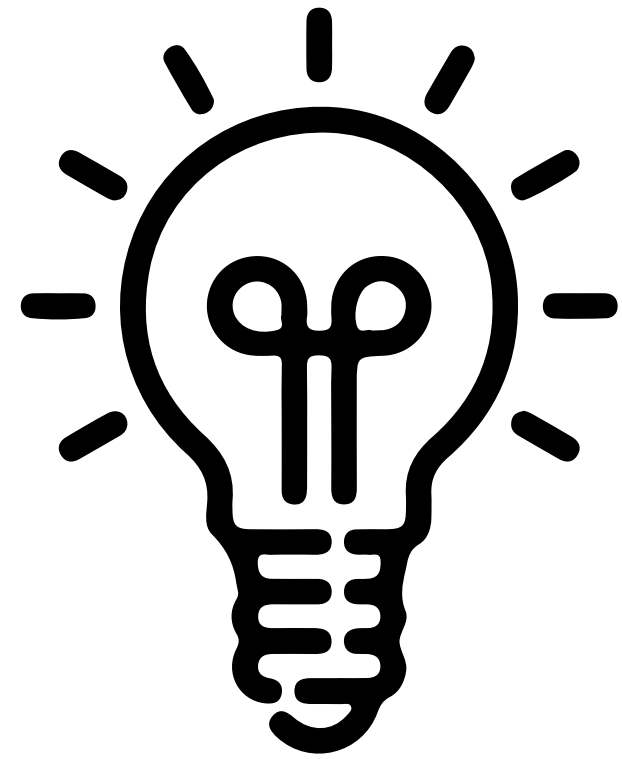
Journey so far: India has transformed over the last 30 years with rising incomes



Backcasting the Future: India will continue to transform in the next 20 years, throwing multiple opportunities

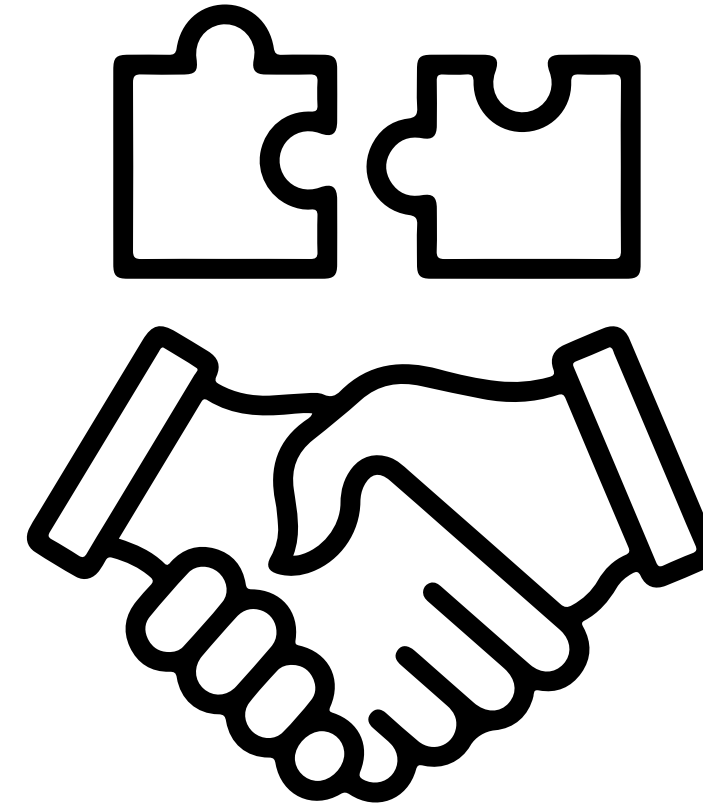


Multiple deliberate actions taken to transform our portfolio



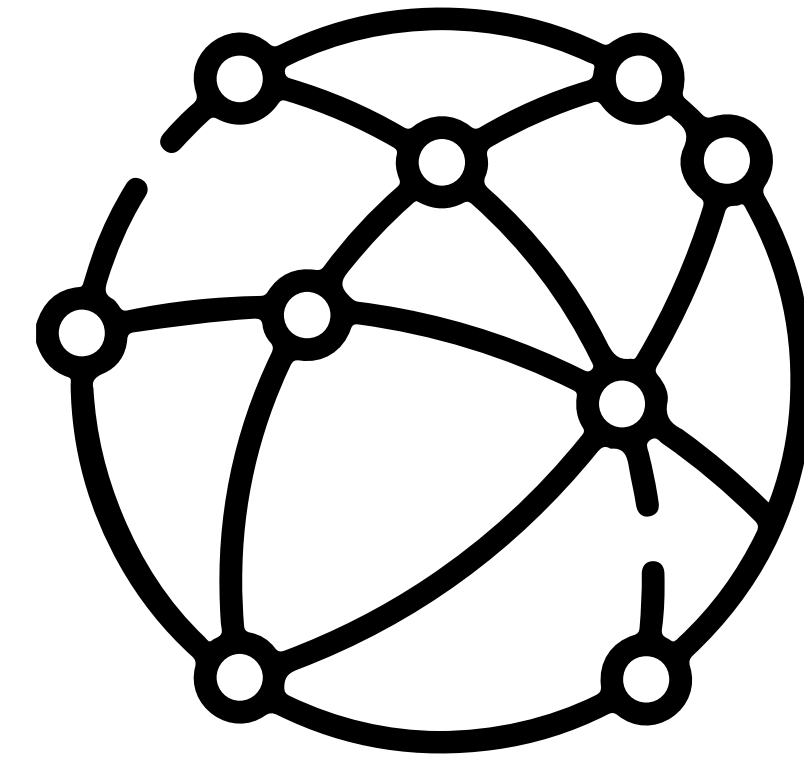
Organic innovations

Launching innovative products in high TAM categories



Inorganic acquisitions

Acquisition of leading brands in high TAM categories

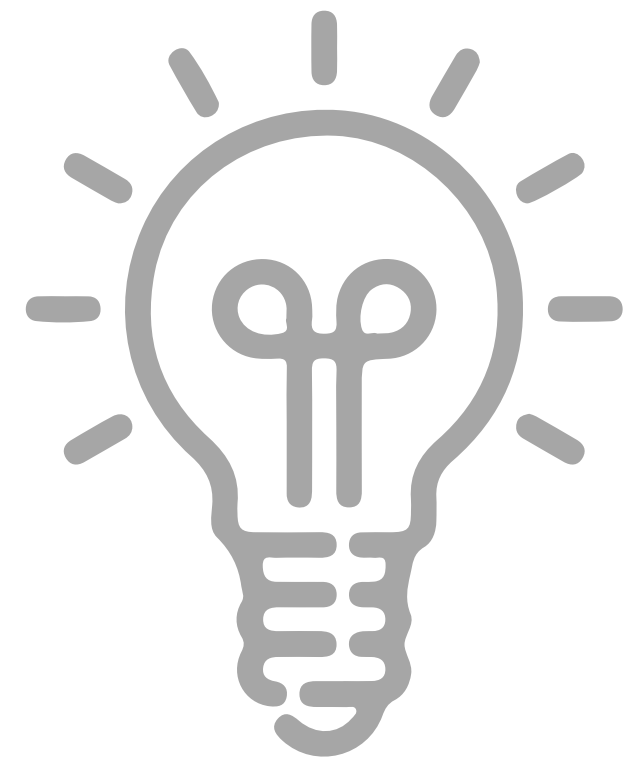


Organic geographic expansion

Expansion of Air Care and Shampoo Hair Colour globally

Set up of Godrej international operations to drive global expansion

Multiple deliberate actions taken to transform our portfolio



Organic innovations

Launching innovative products in high TAM categories



Inorganic acquisitions

Acquisition of leading brands in high TAM categories



Organic geographic expansion

Expansion of Air Care and Shampoo Hair Colour globally

Set up of Godrej international operations to drive global expansion

Inorganic acquisitions: Leading brands in high TAM categories

Deos & Fragrances



**Mid
teens**
(2Y CAGR on UVG)

Sexual Wellness



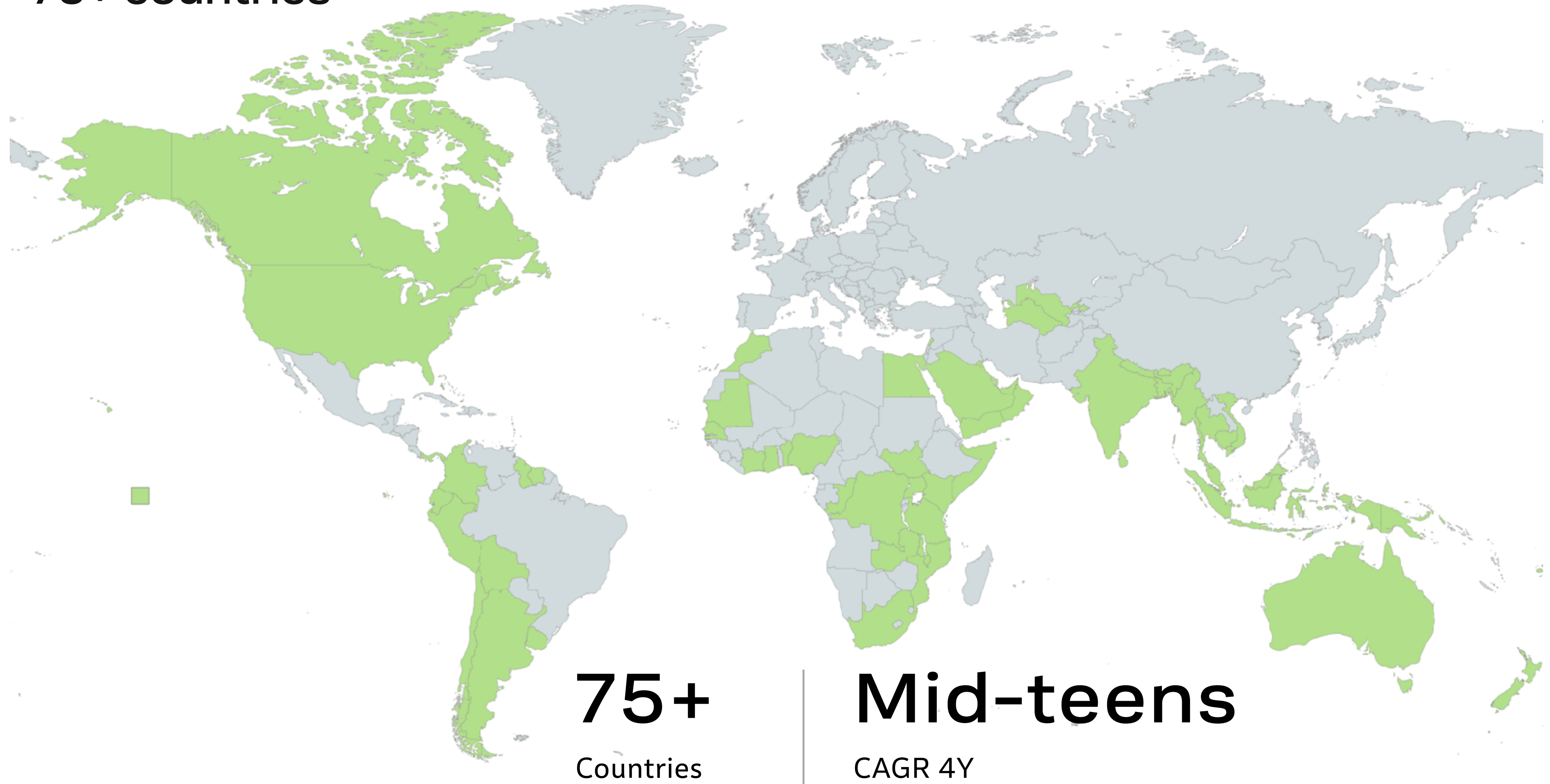
**Low single
digit**
(2Y CAGR on UVG)

Facewash



**Strong initial
response**

Geographic expansion: Propelled by our portfolio, we have expanded to 75+ countries



Multiple deliberate actions taken to transform our portfolio



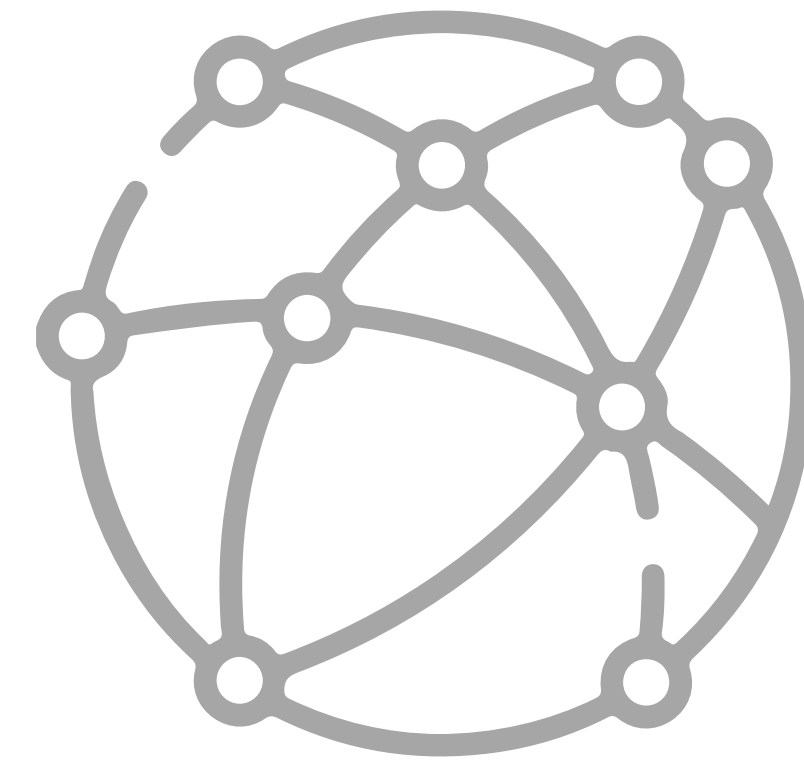
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Organic geographic expansion

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Organic innovations: Launching innovative products in high TAM categories

Q2'24



Q3'24



Q1'25



Q1'26



Q3'26



Q3'26

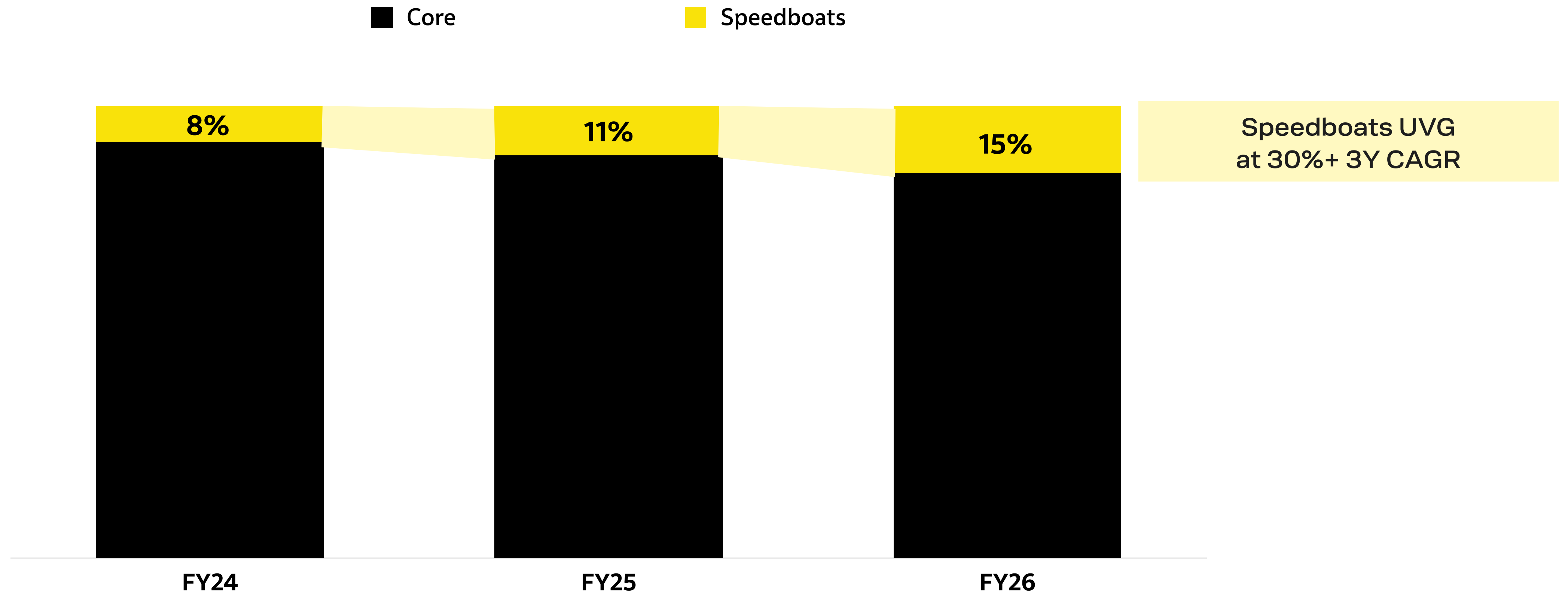


3 of our innovations are blockbusters in their respective categories - **Our Speedboats**



Steadily compounding since FY24

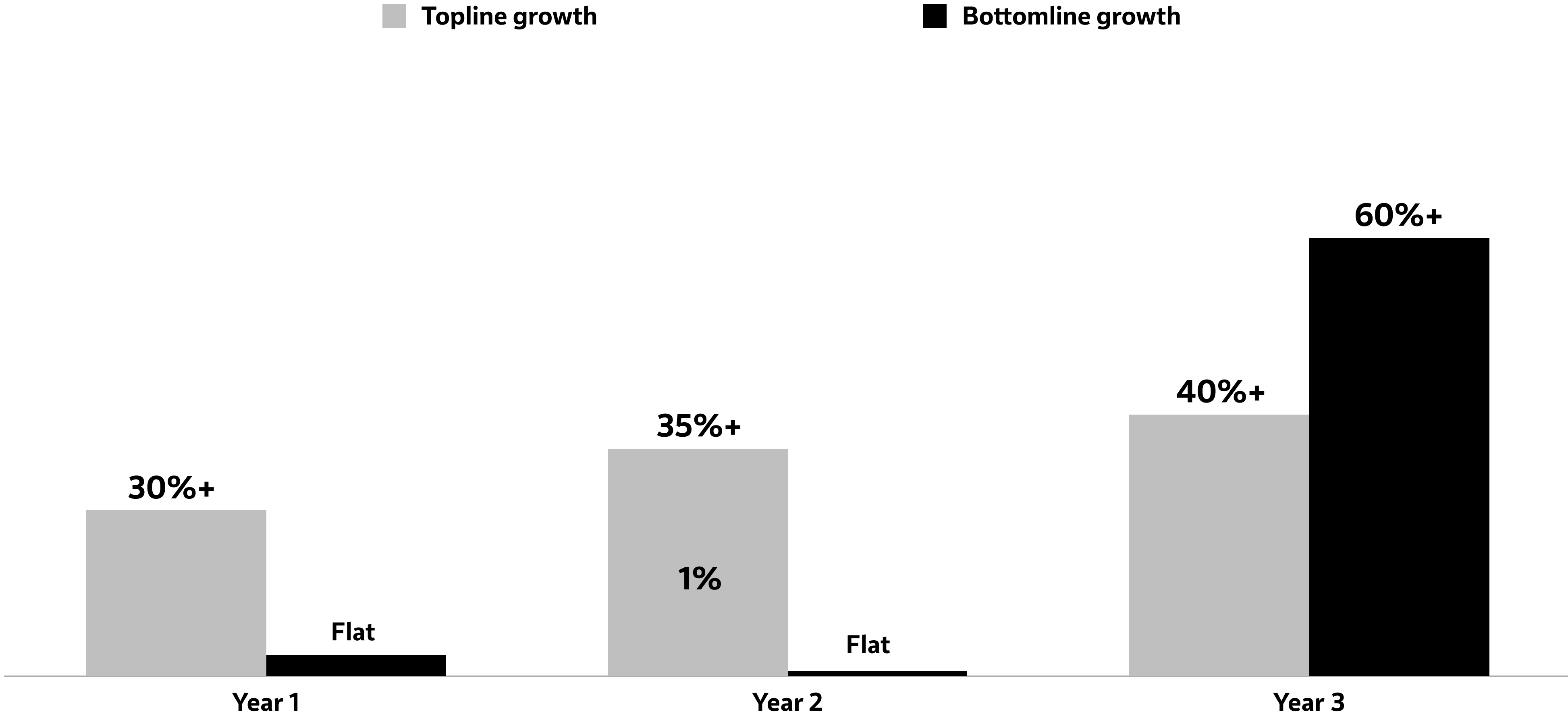
Our Speedboats have led the compounding in India since FY24



1: Organic growth

Note: India Speedboats include Fab LD, Incense Sticks, Air Fresheners, Spic and other Innovations

Speedboats start compounding profits after initial few years of investments



Speedboats designed not just for topline but also for profits

Case Study: India Air Care

	Year 0: Pre investment	Year 1: Investment phase	Year 3: Compounding phase	Year 6: Next milestone
Net sales	X	~1.3X	~2X	~4X
Investment	Y	~2Y	~2Y	~3Y
Profit	Z	~Z	~2Z	~6Z

Bottomline compounds post initial investments

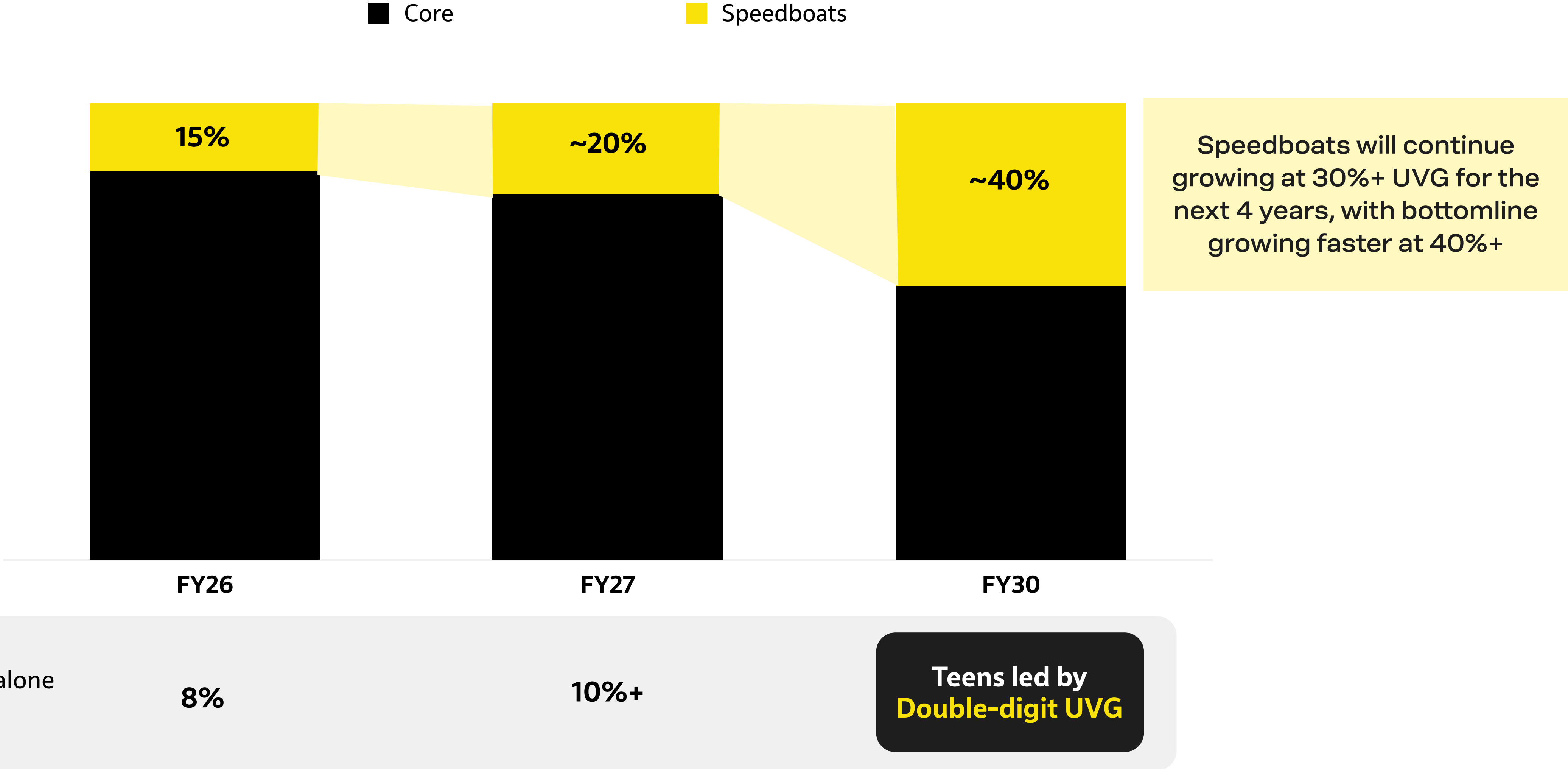
Speedboats designed not just for topline but also for profits

Case Study: GK Incense Sticks

	Year 0: Launch	Year 3: Compounding phase	Year 6 onwards: Stable phase
Net sales	X	~6X	~12X
Investment	Y	~4Y	~6Y
Profit %	0%	Slightly behind India	In line with India

Margin significantly improves as scale kicks in

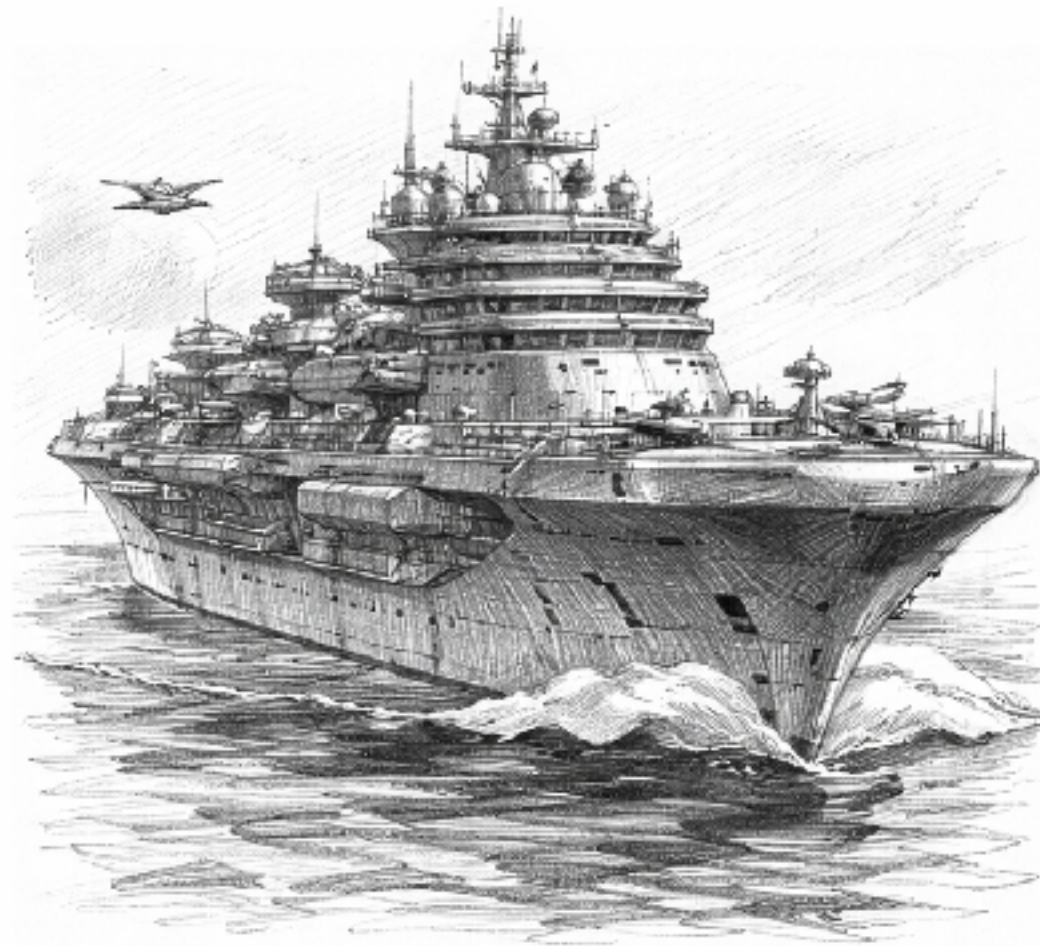
Driven by Speedboats, we will continue to step up growth



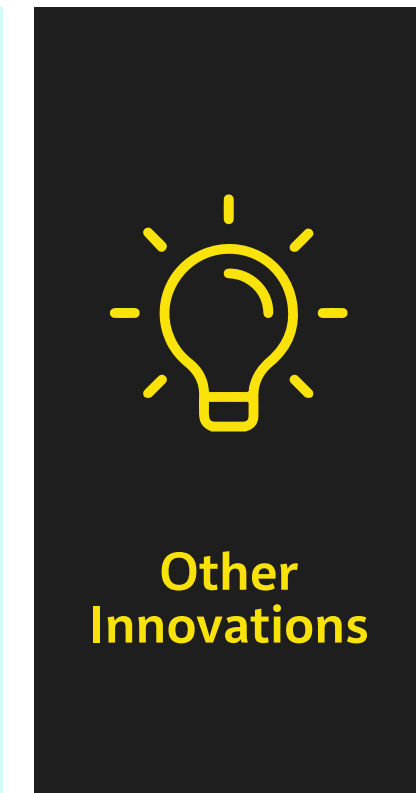
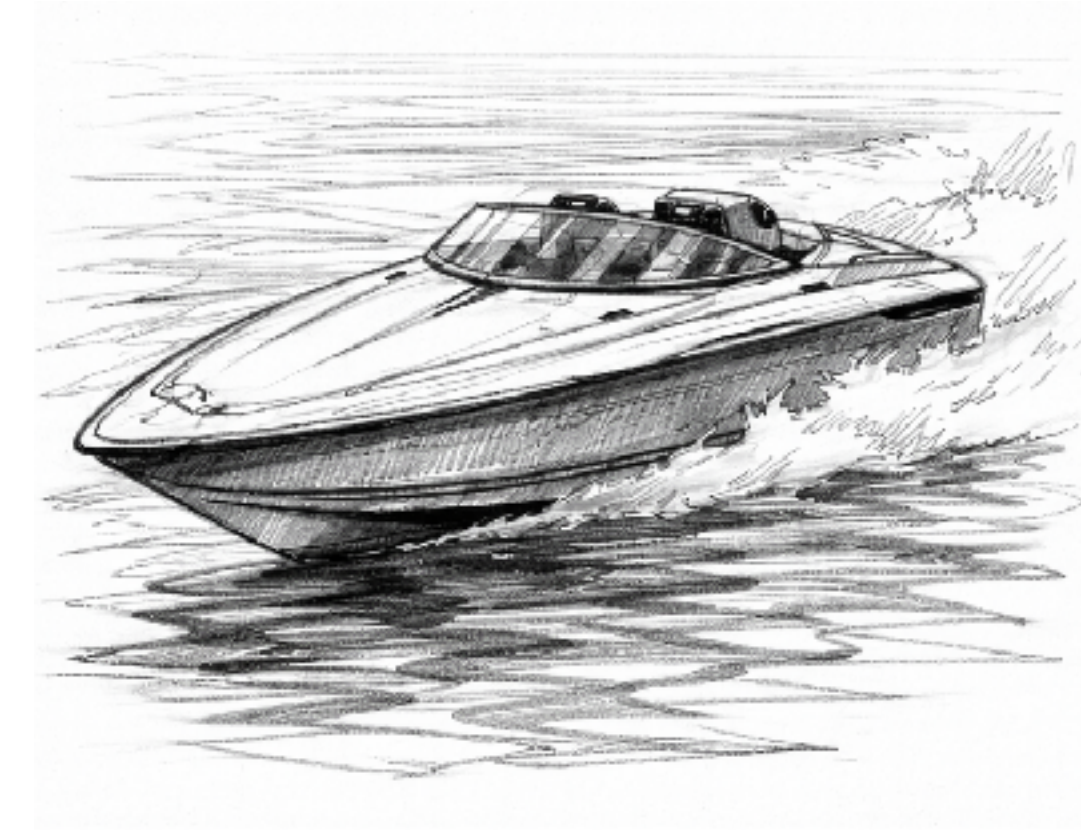
Note: India Speedboats include Fab LD, Incense Sticks, Air Fresheners, Spic and other Innovations

Our portfolio has a Mothership and multiple Speedboats designed for exponential growth

Mothership



Speedboats



Mothership:

Our core

competitive edge

We have a strong competitive moat in each of our Mothership categories

Household Insecticides



Best in class RNF molecule

Skin Cleansing



History of strong in-market execution

Hair Colour



History of innovation and strong distribution

Our Mothership categories have immense potential to grow via Speedboats

Household Insecticides



Skin Cleansing



Hair Colour



Propelled by these Speedboats, our Mothership categories can grow double digit

Household Insecticides



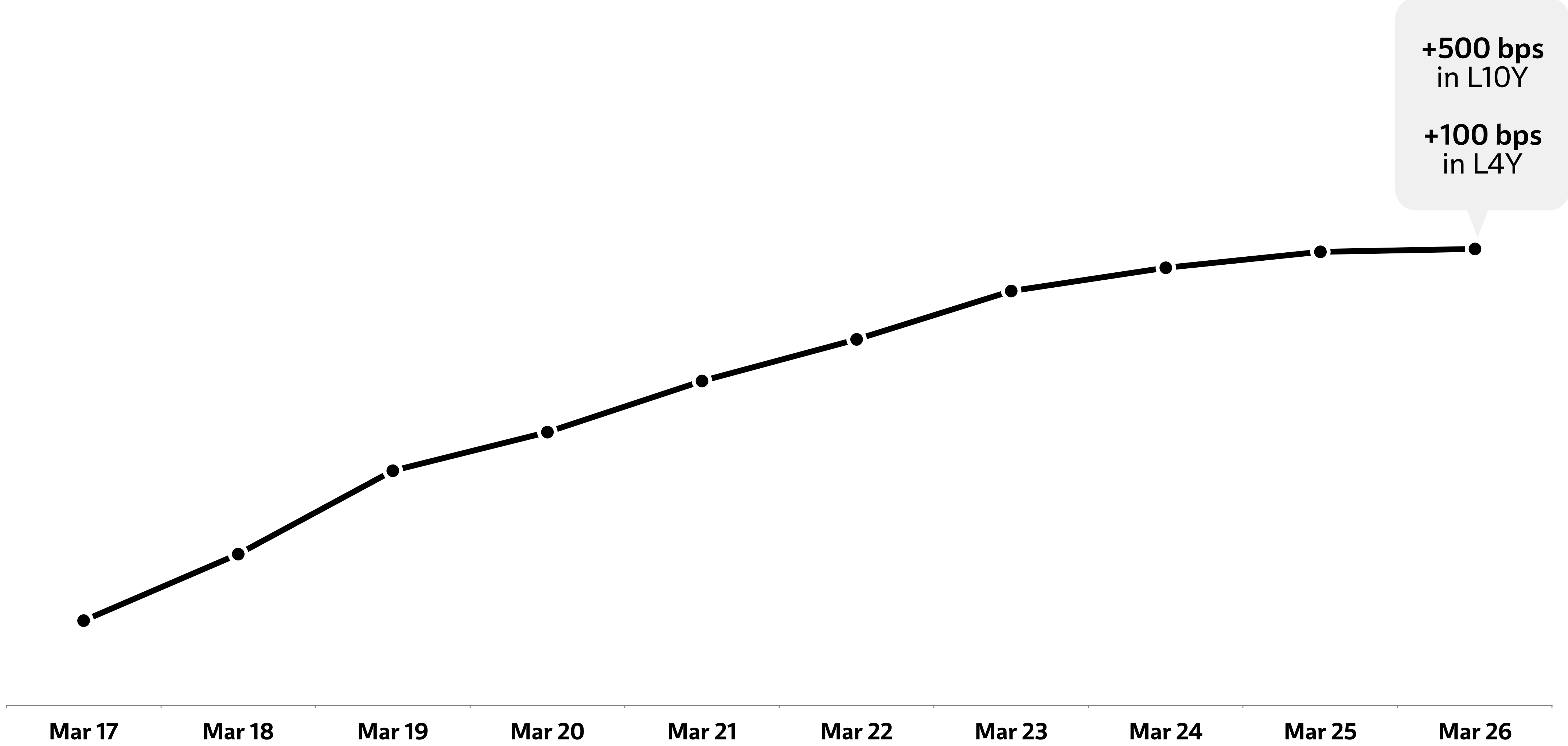
Skin Cleansing



Hair Colour

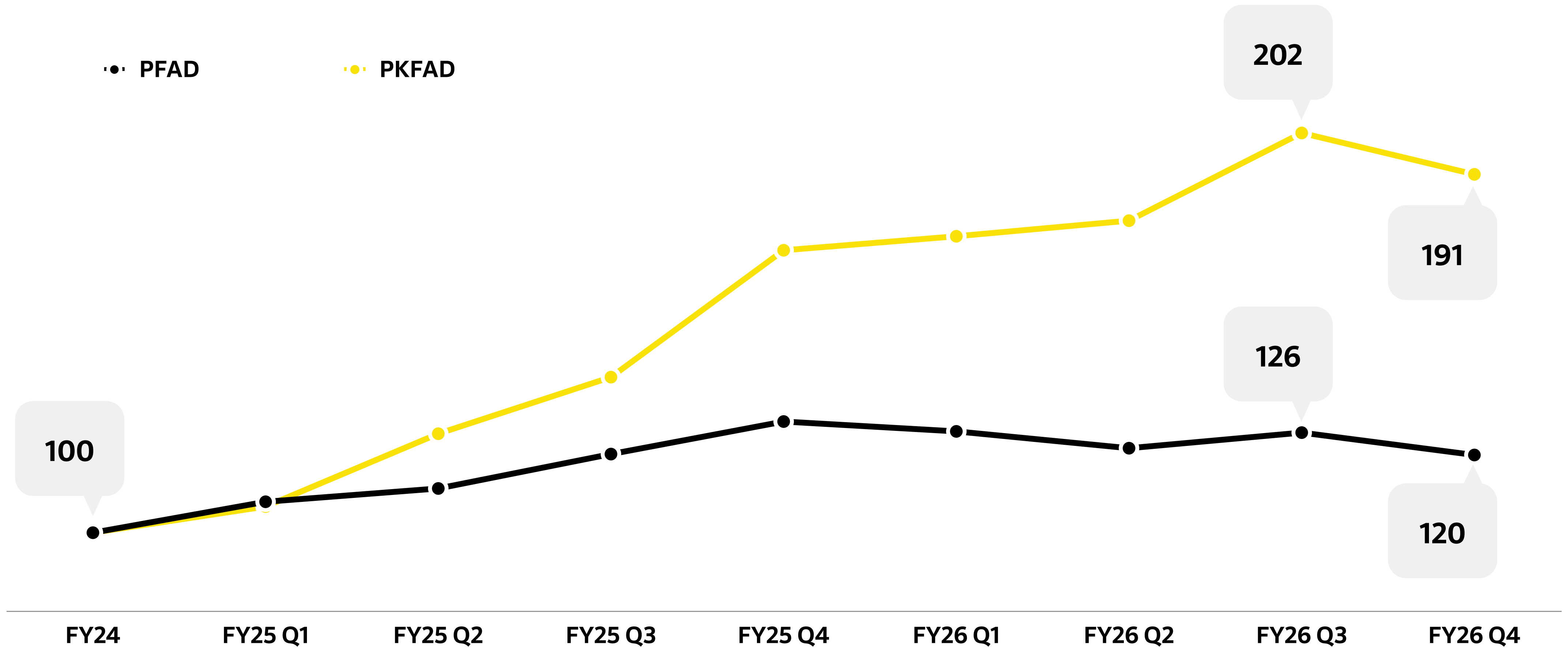


GCPL has a proven track record of gaining market share for more than a decade



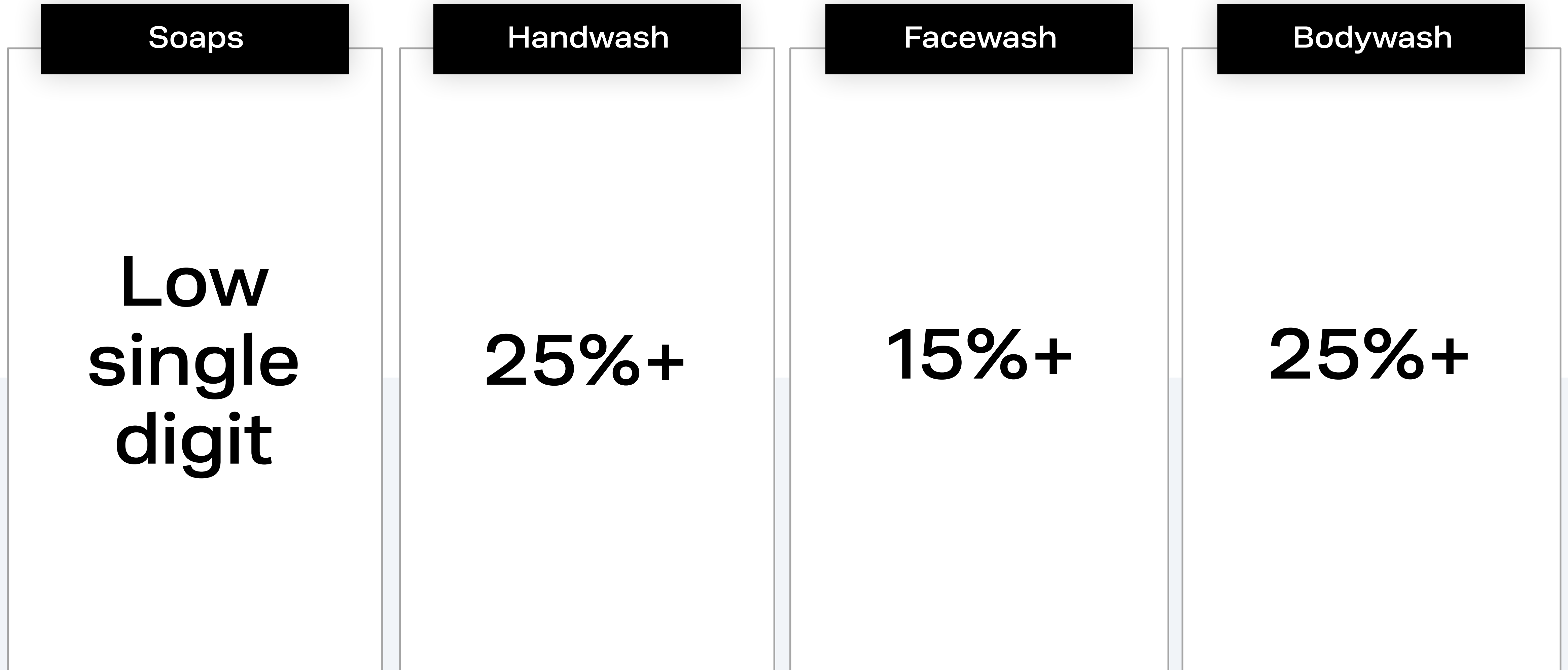
Source: Nielsen

However, recently our soaps business has been impacted by adverse inflationary conditions



Note: Indexed price of palm derivatives

And consumers are upgrading faster to liquids



All the above growth rates are respective category growths for FY 23- FY 26

We are aggressively focusing on the broader skin cleansing space

	Soaps	Handwash	Facewash	Bodywash
Current position	 <p>2nd largest Soaps player in India</p>	 <p>Largest player in Handwash ¹</p>	 <p>3rd largest player in Men's Facewash</p>	 <p>Nascent play</p>
Aspiration:	<p>Profitable share gain</p>	<p>Double digit growth</p>	<p>2-3X revenue aspiration ²</p>	<p>Top 3 player</p>

Focused execution will lead to double digit growth

1: Powder to Liquid Handwash category; 2: As per business plan

பயந்தால்
வளர்வது எப்போது

Goodie

CINTHOL

ORIGINAL

Deodorant and complexion soap





दिल से खूबसूरत







Now that's magic!



Godrej Magic

Household Insecticides



Skin Cleansing



Hair Colour



We continue winning shares across key Hair Colour bets

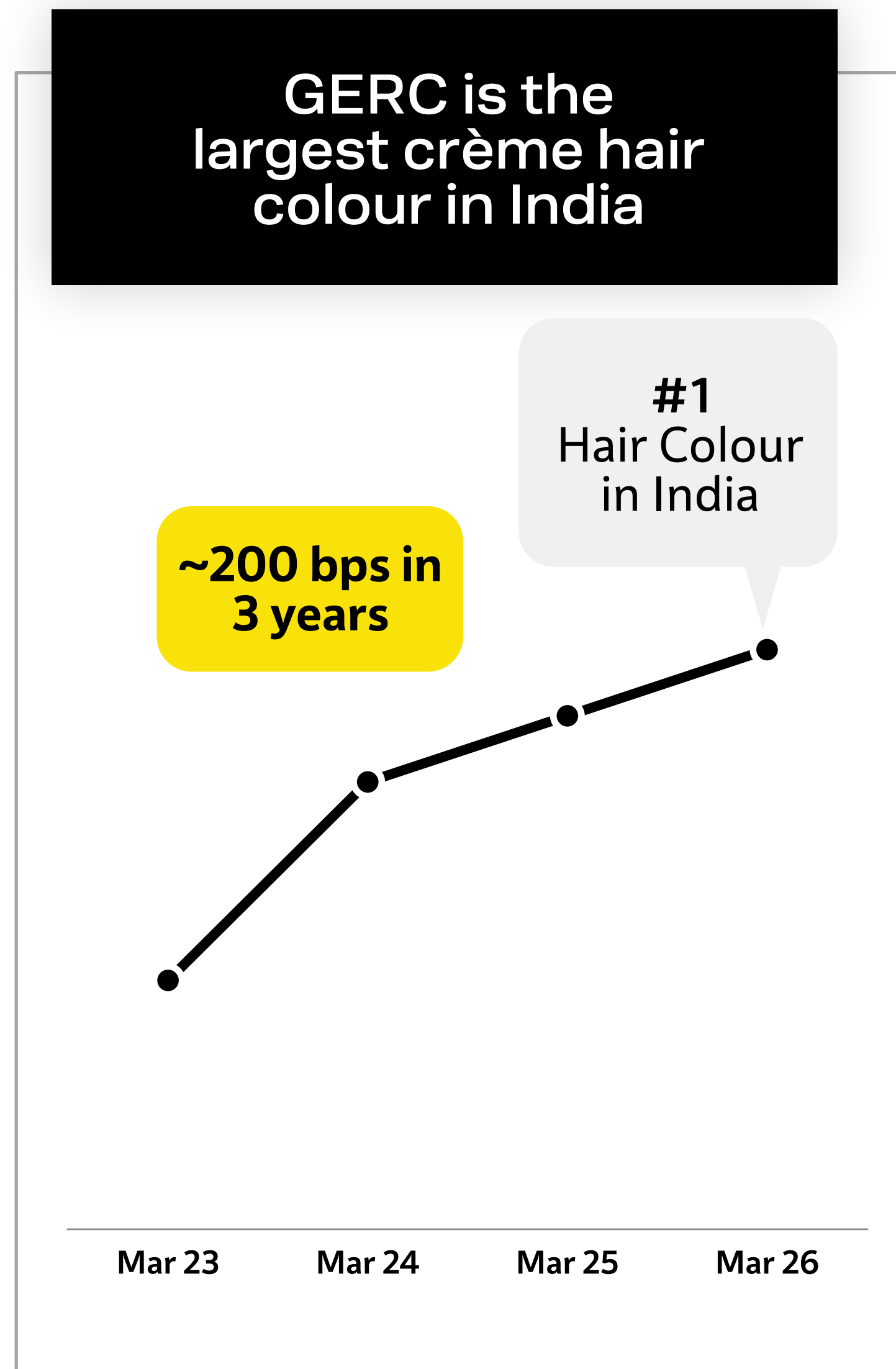
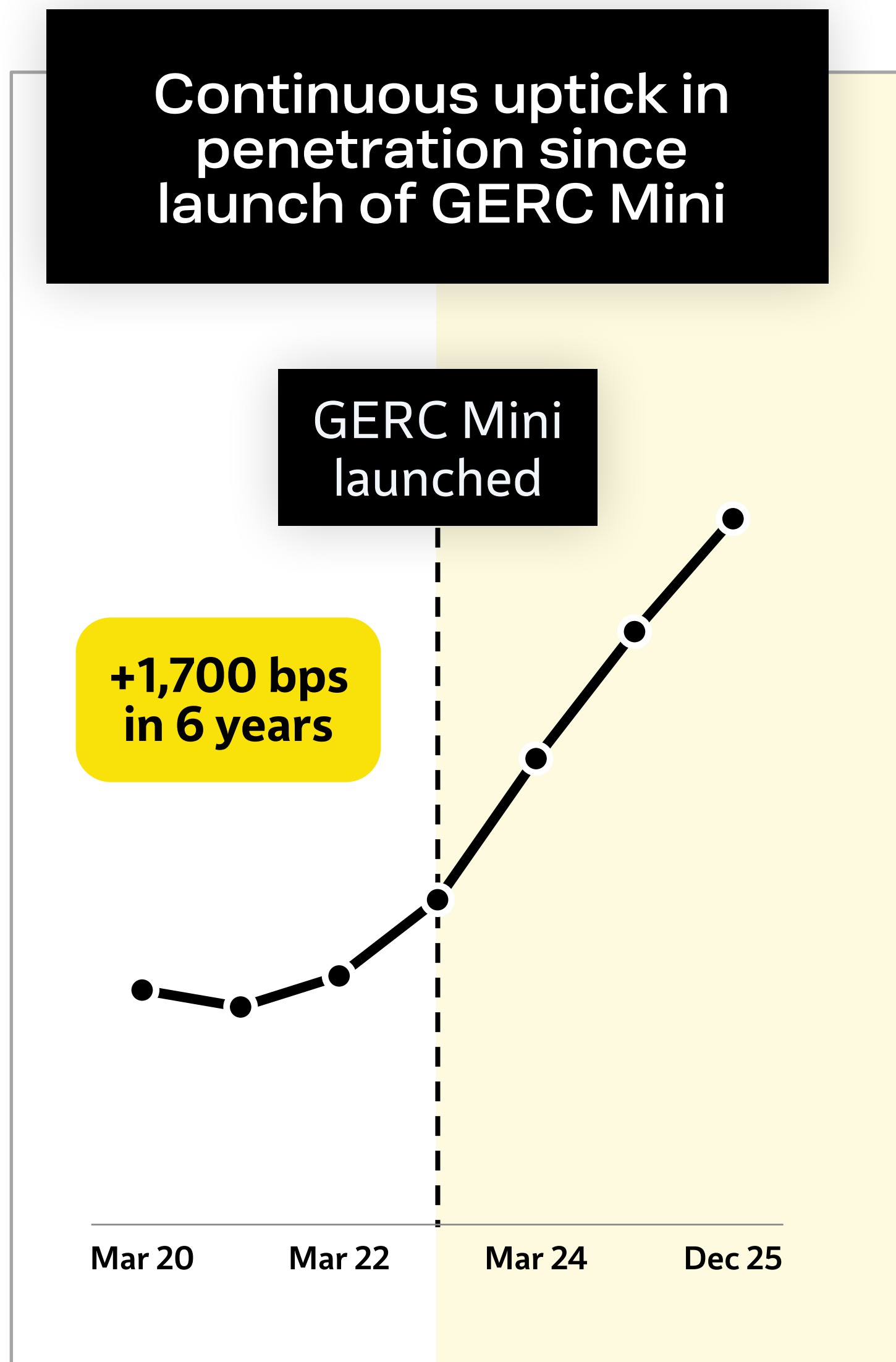
Crème



Shampoo Hair Colour



GERC Mini has been a game changer in the category





NEW

expert

natural black 1.00
crème hair colour

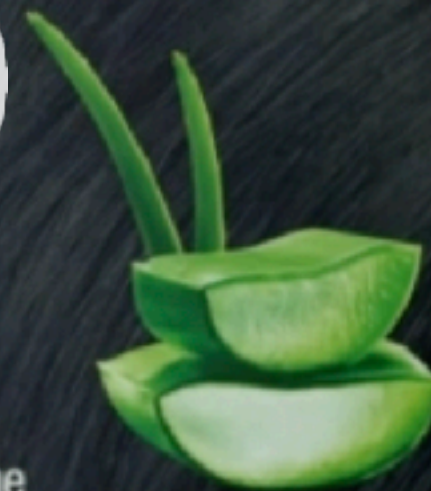


rich
crème

natural
black

ultra soft
deep shine

long lasting colour | 100% grey coverage
no ammonia



10x^{more}
aloe vera*





only
₹ 15*

short
hair



Godrej Selfie
shampoo
hair colour

*5ml+5ml

Godrej Selfie, only for Rs. 15



Speedboats:
Primed for
exponential Growth

We are investing in our Speedboats to nurture and scale them

Scale successful innovations



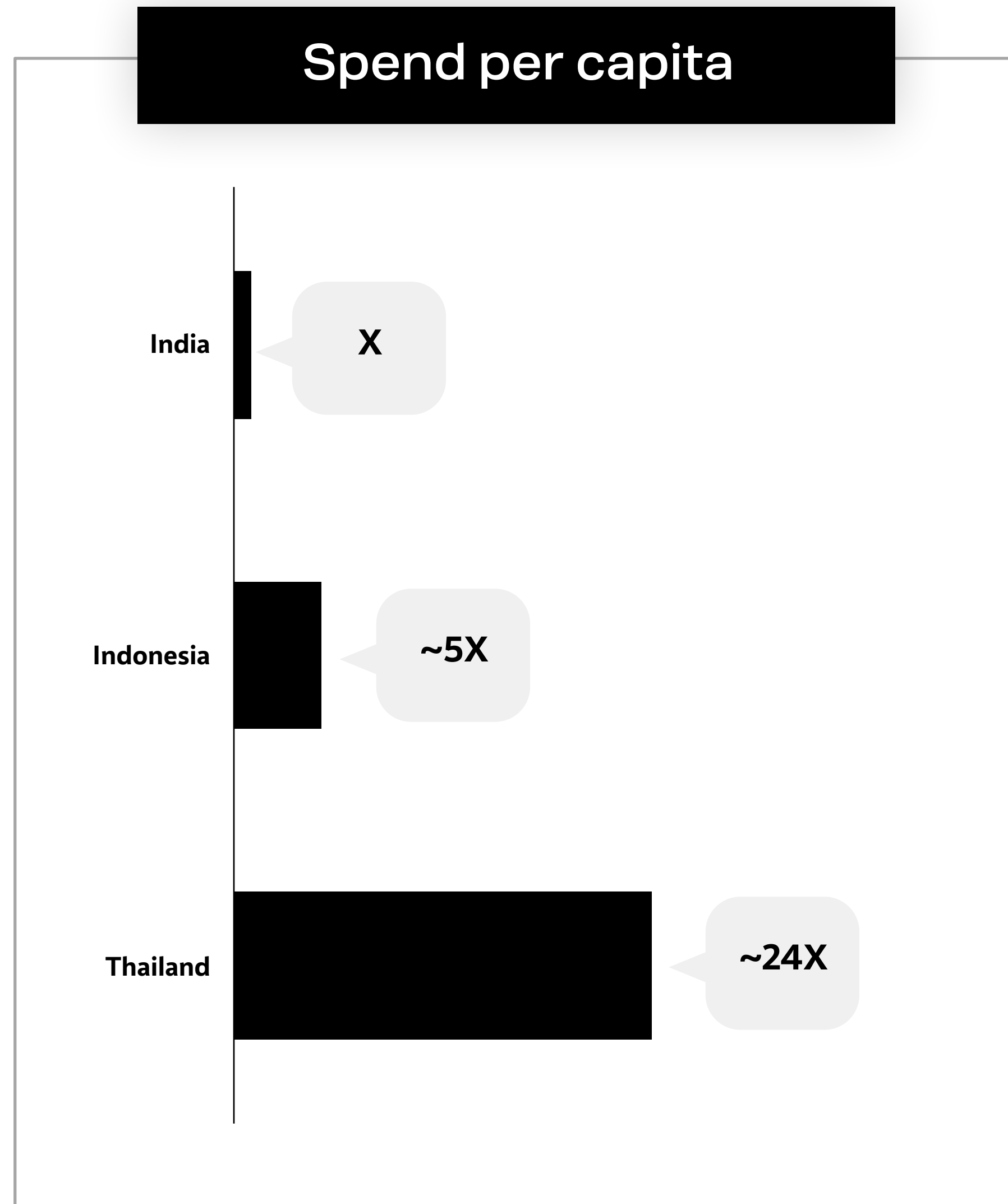
Nurture incubations



Air Fresheners



Air Fresheners holds the potential to be our largest category by 2040



In top developed markets,
Air Care is one of the

Top 4

Home Care categories

Aer in India: Winning mix leading to consistent penetration and share gains

Pricing



Consumer forward pricing of Aer Spray at ₹99

Media



Innovations



~25%

Volume CAGR in 4 years

~400bps

Household penetration increase in 4 years

500bps+

Market share increase in 4 years

Continued market leadership

Air Fresheners is our first truly global portfolio



X_{cr} \rightarrow $\sim 3.2X_{cr}$
FY 22 FY 26

$\sim 34\%$

CAGR 4Y
(international)



*रचनात्मक चित्रण.



*रचनात्मक चित्रण.



Godrej

aër

spray





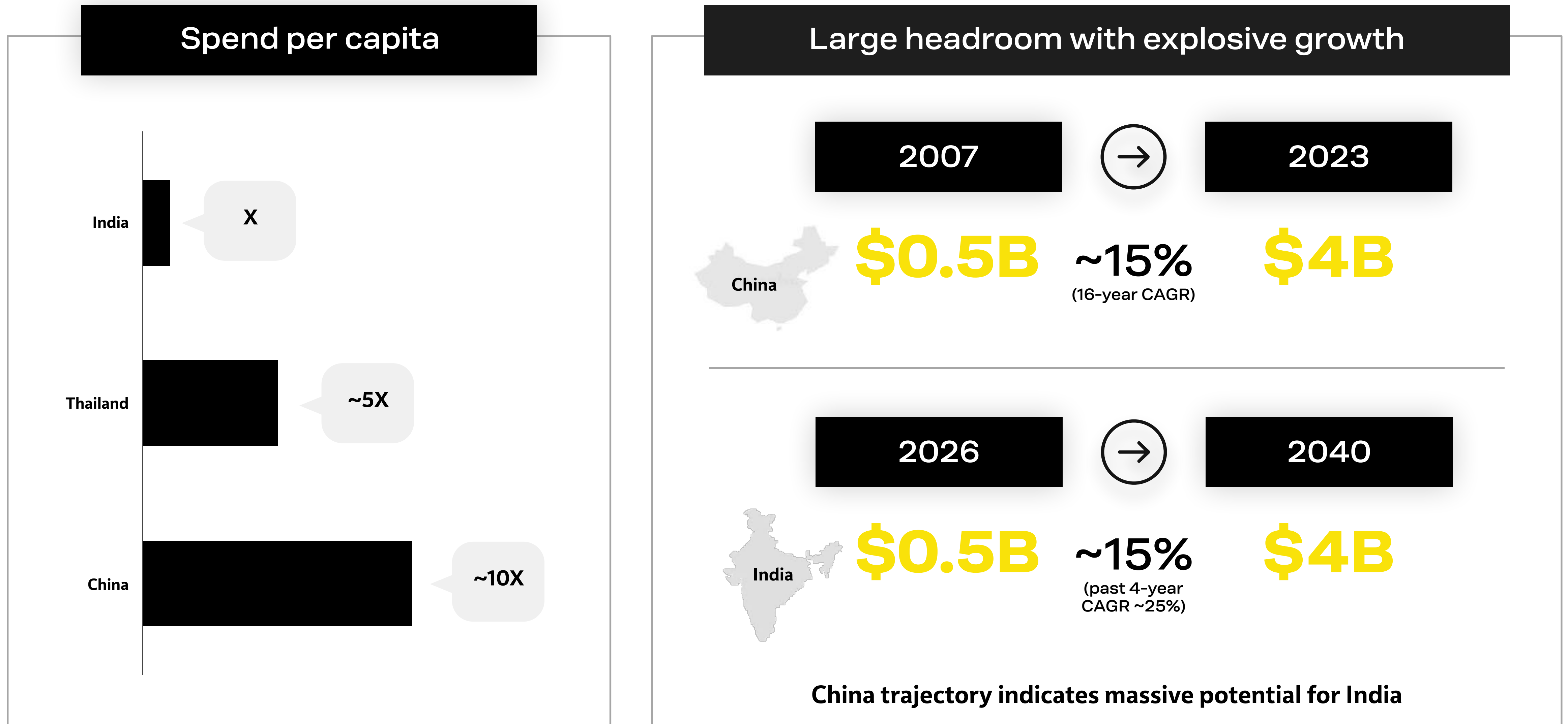


*क्रिएटिव विजुवलाइज़ेशन. दिखाई गई तस्वीरें केवल चित्रण के लिए हैं.

Godrej Fab

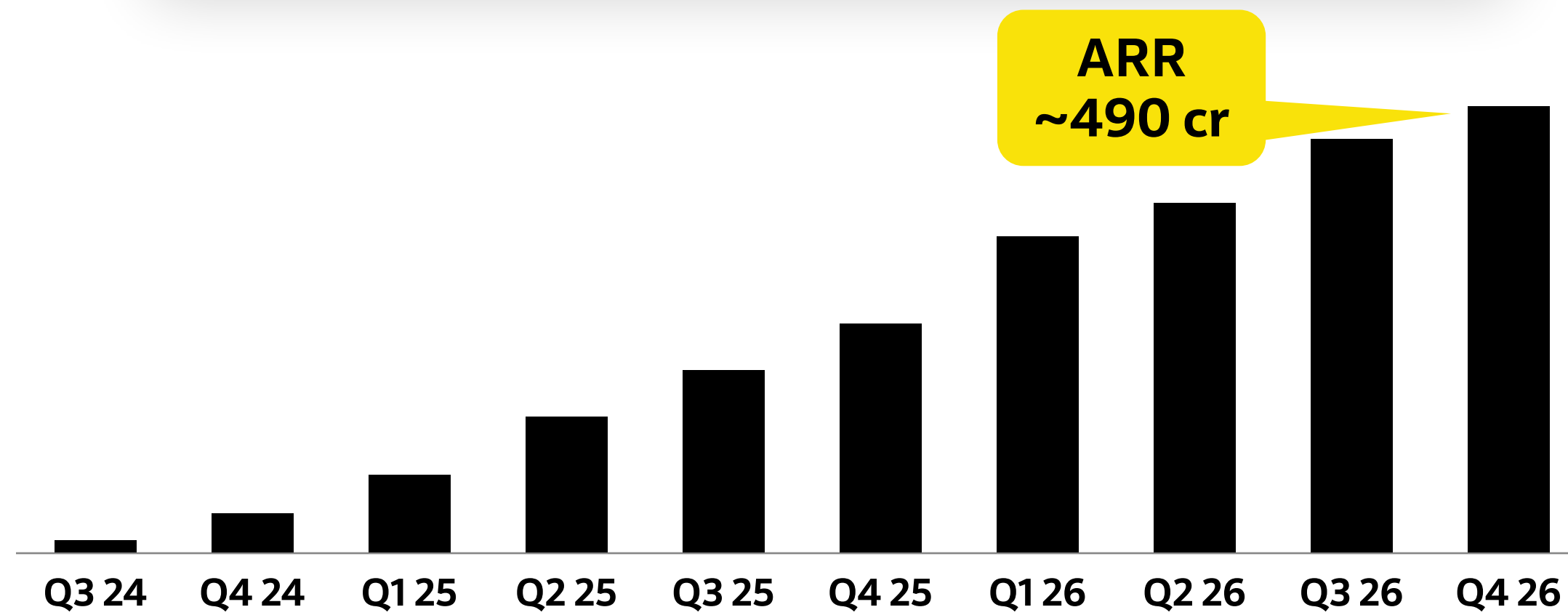


Liquid detergents: India poised to follow China's upgrade story



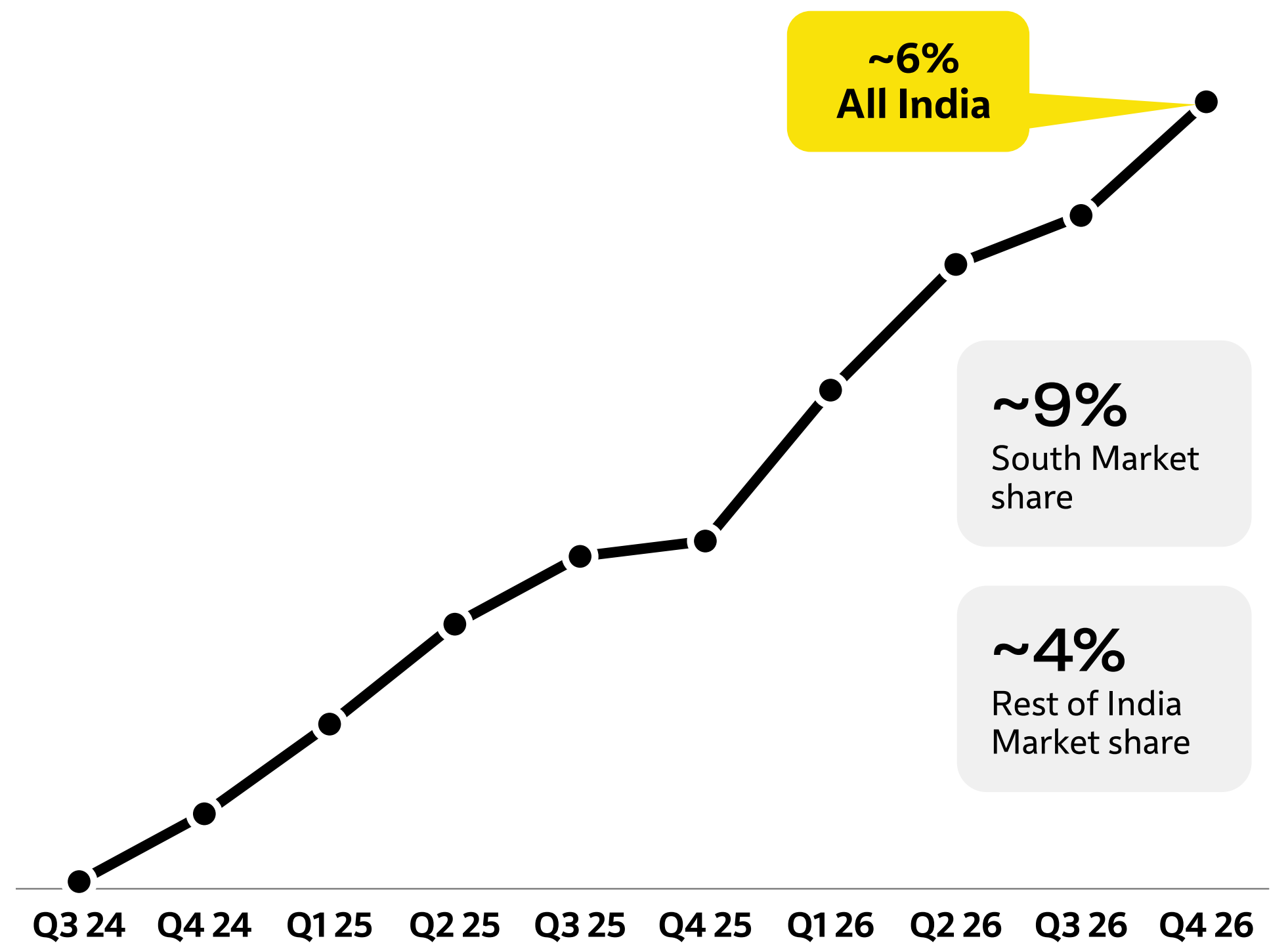
Strong evidence in the rapid scale up of Godrej Fab

0 to ~490 cr ARR in 10 quarters



Continued momentum in market share

All India Market Share Trajectory





Godrej
fab

LIQUID DETERGENT



bright
whites &
colours



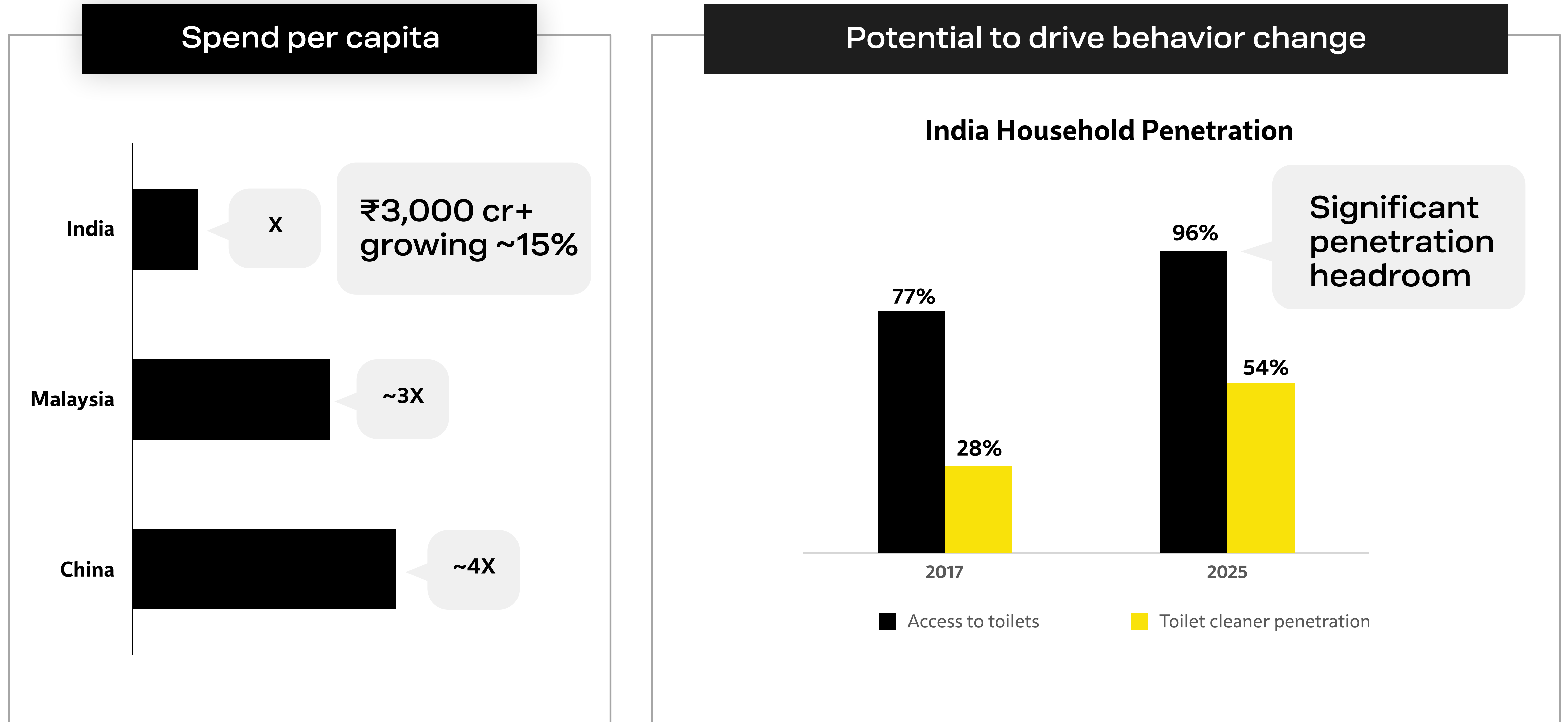
suitable for
machine &
hand wash

1L

Godrej Spic



Toilet Cleaners: Large headroom for growth exists in India



Promising launch of Godrej Spic

Stellar launch in Tamil Nadu



FAB-ulous national scale up of Godrej Spic



~X
Per month¹



~X
Per month¹

1: Internal sales data in 3 months immediately following national scale up



₹79/-

Godrej

spic
TOILET CLEANER



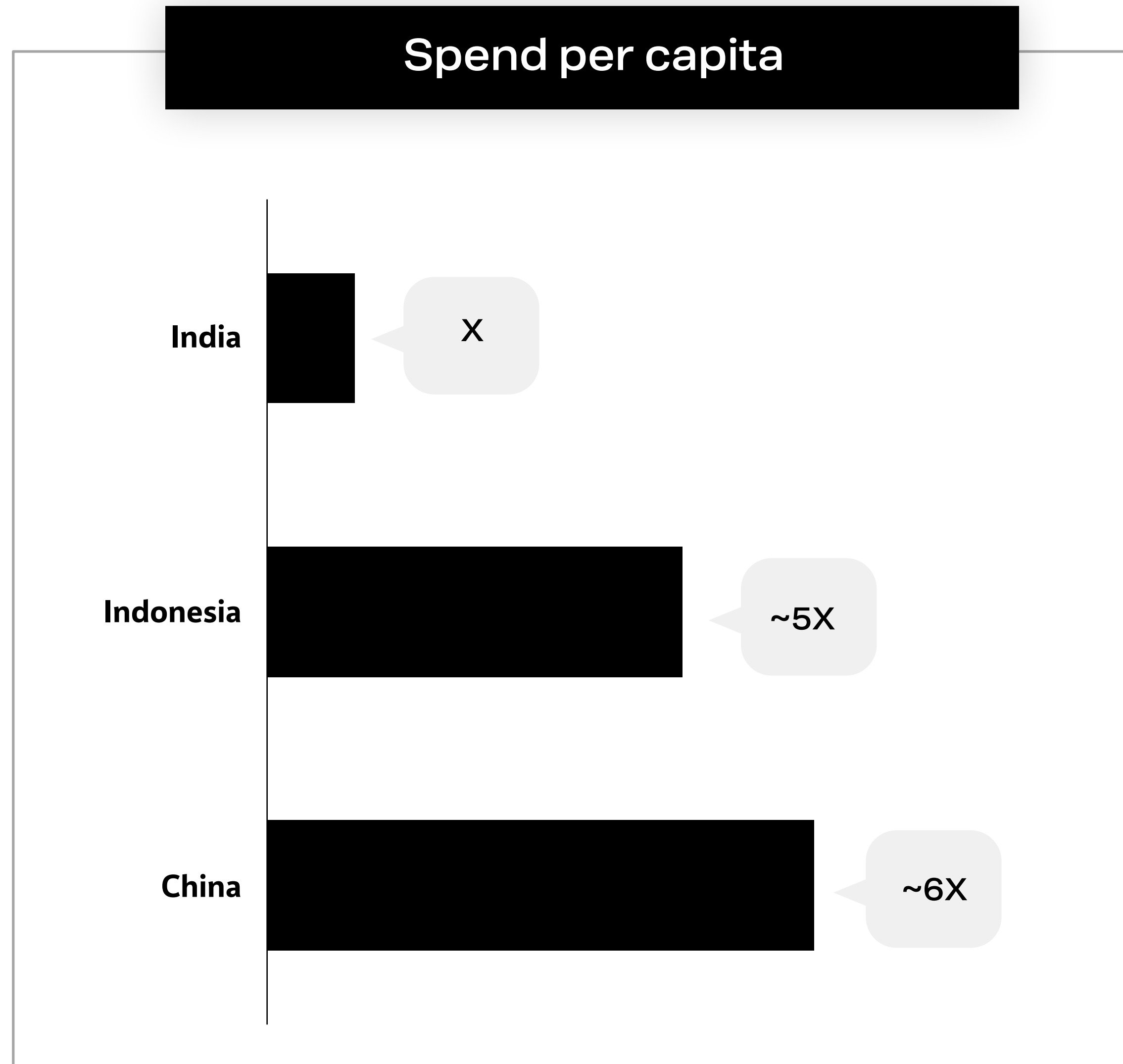


रचनात्मक चित्रण

Muuchstac



Facewash: A fast-growing category driven by rapid upgrades from Soaps



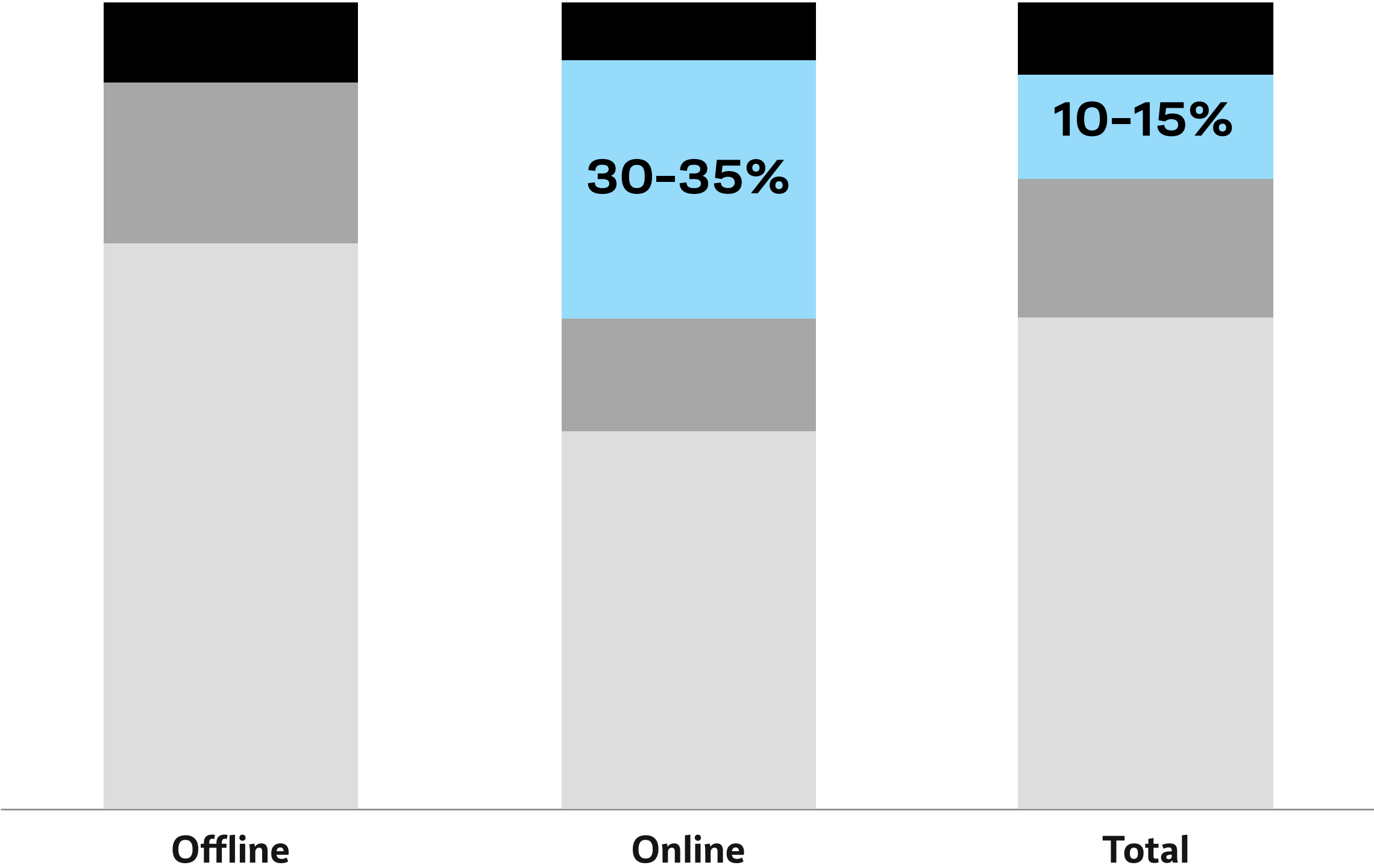
Category	Size	Growth (FY23 – 26)
Soaps	25 – 30K cr	< 5%
Facewash	6 – 7K cr	15%+
Men's facewash	~1K cr	25%+

Muuchstac has a strong market position and large potential for offline growth



Men's facewash market shares (%)

Competitor A Competitor B Muuchstac Others



Source: Private circle, Nielsen IQ, Internal estimates, IM

Extremely profitable business; plan to grow exponentially through offline scale up

	TTM Sep 25	FY30
Revenue	₹80 _{cr}	₹200-300 _{cr}
EBITDA margin (Adj.)*	~40%	Normative



We will continue to add and compound speedboats

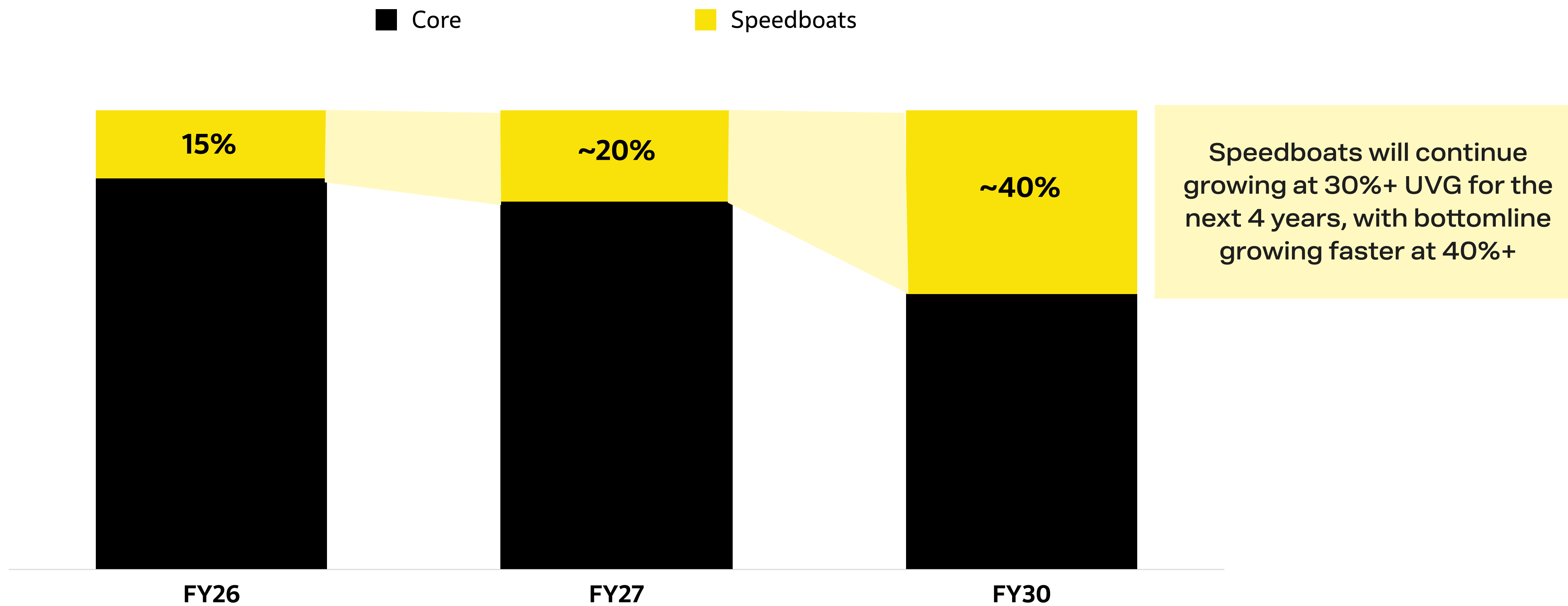
Scale successful innovations



Nurture incubations



Speedboats will add ~100 bps of delta growth each year...adding +500 bps by FY30



India Standalone USG:	8%	10%+	Teens led by Double-digit UVG
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Note: India Speedboats include Fab LD, Incense Sticks, Air Fresheners, Spic and other Innovations

Live experiential showcases

Godrej Fab



Godrej Spic



Bloq



Cinthol Foam Bodywash



Muuchstac



Three key themes

Portfolio Transformation



GCPL's portfolio transformation has kick-started a long-term compounding effect; which will lead to double-digit UVG

HI Turnaround



Powered by RNF, our HI India portfolio has structurally turned around

Africa Structural Reset



Our Africa business has structurally turned around

HI is one of the fastest growing categories

Household Penetration Trend

• Household Insecticides Overall

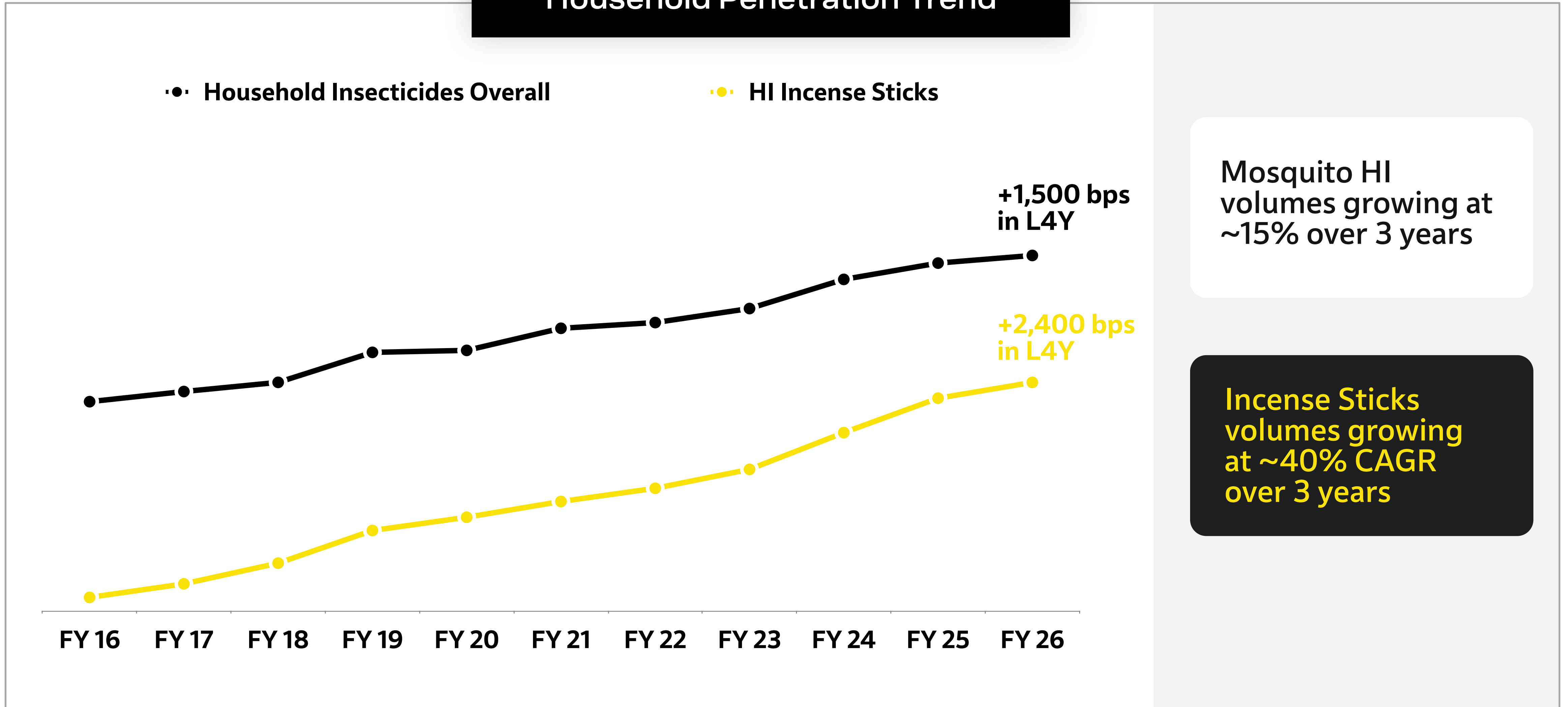
+1,500 bps
in L4Y

Mosquito HI
volumes growing at
~15% over 3 years

FY 16 FY 17 FY 18 FY 19 FY 20 FY 21 FY 22 FY 23 FY 24 FY 25 FY 26

HI is one of the fastest growing categories – driven by incense sticks

Household Penetration Trend



Incense sticks are recruiting bulk of new users in the HI category



80%
of Incense Stick delta
volumes are
incremental
to HI category

Till 2024 we were playing with our hands tied

Parity offerings in premium mosquito



No presence in the fastest growing format – Incense Sticks



Underinvested in Non-mosquito



Our 3-pronged approach in Household Insecticides



Relaunch of electric products with superior molecule (RNF) to improve efficacy

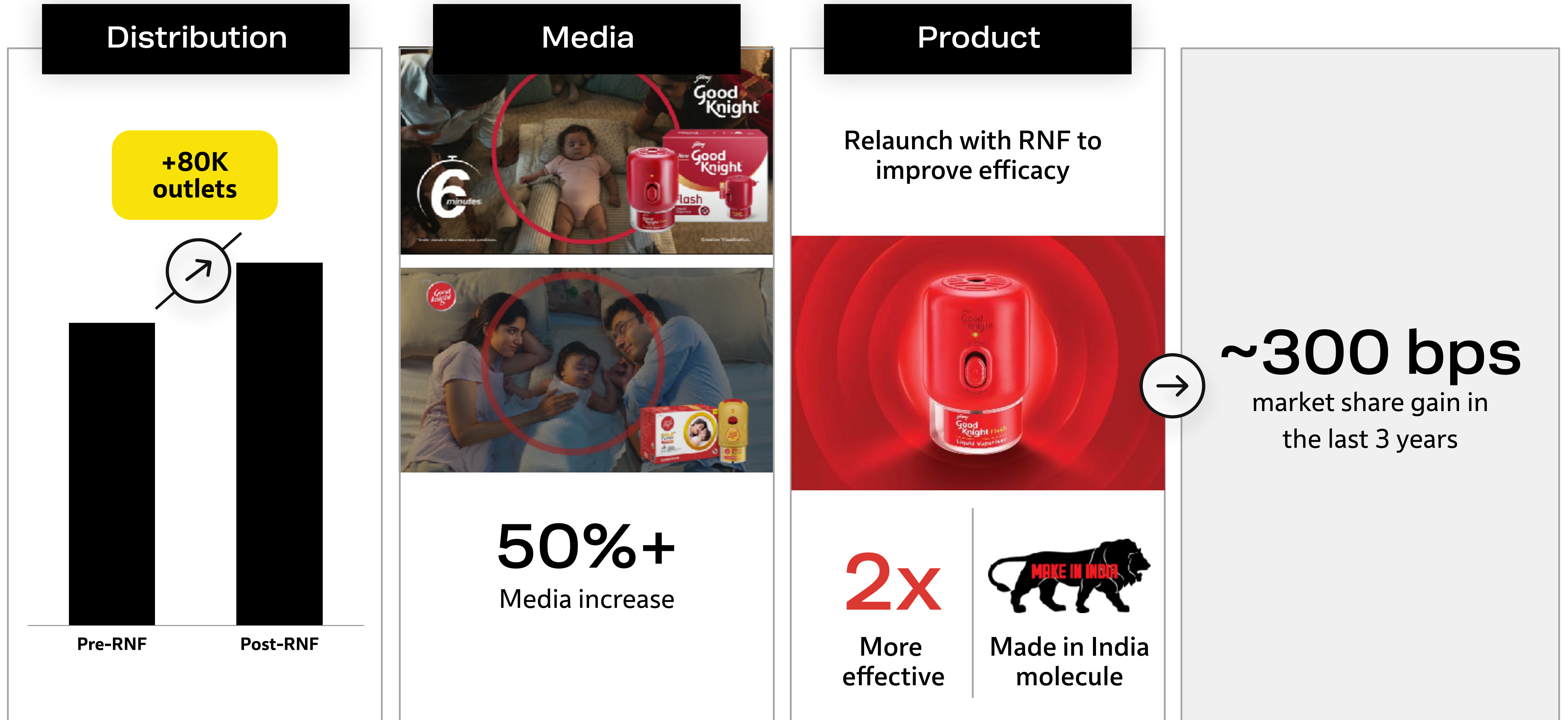


Launch of GK Agarbatti with RNF



Non mosquito play

Goodknight LV: Investing in media and distribution to develop category



Door-to-door sampling activity leading to penetration gains



2.5M+

Door-to-door sampling
done in past 2 years

350bps+

Household penetration
gain in last 2 years



Good Knight
Good Knight



6
minutes



*Under standard laboratory test conditions.

Creative Visualisation.



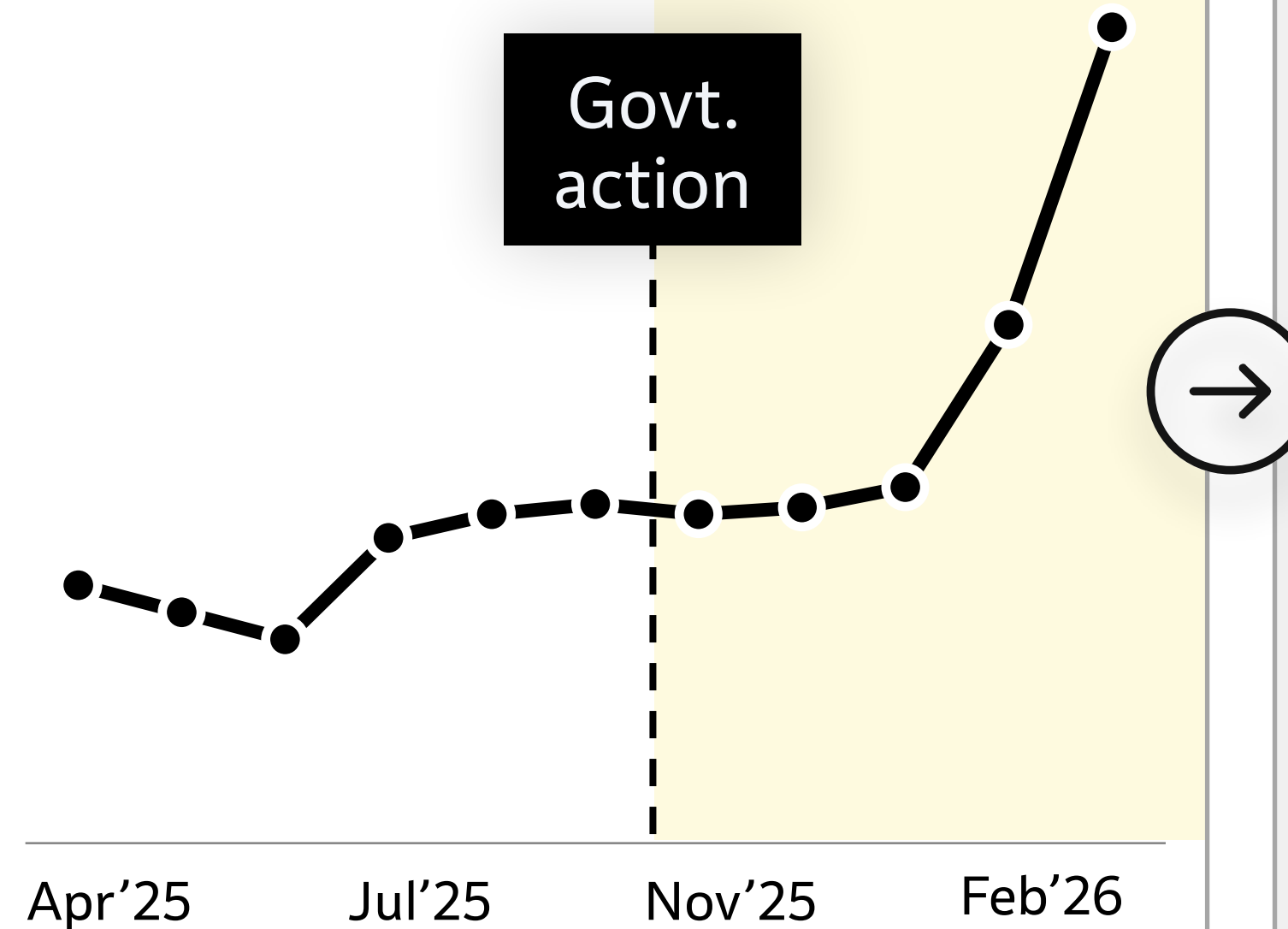
Rapid scale up through Goodknight Agarbatti

Product



Battle against illegal sticks

Market Share of GK Incense in AP



#1

Largest HI incense stick player

~13%


Market share (Mar'26)

BREAKING NEWS



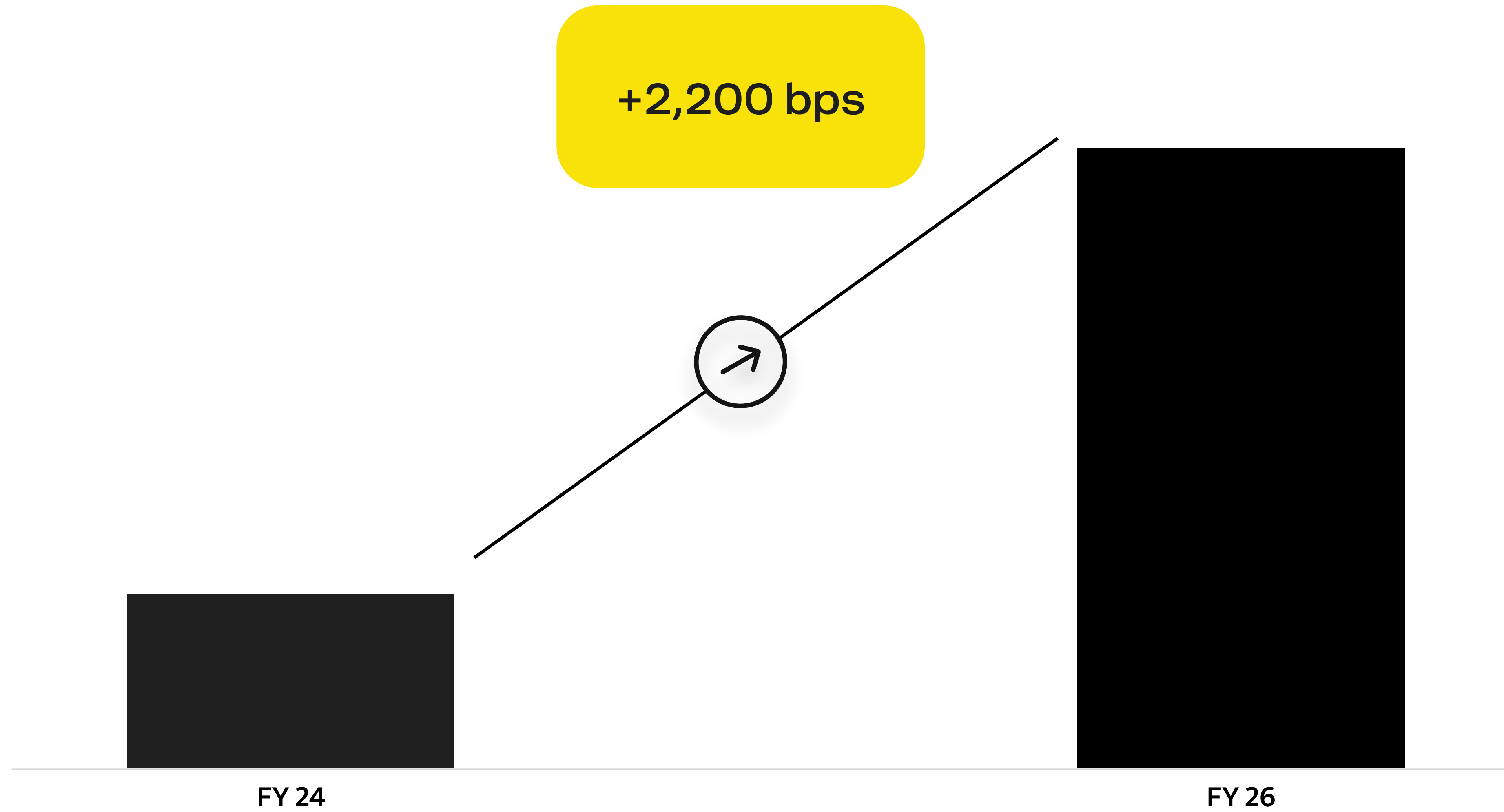
If you think these mosquito repellent incense sticks are keeping you safe,

इल्लिगल अगरबत्ती से रहें सावधान 

A woman with dark hair, wearing a dark top with a red and white pattern, is speaking. The background consists of vertical bars in shades of purple, white, teal, and blue. A red bar is at the top and bottom of the frame.

If you think these mosquito repellent incense sticks are keeping you safe,

GK Agarbatti margins steadily improving; closer to India Standalone now



We have also focused on building our non-mosquito portfolio

Volume growths accelerated

+400 bps

FY 23 3Y CAGR
(pre investments)



FY 26 3Y CAGR
(with investments)



Three key themes

Portfolio Transformation



GCPL's portfolio transformation has kick-started a long-term compounding effect; which will lead to double-digit UVG

HI Turnaround



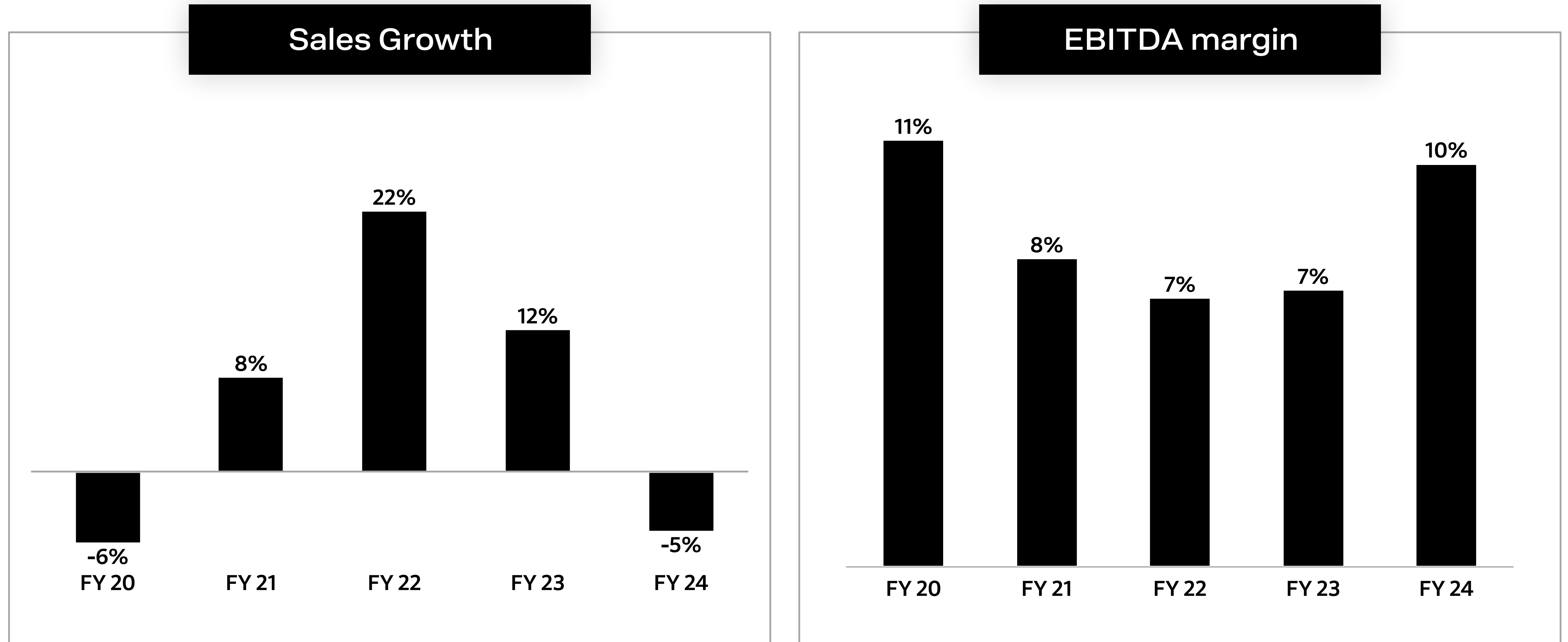
Powered by RNF, our HI India portfolio has structurally turned around

Africa Structural Reset



Our Africa business has structurally turned around

Historically, Africa was a volatile growth and low margin business



Growth historically has been at the cost of profits

Three things done in Africa

Hair Fashion restructuring



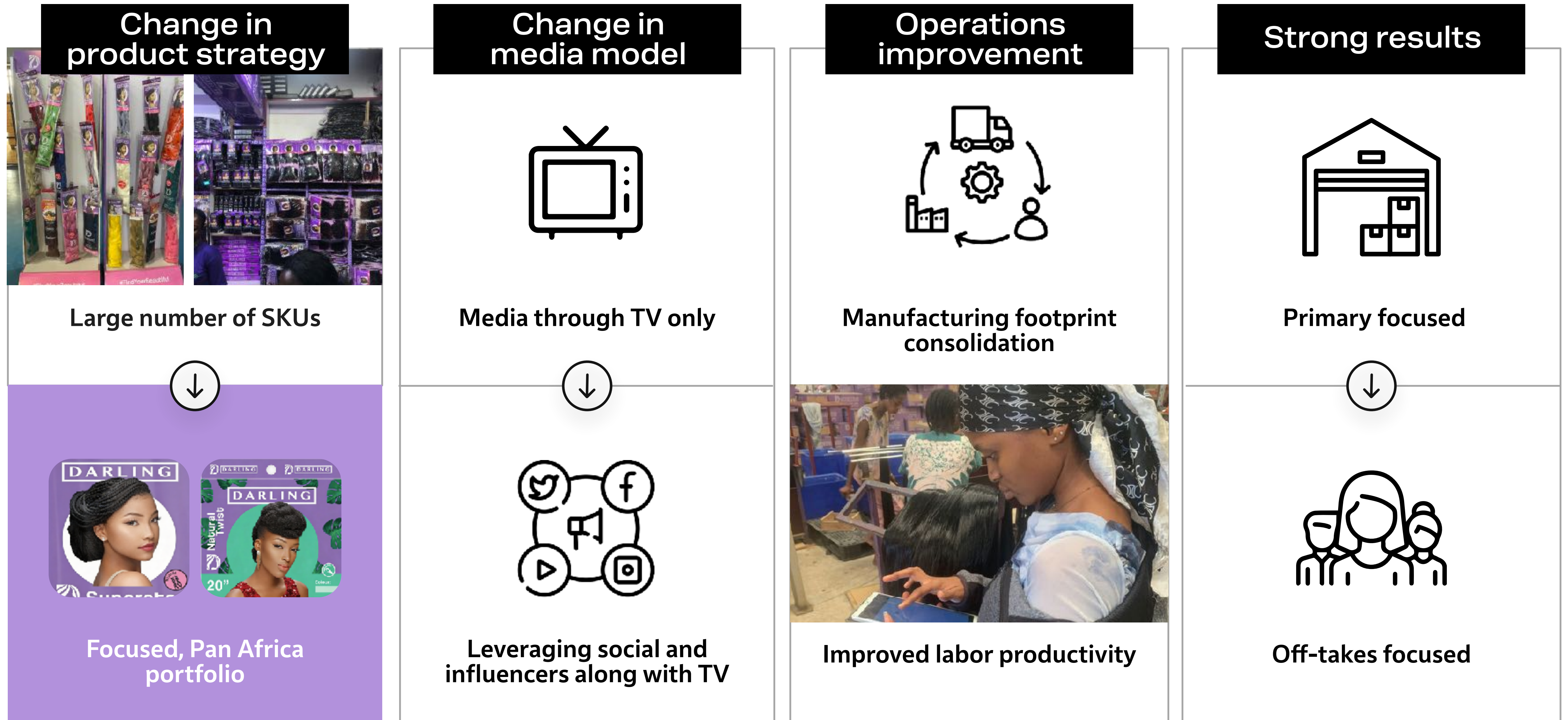
FMCG expansion



Radical Simplification



We have fundamentally changed our Hair Fashion business model



This has resulted in ~400bps EBITDA improvement in Hair Fashion



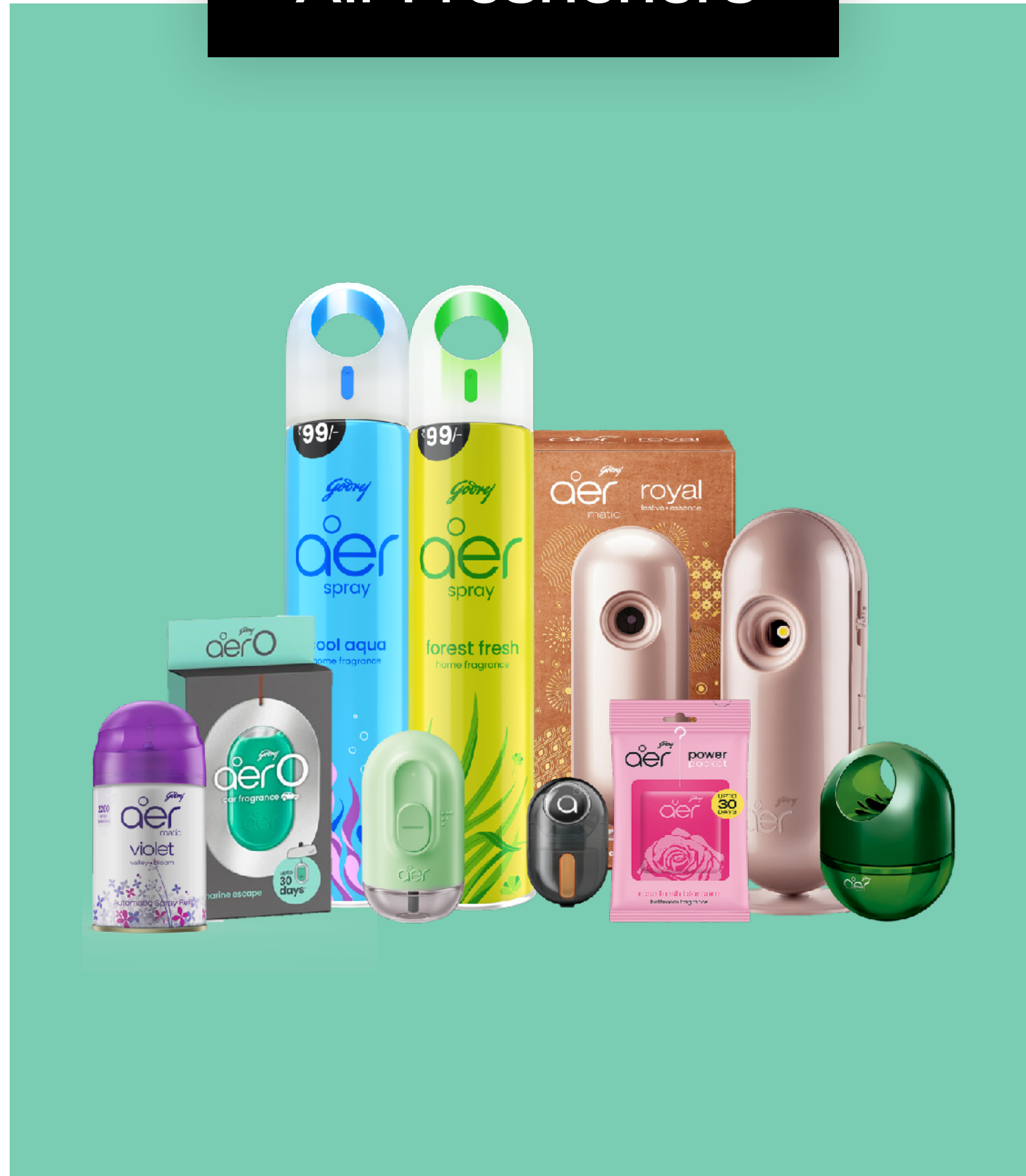
FEEL LIKE A

DARLING



We are transforming our portfolio through FMCG expansion

Air Fresheners



Hair Colour

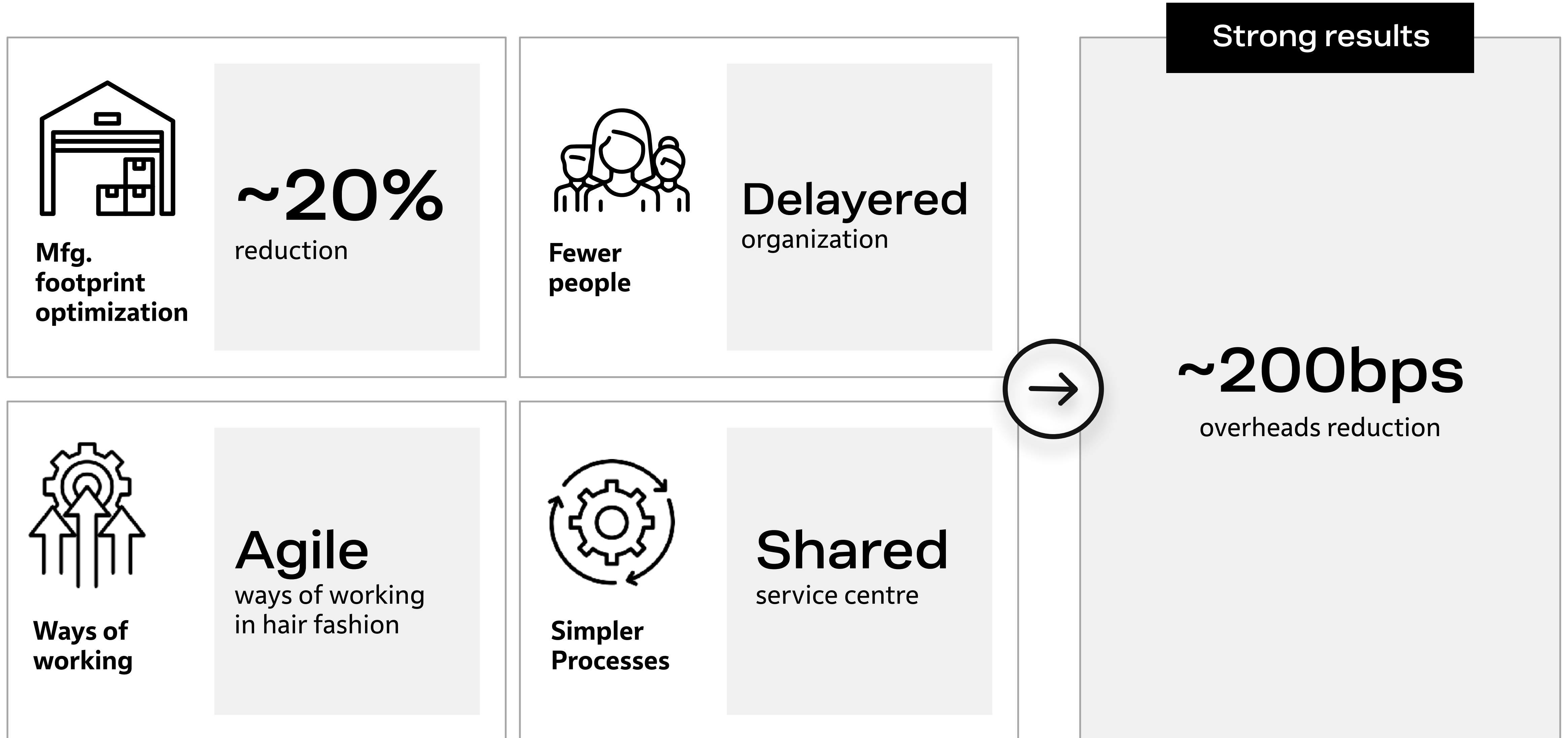


Wet Hair

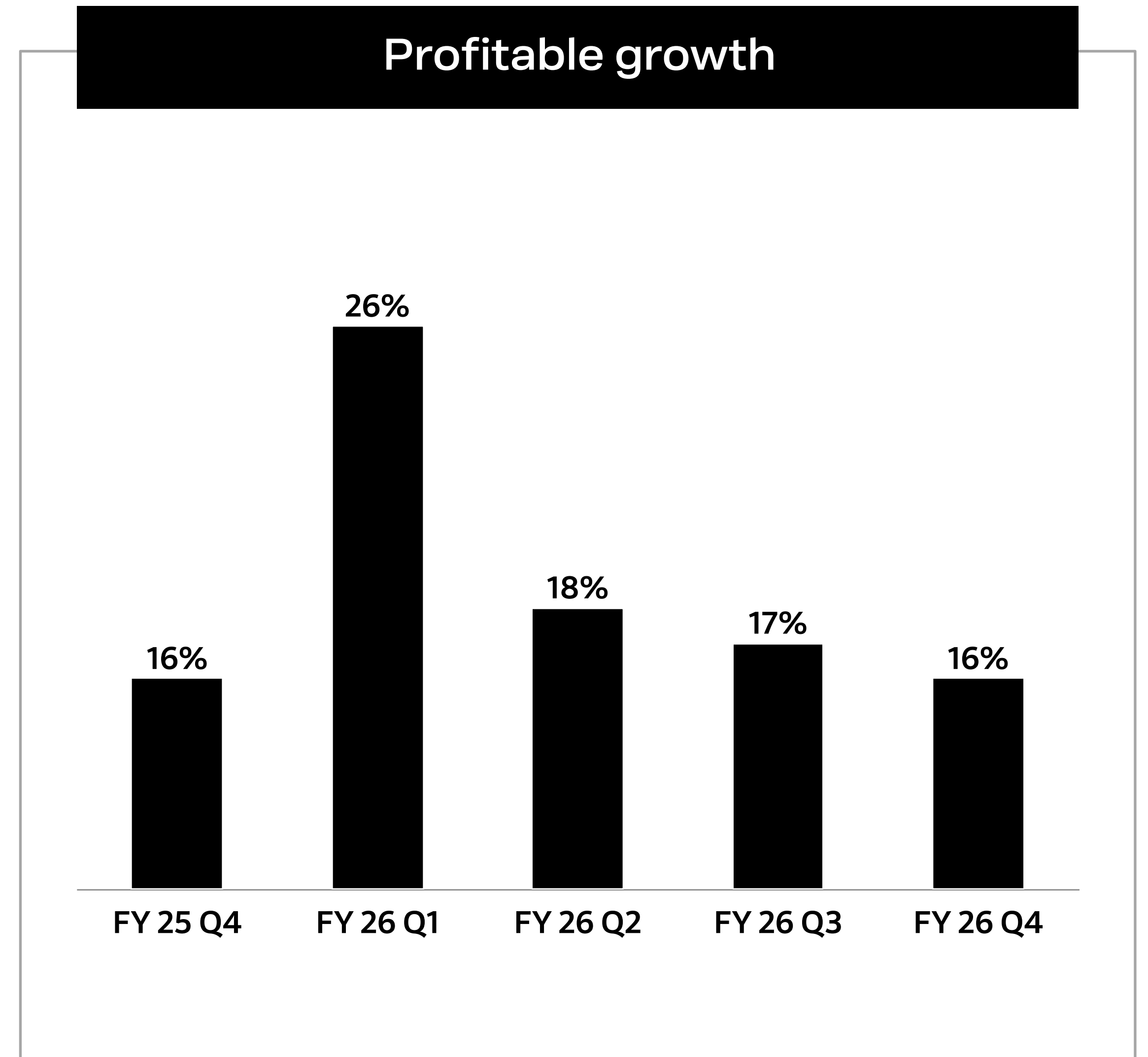
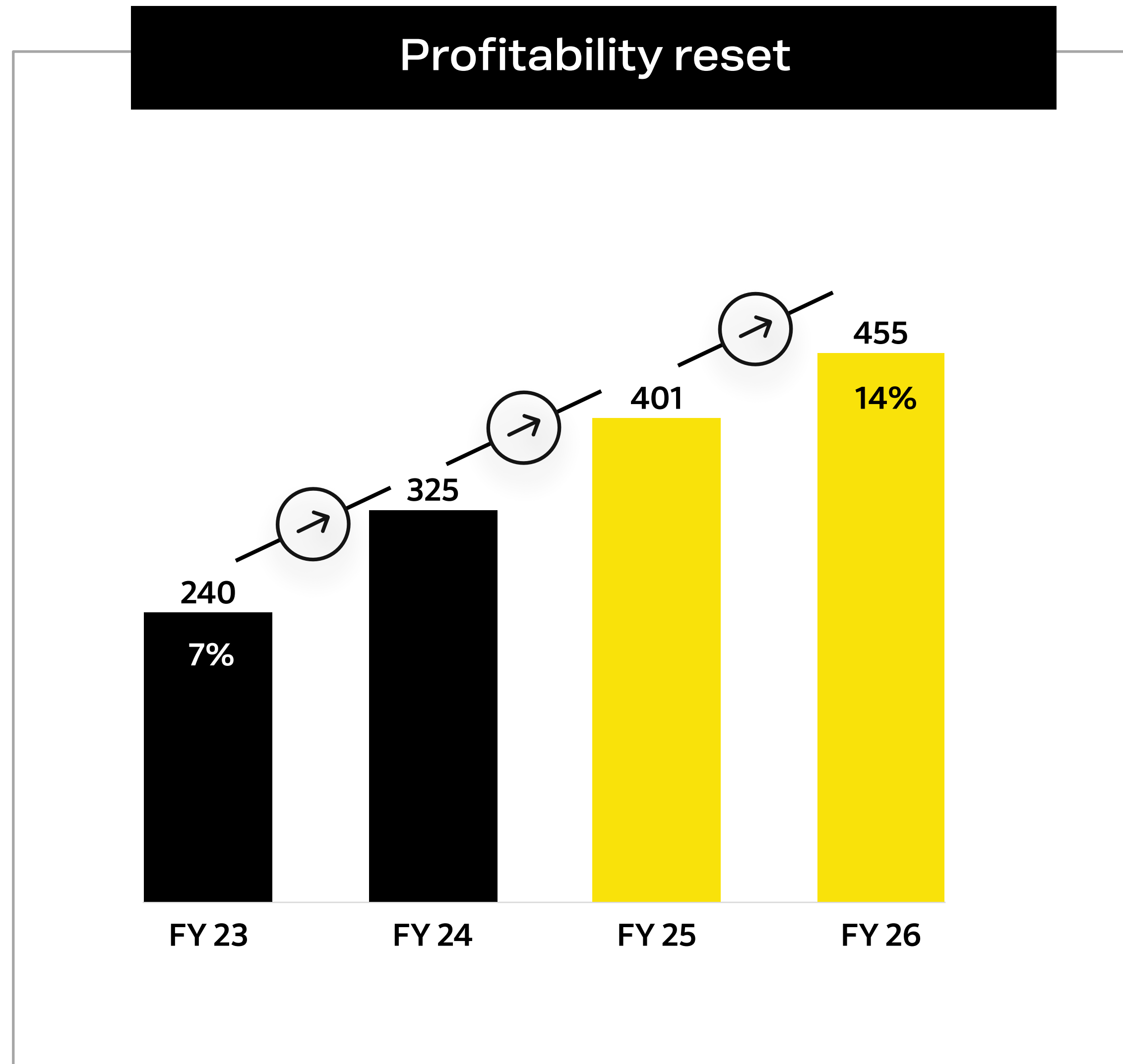


FMCG Categories in Africa growing at 20%+

We also undertook radical simplification of our business



These have led to a structural reset in both growth and profits



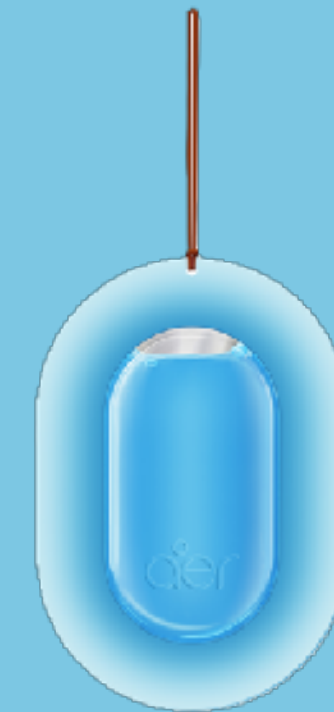
*Like for like portfolio, excluding the divested Kenya Hair Fashion business

Our strategy going forward is to grow our core while scaling up Speedboats

Grow local categories profitably



Nurture and scale Speedboats



Simplify businesses

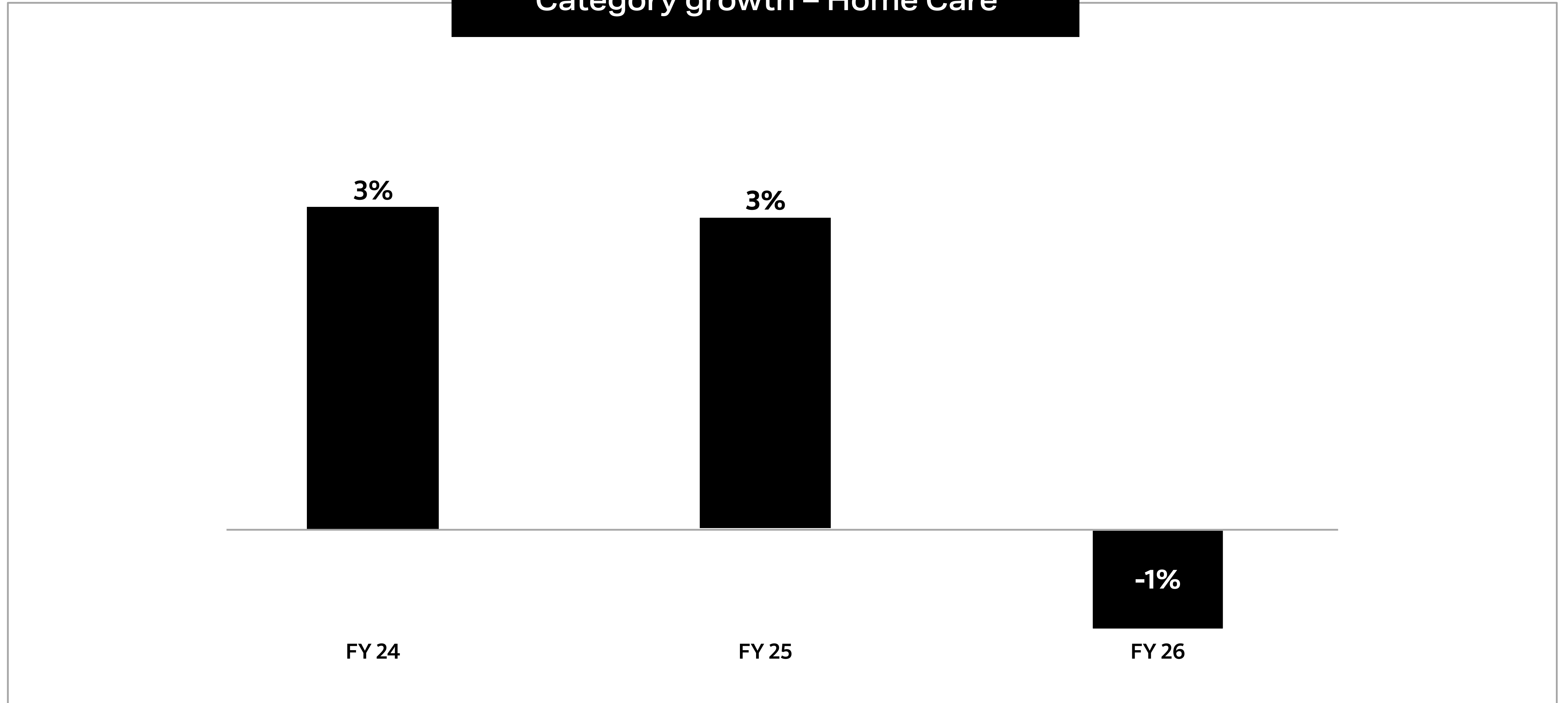


**Rest of
the world**



Indonesia macros have been challenging

Category growth – Home Care



Despite macro-economic headwinds, we managed to hold business in FY 26

UVG

**Low
single digit**

Revenue growth*

Flattish

EBITDA growth

Flattish

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

Strong performance on 3 Speedboats seeded from India

HI Electrics



Shampoo Hair Colour



Air Fresheners



Topline scale up (FY 22 - FY 26)

X → ~3.0X





Indonesia plan for FY 27

UVG

**Mid
single digit**

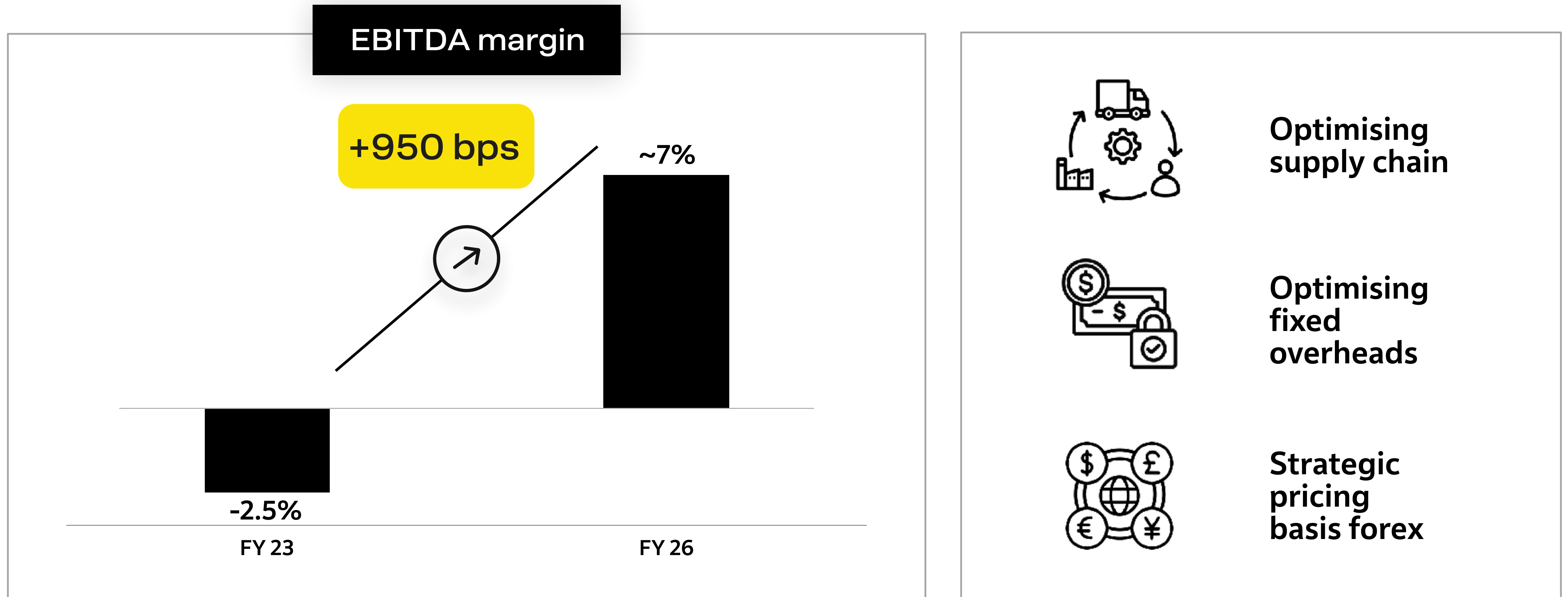
Revenue growth

**High
single digit**

EBITDA growth

**Double
digit**

Latin America + Others have also improved profitability significantly driven by simplification agenda



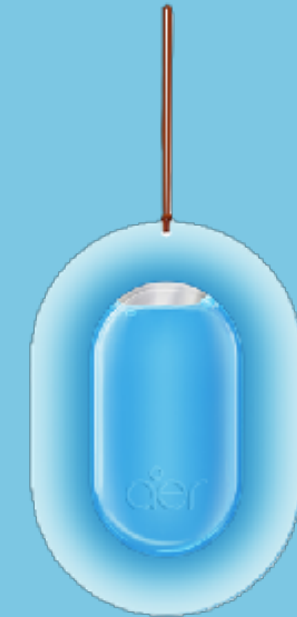
Destination to reach high-teens EBITDA

International strategy going forward

Focus on growing the local core profitably



Nurture and scale Speedboats



Simplify businesses



In the medium-term, our international businesses will become a ₹1000 cr annual dividend stream

Financials

Aasif Malbari

Building a structurally stronger financial foundation

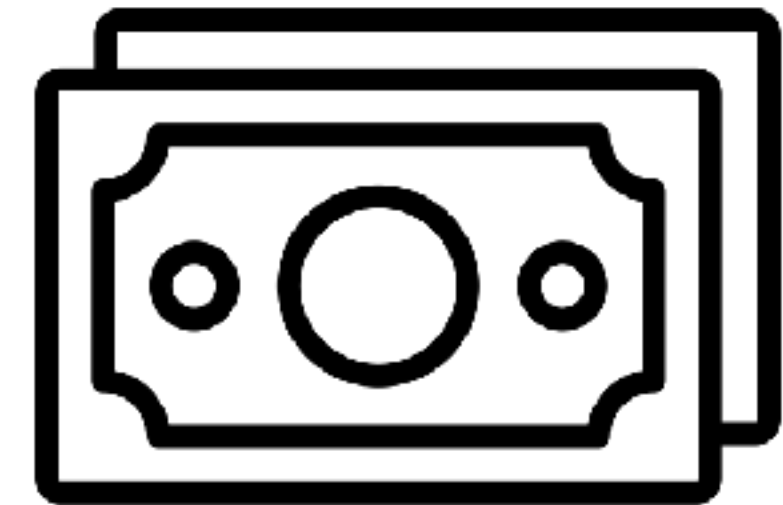
Healthier P&L



Stronger
Balance Sheet



Financial
Prudence



All the right drivers in place for sustained stakeholder returns

Building a structurally stronger financial foundation

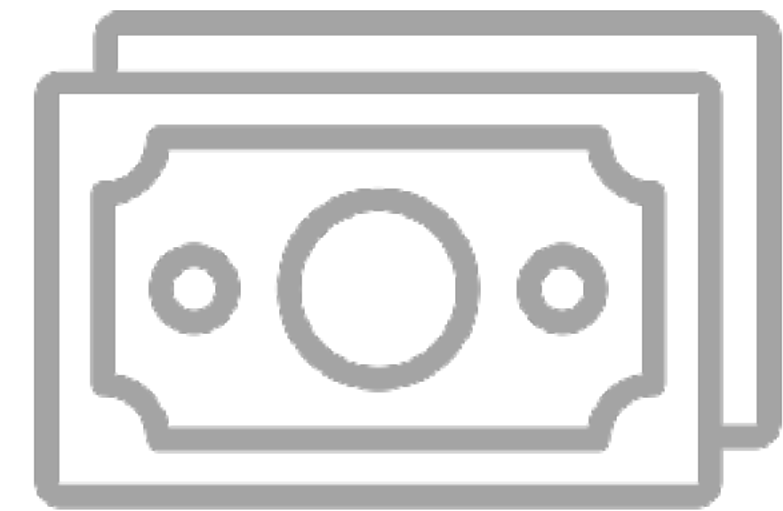
Healthier P&L



Stronger
Balance Sheet



Financial
Prudence



We have been committed to reducing non-consumer facing costs

Costs consumers see

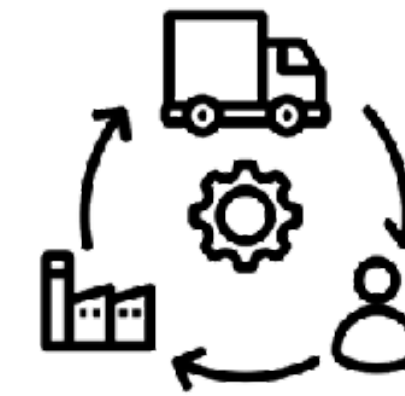


Material cost



Media

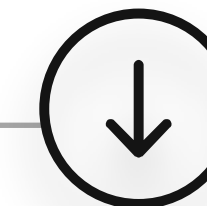
Costs consumers don't see



Manufacturing Cost



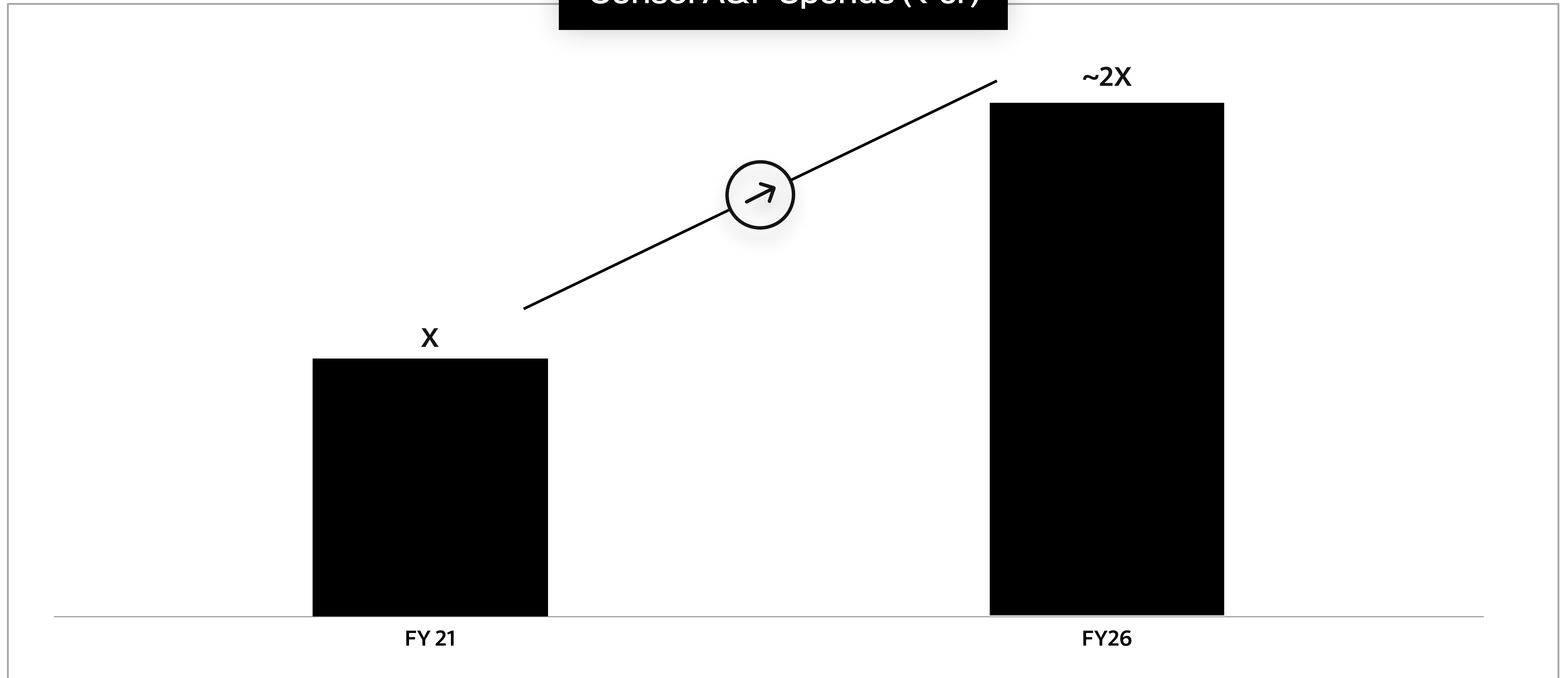
Sales , General & Administration cost



~400 bps reduced in last 4 years

Reinvesting savings to accelerate brand growth

Consol A&P Spends (₹ cr)



Increased investments behind Speedboats globally

Building a structurally stronger financial foundation

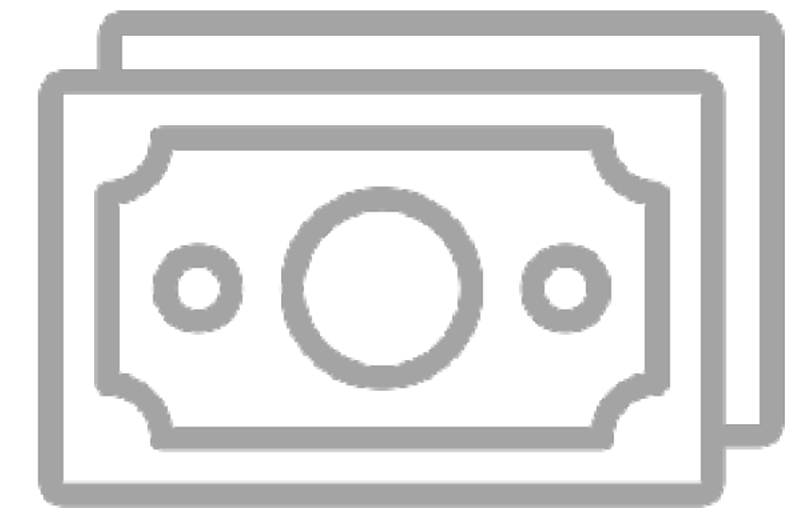
Healthier P&L



Stronger
Balance Sheet

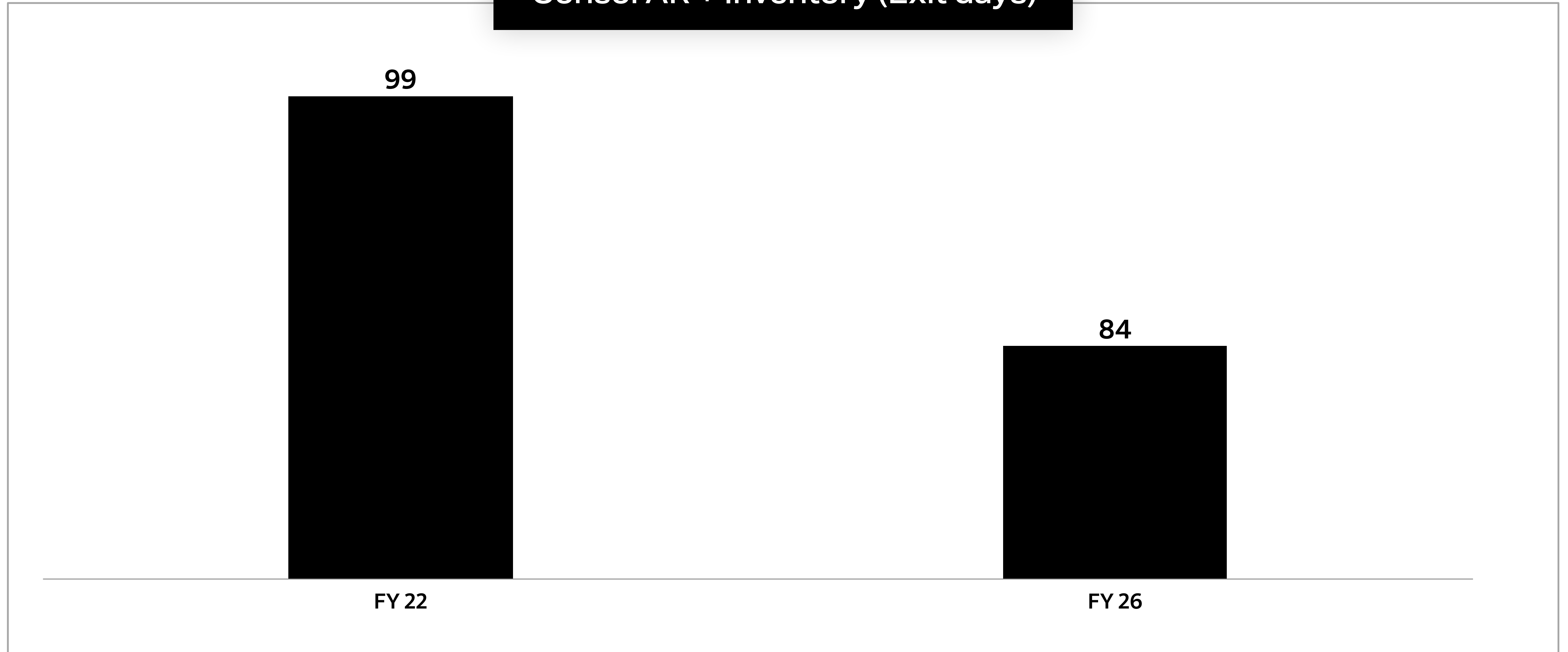


Financial
Prudence

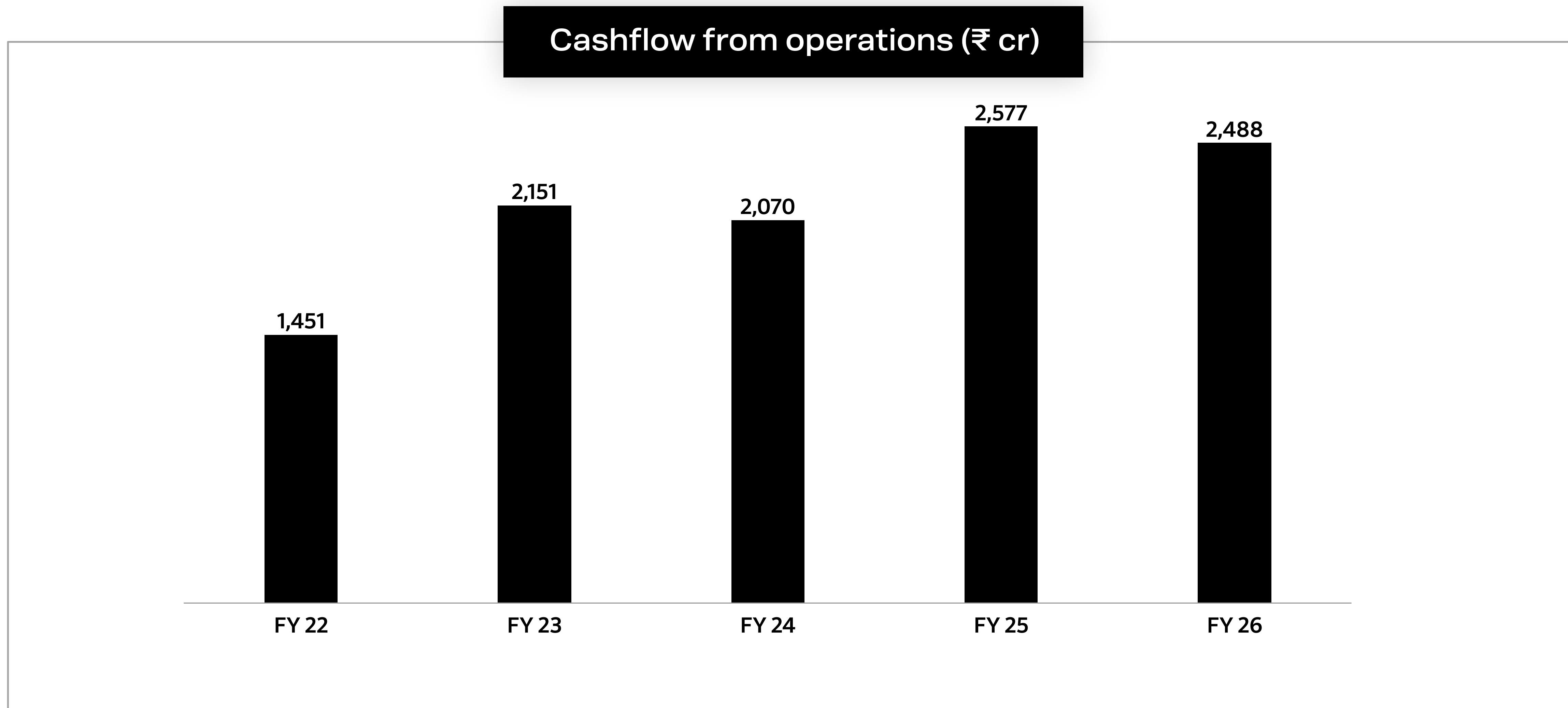


Significant cash generation from working capital reduction

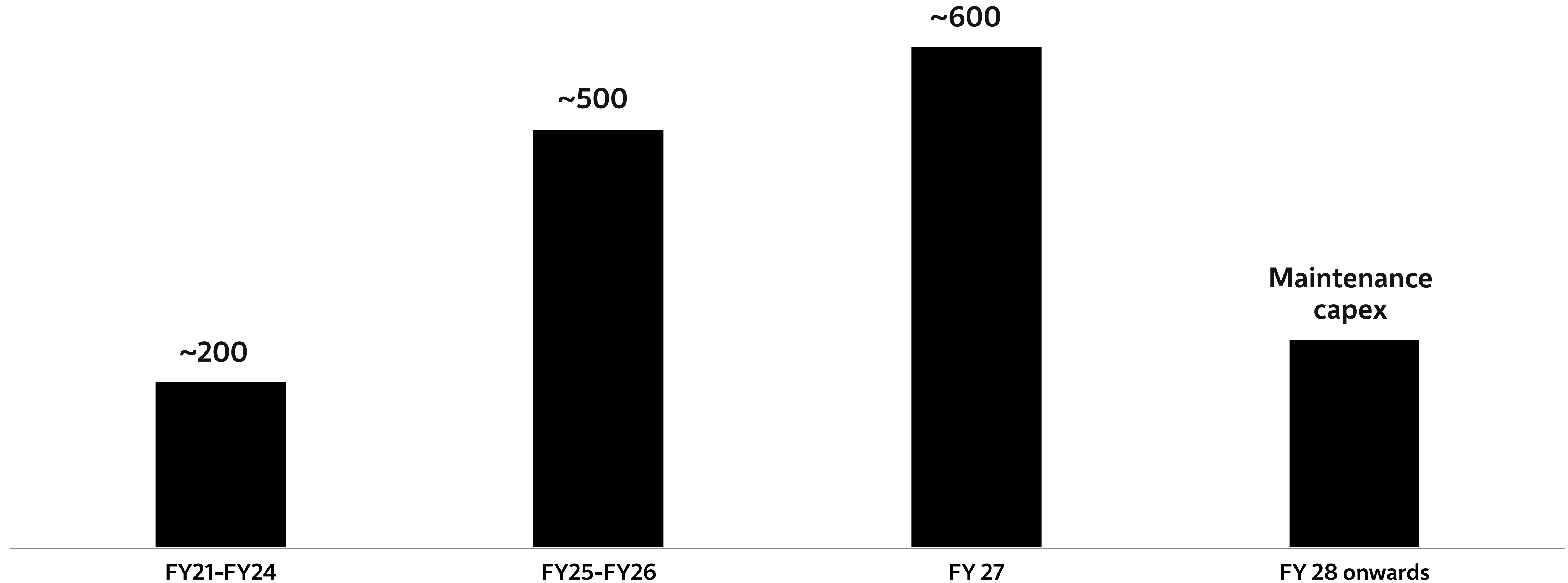
Consol AR + Inventory (Exit days)



Increasing annual cashflow from ~₹1500 cr to ~₹2500 cr



Extra cash generated has supported the additional capex for setting up three mega factories



This will enable growth for the next decade at optimized costs

Building a structurally stronger financial foundation

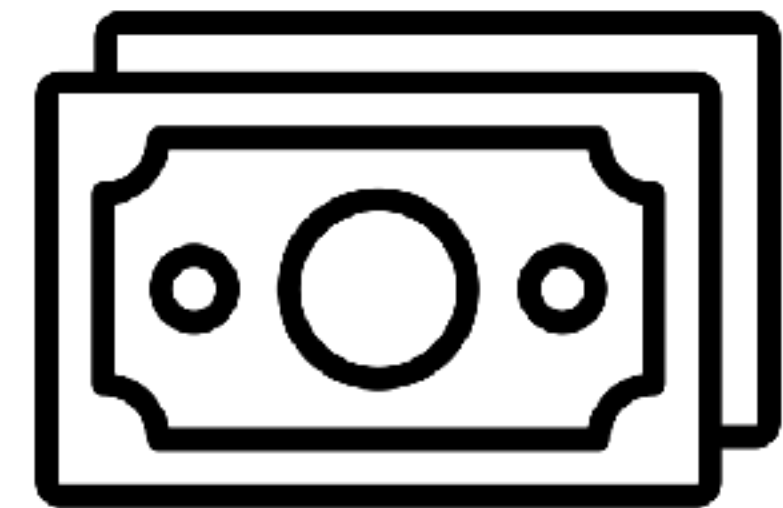
Healthier P&L



Stronger
Balance Sheet



Financial
Prudence



Steady dividend payment and policy

Dividend in FY 26

Dividend paid

₹2,046 cr

Dividend policy

Expect the dividend
payout ratio to average

~50%
(range +/- 20%)

of the annual Profit After
Tax of the Company

Guidance for next year

Standalone
UVG

**High
single digit**

Consol
revenue growth

**Double
digit**

Consol
EBITDA growth

**Double
digit**



Q&A



Appendix

FY26: Strong UVG and revenue performance

Growth (year-on-year)	Consolidated Business	Standalone Business
Underlying Volume Growth	6%	6.1%
Net Sales	9%	8%
Net Sales (Constant Currency)	7%	-
EBITDA*	5%	6%
Net Profit (Reported)	1%	12%
Net Profit (without exceptional and one-off items)	6%	10%

*EBITDA (incl. Forex)

Cluster-wise sales growths

Geography		Sales (₹ crore)	Growth (Year-on-year)	Constant Currency Growth (Year-on-year)
Standalone	Reported	9,376	8%	-
	Organic	9,347	8%	-
Indonesia		1,821	-2%	-3%
Africa, USA and Middle east		3,149	23%	13%
Latin America and Others		990	7%	12%
Total Net Sales	Reported	15,100	9%	7%
	Organic	15,071	8%	7%

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

Cluster wise EBITDA margins

	Consolidated	Standalone	Indonesia	Africa, USA & Middle East	Latin America & SAARC
FY26 Operating EBITDA Margin#	20.9%	23.5%	24.0%	14.4%	7%
Change in EBITDA Margin (bps) (y-y)	(70)	(40)	(30)	(120)	(210)

#After adjusting business support charges, royalty and technical fees

Net profit reconciliation statement

Consolidated Business	FY2026	FY2025
(A) Net Profit (Reported)	1,861	1852
(B) Exceptionals (Post tax):		
Restructuring costs	91	54
Acquisition and stamp duty costs	11	
One-time Gratuity provision adjustment	34	
Others (Incl. Litigation)	72	51
(C) Net Profit (Without exceptional and one-off items) (A+B)	2,069	1,958

Note: All values are in ₹ crore and rounded off

Standalone restated Personal and Home care

Category	Q1'25	Q2'25	Q3'25	Q4'25	FY25	Q1 '26	Q2 '26	Q3'26	Q4 '26	FY26
Home care	802	1,002	1,070	985	3,859	929	1,058	1,197	1,098	4,282
Personal Care	1,232	1,157	1,024	1,069	4,482	1,237	1,137	1,102	1,096	4,572
Standalone	2,111	2,245	2,192	2,136	8,683	2,272	2,326	2,440	2,339	9,376

Note: All values are in ₹ crore and rounded off

Thank you

www.godrejcp.com