

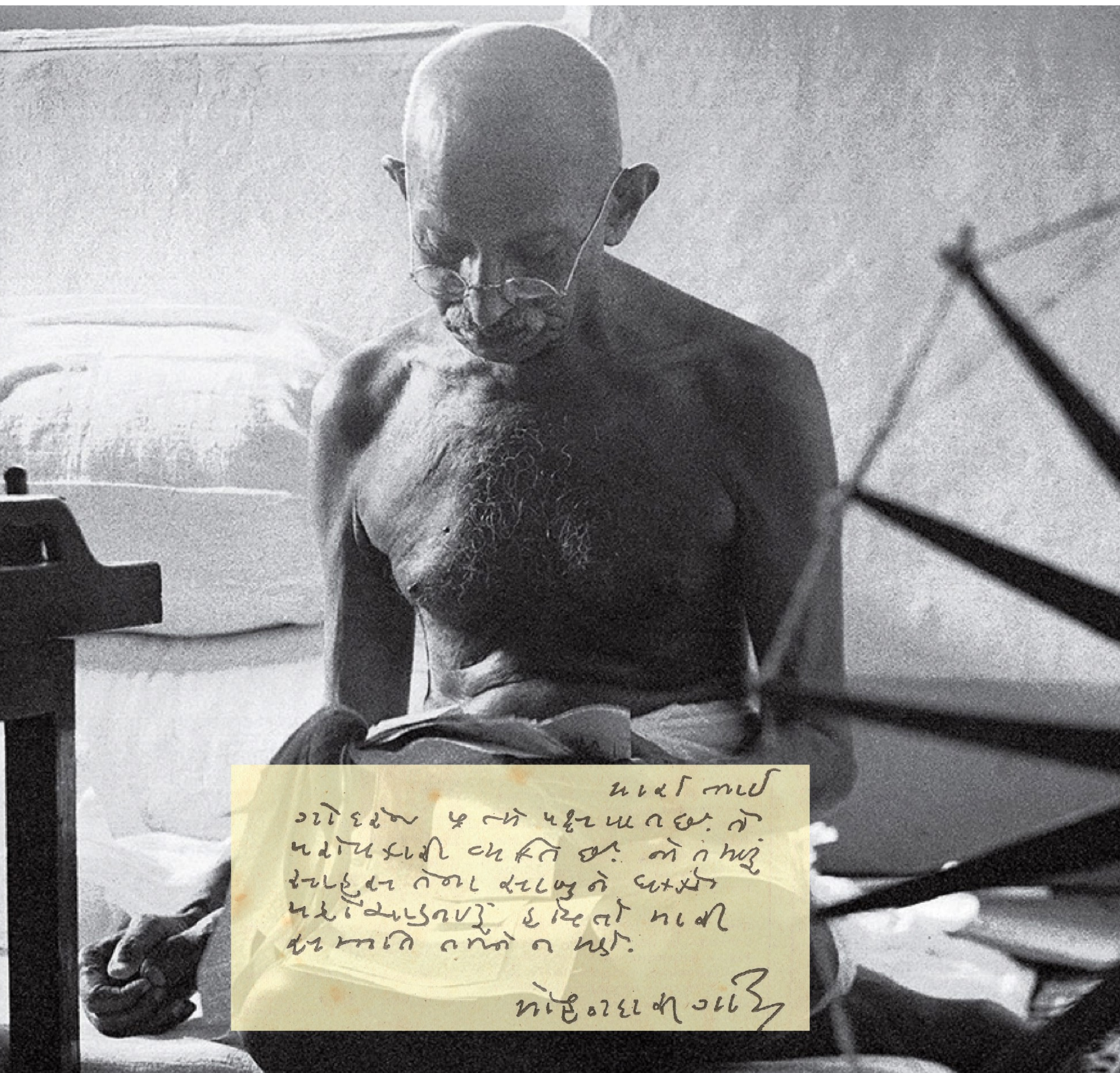


Sept 02, 2026

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Why I joined GCPL



Three key achievements during my GCPL stint

Chief Financial Officer



Improved financial health

President Africa



Successful turnaround of Africa business, delivering high growth while improving profitability

Crafting Strategy



Co-designed future strategy to steer the business

Our last 5 years

Good, but not Great

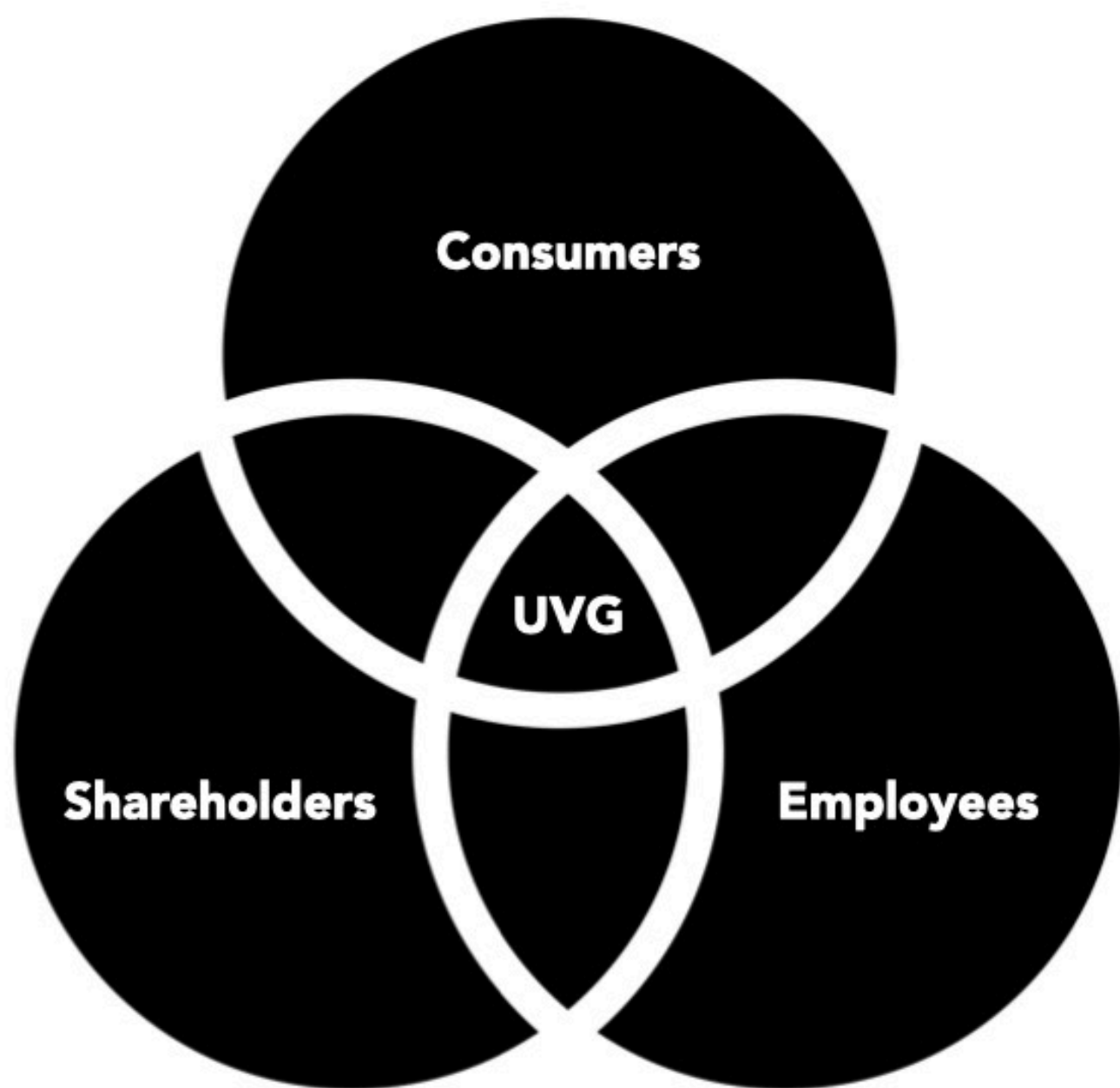
What we had promised in December 2021

A simple strategy for the next 3-5 years

Double-digit Volume Growth

Led through category development

Funded by simplification



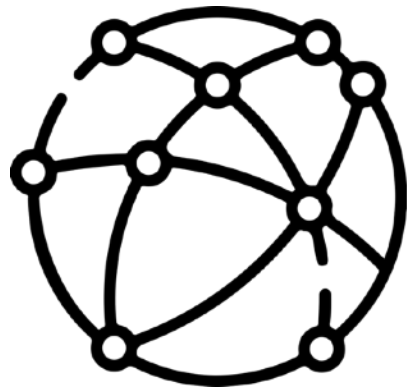
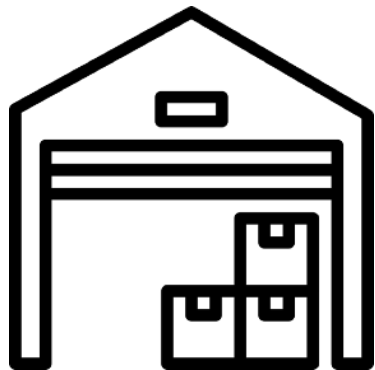
What we achieved over the last 5 years

A simple strategy for the next 3-5 years

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



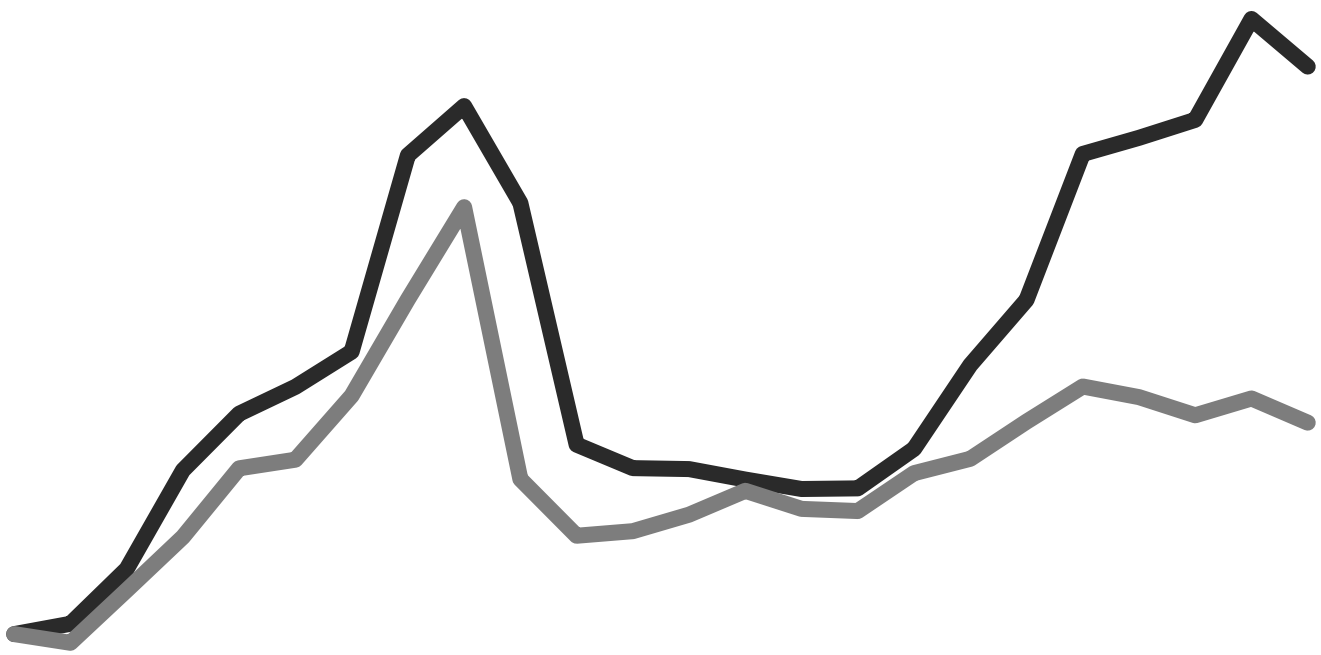
There are a few things that we have done well

Portfolio transformation	Proven concept for globalization	Cost saving through simplification	Africa structural reset	People and Planet
				
Entering categories of the future Exploring whitespaces outside HPC (e.g. Pet Care)	GCPL products now available in 85+ countries	Simplified supply chain operations to release cost	FMCG expansion and structural interventions FY26 Topline growth: 28% EBITDA margin reset: ~9% to ~15%	#1 rank #1 globally in the Personal Products category on the DJSI 51% Godrejites (32% white collar) are Women, PWD, LGBTQIA+

However, macros have been volatile

Commodity volatility

Palm prices trend



— PFAD Prices (indexed) — PFKAD Prices (indexed)

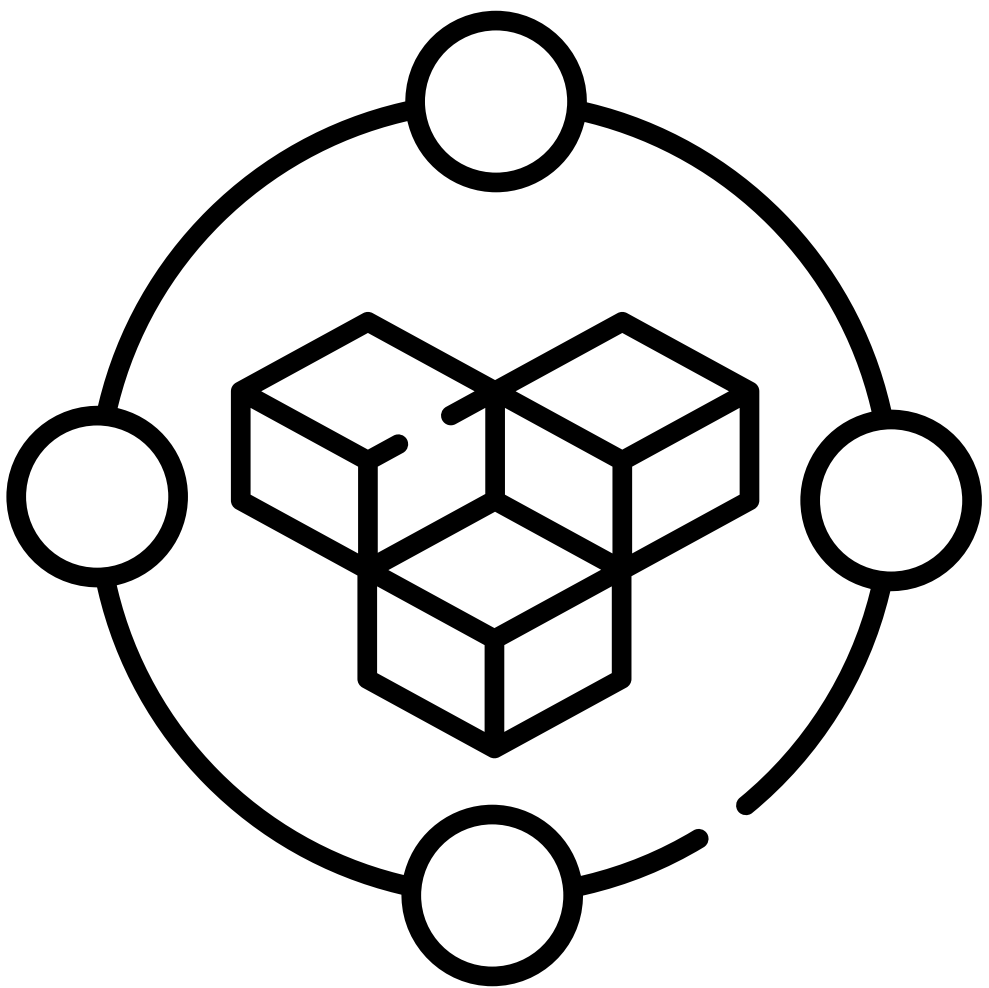
Currency volatility

Nigerian Naira exchange rate trend



— USD to NGN

Evolving business models



Our job is to outperform while managing the same

We have not outperformed

Consolidated (5Y CAGR)	4% UVG Organic	6% USG Organic	6% EBITDA	2% PAT
Standalone (5Y CAGR)	4% UVG Organic	7% USG Organic	6% EBITDA	4% PAT

Some things could have been better

Core category performance



Profitability

	FY19-21 Avg.	FY26
India Standalone	26.6%	23.5%
Indonesia	26.7%	24.0%
LATAM + Others	6.6%	6.2%

Digital capabilities



Executional rigour



Looking ahead...

We have the building
blocks to outperform

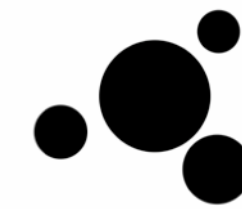
Our Goodness Manifesto



Our Purpose

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

Our Values



Inspire Trust



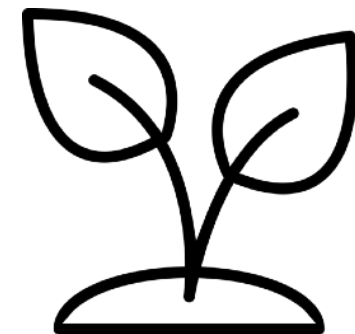
Create Delight



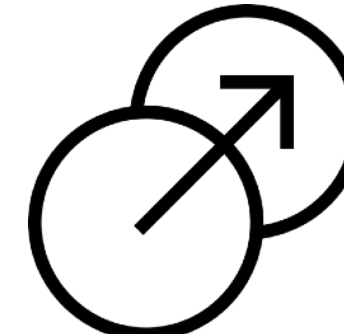
Be Bold

Our Strategy

Lead through category development

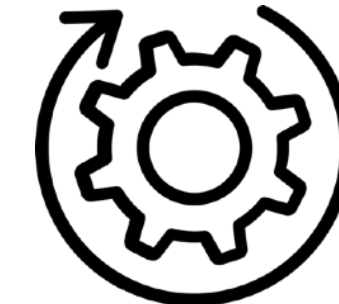


Drive portfolio transformation



Embed AI

Simplify consumer invisible activities



Our 'AND' Culture

Values
AND Valuation

Strategy
AND Execution

Today
AND Tomorrow

UVG
AND Profit

Core
AND New

India AND
International

People
AND Planet

Our Measures

Double Digit UVG and Profit

Retain #1 global position on DJSI

>50% Godrejites (40% white collar)
are Women, PWD, LGBTQIA+

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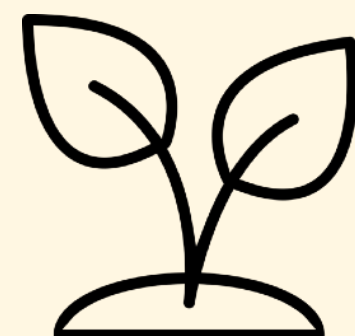
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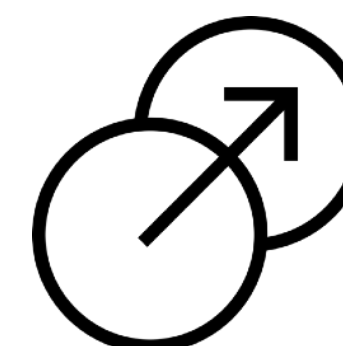
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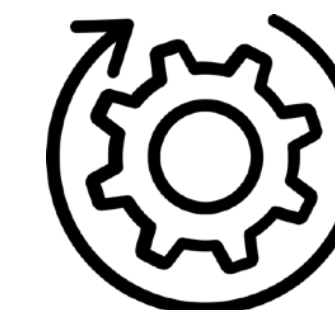


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Our core categories can grow well with the right inputs

Innovation spark



Setting up a new state-of-the-art R&D centre;
making capabilities ~2x compared to today

Excellence in execution



Strengthening execution discipline to deliver faster,
better and more consistently

We have a large portfolio spanning across home and personal care

Home Care			Personal Care			
Household Insecticides 	Air Care 	Home Care Liquids 	Skin Cleansing 	Hair Colour 	Hair Fashion 	Perfumes & Deos 

We have a large portfolio spanning across home and personal care

Home Care

Household Insecticides



Air Care



Home Care Liquids



Personal Care

Skin Cleansing



Hair Colour



Hair Fashion



Perfumes & Deos



Household Insecticides 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 last 3 years

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

Source: Kantar; Volume growths calculated basis number of nights of consumption

Category is used by ~80% Indians, with huge potential for upgrades

Burning formats



~2/3rd Indians use low cost burning formats such as Incense Sticks

Premium mosquito formats



~30% Indians use premium formats such as liquid vaporizers, aerosol sprays

Other pest solutions



Massive untapped potential in other pests (roaches, ants, rats, etc.)

We are well positioned to win across the category

Burning formats



Continue the strong share gain trajectory on the back of RNF

Premium mosquito formats



Drive upgrades by innovating at relevant price points, and ensuring robust execution

Other pest solutions



Recruit new users and expand TAM across various pests

We have a large portfolio spanning across home and personal care

Home Care

Household Insecticides



Air Care



Home Care Liquids



Personal Care

Skin Cleansing



Hair Colour



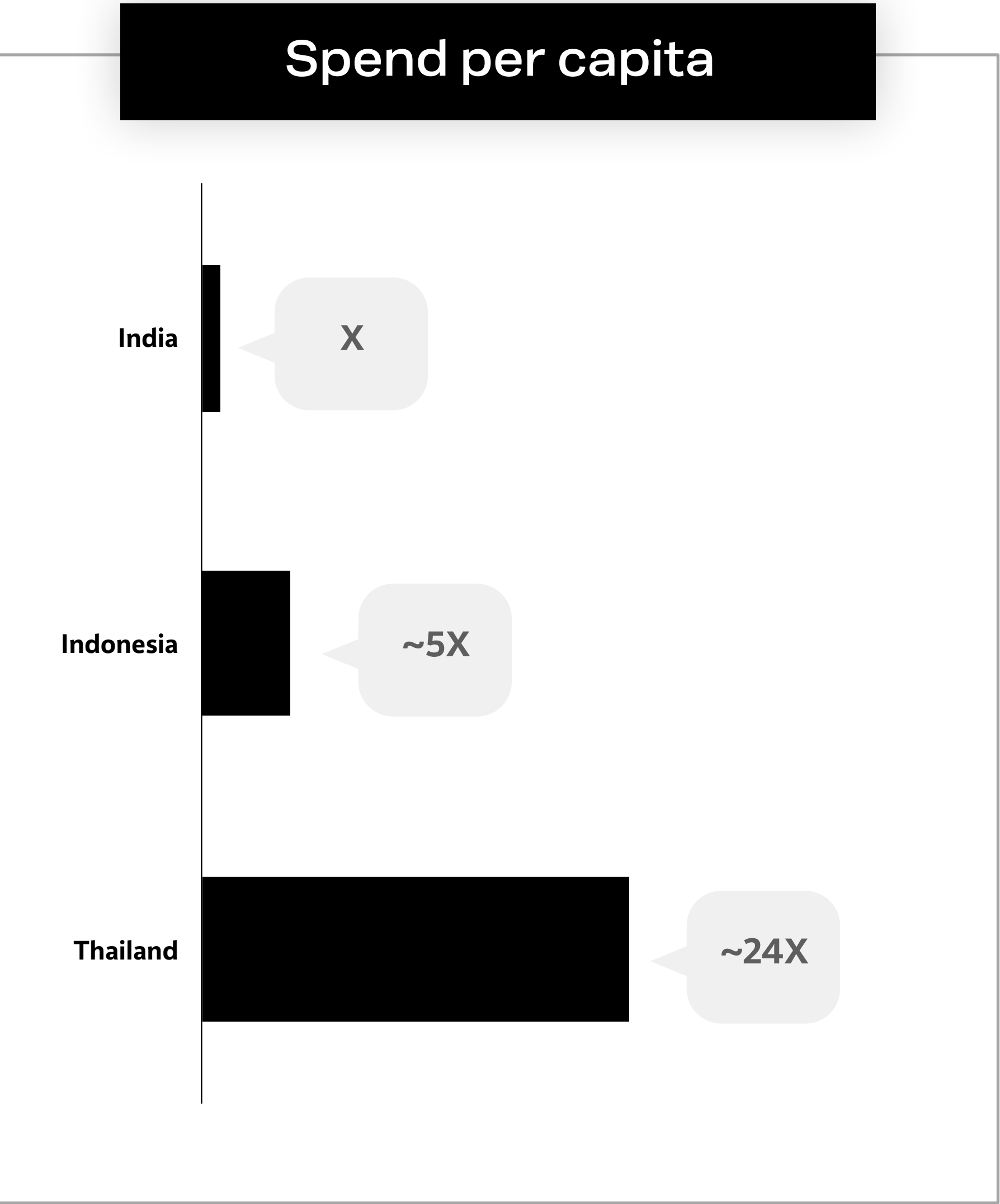
Hair Fashion



Perfumes & Deos



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



In top 10 developed markets,
Air Care is one of the

Top 3

Home Care categories

Source: Euromonitor data; Top developed markets ranked by GDP per capita

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

We have a large portfolio spanning across home and personal care

Home Care

Household Insecticides



Air Care



Home Care Liquids



Personal Care

Skin Cleansing



Hair Colour



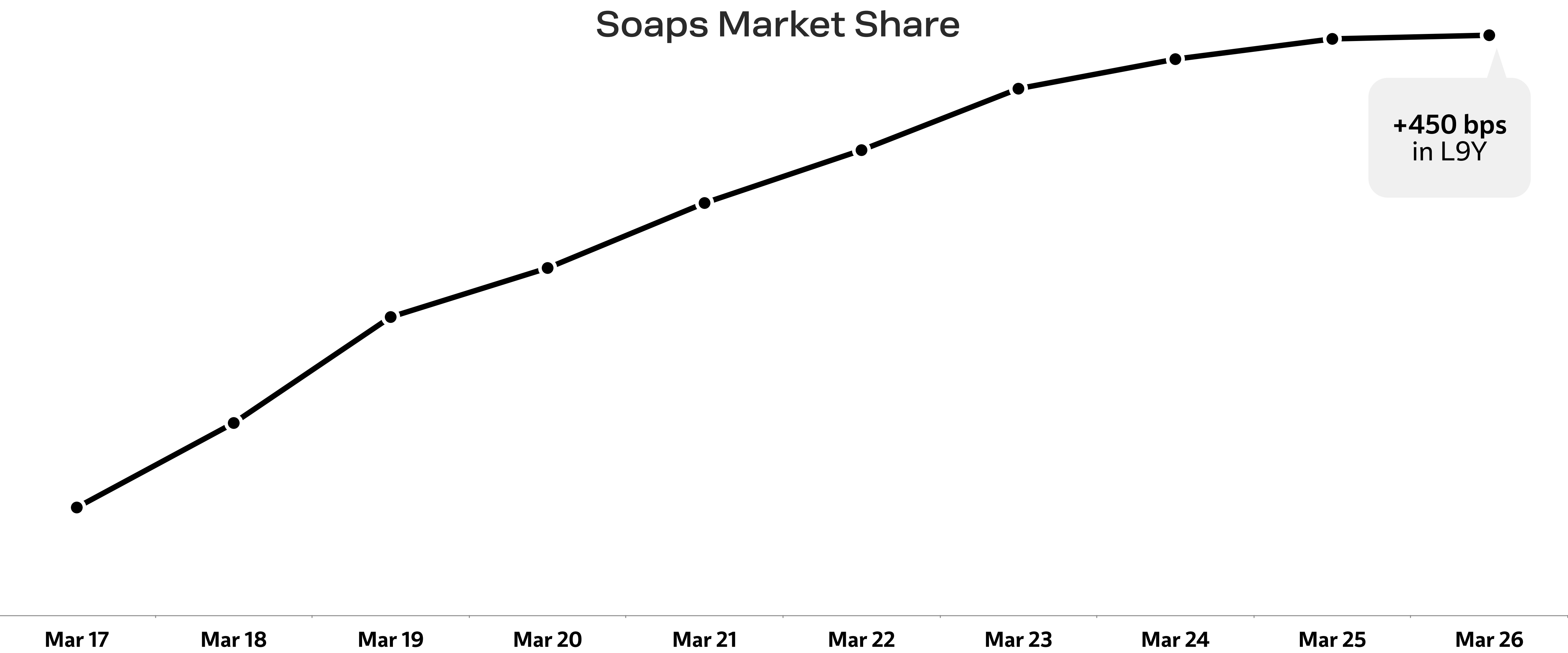
Hair Fashion



Perfumes & Deos



GCPL has a strong legacy in Soaps but in recent years market share has plateaued



We will enhance our mix to turnaround our performance in Soaps

Product



Right product-price
market fit

Media & Promotion



Optimize trade and media
investments to drive growth

Conquering micro markets



Hyperlocal
activations

We are also aggressively focusing on the broader skin cleansing space

	Soaps	Handwash	Facewash	Bodywash
Current position				
	2nd largest Soaps player in India	Largest player in Handwash ¹	3rd largest player in Men's Facewash	Nascent play
Aspiration:	Profitable share gain	Double digit growth	3-4X revenue aspiration ²	Top 3 player

Focused execution will lead to double-digit growth

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

We have a large portfolio spanning across home and personal care

Home Care

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Air Care



Home Care Liquids



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Skin Cleansing



Hair Colour



Hair Fashion



Perfumes & Deos



Hair Colour consumers are upgrading to modern formats

Traditional formats



~2/3rd consumers use traditional hair colours

Modern formats



>1/3rd consumers use modern formats like Crème HC and Shampoo HC

Premium colours



Small, rapidly growing segment dominated by professional and digital-forward brands

We are focused on driving upgrades and premiumization

Upgrading consumers to modern formats



Upgrade consumers to
Crème and Shampoo
Hair Colour

Entering Premium colours



Launching Godrej Hair Lab –
Premium Hair Colour

Expanding the Professional segment

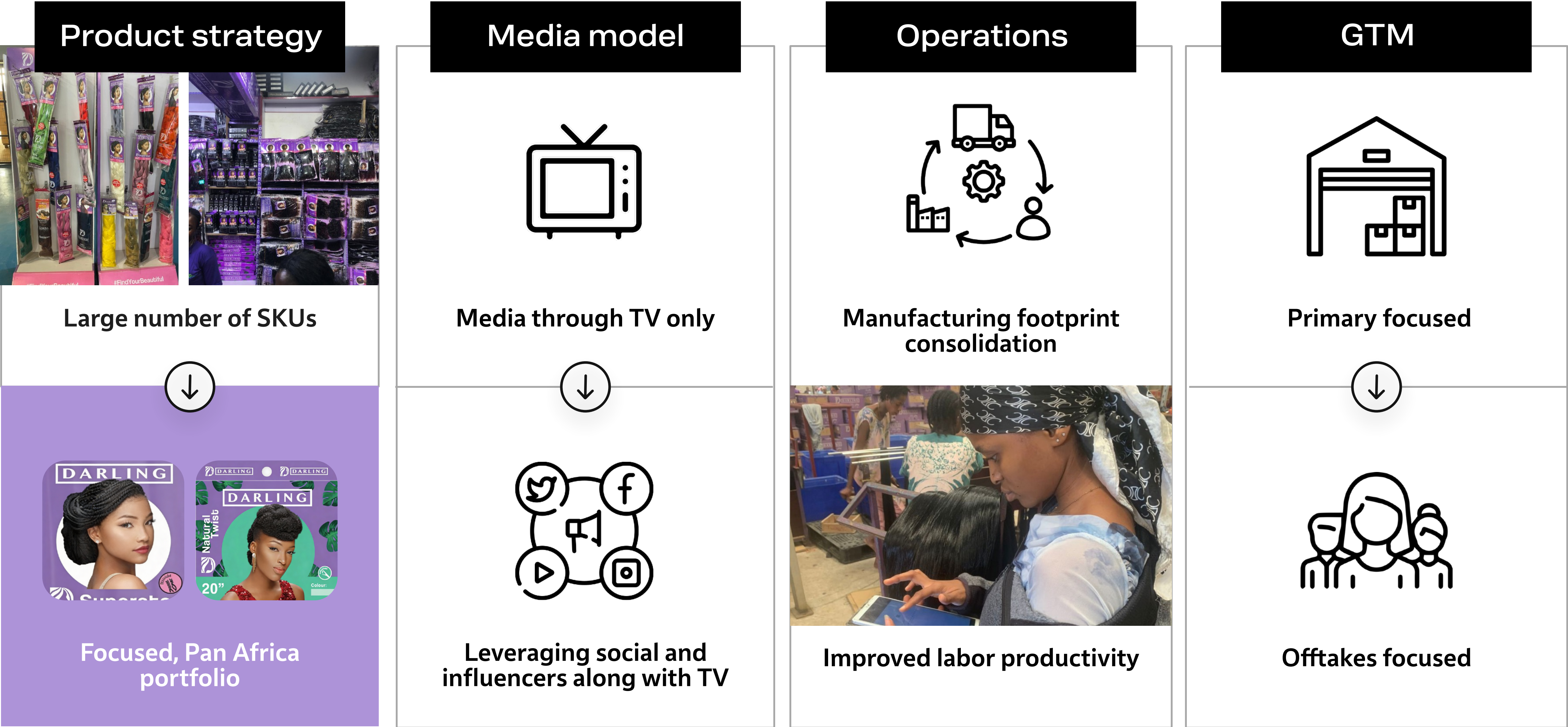


Continue to gain share

We have a large portfolio spanning across home and personal care

Home Care			Personal Care			
Household Insecticides	Air Care	Home Care Liquids	Skin Cleansing	Hair Colour	Hair Fashion	Perfumes & Deos
						

We have turned around the Hair Fashion business



Continue the broad based profitable growth

We have a large portfolio spanning across home and personal care

Home Care

Household Insecticides



Air Care



Home Care Liquids



Personal Care

Skin Cleansing



Hair Colour



Hair Fashion



Perfumes & Deos



Fragrances offers a huge opportunity; Better execution in PAKS will lead to desired results



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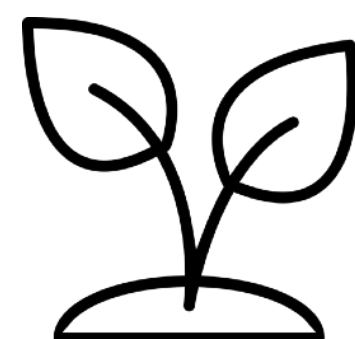
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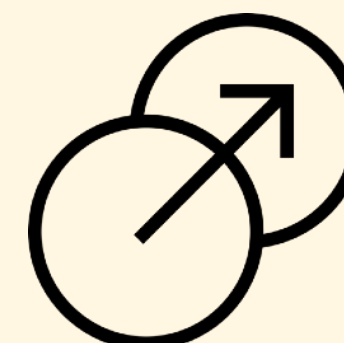
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Our Strategy

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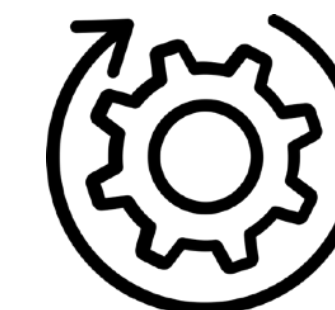


Drive portfolio transformation



Embed AI

Simplify consumer invisible activities



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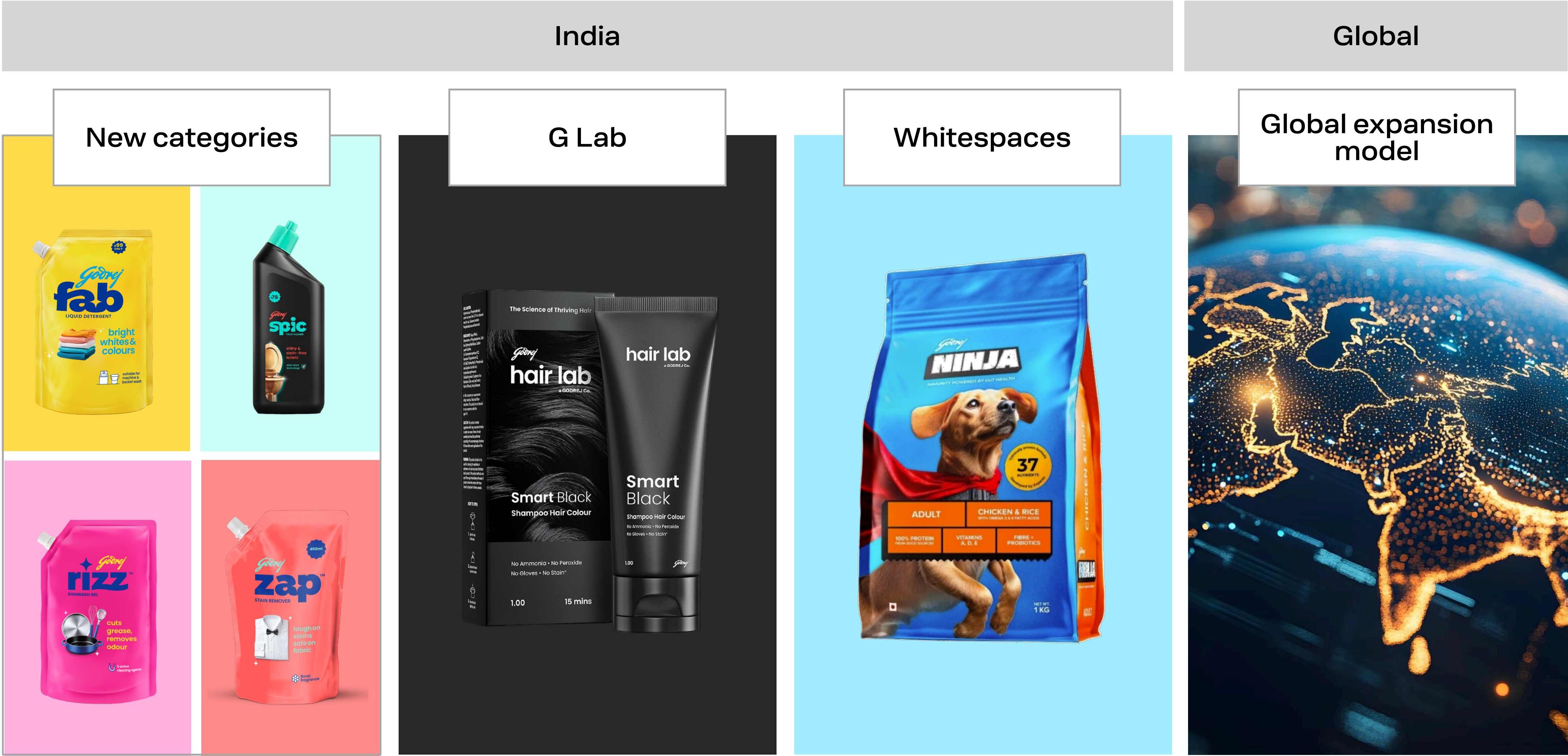
Our Measures

Double Digit UVG and Profit

Retain #1 global position on DJSI

>50% Godrejites (40% white collar) are Women, PWD, LGBTQIA+

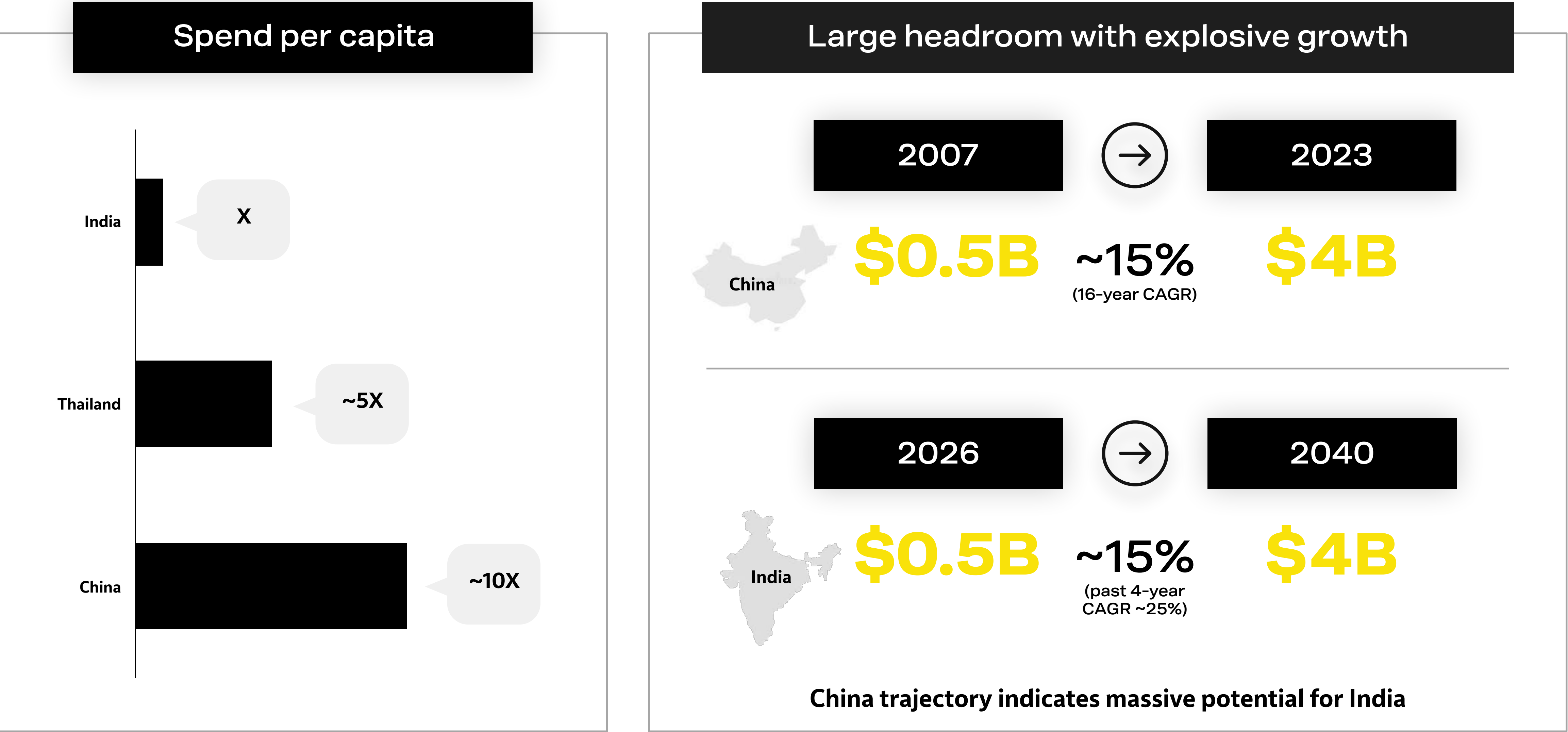
4 levers to drive portfolio transformation



4 levers to drive portfolio transformation



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



Source: Euromonitor data, Industry studies

Our portfolio has expanded to include a range of Home Care Liquids

Our 'Godrej Fabulous Homes' range

Godrej Fab



Godrej Spic



Godrej Rizz

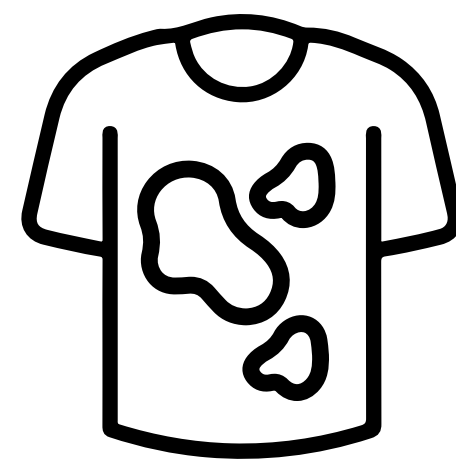


Godrej Zap



Committed to investing in Home Care Liquids; ensure healthy unit economics

Godrej Zap: The latest launch in our Home Care Liquids range



Stain remover is a niche but fast growing category in India

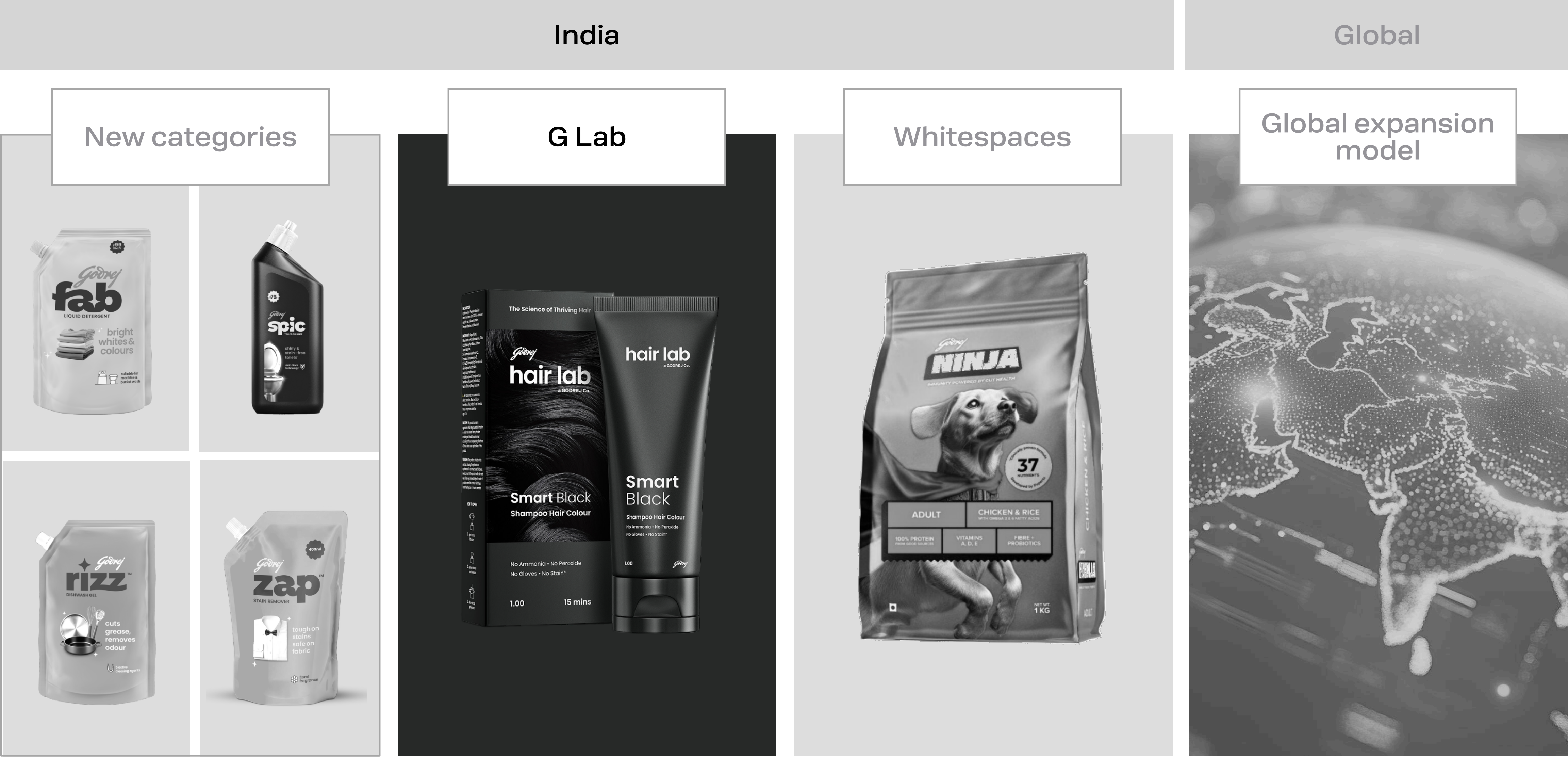


Leveraged playbook from market leading Indonesia portfolio

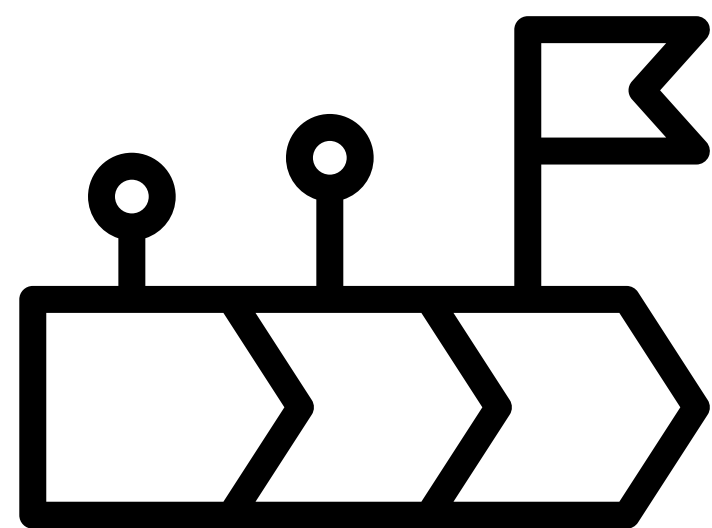


Digital forward distribution and marketing play

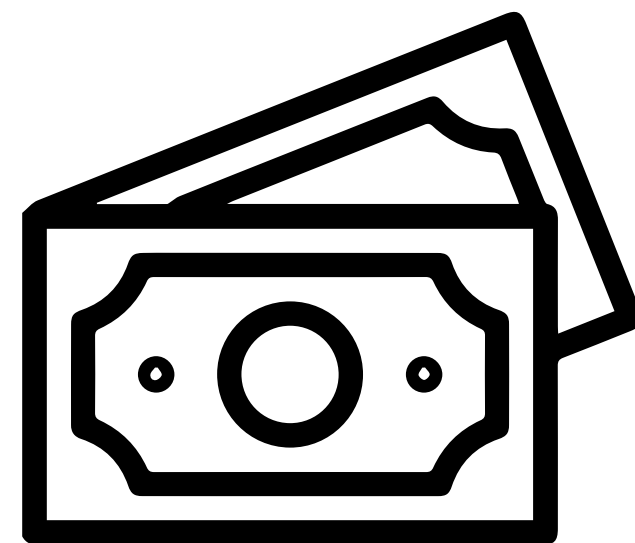
4 levers to drive portfolio transformation



Building 'G Lab' to rapidly launch, test and scale high-potential innovations



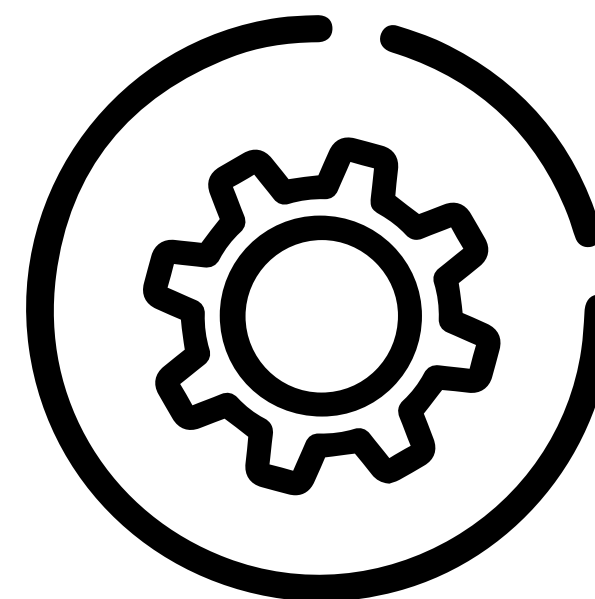
Crunch idea-to-market timelines



Low cost and rapid experimentation

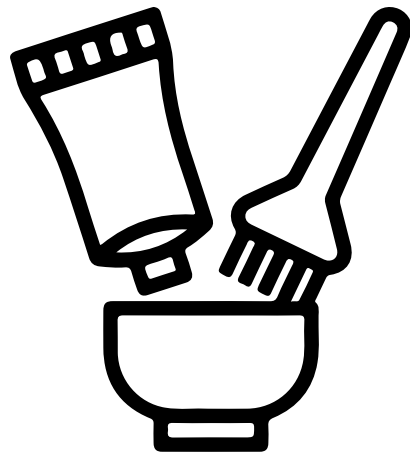


Create new growth engines in future oriented categories

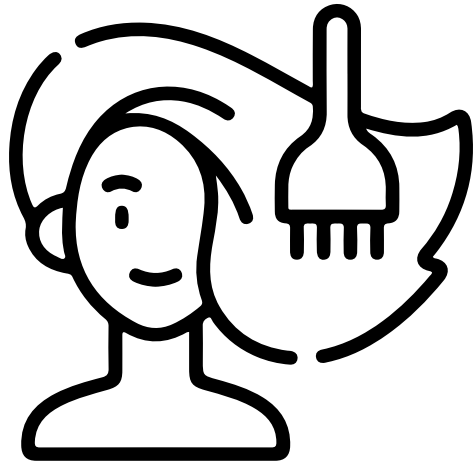


Lean, empowered operating model structured for quick decision making

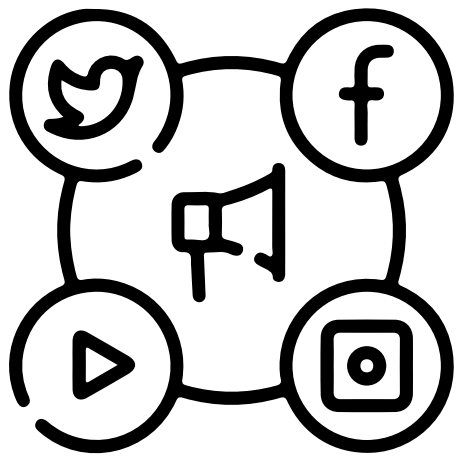
Godrej Hair Lab: the first launch from G Lab



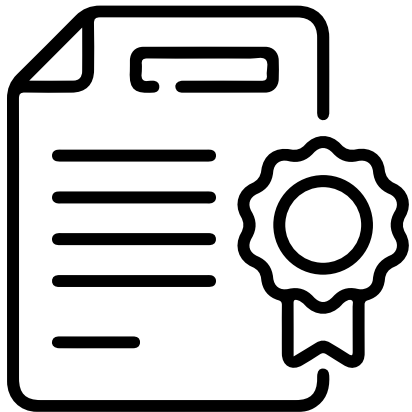
B2C premium hair colour



Single step, easy application.
No gloves, no mixing

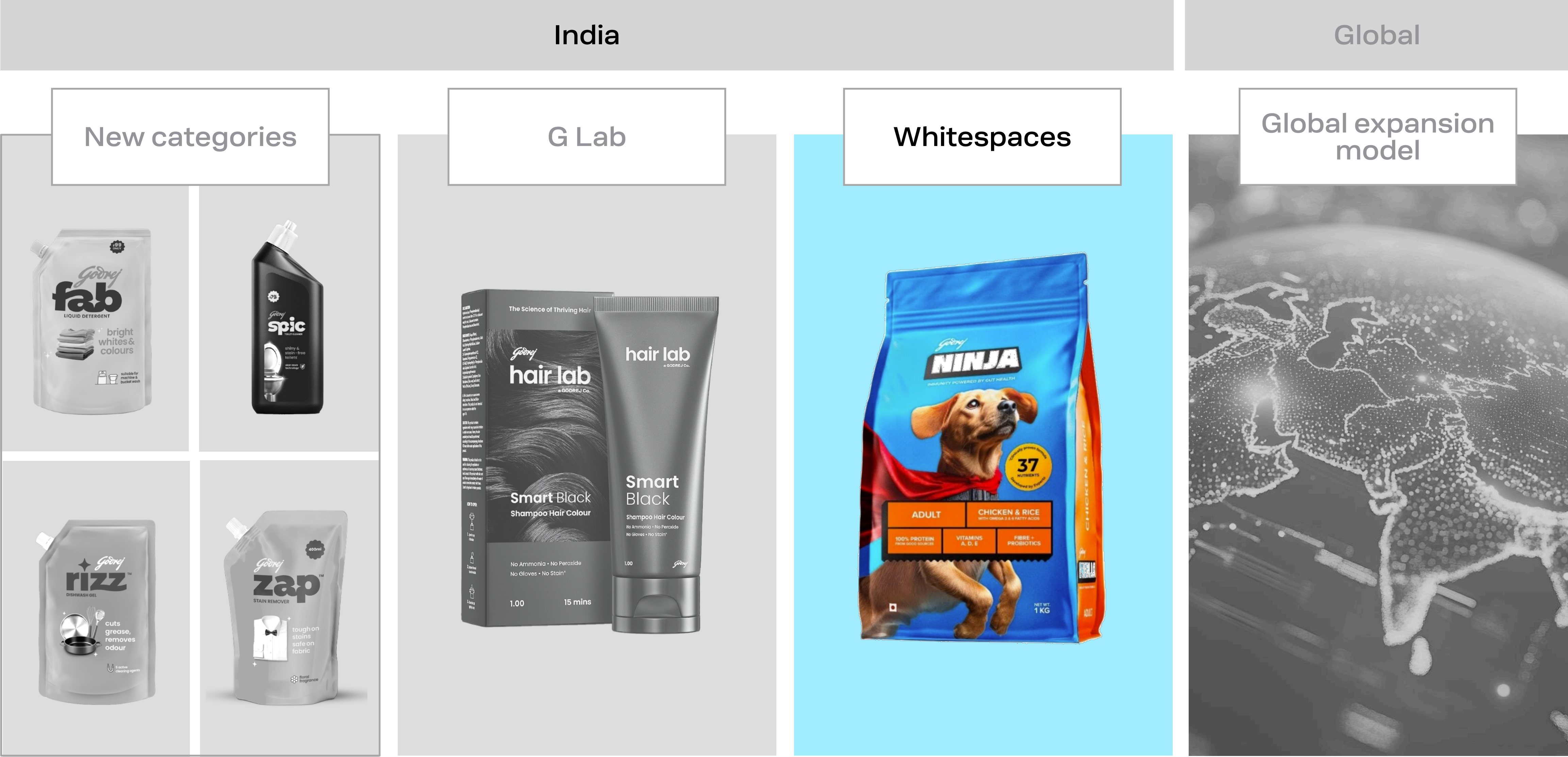


Digital forward distribution and marketing play



Patented formulation

4 levers to drive portfolio transformation



We will continue to invest in white spaces outside HPC, such as Pet Care

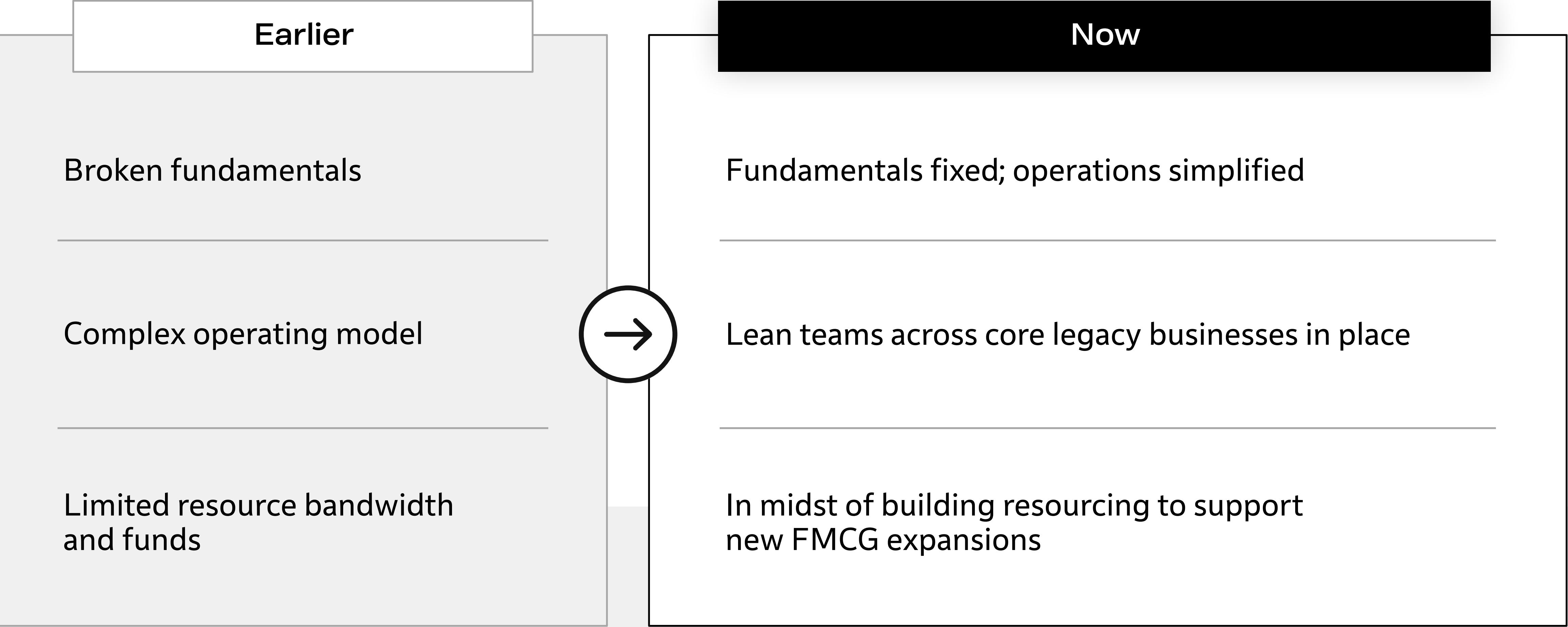


Launched cat food range; portfolio to be scaled up using entrepreneurial methods

4 levers to drive portfolio transformation



Fixing the fundamentals in international businesses to build a “tunnel to the world”



Unlocking bandwidth for FMCG launch and scale up

“Tunnel” proven with Air Care



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

$\sim 34\%$
CAGR 4Y
(international)

75+ countries

Now we are taking a larger “funnel” through the “tunnel”

Air Care (further expansion)



Household Insecticides



Hair Colour



We will actively invest to grow our business

R&D



~150 crs investment to build a new state-of-the-art R&D facility

GTM



Invest in building global distribution networks

Digital Marketing



~10x scale up in resourcing and investments

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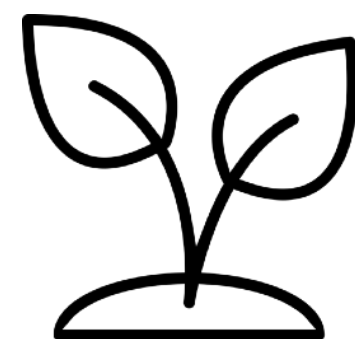
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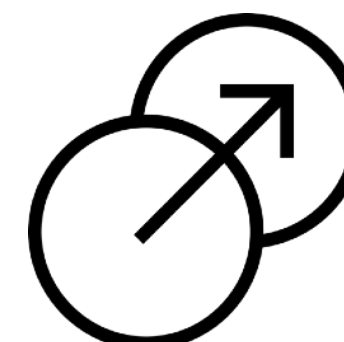
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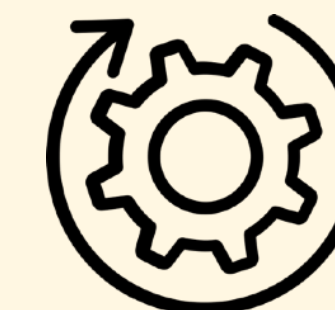


Drive portfolio transformation



Embed AI

Simplify consumer invisible activities



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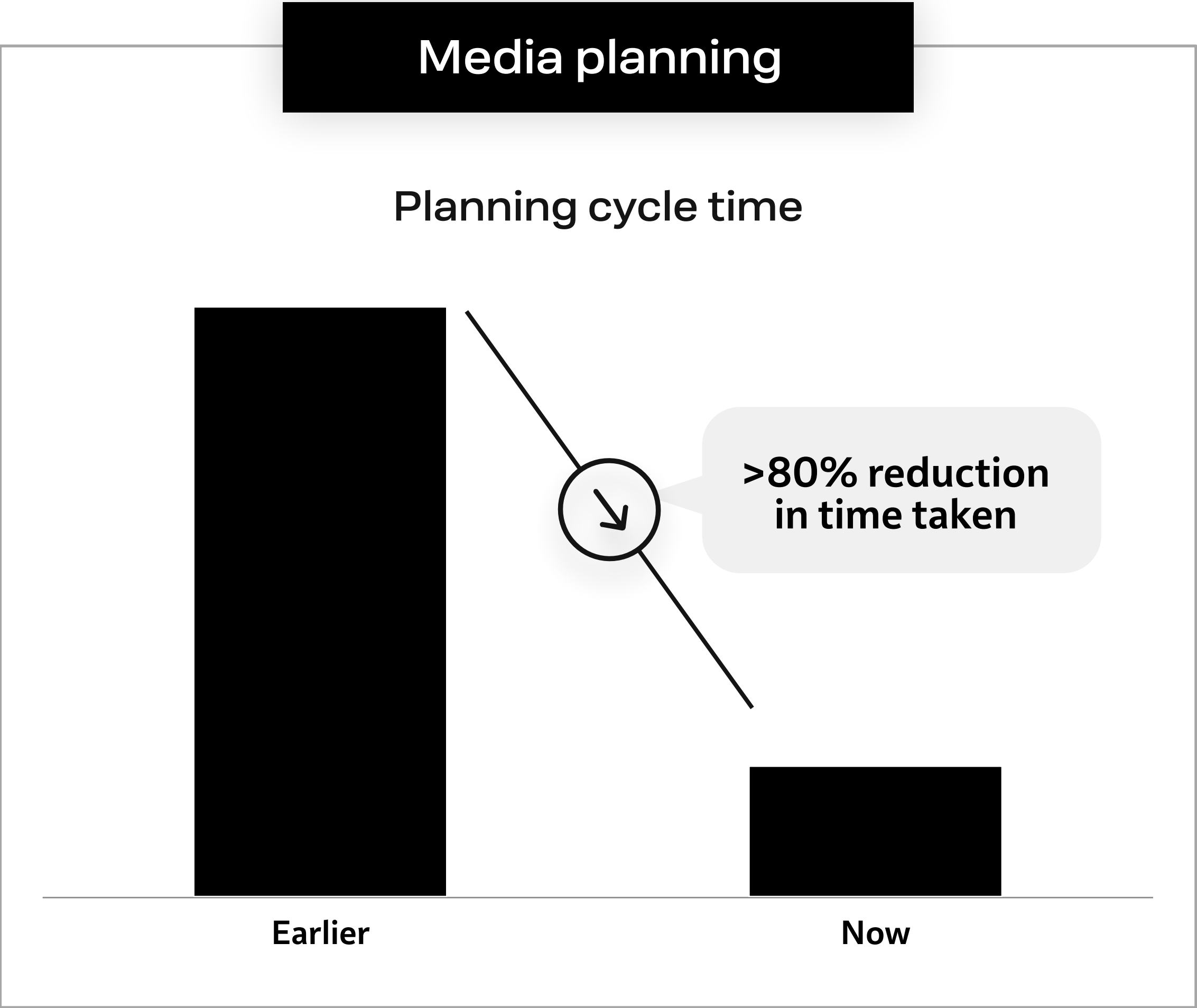
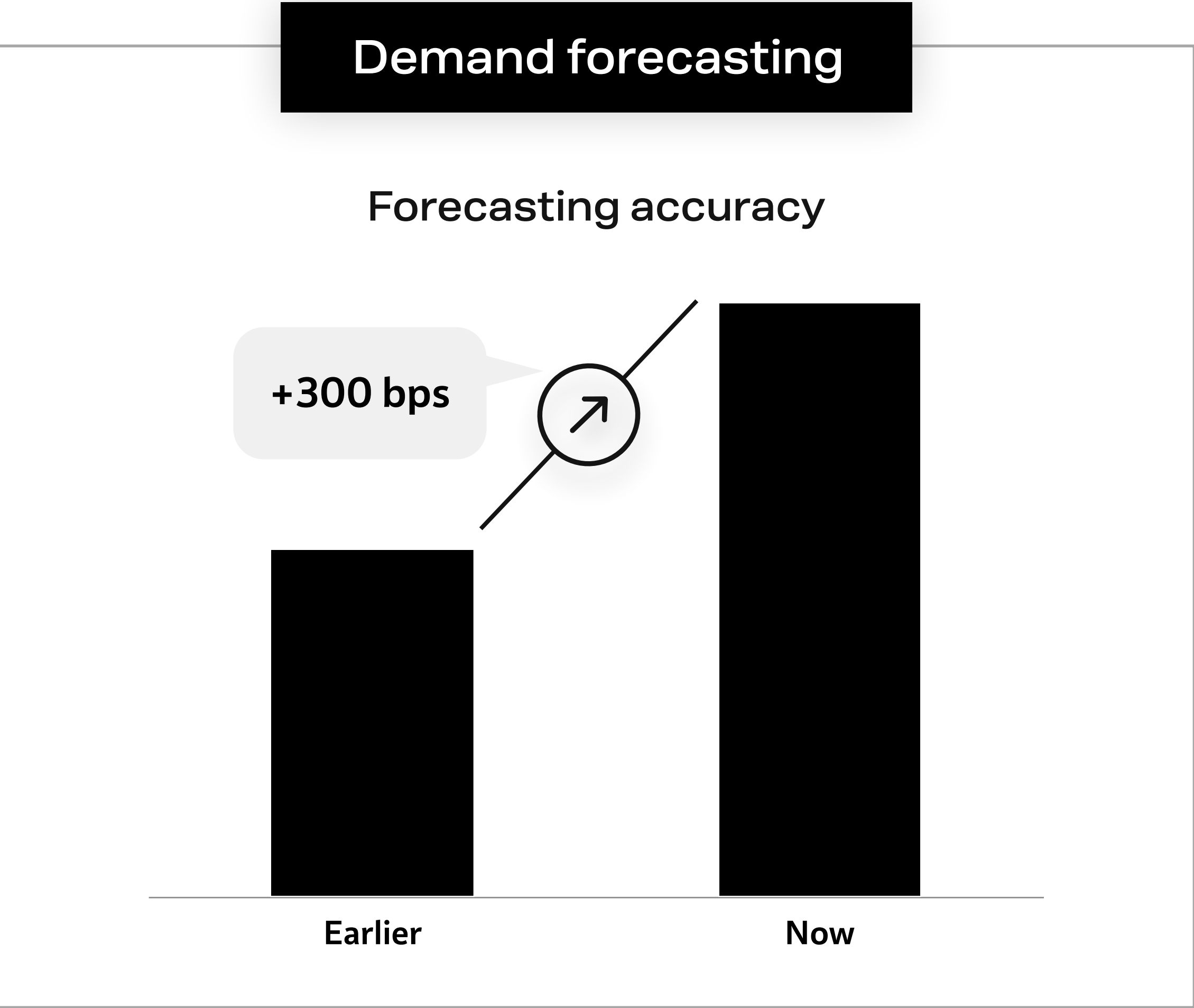
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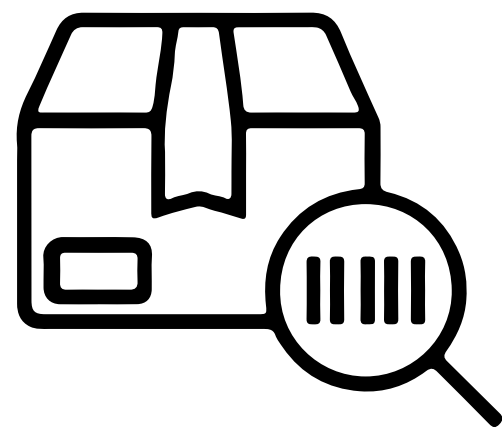
Retain #1 global position on DJSI

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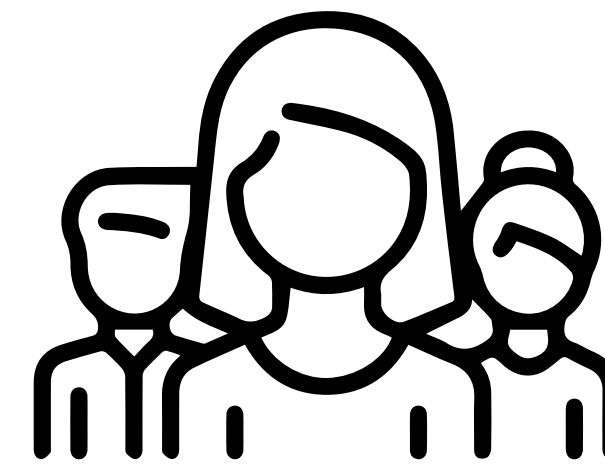
We are using AI to solve core business operations



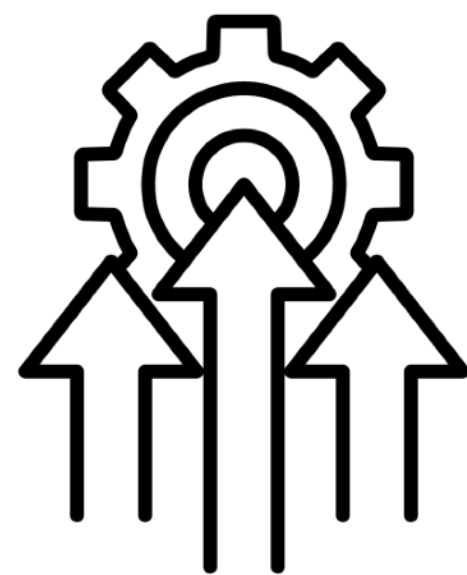
We will continue to simplify consumer invisible activities



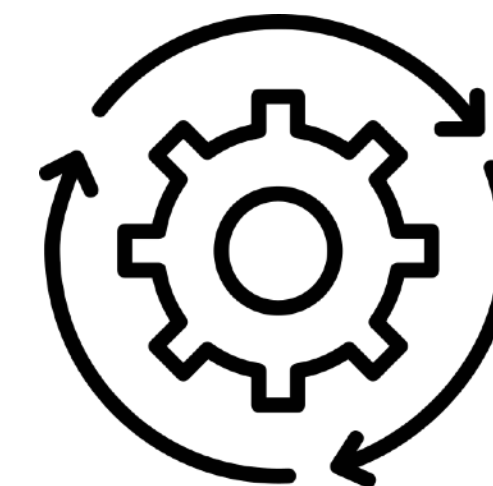
**Fewer
SKUs**



**Higher
Productivity**



**Fewer
Operations**



**Simpler
Processes**

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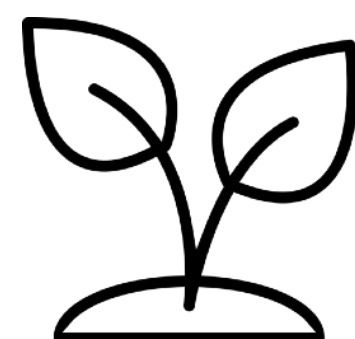
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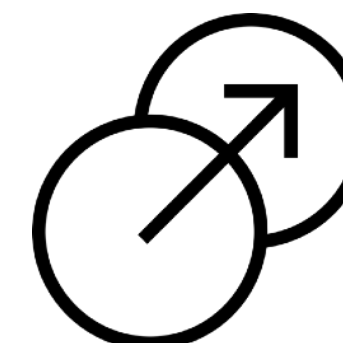
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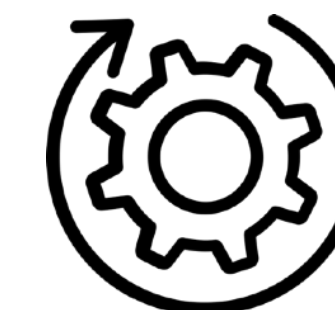


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Building our 'AND' Culture (1/3)

Values AND Valuation



Africa Team

Strategy AND Execution



LV Bangladesh

Building our 'AND' Culture (2/3)

Today AND Tomorrow



India | Indonesia | Chile | Africa | USA

UVG AND Profit



Building our 'AND' Culture (3/3)

Core AND New



India AND International



People AND Planet



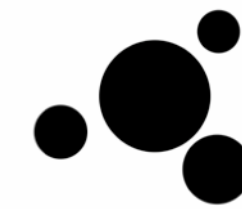
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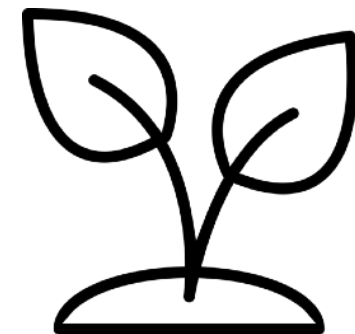
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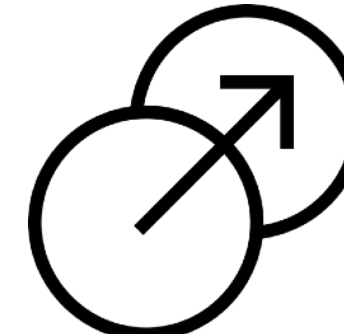
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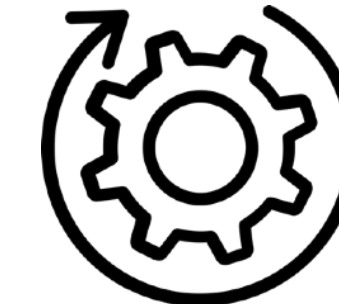


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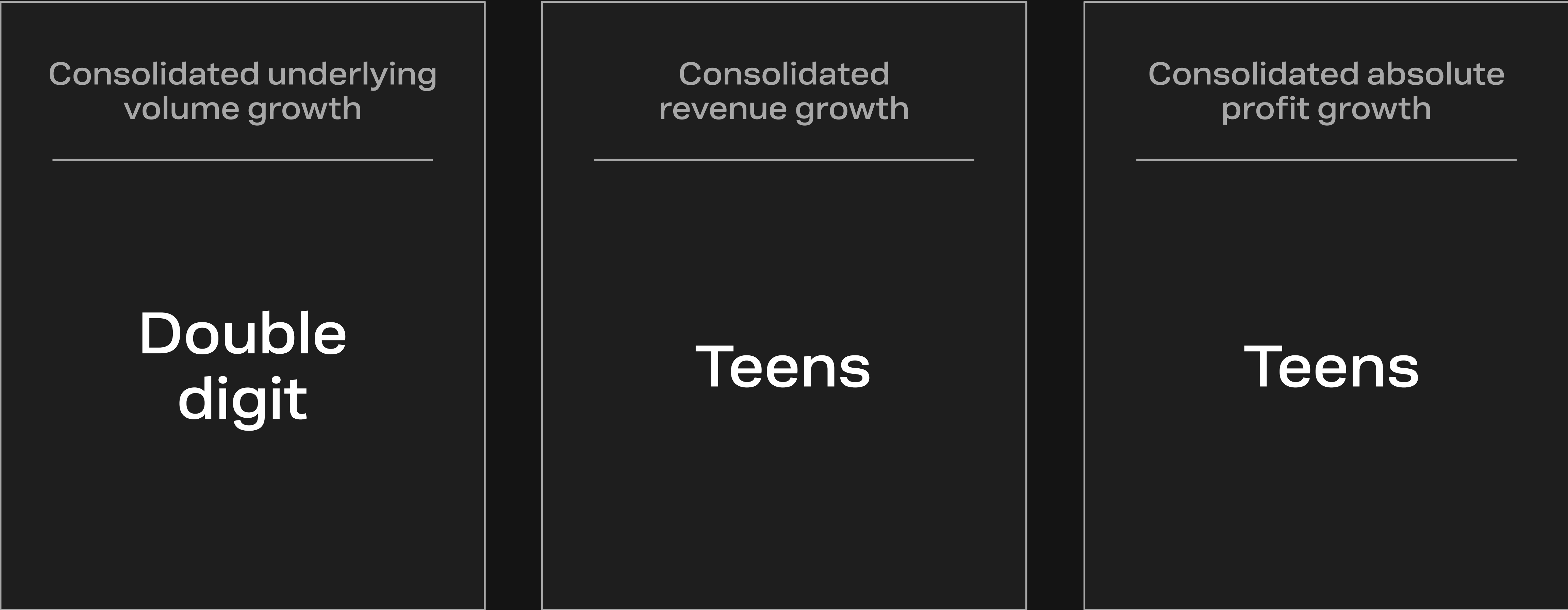
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Ambition: Sustainable performance



Planned gradual sequential improvement

We continue to hold our FY27 guidance

Standalone
volume growth

High
single digit

Consolidated
revenue growth

Double
digit

Consolidated
EBITDA growth

Double
digit

While sharpening trade inventory in India

Capital allocation remains unchanged

Dividend policy

Expect the dividend payout ratio to average

~50%
(range +/- 20%)

of the annual Profit After Tax of the Company

M&A

M&A only in high-conviction (primarily India) opportunities with:

- Profitable unit economics
- Multiplier on growth
- EPS breakeven in 12-18 months

Capex investment

Maintenance capex from FY28 onwards

Thank you

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