

Our Strategic Pillars

Category develop existing portfolio	80
Funded by radical simplification	112
People and planet alongside profit	158

Pillar 1. Category Develop Existing Portfolio





Pillar 1.

Category Develop Existing Portfolio



**Financial
Capital**



**Manufactured
Capital**



**Intellectual
Capital**

KEY ENABLERS

- Global category structure
- Democratising our brands
- Enhanced, digitally enabled consumer insights
- Enhancing go-to-market
- Laying the foundation for future growth possibilities

RISKS IDENTIFIED

- Inflation and currency devaluation
- Commodity price volatility



We aim for sustained industry leading volume growth by leveraging our market leadership and expanding category reach to create lasting value for all stakeholders.

12

**#1 brands across
4 clusters**

5%

**EBITDA
Growth**

**INR
15,100**

Crore in Revenue

Our chosen portfolio

Our passion lies in delivering high-quality, affordable, and beautifully designed products with consumers at the core. As industry leaders, we focus on innovation-driven growth, continuously enhancing our portfolio to meet evolving consumer needs. Accessibility and quality remain our priorities, especially in emerging markets where we have a strong presence.

Our footprint spans some of the largest and fastest growing emerging economies globally. However, key categories like Household Insecticides, Air Care, and Hair Colour remain underpenetrated, presenting significant growth potential. We view this as an opportunity to apply our expertise in product development, communication, and activations to create value. Our innovations – GoodKnight Agarbatti, Godrej Aero,

Godrej Fab liquid detergent have delivered strong success in the initial years, and present significant growth potential.

Our goal is to achieve consistent, industry leading underlying volume growth by leveraging our existing market leadership and expanding our category reach, ultimately benefiting all stakeholders in the long term.

Key highlights

India & SAARC

Strong growth momentum sustained across Air Fresheners, Goodknight Agarbatti and Godrej Fab Liquid Detergent

Q-commerce and E-commerce in India continued to be the fastest growing channel

Entered toilet cleaner category with the launch and national scale up of Godrej Spic Toilet Cleaner

Improving productivity of sales manpower by driving in-market discipline with tech interventions

Goodknight portfolio continues to strengthen in Bangladesh

Inaugurated and scaled up operations in flagship mega factories in Madhya Pradesh and Tamil Nadu

Indonesia

Piloted and Incubated Social Commerce (TikTok) as a channel for the future to focus on the NPD development.

Indonesia has demonstrated resilience through the cycle, with business performance holding up despite a subdued macro backdrop, reflecting the strength of our brands and execution capabilities.

Africa & USA

Topline turnaround in the Africa business after the Profitability Reset in FY 25. Consistent 5 quarters of topline growth

Launched Air care in Africa as a part of the larger FMCG play in the continent

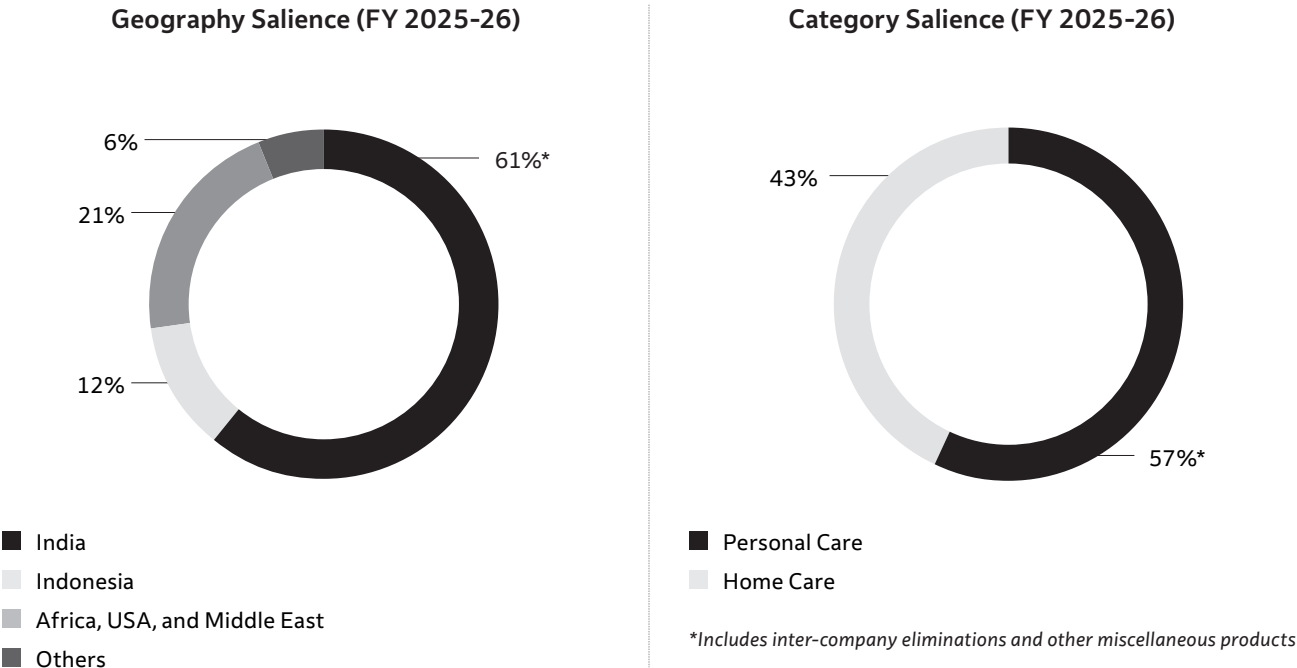
The Hair Fashion business model has undergone a fundamental shift. The focus is moving away from frequent NPD-led launches aimed at capitalizing on short-term trends towards a more versatile product portfolio that supports multiple styling occasions. This is being complemented by a tighter and more streamlined SKU architecture across markets.

Our category development initiatives have continued to deliver strong penetration gains in FY2025-26. In India, our mini Godrej Expert Rich Crème has resulted in overall crème penetration increase of ~1700 bps over the last 6 years. Aer brand has gained 400bps household penetration in the last 4 years. We will continue to invest in category development to boost growth in our current categories and generate long-term economic value.

As we innovate in emerging categories, we will focus on scaling our flagship products and market-leading categories, which offer strong profitability and growth potential. We will strengthen marketing and distribution to accelerate underlying volume growth across all markets over the next five years.

A Broad Emerging Markets Portfolio

In the fiscal year FY 2025-26, 39% of our total revenue was generated from international operations.



Portfolio of our power brands

Rs 1,000 crore+



Rs 500- 1,000 crore



Strengthened brand positions across key markets and geographies

#1

			
Good knight	Godrej Expert	Darling	Inecto
			
Aer godrej	Air Freshener Stella	Hit	Profectiy Mega Growth
			
HIT Indonesia	Millefiori	Issue	Ilicit

#2

		
Godrej No.1	Cinthol	Mitu Baby

Renewed global category structure

In FY 2021-22, we introduced a refreshed global category framework to drive innovation and strengthen brand equity across our core segments: Household Insecticides, Air Care, Hair Colour, and Hygiene. This structure is designed to enhance product development (innovation and renovation) and brand strategy (positioning and communication), anchored in three key value drivers:

1. Coherent global strategy and cross-geography synergies

- Expanding Flagship Products: Goodknight Liquid Vaporizer, a longstanding market leader in India, is scaling its presence across Indonesia, Bangladesh, and Nigeria.
- Localized Adaptations: Godrej Shampoo Hair Colour, originally launched in India, has successfully entered Indonesia with customized product formulations, packaging, and positioning while retaining its core technology.
- Cross-Market Product Expansion: We have successfully introduced Aer Matic from Indonesia to India, while Aer Power Pocket is now expanding from India to Indonesia, Bangladesh, Middle East and Latin America.
- These three Indian products have emerged as global blockbusters, registering a 60% year on year growth in international markets.



Scaling up products across our categories and geographies

2. Deeper capability on product and communication development

We are strengthening our global innovation and renovation pipeline through a structured stage-gate process, ensuring a robust and future-ready product portfolio. Our focus is on revitalizing core offerings while driving category growth..

To enhance communication effectiveness, we have centralized creative development through in-house teams:

- Creative Lab – Our dedicated media development studio.
- Design Studio – A hub for pioneering design thinking, innovation, and development of new products and solutions across geographies.

We are also standardizing our advertising strategy globally. In Air Care, for example, we leveraged the consumer insight that air fresheners are commonly used during home visits. This inspired our “talking rooms” concept in advertisements, successfully implemented for Aer in India and Stella in Indonesia.

3. Better alignment across product development and brand equity

We have streamlined our Product and Equity teams, ensuring close collaboration under the direct leadership of the Head of Global Category and Innovation. These teams undergo cross-training in decision-making and functional expertise, fostering a holistic marketing approach.

Brand leaders play a crucial role in driving consistency while adapting to regional market dynamics. By integrating deep consumer insights with global expertise, we create products tailored to evolving preferences across diverse geographies.

Our global presence is a strategic advantage, allowing us to address shared challenges across markets while capitalizing on regional expertise. As part of our commitment to sustainable growth, we are expanding local operations and talent acquisition in emerging markets, leveraging regional knowledge to drive market leadership.

Enhanced, digitally enabled consumer insights

By adopting a comprehensive perspective on the market landscape and evaluating current performance, emerging trends, and shifts in consumer behaviour, we gain valuable insights

into potential future developments for both categories and brands to fulfil customer needs. This approach enables us to identify opportunities that create mutual benefits for consumers, brands,

and the broader category. From a technological standpoint, we prioritize investments in consumer research and data analytics to anticipate trends and drive category growth.

Consumer obsession: A sustainability lens

Long-term brand tracking is a vital tool for assessing the alignment of our brand values with consumer sentiment, reflected in awareness, preference, and loyalty. We conduct brand perception surveys to identify key consumer segments, understand their priorities and shopping behaviours, and determine the most effective engagement strategies. These insights

deepen our understanding of evolving consumer trends. Traditional brand perception tracking involves the scientific selection of a relevant target audience, typically category users, and conducting in-home surveys to assess brand awareness, perception, and usage, as well as the effectiveness of advertising. In response to the rapidly changing market landscape, we have

embraced a more agile approach. We leverage advanced technologies to continuously monitor brand performance and consumer sentiment, enabling timely adaptations. This includes tracking various metrics, such as awareness, product feedback, usage behaviour, and openness to new ideas.



Gathering consumer insights across various channels

During FY 2025-26, we engaged with over 50,000 consumers to assess their perception of our brands. These insights were gathered through multiple channels, both online and offline, including random in-home visits and central-location surveys. These surveys covered nearly 90% of our brands by revenue.

We have integrated a sustainability lens into our existing surveys to gain deeper insights into how sustainability influences consumer preferences and perceptions.

We engaged our consumers to:



Assess Attitudes Toward Sustainability

We sought to understand how sustainability aligns with consumer priorities and values, as well as its influence on brand perception.



Identify Opportunities for Innovation

We identified opportunities for brand differentiation and competitive advantage, by exploring consumer values and preferences.

Our brand perception survey among individuals aged 21–45 in India included targeted sustainability metrics. Our findings revealed that over 65% of respondents valued ‘reusability,’ while over 30% prioritized ‘reducing plastic waste.’ Consequently, approximately two-thirds of consumers perceived our product as eco-friendly, and we aim to get to 75%.

By adopting an agile approach to brand perception tracking, we strive to keep our brands relevant and appealing. Our objective is to make well-informed decisions that drive long-term growth, enhance our reputation, and contribute to a more sustainable future.

Democratising our brands

Our core purpose has always been to prioritize consumer needs above all else. To enhance accessibility, we continuously innovate by offering our products in various sizes and price points, ensuring they cater to a wide consumer base.

Smaller value-pack offerings, such as Godrej Expert Rich Mini Crème and Godrej Selfie Shampoo Hair Colour in India, Godrej Magic Handwash in India, and HIT Aerosol in Indonesia, have transformed the market by making our products more affordable and accessible.

Godrej Magic Handwash is our revolutionary hand wash and the world's first powder-to-liquid handwash. Born out of the need to democratise sanitation and handwashing in India, it's a sustainable product and available at a very affordable price point starting at just INR 10.

With Godrej Fab, we are leveraging our expertise in the liquid detergent category and making it accessible to everyone, thereby democratising access to quality laundry care. It caters to consumers who seek an enhanced

laundry experience at a competitive price point of INR 99 for a litre.

Our Goodknight Agarbatti, priced at an affordable INR 10, is the only government-registered, safe, and effective alternative to illegal incense sticks, helping to formalize the category. By tailoring products to meet specific consumer needs, we strengthen brand loyalty and reinforce our commitment to providing trusted, high-quality solutions.



Godrej Expert Rich Crème (India)



Goodknight Agarbatti (India)



Godrej Magic Handwash (India)



Godrej Fab (India)

Strengthening market reach

Making sure that customers can regularly access our products is essential to our objective of attaining more penetration as we expand into emerging areas. In order to reach more consumers, we are constantly growing

our distribution networks, paying more attention to underserved or unserved rural and remote markets.

We are rapidly increasing our presence across multiple platforms such as

traditional and modern retail channels, e-commerce including quick commerce, and digital marketplaces, to ensure our products are always available to serve our consumers, regardless of where they are located.



Expanding rural outreach through van distribution program.



Our leadership engages with our partners on ground

Channels of the future

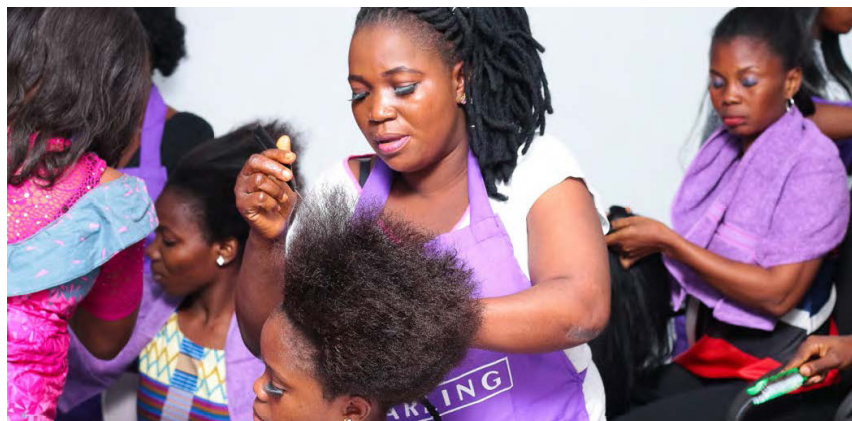
New technologies are reshaping the sales and distribution landscape, with digital channels growing at more than twice the rate of traditional ones

in India. Quick commerce is gaining significant traction, while e-commerce continues to expand across India, Africa, and the USA. Additionally, modern

trade, Cash and Carry, and the emerging eB2B segment are experiencing steady growth.

Partnerships

Recognizing the interconnected nature of our business ecosystem, we remain committed to strengthening our relationships with suppliers, distributors, wholesalers, and modern trade partners globally for successful delivery. Additionally, we are deepening our engagement with large-scale salons across Africa, fostering strategic partnerships that drive mutual growth and long-term success.



Expanding Rural reach in India through digitisation

Codifying ways of working with village-level intelligence

At GCPL, reaching across India is a strategic imperative for us. FY2025-26 marks a defining inflection point in our rural go-to-market journey. For the first time, we have moved beyond

intuition-led coverage to data-led, digitally-verified rural execution at scale. Through sustained investment in in-house technology, field capability, and geo-spatial intelligence, we have

built a system that tells us precisely which villages to cover, how frequently, and through which channel, and verifies that we actually do.

FY25-26 Coverage Milestones

50,000+

Villages with Direct Coverage
via Sub-Stockist & Van Model

80%+

Geo-Adherence in Rural
Substockist & Van Channels

90%+

Geo-Adherence in Urban
General Trade Visits Tagged

Direct Rural coverage: Sub-stockist & Van model

Our two dedicated rural channels, the Sub-Stockist (Sub-DB) network and the Van sales model, together now deliver direct coverage to over 50,000 villages across India. These channels are purpose-built for the last-mile: reaching villages beyond the reach of traditional distributor networks, where consumption potential is real but infrastructure is nascent.

Sub-Stockist Model:

Appointed Sub-Distributors operate as the last-mile anchor in semi-urban and rural hinterlands, ensuring product availability in villages that lie beyond the direct distributor beat. FY2025-26 saw a focused appointment drive to eliminate whitespaces in high-potential geographies.

Van Sales Model:

Mobile van routes serve villages with lower outlet density, ensuring periodic coverage with flexibility. The van model has been instrumental in seeding new markets and building trial ahead of permanent Sub-DB appointment.

Codifying ways of working: Geo-tagged field execution

A key pillar of our distribution transformation has been the institutionalisation of geo-tagged ways of working across both Urban and Rural channels. Geo-tagging converts the promise of a planned journey plan into a verified field action, ensuring that every ISR visit is confirmed, time-stamped, and location-validated.

As of FY25-26:

- In Urban General Trade we have achieved 90%+ visit geo-adherence which is a benchmark that demonstrates our ability to enforce and measure field discipline at scale.
- In Rural Channels (Sub-DB & Van) we have achieved 80%+ geo-adherence, a significant milestone, validating that the Urban WoW model can be successfully implemented in rural infrastructure conditions.
- Approximately 90% of total General Trade visits are now geo-tagged. This creates an unbroken, verifiable data trail of field activity at an all India level.

In-House technology: The Rural reach dashboard

The most significant capability unlock of FY2025-26 is the development and deployment of the Rural reach dashboard. It is our proprietary, in-house built intelligence platform that brings to us village-level coverage visibility for the first time. This tool represents a step-change in how we understand and manage rural distribution. It helps us to enable -

- Complete coverage scenario at the most granular level (individual

villages) across all ISR beats at an all India scale.

- Real-time tracking of ISR ways of working by village, including visit frequency, geo-adherence status, and beat compliance.
- Identify whitespace villages (those with consumption potential but no current coverage) enabling targeted sub-DB appointment and van route planning.

- Validate village prioritisation that confirms whether our ISRs are visiting the right villages, by cross-referencing coverage data with consumption potential indicators.

The tool ensures a clear answer to the three most critical rural coverage questions: which villages to cover, when to cover them, and how frequently, helping us translate strategy into an actionable, measurable field mandate.

Four pillars of Rural tech capability



Village-level visibility

- Coverage tracked at individual village granularity which is India's first by GCPL
- Rural reach dashboard provides real-time scenario view across all ISR beats
- All India village-level ways of working monitoring now operationalised



Geo-tagged ways of working

- 90%+ GT visits geo-tagged; 80%+ Rural adherence across Sub-DB & Van channels
- Field compliance verified digitally, eliminating phantom visits
- Planned journey plan adherence measured at beat, ISR, ASM, and zone level



Whitespace identification

- Data-driven identification of uncovered high-consumption villages
- Priority scoring by consumption potential, accessibility & existing SubD reach
- Clear line of sight: which villages, when, how frequently, and how to cover



Urban ways of working → Rural Replication

- ISR investment model validated in Urban being ported to Rural Towns
- Beat design, frequency norms, and outlet coverage standards being scaled
- Tech infrastructure ready to support ISR-led rural growth in FY27

Our Rural reach digitisation journey



Foundation

GT visit geo-tagging deployed across Urban channels. 90%+ adherence benchmarked and stabilised.



Rural Unlock

Substockist & Van model geo-tagged. 80%+ adherence achieved. 50,000+ villages brought under direct digital coverage.



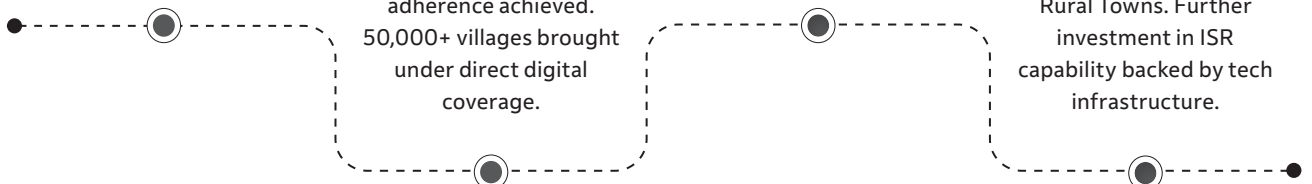
Intelligence

Rural Reach Dashboard launched. Village-level ways of working tracking and whitespace identification operationalised at all India scale.



Scale & Replicate

Urban ISR model being implemented in Rural Towns. Further investment in ISR capability backed by tech infrastructure.



The Road ahead: Investing in ISR-Led Rural growth

With the foundational tech infrastructure now in place, we are positioned to make its next strategic move of replicating the proven Urban ISR ways of working model in Rural towns. The investments in geo-tagging, the Rural reach dashboard, and village-

level intelligence have collectively de-risked this expansion.

We now have what has historically been absent in rural FMCG distribution - a clear line of sight. We know which villages represent untapped potential. We know whether our ISRs are

executing with discipline. We know where to appoint sub-distributors for maximum impact, and where the Van model should seed the market first. And we have the advantage of our in-house technology to monitor, course-correct, and scale, without dependence on external platforms.

Chemist & cosmetic channel

Tapping into the emerging opportunity of a growing the chemist & cosmetic channel remains a key strategic lever for us. To achieve this goal, we have created a strong network of pharma/over-the-counter drug/cosmetic distributors, and accordingly, created a new revenue stream. This channel helps us expand our reach into the previously untapped chemist and cosmetic outlets and with the addition of the Park Avenue and Kamasutra portfolio our Chemist & Cosmetic Channel has emerged as a significant growth driver. We have added over 1 lakh chemist outlets and 50,000 cosmetic outlets into our direct coverage post the set-up of this channel.

In Indonesia, we have accelerated our go-to-market transformation in general trade by outsourcing direct operations

to distributors. This strategic move has significantly reduced operational complexity, freed up our sales team's bandwidth, and allowed a greater focus on business development activities. Additionally, it has lowered operational costs and expanded our direct coverage. We also launched a door-to-door sampling drive to stimulate demand and educate consumers about our Household Insecticides portfolio.

The performance in FY 2026 has been promising, with distribution of key product increasing by low double digit growth and a high teens volume growth. Moving forward, we will continue to expand our distribution efforts, focusing on increasing new outlet coverage while maximizing the output of existing distribution channels supported by digital technologies.

In West Africa, where trade is largely unorganized and wholesale-led, we are enhancing last-mile distribution through a direct distribution model with a national distributor and driving salon advocacy. Transitioning to a national distributor has streamlined operations and significantly boosted our reach. Additionally, we continued our door-to-door sampling drive in the region to build demand and raise awareness of our recently launched Household Insecticides portfolio while also expanding distribution through modern trade. This has led to a substantial shift in our non-wholesale channel contribution. Looking ahead, we plan to build on this momentum in Nigeria, further strengthening our foundation, and aim to accelerate growth in South Africa to unlock its full potential in the coming years.



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Customer satisfaction measurement

We run an annual customer satisfaction and relationship depth survey to gauge overall customer satisfaction, NPS across geography & categories, and competitor analysis. Over 250 customers/distributors participated in the survey we conducted in 2024 and we conduct an NPS every two years.

Satisfaction measurement	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27 target
Net promoter score (NPS= Promoters-Detractors)	50%	51%	51%	51%	50%
Data coverage	100%				

Building tomorrow's growth: foundation stones



Enhancing Efficiencies & Future Growth Drivers

We are focused on improving efficiencies across the value chain to boost sales productivity, leveraging analytics and technology. Key growth drivers include minimizing sales losses through auto-replenishment systems and optimizing salesforce effectiveness with technological solutions.



Building an Omnichannel Strategy

In response to changing shopper trends and environments, we are strengthening our capabilities to meet the demands of omnichannel retailing. This approach involves not only addressing external channel conflicts but also establishing the appropriate internal team structures to serve these channels effectively and with flexibility.



Simplification for Profitability

In both Africa and the US, we continue to prioritize simplification as a key strategy for driving profitability. Over the past few years, we have significantly reduced the number of factories and SKUs.



Exploring New Go-to-Market Formats

In West Africa, we are enhancing our distribution coverage through a direct distribution model with a national distributor.

Automated in-store execution in Modern Trade: Driving scale, speed, and precision through AI

FY2025-26 marked a decisive transformation in GCPL's Modern Trade execution model with the evolution from manual, audit-led tracking to a fully automated, AI-backed in-store execution system. This transition has redefined how execution excellence is measured and managed across stores, enabling real-time, objective capture of critical metrics such as On-Shelf Availability (OSA), Share of Shelf (SOS), visibility compliance, and promotional adherence through our network of 900+ in-store merchandisers and promoters. In the earlier operating model, execution tracking was largely

manual, requiring significant time investment and relying on subjective validation. A typical store visit required approximately 3.5 hours to capture, verify, and report execution metrics. This limited the scalability and consistency of tracking. With the deployment of AI-powered image recognition, this process has been fundamentally re-engineered, reducing audit time to ~45 minutes per store while simultaneously enhancing the depth, speed, and reliability of insights. This shift represents a structural upgrade in ways of working. AI-enabled tracking has introduced a layer of

objectivity and standardisation that eliminates inconsistencies, strengthens data authenticity, and enables verifiable, audit-ready execution measurement at scale. The system ensures that what is reported is what is actually executed which improves governance and drives higher accountability across the field force. This transformation has translated into tangible business outcomes. Enhanced tracking and sharper execution discipline have driven an improvement of ~8% in On-Shelf Availability (OSA), resulting in a step-change in product availability across stores. This improvement has directly

supported stronger off-take and is closely correlated with market share gains in Modern Trade, underscoring the linkage between execution excellence and business performance. The significant man-hour savings unlocked through this transformation have been strategically redeployed towards higher-impact activities.

Field teams are now able to expand store coverage more effectively while simultaneously investing greater bandwidth in shopper engagement, upselling, and in-store conversion. This has enabled us to move from a compliance-led execution model to a more productivity and growth-oriented in-store approach.

As we continue to sharpen our Modern Trade playbook, the automated in-store execution capability provides a strong foundation for scale that combines speed, accuracy, and actionable intelligence to drive superior on-ground execution and sustained business outcomes.

Empowering frontline excellence: Training & skill development

As the business landscape evolves, equipping our team members with the necessary skills and knowledge to thrive is essential. To support this, we continue to implement a range of capability-building initiatives, which have been enhanced over the past year and transitioned to online platforms for greater accessibility.

In India, our Godrej Sales Academy has enabled easy access and on-the-go learning for team members. Over the last few years, we have invested in training most of our Sales team members in performance marketing to focus on continuous optimisation based on outcomes of our campaigns. Similarly, in other regions, we have

adopted online training modules to ensure continuous skill development, even in the face of challenging macroeconomic conditions. Along with training, we place a strong emphasis on team engagement and motivation to foster a culture of excellence across all geographies.

Accelerating e-commerce

The rising contribution of e-commerce to our India sales revenue led us to integrate the channel with the overall sales structure. This was in FY2023 and since then the channel has witnessed changing dynamics year-on-year. We continue to monitor this evolving landscape & adapt our ways of working. Some of the significant changes we made early on included building a dedicated shopper marketing team, insourcing design and content for better efficiency, automating processes such as order to billing. Once we had defined structures and processes, the next order of business was bringing in visibility of data for better decision making. In FY2024, we introduced dashboards for sales and shelf metrics and focused on integration of the Park Avenue & Kamasutra brands. FY2025 was the year of quick commerce boom for the industry and us. Our focus this year was largely growth forward with key priorities being launching e-commerce forward brands, improving our performance marketing execution and riding on the quick commerce wave. During the year,

we partnered to build a consolidated view of our performance marketing execution, scaled up innovations such as Cinthol Bodywash, Park Avenue perfumes along with focusing on certain must win brands such as Godrej Aer and Fab. This, along with strategic account partnerships, ensured healthy off-takes, better conversion rates and increasing market share. In FY2026, homecare, fragrances and fabric care remained our focus categories. We also continued our commitment to driving innovations which witness a rising business contribution year on year. Some of our launches during the year included the women's range of Park Avenue perfumes, new variants of Cinthol foam bodywash and introduction of an electrics format within air freshener – 'Godrej Aer Plug'. Multiple account collaborations facilitated the achievement of our launch objectives. With quick-commerce growing by 2x over the previous year, we realized the importance of winning at a dark store level. During the year, we partnered to onboard the digital shelf at a dark

store level and are now reviewing our on-shelf availability at this granularity. The digital shelf also helps us with diagnosis at a city level for other off-take impacting levers such as pricing and share of voice. From a performance marketing lens, a unified campaign view combined with disciplined execution drive higher efficiencies in search spends deployment over previous year. Our team is now piloting automated rulesets to unlock further efficiencies.

In FY2027, our key priorities would be to continue to accelerate quick commerce, focus on the right assortment for marketplaces and drive innovations. We intend to do this through the right SKU and cost mix to grow the channel sustainably. Operational excellence remains our top priority, driven by rigorous processes and strategic technology investments to enhance data insights. We also plan to continue to work closely with our account partners to ensure we all succeed.

Brand campaigns in India

1. Action against illegal incense sticks

The mosquito-repellent incense stick category remains fragmented, with several players selling products formulated with unregistered active ingredients such as dimerfluthrin and meperfluthrin. This raises significant

consumer safety, quality-control, and regulatory concerns, given the absence of toxicity evaluation and the non-compliance of such products with applicable law. During the year, state agriculture authorities

took enforcement action against select brands, including Comfort and Sleepwell, in Andhra Pradesh, Maharashtra, and Uttar Pradesh, alongside raids across multiple cities to curb the sale of such illegal products.

Officials seize Rs 69 lakh worth of hazardous agarabattis in Vijayawada

Venu Lanka / Nov 27, 2025, 22:57 IST

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Vijayawada: A serious health alert was issued by authorities after a surprise inspection revealed the use of a highly dangerous chemical—Mepar Fluthrin—in mosquito-repellent agarabattis. Acting on the directives of the special chief secretary of the agriculture department, officials inspected a shop selling incense sticks

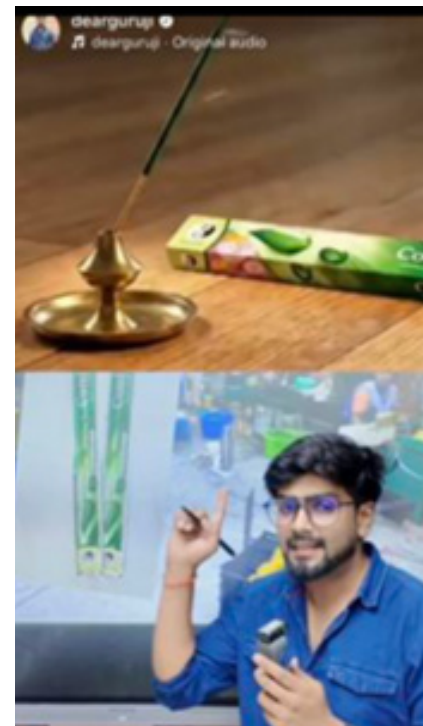
manufactured by a Bangalore-based company, which is marketed widely across the state.

Samples were immediately sent to the National Institute of Plant Health Management (NIPHM), Hyderabad, for scientific analysis. The test report confirmed the presence of an unregistered and harmful pesticide, initially identified as Mepar Fluthrin, a chemical known to cause respiratory complications when inhaled.



The issue also received broad public attention through an investigative report by leading journalist Barkha Dutt, which highlighted the sale of so-called “herbal” incense sticks containing unregistered chemicals with potentially harmful implications for consumers.

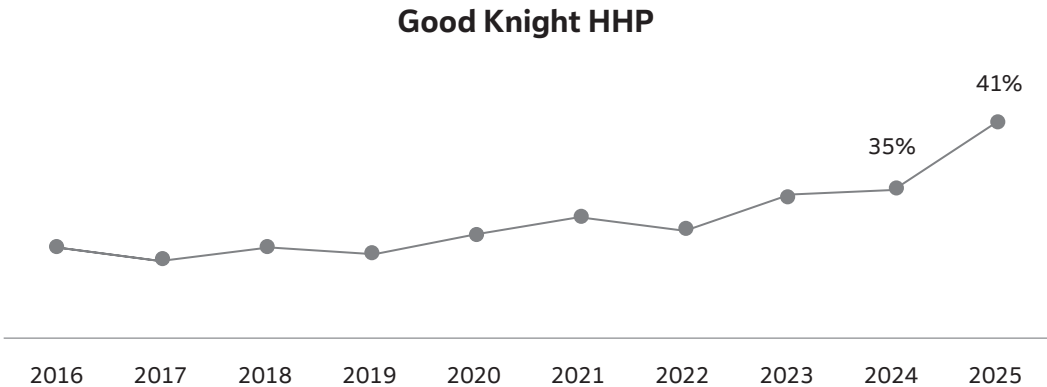
All this drove substantial media amplification, with coverage across 245+ features in 18 cities, supported by national and regional news channels. The issue also gained traction on social media through leading influencers, generating over 200 million views and more than 10 million engagements.



Against this backdrop, Goodknight Agarbatti, positioned as the first government-registered agarbatti in the category, benefited from increased consumer preference for a compliant, efficacious, and high-quality offering, resulting in strong growth ~3x.

In FY26, GCPL's mosquito solutions portfolio gained significant penetration upwards of 600 bps over FY25, driven significantly by the access provided by Good Knight Incense sticks which has now been used by ~45 mn HHs in India. GK Incense sticks democratized

the usage of govt approved mosquito repellants across India with price point of 1-2 Rs per usage which is significantly lower than the other government approved mosquito solutions available in India.



GK incense sticks now also enjoys all India market leadership by a huge margin upwards of 500 bps on Market shares from the no.2 player in the segment. This has been driven on the back of the massive awareness drive across India on both traditional and digital channels accompanied by distribution ramp up using Vans, direct and indirect channel with GK incense sticks now being sold at ~1.2 Mn outlets across the country.



2. Godrej aer plug launch in India

Godrej aer is the market leader across all air freshening spaces - bathrooms, living spaces and cars. We have built this leadership on the back of format innovations driven through strong market development actions. Godrej aer is already present and leading across key living room formats of sprays and automatic diffusers (Matic). However, globally, electric plug in diffusers constitute more than one-third of living room fresheners sales. With this context we launched Godrej aer plug.

Available in a starter kit for first time users and refills for repeat buyers, aer plug provides users with an upgrade to an always on fragrance solution. aer plug machine also features modes that allow users to adjust fragrance intensity according to their needs. aer plug was launched in two leading category fragrances – Rose Blossom and Violet (Lavender) bloom. With starter kit priced at INR 149, aer plug has now made electric air fresheners accessible to a much wider range of consumers.

aer plug has received positive reviews across leading channels and has quickly scaled up across leading chains and online platforms to become a category best-seller. Backed by strong media to drive awareness of the new format and strong execution, we have been able to generate trials for aer plug at scale and this has reflected in sequentially increasing offtakes.

Visit the Godrej aer Store 4.3 ★★★★★ (455)
Godrej aer Plug Electric Air Freshener 2 Refills (20ml each) | Violet Bloom | Lasts up to 120 days, Liquid
Amazon's Choice
3K+ bought in past month



Visit the Godrej aer Store 4.1 ★★★★★ (3,076)
Godrej aer Plug Electric Air Freshener (Machine + 2 Refills (20ml each) | Violet Bloom | Lasts up to 120 days, Solid
5K+ bought in past month



3. Godrej Spic launch in India

Toilet cleaners is one of the largest and fastest growing home care categories in India. GCPL entered into this category with the launch of Spic. Godrej Spic not only removes stains effectively, but it has a stain block formula that prevents stains from forming for up to 5 days. Godrej Spic provides this superior proposition at only INR 79 for 500 ml, priced lower than other players in the

category. Spic also sports a clean and modern design that helps it stand out on the shelves.

After a successful pilot launch in Tamil Nadu where it quickly scaled up across leading chains and general/ kirana stores, we expanded Spic to other channels and rest of the country. We backed the expansion with high intensity media and clutter breaking

advertising featuring celebrated comedians Sunil Grover and 'Mirchi' Shiva. Spic is now available across Kirana stores, leading chains and online platforms, and has received positive and encouraging product feedback from the consumers.



4. Godrej Expert Rich Crème's Breakthrough in India

One third of Indian households now buy Hair Crème, making it the fastest growing category in the FMCG basket. Penetration has surged over 50% in just two years*, a leap powered almost entirely by rural market development. The breakthrough was led by GERC Mini packs that upgraded consumers from inferior herbal powders to advanced crème formats.

Inferior herbal powders users often faced roughness, shade inconsistency, and hidden chemical damage. In contrast, Godrej Expert Rich Crème (GERC) delivered silky, smooth, natural looking hair. But until three years ago,

penetration was stuck at 15% due to affordability and awareness gaps. GERC broke this barrier by combining mobile first rural communication with on ground distribution expansion through Vistar Van initiative which took products directly into ~38,000 villages.

We focussed on Bihar, UP, MP, and Maharashtra as they accounted for 44% of rural households and 70% of the herbal powder user market. Doubling interventions here amplified our impact with rural markets growing three times faster than the rest of India. Digital first campaigns targeted to these TV dark villages via geo targeted YouTube,

helped us reach SEC D/E audiences who were previously invisible to mainstream media. This mobile penetration strategy ensured awareness spread faster than the category norm.

By marrying mobile led awareness with van driven availability, GERC rewrote the rural playbook. The Mini pack delighted consumers with a superior, damage free experience and boosted penetration well above category levels, with HC increasing 1.3x, Crème increasing 2.3x, and GERC increasing 2.8x, proving the effectiveness of rural first scaling.

**MAT Dec'25, Kantar*

Brand campaigns in Indonesia

1. Stella maintaining a strong leadership position in Indonesia

In Indonesia, our air care brand, Stella, continues to maintain a strong leadership position in the market, both in terms of market share and consumer penetration. Our brand has consistently gained market share over the past

two years, reflecting strong consumer relevance and competitive position. Going forward, the key opportunity lies in expanding overall category penetration that has remained relatively stable over the years. As the market

leader, Stella is well placed to take the lead in category development, which will remain a key focus area for FY2026-27.

2. Expanding HIT beyond core markets in Indonesia

HIT continues to hold a leading position in the key formats we operate in (aerosol and liquid vaporiser) despite a challenging pricing environment. We have recently launched a new liquid vaporiser campaign aimed at encouraging consumer shift from traditional burning formats to more modern solutions. This will continue to be a priority in FY206-27. And we will have a sharper focus on expanding reach and strengthening presence beyond Java Island.



Refreshed communication angle for HIT LV to be more direct indicting Coil (burning format) to accelerate recruitment

3. NYU building momentum in Indonesia

Our hair colour brand, NYU, is among the top 3 in the market. It is the fastest-growing brands in the segment supported by the rapid growth of the

shampoo hair colour format. While the overall hair colour category continues to be led by crème formats, the brand's growth reflects increasing consumer

acceptance of newer, more convenient formats. The focus ahead will be to build on this momentum and strengthen format-led differentiation.

4. MITU strengthening channel leadership in Indonesia

Mini Market remains the largest modern trade channel in Indonesia and continues to play an important role in driving brand reach and consumer access. Our baby care brand, MITU

Wipes, has strengthened its position in this channel and taken over leadership from its closest competitor, supported by focused execution and strategic initiatives. We will continue to respond

effectively to channel dynamics and improve competitiveness and consumer relevance.

Brand campaigns in LATAM

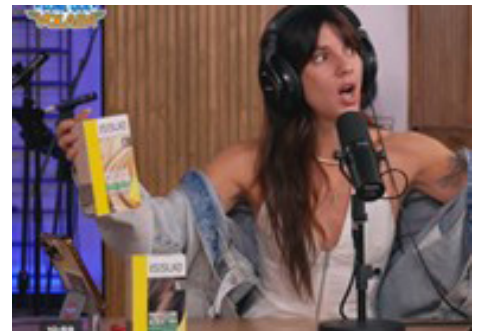
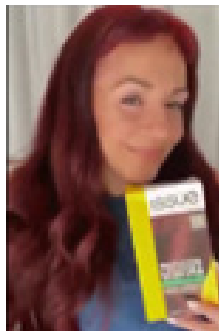
1. Issue Keratin Protect campaign in Argentina

To support the relaunch of the new Issue formula, we deployed a two-pillar communication strategy designed to drive awareness at scale and reinforce product superiority.

1. Mass reach activation through branded content integrations (NTA) on TV, delivering 379 GRPs and achieving 47% national reach, ensuring strong top-of-funnel impact.

2. Integrated digital ecosystem leveraging influencers, UGC, and paid social media, with a clear focus on communicating key functional benefits of the new formula.

The campaign generated 27M impressions, 1.8M video views, and +43K social interactions, effectively reinforcing product performance messaging and elevating brand relevance during the relaunch period.

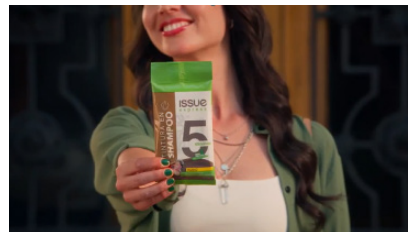
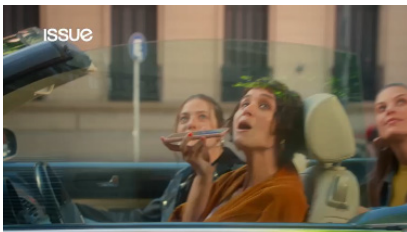


2. Issue Express campaign

To further reinforce the successful launch of Issue Express 5-Minute Shampoo Hair Color and continue building product awareness at scale, we worked a mass communication strategy across both Argentina and Chile.

In Argentina, we deployed a national campaign across TV, delivering 1,041 GRPs, reaching +6000 YTD, and achieving 64% reach, consolidating top-of-mind awareness and supporting sustained penetration growth.

In Chile, a complementary campaign was activated in Q3 across TV, out-of-home, and digital media, reaching 676 GRPs and 69.9% reach, strengthening awareness and consideration for the brand.



3. Issue October in Pink campaign

This fiscal we launched a new edition of our propose campaign, aimed at amplifying awareness around early breast cancer detection, reinforcing the brand's long-term commitment to women's health.

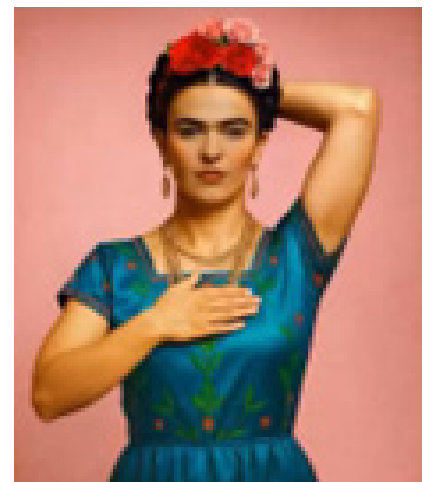
Our key pillar remains being mammograms donation to women in vulnerable communities, in partnership

with Mamotest, reaching a cumulative total of 1,200 mammograms donated to date, translating purpose into tangible social impact.

The second pillar was a digital-first campaign, leveraging AI to develop a distinctive hero asset. Iconic women from history were reimagined to demonstrate the step-by-step breast

self-examination process, delivering a disruptive storytelling approach that increased memorability and engagement.

The campaign generated 26.5M impressions and 1.2M interactions, strengthening both social impact and brand relevance.



4. Ilicit campaign in Chile

In Chile, we continued to support the relaunch campaign of our Ilicit brand, "Ilicit te viene" through mass media, reinforcing Ilicit's leadership position in the market with a 28.2% volume share (+1,0pp vs LY).

In parallel, we renewed the Ilicit hair care portfolio, leveraging the brand's strong expertise in hair color. We launched specialized lines addressing the main needs of hair color consumers, including color protection, deep restoration, purple toning, and targeted care for grey hair.



5. AER Campaign

During FY26 in Argentina, we successfully launched our AER TV and digital campaign, aiming to take the first solid steps into the Home Care category. This campaign was highly successful in generating brand awareness (TRP's

1514 & Cov +66%, +61M impressions and +31M in reach) and over 2 million units sold. Furthermore, Aer Pocket held its position as the "viral TikTok product," reinforcing the "value for money" equation.

During FY27, we will continue working on AER's expansion, not only by adding more products to the current portfolio but also by continuing the TV and digital campaign in Argentina and Chile.

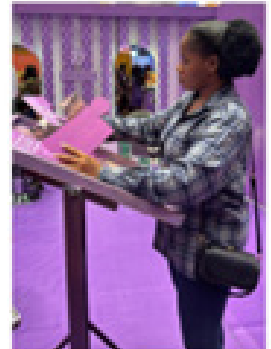
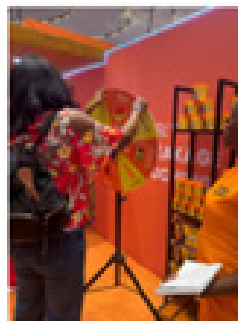


Brand campaigns in Africa

1. In Africa, we engage with consumers through beauty platforms

For our hair extensions and hair care brands, Darling and Mega Growth, we strengthened our consumer engagement through participation in Beauty in The Motherland, a leading beauty industry platform in Lagos focused on celebrating and growing the African beauty ecosystem. The event brought together beauty brands, entrepreneurs, creators, investors, and industry professionals to connect, share knowledge, and showcase African beauty products, talent, and innovation.

We used the platform to deepen brand visibility and consumer connection and offered complimentary hair consultations, free hairstyling experiences, interactive games, giveaways, and a dedicated brand panel session. These initiatives helped bring the brand closer to consumers and reinforces our role in supporting beauty expression, confidence, and industry growth.



2. Building deeper consumer connection in Africa

More Than Hair, curated by Darling and Mega Growth, is our consumer engagement platform designed to celebrate women for their stories, strengths, aspirations, and achievements beyond hair and appearance. The platform helps the brands connect with female consumers in a more meaningful way while creating awareness, education, and stronger brand affinity.

The initiative was activated across six universities in Nigeria, reaching undergraduate and graduate students,

young professionals, and peer groups seeking shared beauty and bonding experiences. Through on-ground engagement, brand education, stylist interactions, and consumer experiences, the platform aimed to drive awareness and support sell-out for both Darling and Mega Growth.

The programme targeted approximately 2,000 consumers and 200 stylists per location, strengthening the brands' visibility among young women while building advocacy within the beauty ecosystem in line our brand ethos.

We also organised Easy Vibez Braiding, a consumer engagement platform designed to extend the Easy Vibez movement into key cities across the South West region. Over 15 days across five locations, the activation campaign focused on increasing product testing, building awareness, and strengthening direct engagement with both stylists and end consumers. The initiative was rolled out across Ekiti, Ibadan, Akure, Osogbo, through on-ground product experiences.



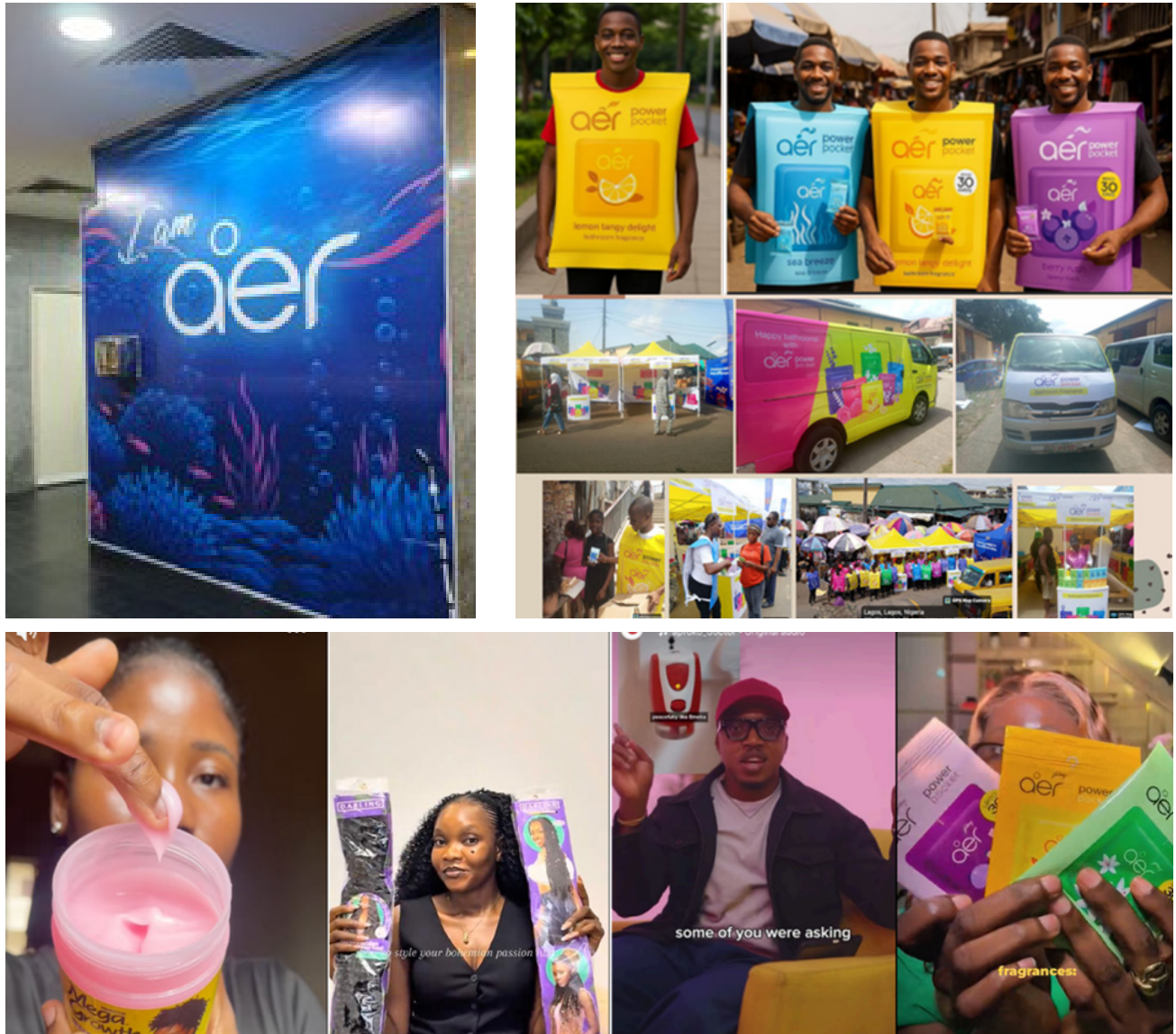
More Than Hair engagement platform



Easy Vibes Activation

3. Aer pocket launch and sampling in Africa

We launched aer pocket in Africa and ran massive sampling campaign to get people to experience our product. We also created scent-sational spaces in bathroom spaces in high density locations across hotels, restaurants and cafes, to drive brand experience and strengthen top of mind awareness.



We continue to invest in Media and Influencer activities across our brands in Africa

Global Media strategy

Media delivered strong savings in FY2025-26, driven by a combination of smarter planning and improved buying efficiencies. In India, we enhanced the MASH (Media Allocation and Spends Harmonisation) media planning tool that enabled sharper decision-making through more robust integration of business and media inputs, leading to optimised allocations. In parallel, the

shift in media buying agency unlocked additional value through more effective negotiations. Our in-house digital buying desk has scaled globally and has delivered significant cost savings with the use of AI tools that helped in better optimisation of media plans.

Importantly, we achieved these efficiencies alongside growth in media

reach across all brands versus last year. This was supported by a strategic shift in investments toward high-impact channels such as connected TV and mobile advertising. Together our efforts contributed to meaningful cost efficiencies while expanding overall reach and impact.

Pillar 2. Funded by radical simplification





Pillar 2.

Funded by radical simplification



**Manufactured
Capital**



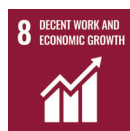
**Intellectual
Capital**

KEY ENABLERS

- Leveraging economies of scale
- Improve speed-to-market
- Reduce our environmental impact

RISKS IDENTIFIED

- Inflation and currency devaluation
- Commodity price volatility
- Evolving regulations



We have refined our product portfolio and innovation approach to focus on core priorities. Our strategy leverages our manufacturing capabilities to emphasize high-margin products while optimizing inventory management. At the same time, we are enhancing operational efficiency through sustainable manufacturing practices, industry 4.0 technologies, and stringent quality management processes.

22%

Reduction in
Africa and USA
SKUs from 2023

Zero

Waste to landfill
in India since
2019

50 Kms

Distance reduced
to transport
Finished Goods

**Plastic
neutral**

In India

52%

of our global energy
consumption is
from renewable
sources

Streamlining product offerings and enhancing process efficiencies

Innovation has always been central to our operations. We have redefined our approach to product development, concentrating on high-impact opportunities that deliver significant long-term value. Our refined innovation strategy emphasizes fewer but more impactful New Product Developments (NPDs) that drive substantial growth.

To strengthen our innovation capabilities, we have embraced key principles:

- ‘Less is More’ Approach: Focusing on fewer but more significant and superior innovations.
- 100% Objectivity: Implementing a rigorous stage-gate process with structured governance.
- Sustainability integration: Embedding sustainability into every aspect of the value chain.
- Enhanced Consumer-Centricity: Incorporating deep consumer insights into decision-making processes.
- Global integration: Optimizing production synergies for global efficiency.

Additionally, while new brand development remains crucial for long-term value creation, we are strategically phasing out smaller brands where it aligns with our broader value realization strategy.



These actions strengthen our competitive positioning while reinforcing sustainability and efficiency across the value chain.



Our manufacturing sites across clusters

Critical enablers

1. SKU rationalisation

We have focused on optimizing resources and improving operational efficiency through a Stock Keeping Unit (SKU) rationalization strategy, emphasizing high-performing products. This focus has streamlined our portfolio, enhanced manufacturing efficiency and reduced waste across all our clusters.

In our GAUM (Africa and USA) operations, we have reduced our SKUs by about 22% from 2023. SKU rationalization has aligned our inventory with actual demand, reduced excess stock and mitigated overstocking risks. Additionally, it has improved our demand forecasting accuracy and refined planning processes to better anticipate customer needs.

We continue with this approach which has enabled us to have a more agile and responsive approach to changing market dynamics.

2. Inventory optimisation

As part of our ongoing efforts to enhance operational efficiency, we continue to reduce inventory days across all our geographies. This strategic move strengthens working capital management, enabling us to better adapt to market fluctuations and align our supply chain with consumer demand. To support this, we have implemented various digital initiatives across manufacturing and supply chain operations.

Our Transportation Management System has helped us optimize transportation routes and loads, reducing freight costs. In FY2025-26, we have reduced the distance travelled for our finished goods from our plants to our CFAs by 50kms from FY2024-25. This has saved costs, lowered fuel consumption and in turn helped reduce our emissions.

Our automated scheduling and planning process facilitates seamless supply chain operations, faster decision-making, and overall enhanced efficiency. We continue to enhance demand forecasting through advanced analytics and historical sales data, enabling more precise predictions, proactive inventory adjustments, and reduce stock-outs or surplus stock.



Project Parivartan, our flagship initiative to revolutionise warehousing and logistics with innovation, efficiency, safety and sustainability

In FY2025-26 have invested in Project Parivartan, our flagship initiative to revolutionise warehousing and logistics with innovation, efficiency, safety and sustainability at its core. We have launched several Grade-A Vertical Storage Warehouses across India. The warehouses are a strategic shift toward

data-driven decision-making in line with our focus on automated scheduling systems to enhance supply chain agility and responsiveness.

The facilities have advanced safety features like AI-powered monitoring, VR-based safety training, IR-based fire

alarm systems and temperature and gas sensors. By optimising storage density, automating operations, and reducing travel distances we are also lowering carbon emissions and improving resource efficiency, furthering our sustainability commitments.



3. Industry 4.0

We have strategically invested in advanced automation technologies and IT systems to enhance manufacturing efficiency, reduce manual intervention, and optimise operational performance.

During FY2025-26, we advanced multiple digitisation initiatives across our manufacturing sites, with a focus on improving quality assurance, strengthening compliance, enabling

real-time process visibility, and moving maintenance from a reactive model to a more predictive one.

1. Digital quality inspection and automated defect detection

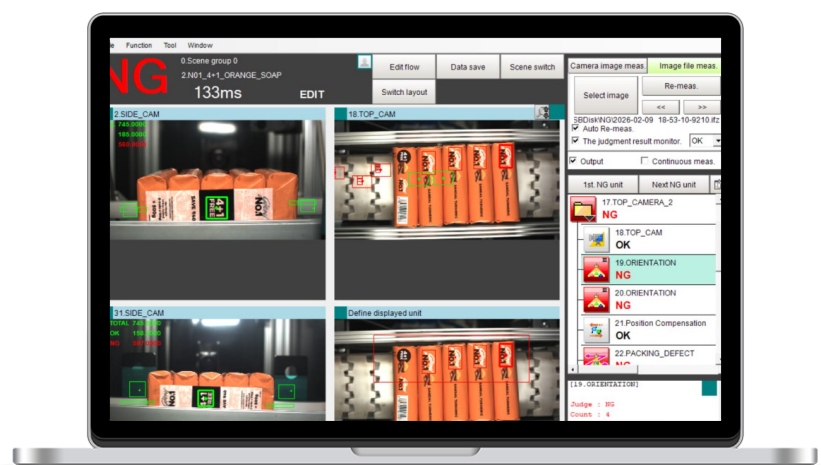
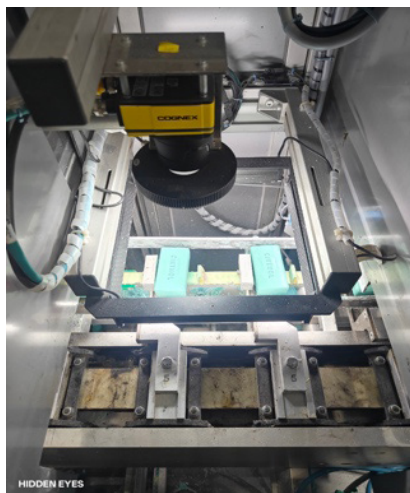
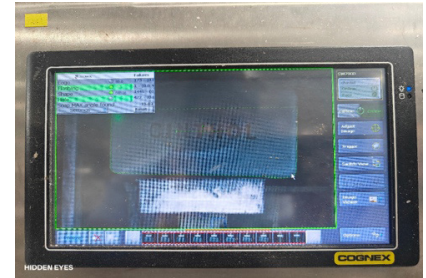
We continued to scale vision-based inspection systems across key product lines, including soaps, liquid vapourisers, and shampoo hair colour. These systems support automated inspection, defect identification and rejection that reduce dependence on manual checks and improve consistency in quality control.

In soaps, we deployed vision systems for naked soap inspection and banding inspection. It is designed to detect defects such as colour variation, surface marks, dents, damaged logos, cracks, chipped soaps, taping issues, soap orientation errors and even count misses. We have also run successful banding inspection system pilots in at high line speeds and have configured to provide hourly and shift-wise defect counts.

For liquid vapourisers, we implemented the vision inspection for wick and plug defects as well as capping defects. We now monitor multiple quality

parameters and enable shift-wise defect tracking and faster corrective actions on the line.

We're now planning the expansion to include OCR inspection, wrapper inspection, SKU difference inspection and QR code inspection across our product categories.



2. QR coding for compliance and packaging simplification

We implemented QR coding across Household Insecticide categories, including mosquito coils, liquid vapourisers, Fast Card and incense sticks. The initiative is aimed at enabling leaflet removal while ensuring statutory

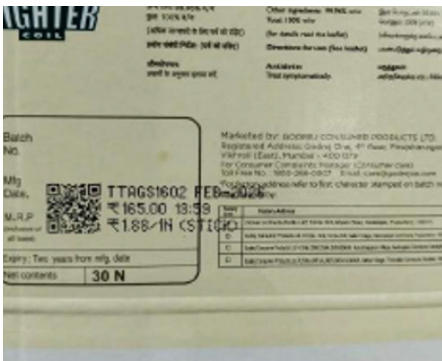
compliance through digital access to product information.

The project has moved through trials and validation across formats. In India, Fast Card installation has been completed at the NE unit, LV line

readiness is progressing, and trials are under way for incense sticks and coils. Successful trial outcomes indicate that QR code scanability, grading standards, OCR readability and compliance format requirements have been successfully met across tested products.



GK Coil



Jet Coil

3. Digitised manufacturing SPC reports

We have digitised Statistical Process Control (SPC) reporting across key manufacturing stations at our new CGP plant. We now generate reports from a single station and capture both batch-level and equipment-status information for soap lines, shampoo hair

color, Godrej Expert Rich Crème and Goodknight LV.

The digitised batch reports compare actual values with set values for material consumption, manual additions, recycled material usage

and batch generation. The equipment status reports capture hourly operational parameters such as ampere, torque, RPM and KW, enabling a more structured monitoring of our manufacturing performance.

4. Condition-based monitoring and predictive maintenance

A digitisation milestone we achieved was the implementation of online vibration monitoring under the condition-based monitoring system. After a successful proof of concept, the system was implemented in a soap line,

enabling the team to monitor vibration trends and take timely actions based on actual machine health. We digitised 11 machines with 69 live sensors for online vibration monitoring. The system helps build a vibration-level database,

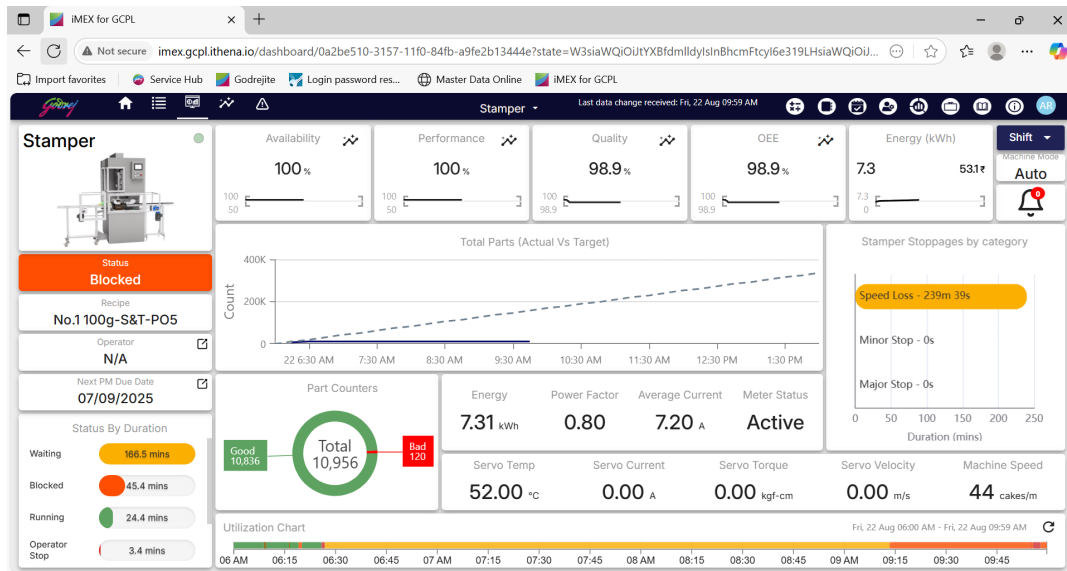
supports early fault identification and enables preventive action before issues escalate into downtime or secondary equipment damage.

5. Real-time data capture and loss monitoring

We conducted a pilot study with Ithena on a soap line in our Malanpur plant to evaluate machine data capture and loss monitoring. The pilot integrates data from multiple PLCs, supplements it with additional sensors where

required, and converts machine data into actionable dashboards. The dashboards provide visibility into real-time operations, machine status, product details, stoppage reasons, OEE, batch performance, alarms, preventive

maintenance schedules and shift-level performance. This strengthens production analytics and enables teams to identify operational losses with greater speed and accuracy.



4. Sustainable manufacturing

We are dedicated to optimizing manufacturing processes, reducing waste, and adopting energy-efficient technologies to minimize

our environmental footprint. Our sustainability initiatives contribute to a sustainable future and extend beyond our operations to our supply chain

through our Policy for Responsible Supply, where we encourage vendors to align with our environmental standards.

Data-driven sustainability approach

We continuously monitor energy consumption, emissions, water usage, and renewable energy adoption across all our facilities under our operational control. To make informed decisions, we integrate carbon and water pricing, ensuring financial and environmental considerations are embedded throughout our value chain.

Tracking and governance

To measure and track progress, we follow globally recognized frameworks, including the IPCC Guidelines for National Greenhouse Gas Inventories (2006) and the IPCC AR6 Assessment Report. Our corporate sustainability team oversees these efforts, working closely with manufacturing cluster heads and on-site teams.

Key sustainability practices we follow

- Stakeholder engagement: We conduct regular meetings with internal and external stakeholders to align priorities, budgets, and expected benefits.
- Target-driven: Clear sustainability targets are embedded in our manufacturing processes and product lines.
- ‘Green Champions’ initiative: Designated team members integrate sustainability goals into their core responsibilities within our annual operational plan.
- Sustainability tracking and reporting: An internal sustainability tracking tool enables data collection, analysis, and monthly reports on key metrics, including carbon emissions in line with the GHG Protocol.
- Best practice sharing: We actively promote successful sustainability practices through internal platforms for broader adoption.
- Robust governance and performance monitoring: We continuously assess and enhance sustainability performance through structured governance mechanisms.
- Targeted improvement plans: Underperforming units are identified, and strategic action plans are implemented for efficiency enhancements.
- Innovation-driven sustainability: We have established an innovation unit to explore and implement advanced sustainability solutions with a medium to long-term focus.
- ESG disclosures and benchmarking: We participate in industry-standard ESG disclosures, ensuring transparency and benchmarking against peers. External consultants are engaged for specialised activities such as double materiality assessments, climate risk evaluations, and biodiversity assessments.

Sustainability roadmap 2031



Climate & Resource Stewardship

75% RE (India) and **65%** (Global)

Validated **SBTi** targets.

To reach **Net-zero Scope 1** and **2** emissions by **2035**.

Zero Waste to Landfill (ZWL) &

Zero Liquid Discharge (ZLD) certified

-100% owned sites.



Sustainable Products & Innovation

Product Stewardship: 100% of products to be covered under LCA and LCA mandate for all NPD

Product Scorecard to be created and published; **LCA scorecard** improvement to be tracked

Sustainable products & packaging:

- **100%** Products more sustainable by **2030** from FY 25-26 baseline
- **Inclusion of ESG principles**
 - » Design products based on Green ingredients
 - » Sustainable packaging principles
 - » Intensity reduction in plastic packaging & **100%** plastic packaging to be recyclable (where technically feasible)
- **Palm Oil: 20%** intensity reduction in palm consumption





Responsible & Regenerative Value Chain

Supplier diversification: diversifying sourcing and engaging with suppliers who are committed to **sustainable palm oil production**.



Sustainability Leadership

Maintain **DJSI** leadership in global Index

CDP: **Climate & Water** A list;
Forests B list

Eco-vadis ESG Rating: Platinum -
Top 1% (99+ percentile)

IFRS S2 “aligned” Disclosures

TNFD assessment of global operations and supply chains



1. Energy

The year 2025 was one of the warmest years on record, resulting in above-average temperatures and extreme rainfall across several regions where we operate. While this presents significant challenges, it also creates opportunities for innovation and resilience, with businesses like ours playing a crucial role in fostering sustainability. Additionally, fossil fuels are finite and subject to price volatility. That's why energy efficiency and renewable energy are central to our operations. By reducing energy consumption, we lower costs, and by transitioning to renewable energy sources, we achieve long-term

savings while minimizing operational expenses.

Our comprehensive approach includes upgrading to energy-efficient equipment, adopting renewable technologies, and embedding energy-saving practices across all manufacturing sites. Most of our manufacturing facilities are certified under ISO 14001 and ISO 9001 standards.

As of FY2025-26, we have made significant progress toward our renewable energy goal.

Each of our manufacturing sites has integrated these goals into their annual operational plans (AOP), with plant heads accountable for reducing energy use, increasing renewable energy adoption, and ensuring measurable savings. The plant AOPs have quantified year-on-year targets on energy and renewables, based on their scale of operations. These targets cascade in to every one's goal sheets and lead up to GCPL's specific energy consumption and renewable energy use targets.

By FY2025-26, for our India operations we had aimed to



Reduce specific energy consumption by

40%

compared to the FY2011 baseline.



Increase renewable energy usage to

35%

compared to the FY2011 baseline

Our approach



Enhancing system efficiency through process improvements



Upgrading technologies for better performance



Integrating renewable energy sources such as solar and biomass among others

As of FY2025-26, we have achieved in our India operations

34%

reduction in specific energy consumption from FY2011

We have exceeded our target and increased our renewable energy portfolio to

63%



We have regular energy audits that help us identify inefficiencies and opportunities for optimisation. These audits assess processes, equipment, and systems to pinpoint areas for improvement. Additionally, they highlight maintenance needs to ensure timely servicing, improving efficiency, preventing unexpected breakdowns, and avoiding production delays.

In FY 2025-2026, we have implemented over 60 energy initiatives. Some of our key energy initiatives are –

1. In our Central West manufacturing cluster, we innovated to prioritise renewables and energy efficiency while designing our new soap plant. We invested and customised to develop a biomass-based co-generation power plant. It utilizes renewable biomass briquettes as fuel source and efficiently generates both electricity and steam for our operations. As it was fully operationalised this year it has massively boosted our renewable energy portfolio across the company and significantly lowered our Scope 1 emissions.
2. In our India North manufacturing cluster, we replaced conventional motors with high-efficiency IE4 and EC fan motors, installed energy-efficient fans in process cooling towers, and deployment of Variable Frequency Drives in water chillers and circulation pumps to optimise power utilisation. We also implemented operational improvements to reduce idle running and avoidable energy use. We interlocked packing conveyors, wrapping machines and checkweigher infeed systems with sensors and machine operations, and our layout corrections helped eliminate six small conveyors from the line.

3. In our India North East manufacturing cluster, we commissioned an electric boiler and energy efficient shrink tunnel at our New Conso Unit in Guwahati. This is a step forward in our transition to cleaner energy sources by reducing HSD and moving to grid electricity.
4. In our India South manufacturing cluster, we installed roof top solar panels in three units with 99kW, 315kW and 115kW capacity. We continue to install energy-efficient BLDC fans, Unigas burners, servo-based coil clamp systems, as well as several process optimisations.
5. In Indonesia, a key milestone was the successful implementation of a solar power initiative. The system is now supplying electricity to the administrative areas of our plant facility, helping integrate renewable energy into our regular operations. We also improved energy efficiency in material handling by replacing conventional lead-acid forklift batteries with lithium batteries that enables faster charging, reduces power consumption and improves operational efficiency.
6. We organise periodic energy audits across all our manufacturing clusters to identify leakage points and inefficiencies. As a result, we have invested in the replacement of default valves and pipes, successfully sealing the leaks, and installed motion sensors across utilities like lights, fans, and exhaust systems, driving energy savings and optimal resource use.

Our sustainability monitoring tool systematically records and evaluates data on production, resource consumption, and waste generation – both hazardous and non-hazardous. It also calculates the carbon footprint in accordance with established GHG protocols. For units that underperform, we collaborate with plant heads to develop targeted action plans aimed at improving sustainability performance.

Annually we host green manufacturing conference, bringing together Green Champions from different manufacturing sites to exchange best environmental practices. These conferences serve as a platform for increasing awareness about energy efficiency initiatives, offering training on the latest technological advancements in conservation and renewable energy solutions. We also invite industry experts to share their insights and innovations, helping to further develop our team's expertise in sustainable operations.

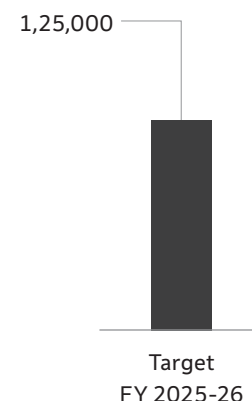
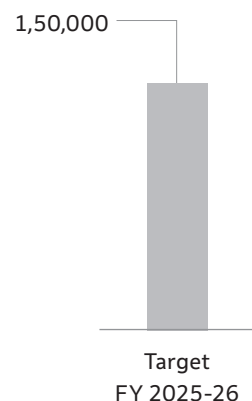
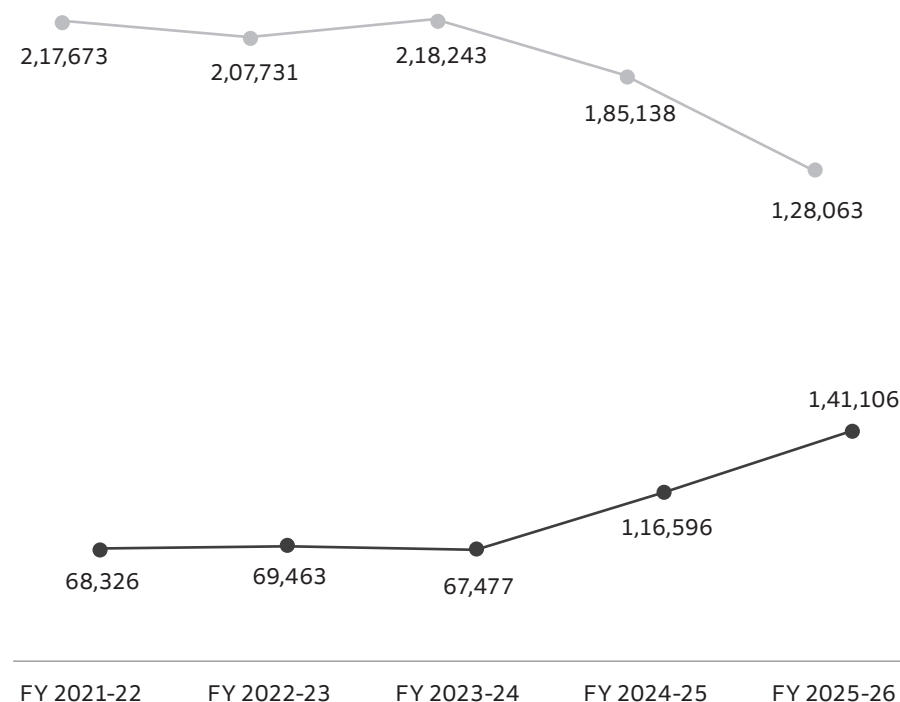
The Green Governing Council, chaired by the Chairperson of Godrej Consumer Products, ensures strategic alignment of environmental goals with business operations. Moreover, GCPL's board-level ESG Committee also conducts quarterly reviews of environmental performance.

We adhere to all applicable environmental laws and regulations in the regions where we operate.

Our energy consumption

Global energy consumption (in MWh)

- Total Non-Renewable energy including Grid (in MWh)
- Total Renewable energy consumption (in MWh)



Global energy consumption (in MJ) and energy intensity (in MJ/MT of product)

	FY 2025-26	FY 2024-25*
Energy intensity MJ/MT of product	2,780	3,034
Global energy consumption (MJ)	96,90,08,535	1,08,62,42,105

Non-renewable sources (in MJ)

	FY 2025-26	FY 2024-25*
Liquified Petroleum Gases	7,72,912	14,68,840
HSD / Gas / Diesel oil	4,69,81,329	4,72,39,299
Natural gas	16,39,13,798	27,75,26,418
Petcoke	-	50,47,120
Furnace Oil	1,26,70,612	12,54,88,503
Grid Electricity	23,41,70,932	21,14,87,534
CNG	88,043	11,504
Petrol	24,30,824	27,79,909
Total non-renewable	46,10,28,450	67,10,49,127

Renewable sources (in MJ)

	FY 2025-26	FY 2024-25*
Briquette	41,64,41,677	26,84,97,541
Wood Biomass	7,23,91,753	7,65,57,796
Solar Electricity	1,47,13,851	1,47,03,510
Green Electricity	-	2,10,90,648
Electricity Exported from Turbine	-	14,82,814
Pitch	44,30,605	3,74,13,997
Biodiesel	2,199	-
Total renewable	50,79,80,085	41,97,46,305

*Note: The comparative values have been restated to reflect the revised methodology for energy consumption, based on fuel consumed at the co-generation plant within the Company's operational boundary. Consequential revisions have been made to global energy consumption, renewable energy consumption and energy intensity metrics.



2. Water

About half of the world's population is facing extreme water scarcity. Parts of the world are experiencing excess rainfall while others are experiencing intense droughts. Climate change is expected to intensify the water cycle, leading to more frequent and severe droughts and floods. In the emerging economies where we operate, we also face poor water quality due to lack of wastewater treatment. Despite these challenges, there are opportunities for innovation and resilience-building.

At GCPL, we prioritise minimising our water footprint and impact across our manufacturing operations, the products we create, and the communities we serve.

We are committed to reducing water usage throughout our value chain. Each of our manufacturing sites has integrated these goals into their annual operational plans (AOP), with plant heads accountable for reducing water use and improving rainwater

harvesting. The plant AOPs have quantified year-on-year targets on specific water reduction, based on their scale of operations. These targets cascade into every one's goal sheet and lead up to GCPL's specific water consumption targets. Additionally, we focus on protecting water resources in drought-prone and water-stressed regions where we operate.

By FY2025-26, for our India operations we had aimed to



Reduce our water intensity by

40%

from FY2011



Maintain
water positivity

Our approach



Implementing advanced water
management systems



Utilizing technology for
optimised water usage



Comprehensive watershed
initiatives

As of FY2025-26, we have achieved in our India operations

19%

reduction* in our water intensity
from FY2011

Exceeded our target and are

10 times

water positive



**Over the last two years we have been consolidating our global manufacturing footprint and expanding our sites in India. As a result, we have increased our water consumption. To counter this impact, we have invested in water rejuvenation project in the water stressed regions that will help recharge the ground level and create a long-term positive impact.*

We conduct regular water use assessments to measure consumption in our manufacturing processes, products, and operational regions. Our latest water audit was completed by CII and it has helped us evaluate water usage in manufacturing and identify critical areas for optimization. We even organise in-depth life-cycle assessments, where we track the water footprint from raw material sourcing to the end-use phase of our products. We have also conducted a Task Force on Climate-related Financial Disclosures (TCFD) assessment, analysing key factors such as temperature, water scarcity, and precipitation, all of which play a crucial role in shaping climate change's impact on our business.

Our water stewardship initiatives include –

1. All our manufacturing plants in India follow a zero-liquid discharge process. Going beyond ETP, we use advanced wastewater treatment and recycling methods such as tertiary reverse osmosis. We ensure that all water used in our manufacturing is purified and repurposed within the plant.
2. We have invested in multiple water reclaim and reuse processes across our India manufacturing clusters that has enabled us to collect over 40,000 KL of water annually, reducing our reliance on freshwater sources.
3. To further reduce our water consumption, we installed condensers and eco-taps, and fixed leaks in fire hydrant lines among other water conservation projects.

We hosted virtual training and learning session for our Green Champions from across all Godrej Industries Group manufacturing sites. As part of this session, we provided an overview of challenges of water stress, initiatives of rainwater harvesting, water efficiency measures and ways of advance treatment and reuse of wastewater. We also enabled our sites to exchange their knowledge and share the best practices they follow. Additionally, we looked at examples of some cutting-edge technology solutions for water conservation, treatment, and recycling.

Global water consumption (in million cubic meters)

	FY 2022-23	FY 2023-24	FY 2024-25*	FY 2025-26
A. Withdrawal: Total municipal water supplies (or from other water utilities)	0.28	0.23	0.26	0.45
B. Withdrawal: Fresh surface water (lakes, river, etc.)	-	-	-	-
C. Withdrawal: Fresh groundwater	0.67	0.58	0.58	0.48
D. Discharge: Water returned to the source of extraction at similar or higher quality as raw water extracted (only applies to B and C)	-	-	0.00678	0.06
E. TOTAL NET FRESH WATER CONSUMPTION (A+B+C-D)	0.95	0.81	0.84	0.87

Total net fresh water consumption target - 0.95 million cubic meters

**Note: The comparative values have been restated following reassessment of wastewater discharged to a Common Effluent Treatment Plant. Accordingly, the comparative values for discharge and total net freshwater consumption have been revised.*

Global water consumption (in Megalitres)

	FY 2025-26	FY 2024-25	FY 2023-24
Ground water	481	584	580
Third party water – Municipal water	360	177	224
Surface water	86	62	-
Produced water	-	1	-
Rainwater	41	27	20
Total water withdrawal	968	850	824
Total water discharge	61	7	-
Total water consumption	907	844	824

Global water consumption from water stress areas (in Megalitres)

	FY 2025-26	FY 2024-25	FY 2023-24
Ground water	335	398	459
Third party water – Municipal water	325	149	164
Produced water	-	0.02	-
Surface water	11	16	-
Rainwater	15	3	5
Total water withdrawal	686	566	628
Total water discharge	35	-	-
Total water consumption	651	566	628

Integrated community watershed management and water rejuvenation projects

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. We restored and developed over 2,950 hectares of land, ensured afforestation and trained farmers in sustainable farming practices.



Water conserved –
9.2 million m3 making GCPL

10 times
water positive

Our water rejuvenation project at the water stressed region of Malanpur, Madhya Pradesh, covers 11 communities focusing on improving the quantity and quality of water. In this project, we have created rainwater harvesting structures, soak pits and trained communities. In FY 2025-26, we have conserved around 95.20 lakh litres of water, which will help recharge the ground level and create a long-term positive impact.

3. Emissions

Extreme weather events driven by climate change rank among the most significant global risks in both the short and long term. The effects of climate change are non-linear and exponential, causing severe consequences, particularly in vulnerable regions. We are committed to being part of the

solution. Acknowledging the scale of the challenge, our commitment is grounded in a well-defined climate change mitigation strategy, clear targets, and continuous progress assessments to measure our impact.

We track greenhouse gas (GHG) emissions, set short-term reduction

targets, and aim for long-term net-zero Scope 1 and 2 emissions, alongside Scope 3 emission reductions through supplier engagement. Our efforts align with the Paris Agreement’s objective of restricting global temperature rise to 1.5°C.

By FY2025-26, for our India operations we had aimed to



Reduce GHG emission intensity
by
45%
(v. FY2011 baseline)

Our approach



Incorporating renewable energy
sources while continuously
improving operational efficiencies

As of FY2025-26, we have achieved in our India operations

GHG emission intensity reduced by
57%



We employ a multi-pronged strategy to reduce our Scope 1, 2 and 3 emissions and transition toward a net-zero future -

1. Scaling up renewable energy use

We are expanding our renewable energy portfolio by replacing fossil fuels with biomass briquettes for most of our boilers, eliminating the need for furnace oil or diesel. We have also invested in captive solar energy at our facilities and engage with local state governments to purchase green power through third-party Power Purchase Agreements (PPAs) and

open-access systems. Additionally, our new cogeneration plant at our largest manufacturing site in Malanpur has helped enhance our global renewable energy portfolio to 52%.

2. Enhancing energy efficiency

We are improving our energy efficiency by upgrading to high-efficiency motors, installing variable frequency devices, and

making process modifications to boost productivity while cutting energy consumption. Every year, all our manufacturing sites implement a robust energy efficiency program with specific reduction targets. Our goal is to double energy productivity by 2030, based on our 2018 baseline, in line with the Climate Group’s EP100 initiative. We also focus on minimizing air emissions from our manufacturing operations.

3. Supplier engagement

We have optimised our transport management system to lower emissions by improving logistics and delivery routes, reducing mileage, and exploring greener transport alternatives and fuel-efficient vehicles. In FY2025-26, we have reduced the distance travelled for our finished goods from our plants to our CFAs by 50kms from FY2024-25. We also collaborate closely with our logistics partners to ensure compliance with our environmental standards. Our global investment in our transport management system has improved route planning, vehicle loading, and delivery scheduling, further improving efficiency and reducing emissions. In our LATAM operations, we now route about 50% of our shipments through A.P Moller – Maersk fleets that have reduced their emission intensity of

ocean operations to a record low of 10.8 gCO₂/t-mn in 2025.

4. Carbon offsets

Alongside our energy efficiency measures and expansion of renewable energy use, we are also investing in community-driven projects. We have invested in afforestation projects on degraded land to establish carbon sinks and enhance carbon sequestration within our integrated watershed programs. These efforts conserve water, capture carbon, and restore ecosystems, protect biodiversity, & support local farmers' livelihoods. Currently, we are neutralizing over 20,000 MT of emissions annually through these initiatives. Based on our total annual emissions abatement and ongoing absolute emission reductions, we will continue investing in carbon offset projects to meet our target year goals.

5. Industry associations

We are also committed to have a net positive impact on nature and biodiversity as Climate change, biodiversity loss and water scarcity are closely linked and together they threaten food security, livelihoods, and lead to extreme weather events. We are signatories to World Economic Forum's Forest Future Alliance (formerly 1 Trillion Trees pledge). Our priority areas are manufacturing sites in water-stressed regions. We aim to protect and restore 7,250 hectares of land, forests, and water bodies by 2030. We strongly advocate for the goals of the Paris Agreement and remain committed to keeping global temperature rise within 1.5°C. All our trade association memberships and public policy advocacy are aligned with limiting average global warming to 1.5 degrees Celsius. We endorse all decarbonisation policies that are aligned to our areas of operation.

Emission reduction targets



Target:
Scope 1+2 combined



Base Year: **2020**
Target Year: **2035**



Base Year Emissions:
95,432 tCO₂e



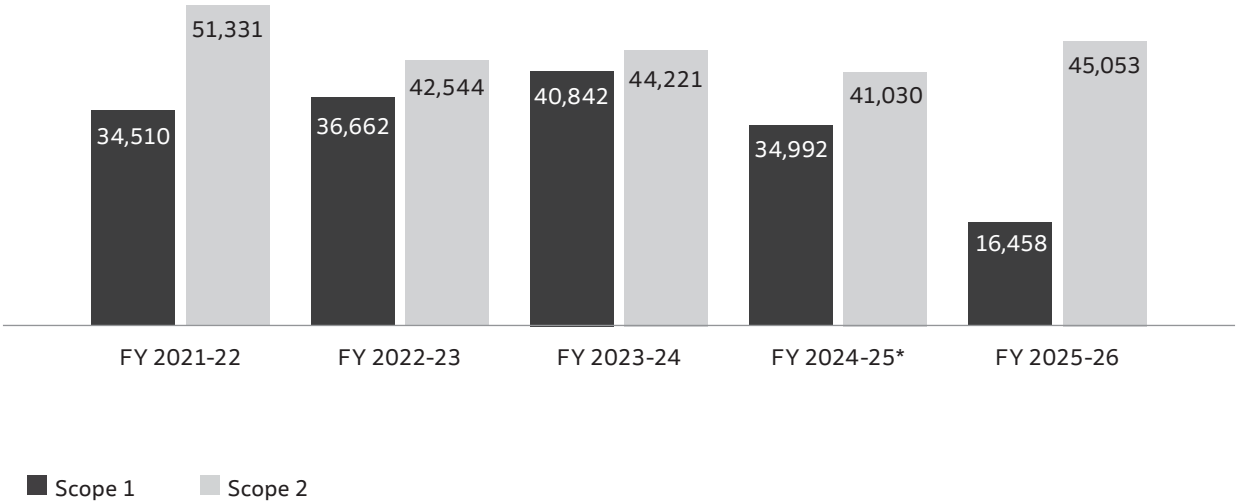
Percentage of Total Base Year
Emissions: **100%**



Percentage Reduction Target
From Base Year: **37.5**

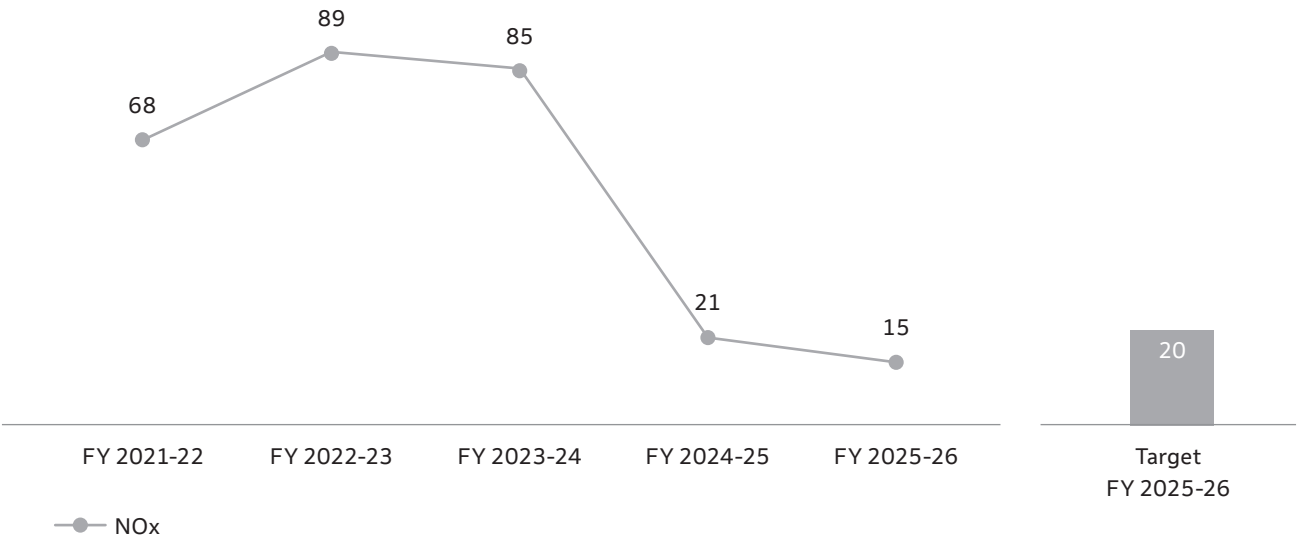
- We have set these targets in line with the WB2DS scenario set by SBTi and we consider them to be science-based.
- We are committed to seek validation to the target by the SBTi and have submitted our targets to SBTi for validation.

Global Scope 1 and 2 emissions (tCO₂ equivalent)



**Note: The comparative values have been restated to reflect the revised methodology for energy consumption, based on fuel consumed at the co-generation plant within the Company's operational boundary. Consequential revisions have been made to global energy consumption, renewable energy consumption and energy intensity metrics.*

NOx emissions - India (MT NOx equivalent)

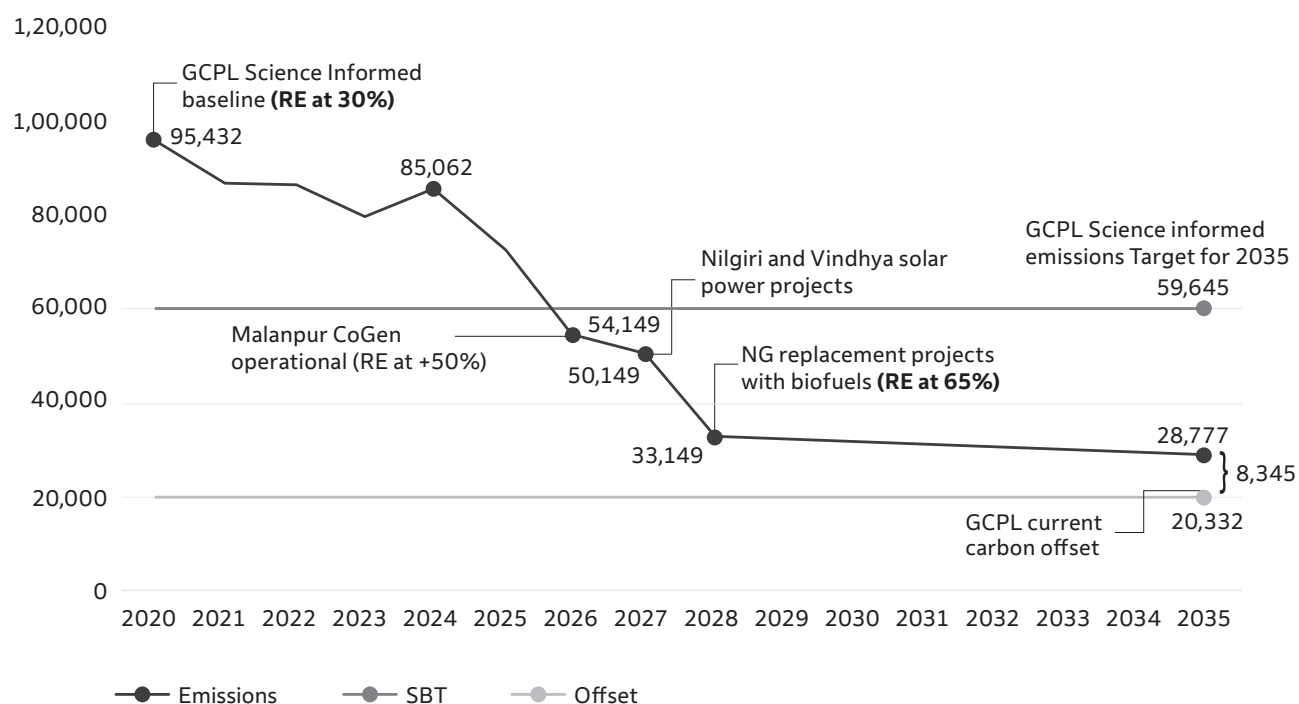


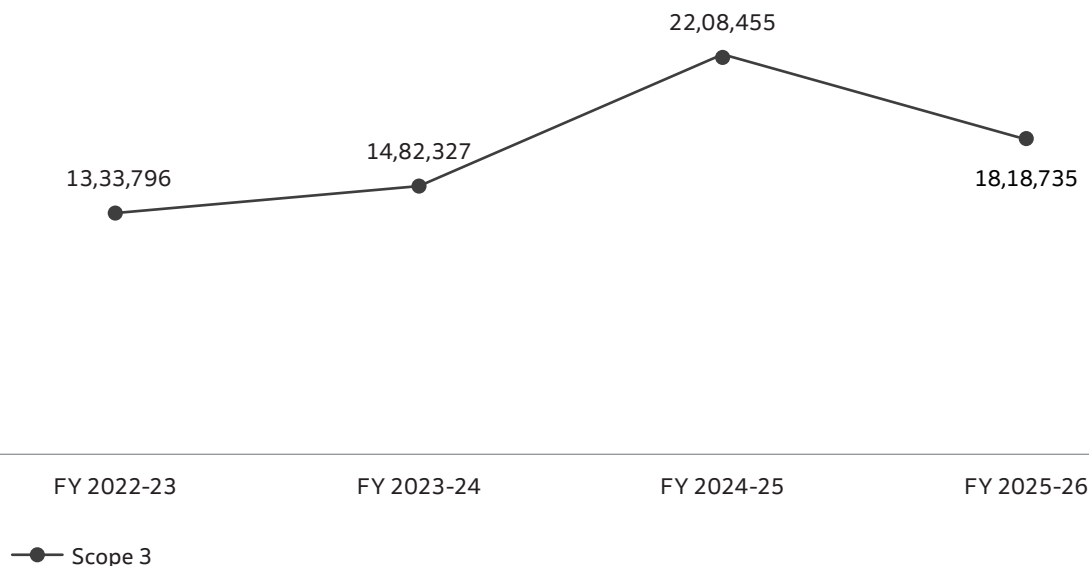
Scope 1 and 2 energy intensity (tCO₂e/MT of product)

	FY 2025-26	FY 2024-25
Scope 1 energy intensity tCO ₂ e/MT of product	0.047	0.098
Scope 2 energy intensity tCO ₂ e/MT of product	0.129	0.115

**Note: The comparative values have been restated to reflect the revised methodology for energy consumption, based on fuel consumed at the co-generation plant within the Company's operational boundary. Consequential revisions have been made to global energy consumption, renewable energy consumption and energy intensity metrics.*

Our scope 1 and 2 net-zero commitment and roadmap till 2035



Scope 3 emissions – India (tCO₂e equivalent)**FY 25-26 Scope 3 Categories (tCO₂e)**

Scope 3 Categories	Emissions (tCO ₂ e)	% Contribution	Methodology
11. Use of sold products	884,521	48.6%	Direct use phase emission
1. Purchased goods and services	628,279	34.5%	Supplier specific method
4. Upstream transportation and distribution	182,486	10.0%	Distance,Supplier,Fuel based method
3. Fuel- and energy-related activities	44,690	2.5%	Fuel Based method
12. End-of-life treatment of sold products	33,261	1.8%	Waste-type-specific method
5. Waste generated in operations	12,762	0.7%	Waste type specific method
6. Business travel	990	0.1%	Distance - based method
7. Employee commuting	30,961	1.7%	Distance,Fuel based method
8. Upstream leased assets	786	0.0%	Assests specific method

For Category 11, direct-use emissions have been computed for only Goodknight products, which account for our primary energy-consuming products in use. We have assumed a conservative energy consumption in line with Goodknight LV machine's standard operating setting.

4. Waste

Every year, over 2 billion tonnes of solid waste are generated globally, yet less than 15% of it is recycled. The recycling rate for plastic waste is even more concerning, with only 9% of all plastic ever produced being recycled. Waste is a major contributor to climate change, releasing significant greenhouse gas emissions, particularly methane from landfills which accelerates global warming.

Inefficient waste management not only depletes natural resources but also leads to severe pollution of air, water, and soil. It adversely affects local communities and ecosystems, posing serious health risks and diminishing overall quality of life. It is therefore critical to implement robust and efficient waste management practices to conserve resources, safeguard public health, and protect the environment.

Scope of waste management

We manage waste across every stage of our value chain - from raw material sourcing and manufacturing to packaging and post-consumer disposal. Our goal is to first minimise waste generation, then maximise reuse, and finally ensure safe disposal of all residual waste.

Waste we manage



Sourcing

- Policy for Responsible Supply that includes Waste Reduction and Management



Manufacturing

- Reducing, Reusing and Recycling waste
- Adopting Zero Waste to Landfill Initiatives



Packaging

- Reduce Plastic Packaging Intensity, Improve PCR usage and Improve Recyclability of Packaging



Post-consumer

- Engage Consumers on Packaging Waste Disposal
- Extended Producer Responsibility Initiatives
- Community Waste Management Programmes

By FY2027, for our India operations we aim to



Maintain
zero waste

to landfill in India and achieve zero liquid discharge in our manufacturing



Collect and recycle
100%
of pre and post-consumer plastic



20%
reduction in packaging intensity from baseline FY2018



80%
of plastic used to be recyclable



Rigid plastics to be replaced by
30%
recycled plastic



Replace flexible plastics with
10%
recycled plastic and replace multi-layer plastics with
5%
recycled plastic



Minimum
50-microns
thickness of plastic to be included product labelling

Our approach



Strategically optimizing materials through innovative approaches such as reuse and recycling, fostering greater circularity.



Establishing a comprehensive monitoring framework to track and implement initiatives focused on minimizing plastic packaging consumption and intensity.



Collaborating with vendors and businesses to increase the use of PCR plastic as a substitute for virgin plastic, reinforcing our sustainability objectives and commitment to environmental responsibility.

As of FY2025-26, we have achieved

Zero Waste to Landfill

and

Zero Liquid Discharge

in 11 out of 13 sites in India

Plastic recyclability at

48%

Flexible plastics replaced by post-consumer recycled plastics (PCR) is at

3%

while PCR in multi-layer plastics is under testing phase.

We collect and recycle

100%

of post-consumer plastic

Rigid plastics replaced by post-consumer recycled plastics (PCR) is at

17%

Reduced plastic intensity by

20%



Manufacturing waste

Across all our manufacturing plants, we conduct comprehensive waste audits to collect data on waste generation, disposal methods, and areas of improvement. These assessments guide us in refining our waste management practices and aligning them with global best-in-class standards. Through detailed life cycle assessments, we map the complete waste footprint of our products, from raw material sourcing to end-of-life disposal.

Each of our manufacturing sites has integrated environmental goals into their annual operational plans (AOP), with plant heads accountable for reducing waste generation, ensuring waste is scientifically recycled and diverted from landfills. The plant AOPs have quantified year-on-year targets on waste reduction, based on their scale of operations. These targets cascade in to every one's goal sheet and lead up to GCPL's zero waste to landfill and zero liquid discharge targets.

These targets are reviewed quarterly at both the plant and corporate levels. Progress against these goals is also reviewed bi-annually by our Board ESG Committee.

We've implemented impactful initiatives to reduce waste generation and promote recycling, thereby diverting significant volumes of waste from landfills:

1. Sites across all four of our India region have been assessed and certified by TUV India Private Limited as 'Zero waste to Landfill' and 11 out of 13 of our India sites are 'Zero Liquid Discharge' facilities.
2. Our R&D initiatives in our core SKUs are centered on reducing plastic waste. In our Indonesia operations, we have successfully raised recycled PET (rPET) content from 15% to 25% in our major PET-consuming SKU. This has resulted in an annual reduction of 30 MT of virgin plastic consumption.
3. Across our Indonesia, LATAM, and Africa manufacturing sites, most hazardous and non-hazardous waste from manufacturing units is diverted to authorised recycling partners reducing our waste to landfill.

4. We maintain full compliance with Extended Producer Responsibility (EPR) regulations. Our plastic packaging footprint in India stands at approximately 17,991 metric tons (MT). Since FY2021, we have remained plastic neutral, recovering an equivalent amount of plastic waste as we generate. In addition, we actively invest in community-based solid waste management programmes to strengthen local recycling infrastructure and promote circularity.

Annually, we host a Green Manufacturing Conference that bring together our environmental champions from manufacturing sites across the country. This forum is focused on knowledge sharing and peer learning around best practices in environmental sustainability. A part of this conference is reserved to increase awareness of waste management initiatives. We also feature expert-led sessions on advanced technologies and methods for waste reduction, recycling and even reuse.

Innovating for good and green products

Our efforts to innovate for a greener planet are deeply embedded in our product development strategy. Through our ESG-first portfolio, we are focusing on reconstitution and natural ingredients across our core categories. By FY2025-26, we aimed to complete Life Cycle Assessments (LCAs) for 80% of our products by revenue. These assessments shape our efforts toward manufacturing environmentally responsible products and setting a sustainability benchmark for all new innovations. In line with

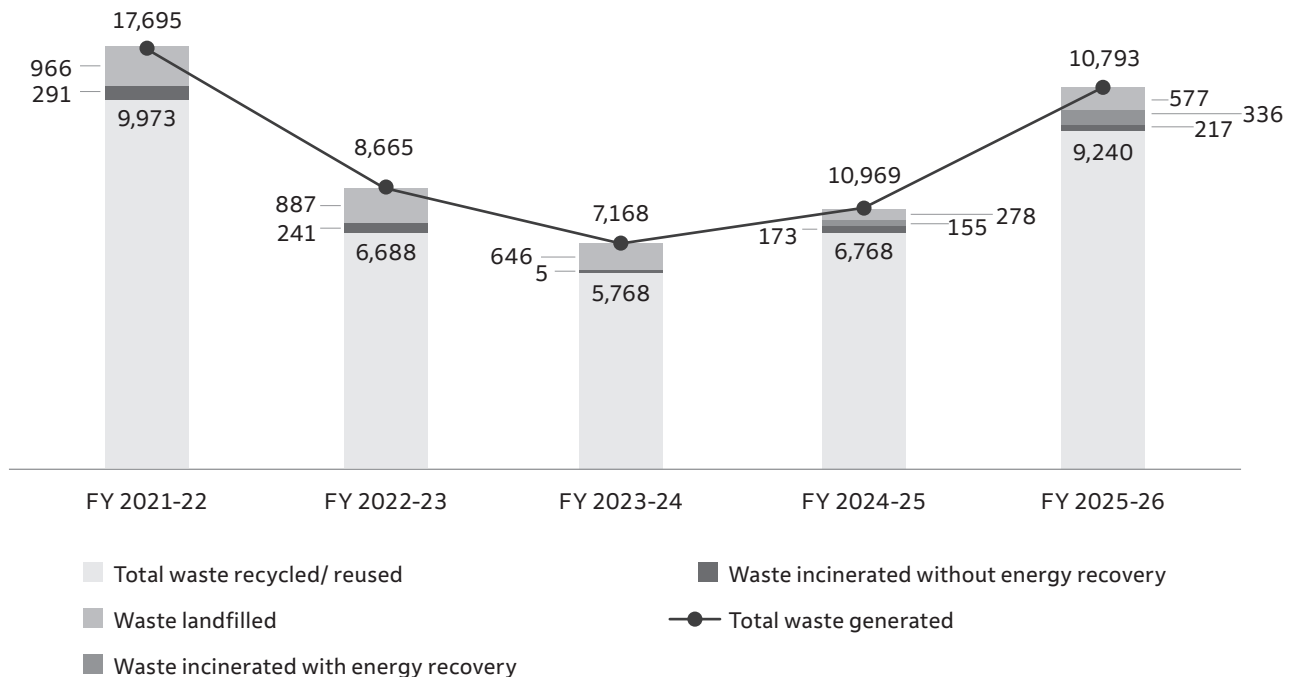
this, we are scaling up our use of alternate packaging materials and increasing Post-Consumer Recycled (PCR) plastic content and reducing reliance on virgin plastics. Our vision goes beyond regulatory compliance and encompasses product design, formulation, and delivery innovations to further reduce our plastic footprint.

As of FY 2025-26, we completed LCAs for 11 of our key products, which together contribute over 41% of our global revenue. We completed

successful trials and integrated PCR plastic in the poly bags of Goodknight Coils and explored PCR PET options for Goodknight Xpress Liquid Vapouriser. These efforts underline our commitment to innovation and environmentally sound product development.

For FY 2025-26, our global non-hazardous waste generated was 9,111 MT and hazardous waste was 1,682 MT.

Waste performance – Global (MT)



Sustainable packaging

As a consumer goods company, while our products are fully consumable, we recognize the critical role we play in minimizing the environmental impact of the plastic and packaging materials we use. To that end, we have established clear goals to reduce plastic use and increase the incorporation of post-consumer recycled (PCR) content in our packaging. Having already surpassed our initial targets on reducing plastic intensity, we are now accelerating efforts to increase PCR inclusion and explore alternatives to traditional plastics. Our roadmap for this transition is structured around a comprehensive 7-point agenda:

I

Intensity reduction across packaging materials by 20%

M

Maximize use of PCR in our plastics

A

Assess packaging material consumption by building robust measurement mechanism

G

Guidelines for ease of recycling

I

Improve recyclability of our packaging to support zero waste to landfill

N

Network with academia, technology partners & industry peers to support packaging sustainability

E

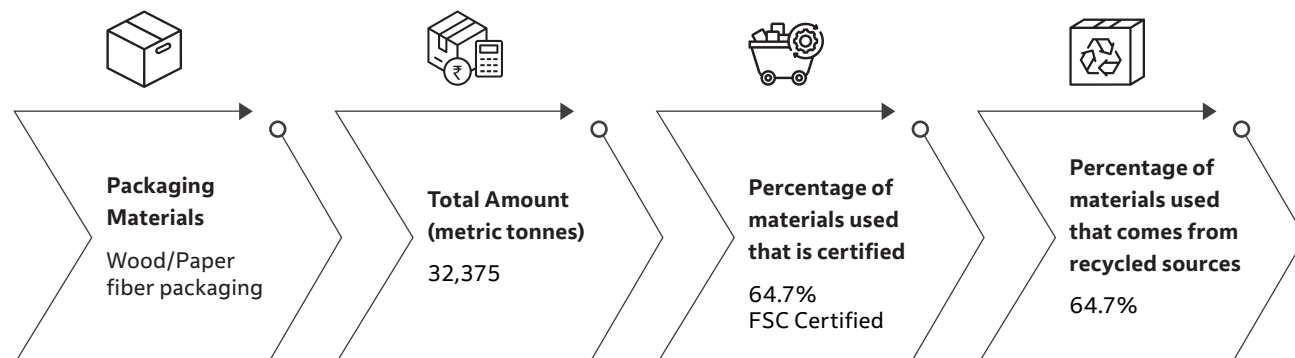
Engage consumers on our packaging waste disposal and GCPL efforts on packaging sustainability

We continue to channel our R&D capabilities into making our packaging solutions more sustainable. Moreover, sustainability is integrated into leadership performance. The executive compensation of all GCPL leaders comprises of 15% of people and planet outcomes. These goals are aligned with our broader vision of creating an inclusive and greener future. Specific packaging-related targets tied to compensation include using better plastics, reducing total usage, and replacing virgin plastic with recycled alternatives.

Our sustainability packaging programmes focus on:

1. **Promoting Reusable Packaging** – Many of our supply chain materials, including cartons, bags, and corrugated boxes, are designed for repeated use. For example, the corrugated boxes we use are recycled and reused at least four times, reducing our operational footprint.
2. **Increasing Recyclable Packaging** – We aim to make 80% of our plastic packaging recyclable; as of now, we are at 48%. We have identified our SKUs where we will replace complex laminate structures with mono materials and establish de-inking/ de-lamination technology. Moreover, all our new product development will use recyclable packaging.
3. **Increasing Recycled Content** – In India, we have included of PCR in Coil polybags, Goodknight LV bottles, and Ezee bottles, among others. We have replaced 50% of these brand product's virgin plastic usage with PCR. In Indonesia, we have raised recycled PET (rPET) content from 15% to 25% in our major PET-consuming SKUs, that has resulted in an annual reduction of 30 MT of virgin plastic consumption.
4. **Phasing Out Single-Use Plastics** – We are systematically eliminating single-use plastics from our offices and manufacturing facilities. Our HO office and site offices have already achieved this, and now all our garbage bags, stationery, and office supplies are recyclable or biodegradable. We are also engaging with our suppliers to eliminate single-use raw material packaging in our operations.
5. **Reducing plastic packaging intensity** – Using less plastic per tonne of product reduces the volume of plastic packaging we use meaning we increase our resource efficiency, lower the amount of plastic waste that's generated, and reduce our Extended Producer Responsibility (EPR) obligations. We had targeted to reduce our plastic packaging intensity by 20% compared to FY 2019-20 and have already achieved our target. We implemented several initiatives to achieve this. One of the initiatives was our transition from metalized to non-metalized cartons for Goodknight Liquid Vapouriser refills. This initiative cut down our plastic consumption by 3,500 MT and delivered significant cost savings.
6. **R&D investments in sustainable packaging** – In partnership with Confederation of Indian Industries (CII), we are working on exploring recyclable flexible plastics packaging solutions that will work in practice, without the loss of economic value of existing infrastructure, and with far lesser plastic waste and pollution. We are developing solutions and are running pilots for two projects - Surface printed monomaterial laminate for fabric washstand up pouches, and Polyethylene based recyclable structure for Soap wrappers. The monomaterial project aims to create a recyclable, user-friendly packaging for fabric wash products that further makes the recycling process more efficient. The Polyethylene project will aim to create a soap wrapper that is not only recyclable but also can be made using recycled plastic. Both these solutions will be open source to promote better plastic circularity in the consumer goods industry at large.
7. **Incubating startups addressing plastic waste** – We launched the Green Portfolio CSR initiative, in collaboration with IIT Madras, 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.

Packaging Material



Plastic Packaging

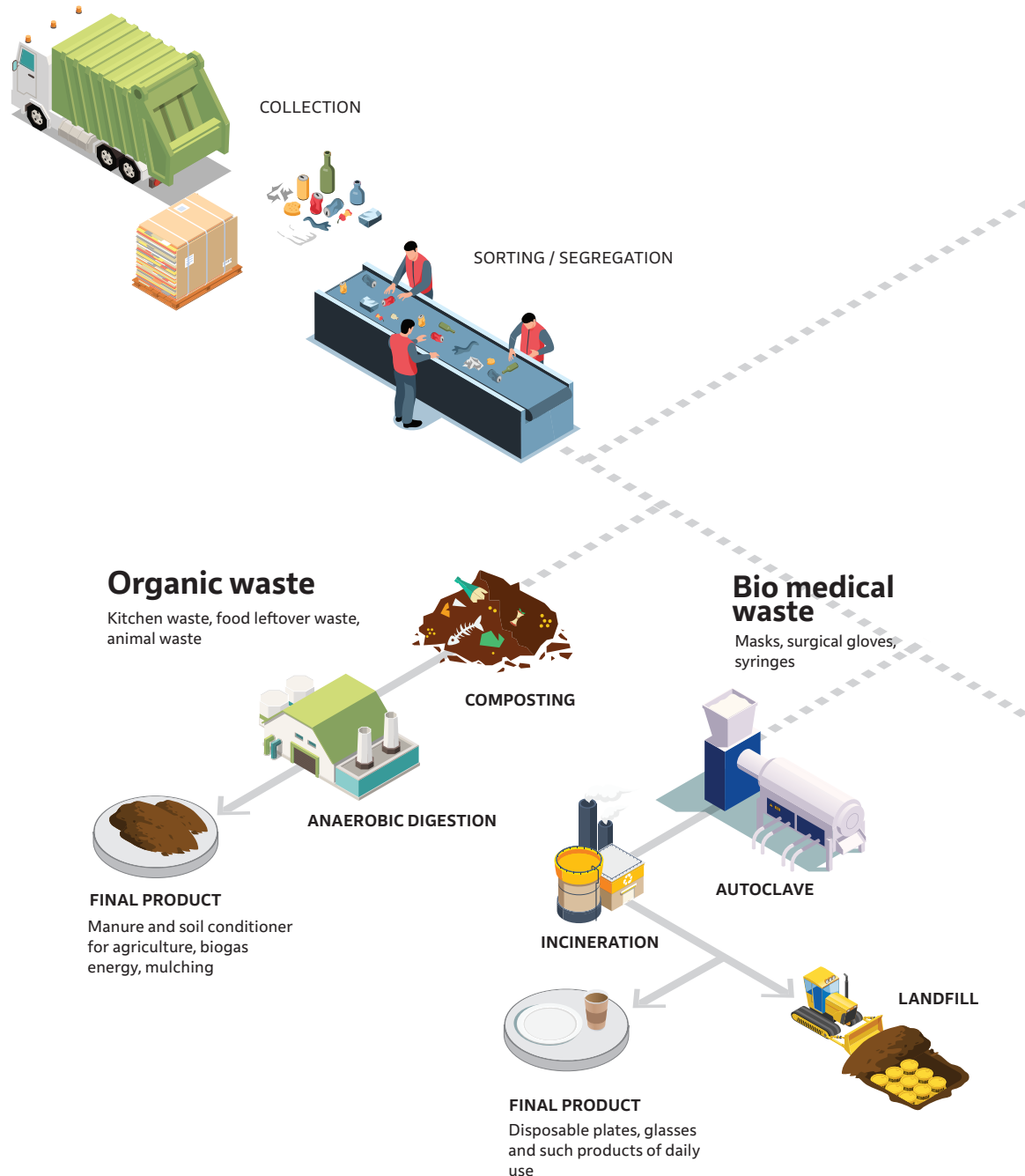
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	What was your target for FY 2025?
A. Total weight (tonnes) of all plastic packaging	19,500	18,750	17,995	17,948	17,991	18,000
B. Percentage of recyclable plastic packaging (as a % of the total weight of all plastic packaging)	30	34	40	63	48	50
Coverage (as a % of cost of goods sold)	100%					

Community solid waste and plastic management program

Discovering the hidden value in waste

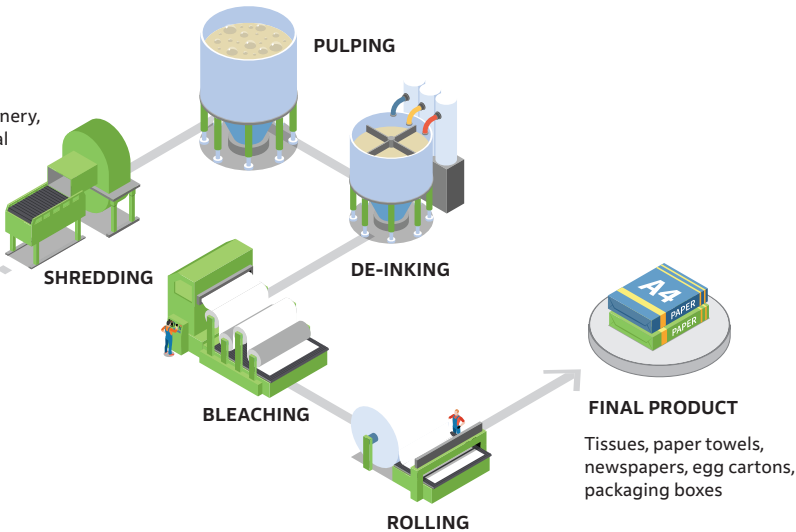
Beyond the Bin

Discovering the hidden value
in waste materials



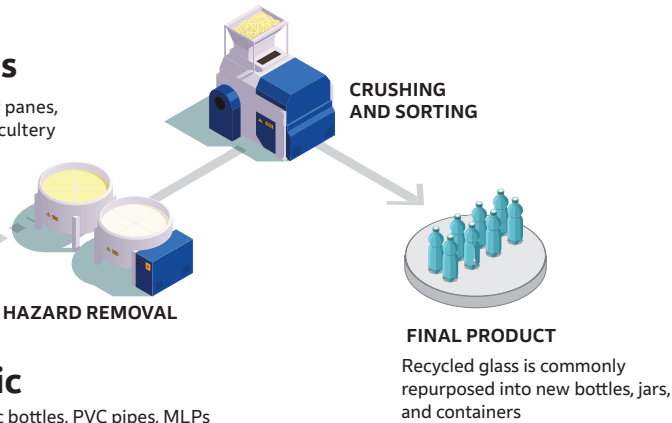
Paper

Newspaper, stationery, packaging material



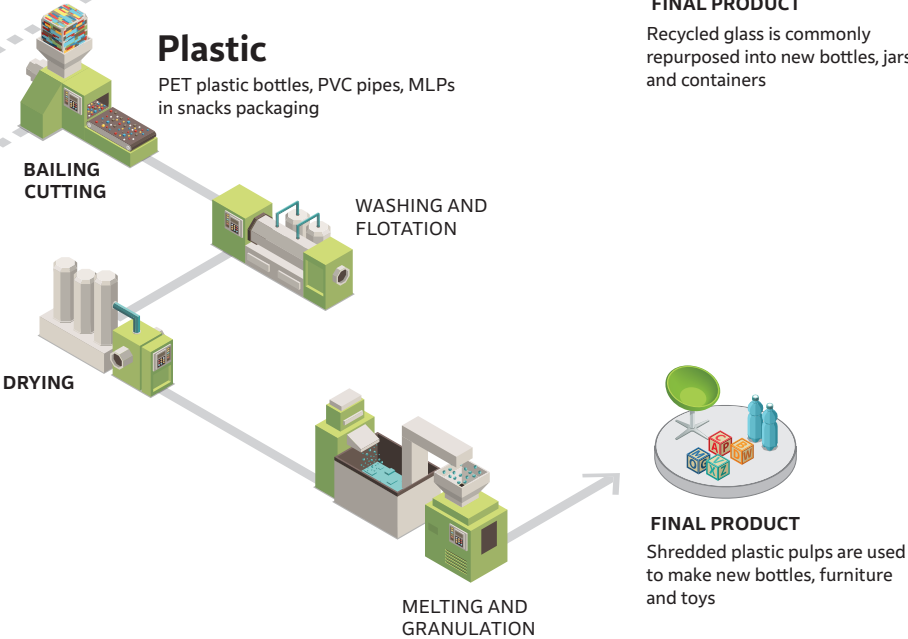
Glass

Window panes, bottles, cutlery



Plastic

PET plastic bottles, PVC pipes, MLPs in snacks packaging



Post-consumer packaging waste and community solid waste and plastic management

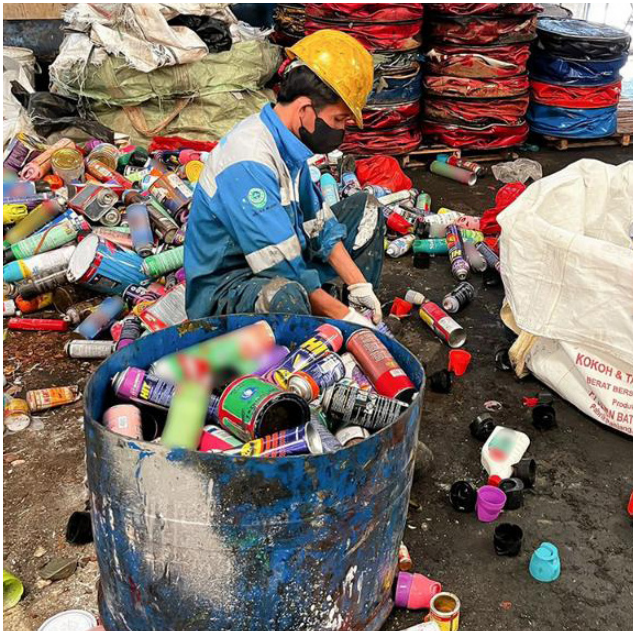
As a responsible global FMCG company, we are committed to reducing waste across our operations, products, and value chain. Since 2019, our Indian manufacturing units have maintained zero waste to landfill status. But our role doesn't end at internal waste management. We're actively supporting communities 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 2,848 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 3,204 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 5,100+ individuals and generated 1,850+ 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.
- 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.
- In Indonesia, we have set up two waste banks that upskill women to recycle and upcycle waste. Through them and our partnership with Indonesia Packaging Recovery Organization, we have recycled close to 650 tons of post-consumer waste in FY2025-26.



Through our community efforts, we ensured that recyclable packaging is actually recycled through scientific waste management systems and collaboration with municipalities and

urban local bodies. Since 2019, our community-centric waste management programs have successfully diverted over 23,000 MT of waste from landfills. We have far exceeded our goal to

transform waste management systems in five municipalities and divert over 8,000 MT of waste from landfills by FY 2025-26 through collaborative partnerships.

Investments in R&D, design, technology, and skills

Remaining true to our consumer-centricity philosophy, we continue to focus our innovation efforts through stronger, digitally enabled consumer insight capabilities. These enhancements empower our teams to design hyper-relevant products and experiences that closely align with consumer preferences and behavioural trends.

Key components of this strategic pillar include:

1. **Global Structure:** Our global category teams are designed to promote cross-pollination of insights and expertise across geographies. This collaborative structure sharpens our strategic decision-making and ensures we leverage learnings at scale.
2. **Standardised Testing Protocols:** Clear global protocols and action standards allow for consistent, robust evaluation of innovations. This harmonisation not only mitigates risk but also boosts our speed and success in bringing high-impact products to market.
3. **Strong Agency Partnerships:** Deepening collaborations with strategic agency partners enhance our access to advanced methodologies and global insight networks. This significantly enriches our capability to craft products tailored to culturally diverse and evolving consumer needs.
4. **Digital Techniques:** We leverage cutting-edge digital tools to gather real-time consumer data, detect emerging preferences, and spot whitespace opportunities. This digital edge equips us with agility, responsiveness, and a

forward-looking innovation mindset.

Our state-of-the-art R&D centre at our global headquarters, Godrej One in Mumbai, serves as the epicentre of our innovation ecosystem. This facility, in synergy with our local R&D teams, nurtures collaboration across geographies and enables seamless knowledge sharing and cross-market application of insights.

In FY2025-26, we inaugurated a state-of-the-art R&D laboratory in Jakarta, Indonesia, dedicated to Air Care, Home Insecticide, Home Care and Personal Care. This new facility brings together world-class infrastructure, cutting-edge technology and deep consumer insights to create products that are truly designed for Indonesian consumers and beyond.



Our state-of-the-art global R&D centre in Jakarta, Indonesia



Our state-of-the-art global R&D centre at our headquarters, Godrej One in Mumbai is where we lead new product development.

Sustainability built into our products from Day One

Sustainability is an intrinsic part of our product development philosophy. We evaluate every new product's life cycle impact, using robust qualitative and quantitative research. From focus groups and consumer panels to analytics, to refine and fortify our New Product Development (NPD) framework. Our R&D function remains at the core of crafting superior products that benefit both people and the planet.

Our Reconstitution Portfolio

Central to our sustainability efforts is our reconstitution portfolio, a disruptive approach to product formulation that reduces environmental impact while delivering value to consumers.

Acknowledging the high water content in most personal care products, we've reimagined formats to eliminate unnecessary weight and resource consumption.

Magic Handwash exemplifies this innovation. This powder-to-liquid or concentrate-based format allows consumers to add water themselves, thereby reducing the carbon footprint of traditional liquid products. By significantly lightening the product weight and volume, this format reduces reliance on packaging materials, leading to 84% less plastic use and cut down fuel consumption during transportation

by 44%, directly translating into reduced greenhouse gas emissions.

Importantly, we challenge the notion that sustainability comes at a premium. Our reconstituted products are affordably priced, reinforcing our belief in making sustainable choices inclusive. We advocate for a "green discount" rather than a green premium, ensuring that more consumers can embrace eco-conscious living without financial trade-offs. By doing so, we aim to democratize sustainability, encourage wider adoption, and catalyse a shift in consumer behaviour toward more responsible, planet-friendly consumption.



With Magic powder-to-liquid handwash, our sustainable and affordable solution to handwashing, we are driving change in consumer behaviour and fostering a greener, more responsible market.

Supply Chain Sustainability

Aligned with our Good & Green vision, we have established a comprehensive framework of responsible sourcing expectations for our suppliers, as outlined in our renewed GCPL Policy for Responsible Supply (PRS). This policy defines clear principles, essential requirements, procedural expectations, and leadership-enabling practices that guide supplier engagement.

We hold all our suppliers accountable for complying with these essential requirements and aligning with the broader expectations set out in the policy, and we remain committed to partnering with and supporting them in their sustainability journey. Both existing and prospective suppliers are required to review, acknowledge, and adhere to the Policy.

Our commitment extends to assisting our suppliers in enhancing the sustainability of their operations, with a particular focus on the following four foundational pillars defined in the Policy:



Ethically Driven

- Conflict of Interest
- Bribery, Corruption, Gifts, and Donations
- Confidentiality and Data Protection
- Anti-Competitive and Restrictive Trade Practices



Socially Focused

- Terms of Employment
- Equal Treatment
- Voluntary Employment
- Age of Workers
- Fair Wages and Benefits
- Working Hours
- Freedom of Associations and Collective Bargaining
- Health and Safety
- Land Rights



Green Inspired

- Energy Use and Efficiency
- Waste Management
- Measure & Manage GHG Emission
- Reducing Usage of Hazardous and Toxic Materials
- Water Conservation
- Sustainable Packaging
- Biodiversity



Quality Centred

- Product Quality
- Good Manufacturing Practices
- Effective Material Management & Resource Efficiency

As part of our Responsible Supplier Assessment framework, we gather comprehensive qualitative and quantitative insights to develop ESG-based evaluations of suppliers, based on their responses through digital platforms and structured sustainability questionnaires.

To ensure ongoing compliance and continuous improvement, we require annual self-assessments, evaluate supplier performance through ESG scoring, and, where required, conduct follow-up or third-party audits based on risk, criticality, and performance.

Furthermore, we segment suppliers based on defined criteria (such as value, risk, and strategic importance) and provide targeted feedback through corrective and preventive action (CAPA) plans, along with actionable recommendations and improvement guidance.

Our commitment to transparency and governance is reinforced through a robust oversight mechanism, including regular reviews by business leadership and Board-level ESG governance structures, ensuring alignment with our Policy.

Last year, we renewed our Supplier ESG engagement and assessment program in line with SEBI's Business Responsibility and Sustainability Reporting (BRSR) framework for value chain disclosures, CDP, and globally recognised standards such as ISO 9001, ISO 28000, ISO 45001, SEDEX, and EcoVadis. We deepened our engagement with focused trainings and strengthened our assessment to help us better gauge and mitigate potential ESG risks across our value chain.

Criteria	Descriptions
Single Source Suppliers	Suppliers that are the sole provider for certain materials
High Emission Intensity Suppliers	Suppliers contributing significantly to GCPL's overall Scope-3 emissions
Strategically Important Suppliers	Suppliers critical for current business continuity and/or have potential for increased business engagement in the future, including value chain mapping.

In FY 2025–26, our total supplier base comprised 609 unique suppliers. Of these, 102 were identified as significant suppliers, collectively accounting for approximately ~75% of our total procurement spend in India. These significant suppliers were engaged as part of our ESG assessment and supplier evaluation program, aimed at identifying, assessing, and mitigating sustainability-related risks across our value chain.

Out of the 102 significant suppliers in India, 68 suppliers, representing around 49% of our total spend, participated in the ESG assessment and responded. The assessed supplier base included 34 strategically important suppliers (34% of spend), 13 single-source suppliers (14% of spend), and 16 listed entities

(11% of spend), ensuring targeted coverage across critical and high-risk supplier segments.

The ESG risk profiling was integrated into the process, considering country, sector, and commodity-specific risks, particularly for chemicals, corrugated packaging, dyes and pigments, ceramic parts, aluminum tins, and electrical components.

Based on the outcome, none of the participating suppliers was found to be non-compliant or responsible for any material negative impact. Consequently, no supplier corrective plans for non-compliance were communicated, and no supplier relationships were terminated.

However, the assessment highlighted a gap in supplier awareness and capability related to ESG data reporting and disclosures. To address this, we undertook capacity-building for data reporting for both suppliers and our internal teams. We conducted training programs covering key ESG themes such as GHG emissions, water and waste management, biodiversity management, zero deforestation, and sustainable packaging solutions, among others. We facilitated the sharing of industry best practices and encouraged practical, scalable improvement actions. In FY 2025-26, 54 unique suppliers, accounting for about 60% of our critical Tier-1 supplier base, participated in these training programs.

Supplier screening KPIs for fiscal year 2025-26

KPI for supplier assessment and development	FY 2025-26	Percentage (calculated)
1.1 Total number of unique suppliers	609	100%
1.2 Number of unique significant suppliers	102	~75%
1.3 Number of unique significant suppliers supported with development measures (as a subset of 1.2)	54	60% of suppliers supported in development measures
1.4 Number of unique significant suppliers assessed via desk assessments/on-site assessments (as a subset of 1.2)	68	49% of unique significant suppliers assessed
1.5 Number of unique significant suppliers assessed with substantial actual/potential negative impacts (as a subset of 1.4)	0	-
1.6 Number of unique significant suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan (as a subset of 1.5)	0	-
1.7 Number of unique significant suppliers with substantial actual/potential negative impacts that were terminated (as a subset of 1.5)	0	-



Third-party ESG on-site assessment of our suppliers

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Pillar 3. People and planet alongside profit





Pillar 3.

People and planet alongside profit



Environmental capital



Natural capital



Human capital



Social & relationship capital

KEY ENABLERS

- Development of a high-performance & diverse workforce
- Producing greener products
- Investing in community well-being & health

RISKS IDENTIFIED

- Regulatory
- Climate changes



Over a decade ago, we pledged to contribute to a more employable and environmentally sustainable world, giving equal importance to people, the planet, and financial success. Today, this commitment is firmly embedded within the core of our strategic framework.

10 times

Water
positive

12,905

Malaria-free
villages

27%

Women in senior
leadership

The biggest challenge of our time

Climate change and inequality are among the most critical challenges confronting humanity today. Their combined effects are intensifying global instability, disrupting businesses, supply chains, and communities. The Intergovernmental Panel on Climate Change (IPCC) has stressed the need for immediate measures, including cutting global emissions by over half by 2030, to prevent global warming from surpassing 1.5 degrees Celsius by 2050. Additionally, emerging markets many of which are within our operational reach bear the brunt of climate change impacts due to long-standing and growing inequalities. The IPCC's latest AR6 report highlights the urgency of the crisis, forecasting a 1.5-degree Celsius increase in global temperatures above pre-industrial

levels by 2035 if emissions continue unabated. This projection reflects a significant deviation from the 2050 goal. Public health remains a pressing issue, as preventable diseases such as malaria and dengue continue to hinder the economic growth of many of the regions we serve. According to the World Business Council for Sustainable Development (WBCSD) Vision 2050 report, income inequality has surged dramatically since 1980, both across and within countries. The report reveals that the top 1% of the global population has gained 27% of economic growth, in stark contrast to the 12% accrued by the bottom 50%. Amid an increasingly unpredictable global context, we began our sustainability journey over a decade ago under the "Good and Green" initiative. We believe that the most

meaningful impact is created when goodness is built into everyday business decisions. We align product design, innovation, and sustainability across our value chain to create products that are better for consumers, communities, and the planet. Our approach is rooted in shared value, addressing critical social, environmental, and economic issues ensuring growth through every challenge. We also recognise our role in driving transformation, understanding that the social, environmental, and business dimensions are deeply interconnected. We take pride in the Godrej Foundation, which holds approximately 15% ownership of the Group and supports efforts towards accelerated development and more prosperous communities.

Climate Change

As indicated in the IPCC's most recent AR6 report, if greenhouse gas (GHG) emissions maintain their current trajectory, global warming is expected to reach 1.5 degrees Celsius above preindustrial levels by 2035—ahead of the intended 2050 target.



Read the IPCC report AR6

Inequality

Globally, women's participation in the workforce consistently trails behind men's. Moreover, public health challenges continue to have a profound impact on national well-being. Preventable illnesses such as malaria and dengue remain economic burdens in many of the areas where we operate.

We aim to -

Develop a high-performing and diverse workforce

Our workforce forms the backbone of our organisation. We focus on investing in our people and remain dedicated to cultivating a workplace that inspires. Our goals include ensuring zero fatalities across all operations, reaching 27% female representation in senior leadership*, and continuously enhancing our Human Capital Return on Investment (HCROI)



We recorded
Zero
fatalities across
all operational sites.



Women constitute
51%
of our overall
workforce.



Women hold
27%
of senior leadership roles.

Make greener products

We continue to focus on progressively reducing the environmental impact of our products and operations, while regularly assessing product sustainability across the full lifecycle. These evaluations play a critical role in guiding product innovation, ensuring that our offerings benefit both people and the environment. We are also committed to attaining net zero Scope 1 and 2 emissions by 2035.



Sustainable packaging through
our IMAGINE strategy:
48%
of our plastic is recyclable, and
we have achieved
20%
reduction in packaging intensity
since FY 2019-20.



Conducted Life Cycle
Assessments (LCAs) for
products contributing to over
41%
of our revenue.



Advancing greener product
innovations by building an
ESG-first product portfolio
within our key categories to
meet environmental goals.

Invest in the health and well-being of communities

To strengthen our social and relationship capital, we have centred our efforts on three key priorities: health, well-being, and inclusive development. Our mission is to drive sustainable progress for an inclusive world, build strong stakeholder relationships, and positively impact the communities in which we operate.



Partnerships to safeguard against vector-borne diseases

Our flagship Elimination of Mosquito-Borne Endemic Diseases (EMBED) initiative backed by the state governments of Madhya Pradesh, Uttar Pradesh, and Maharashtra. In FY2025-26 we have completed a three year intervention cycle in over 14,500 villages of which 89% are malaria free (indigenous cases) and 8,200 slums of which 91% are maintained as dengue free against a target of 80% malaria-free villages and slums.



Waste and water management

Our community waste initiatives in 5 Indian states have diverted over 23,000 MT of waste from landfills.



Advocating for human rights

We have created and implemented human rights due diligence based on the UN Guiding Principles across 100% of our owned operations and are now implementing actions plans for improvements

Developing a high performance workforce

Our people are the foundation of our organisation. We place a strong emphasis on investing in our human capital and remain committed to nurturing an environment that motivates and even inspires our workforce.



Investing in the well-being of our people

We place a high priority on employee health and well-being through a range of caregiving and employee support programs outlined in our Care policy. All our employees and their family members (including those on probation and trainees) are covered in our Care policy. Our Care policy is inclusive and can include your family which we define as you, your partner, your parents, parents of your partner, and your children.

In today's demanding world, where stress and anxiety are prevalent, our central Health and Wellness team is driving programs that promote mental, physical, and emotional well-being. We focus on holistic well-being of

our team members through forward-thinking initiatives and tailored care & support ensuring every team member feels recognised and cared for on their personal health journey. We have adopted advanced technologies like Thermal Imaging for Breast Health Assessment during our women health screening, use evidence-based practices, and collaborate with like-minded partners, to innovate and provide holistic care.

In collaboration with Amaha, a mental health platform, we have an Employee Assistance Program designed to provide confidential support for mental wellness. This initiative offers employees personalised wellness

plans that include a diverse range of tools such as self-guided resources, bite-sized courses, informative articles, interactive activities, and access to professional therapists. The program is also extended to employees' dependents, including parents, partners, and children, ensuring a broader impact on well-being. To promote open conversations about significance of mental health, we regularly host sessions led by senior therapists and organisational leaders, covering topics like self-care, relationship strengthening, social media management, and mental health awareness.

Employee support programmes



1. Workplace stress management

- We have partnered with Amaha, a mental health platform, to roll out an Employee Assistance Programme that offers confidential mental wellness support. It also offers a 24*7 crisis helpline. For our employees in Africa and UAE too we have extended the Employee Assistance Programme in their local languages.
- We organised over 740 consultations, and our employees took over 196 courses on topics such as cognitive behavioural therapy, queer affirmative therapy, psychotherapy, relationship management, emotional regulation, and mindfulness.
- All our employees are entitled to unlimited trust-based sick leaves.
- We reimburse psychiatric consultations up to INR 30,000, in addition to Outpatient Department (OPD) benefits and hospitalisation coverage.
- We periodically organise mental health awareness workshops at our offices and plant locations reaching white-collar, and blue-collar employees.
- We have an inhouse health risk assessment which includes physical health, mental health and behavioural habits and has a predictive tool for cardiac risk.
- We are actively creating mental health allies and developing personalised stress management modules to ensure that support is accessible to all employees at any time.



2. Sport and health initiatives

- Our Godrej One headquarters features a modern fitness centre staffed with full-time fitness instructors.
- A certified nutritionist is also based at our headquarters to support employees with healthy eating habits, personalised meal planning, and nutrition care programmes.
- Our Godrej Health and Wellness app offers 24x7 helpline, unlimited tele-consultations through both reimbursement and cashless options, and over 3,000 pathology and diagnostic tests that employees can schedule. The app also enables employees to access medicine delivery, consult with doctors, and arrange for hospital or home care support.
- Our condition management program offers customized plans focused on fitness, nutrition, or mental health needs.
- We also conduct regular health awareness sessions for all our employees.



3. Work-from-home arrangements

- We follow a hybrid work model that supports remote work for roles that do not require a constant presence at the office.
- Our work-from-home policy offers the option for employees to work from the office three days a week, with added flexibility depending on as as-needed basis.

4. Part-time working options

- Our flexible working options also include part-time arrangements.
- Employees can choose from three part-time formats: a 3-day work week, a 4-day work week, or working half-day hours daily. Employees can avail any of the options as per their convenience.

5. Flexible working hours

- We provide remote and part-time work opportunities to help our employees sustain work-life balance.
- Our core working hours are from 10 AM to 4 PM, and employees have the flexibility to manage their 42.5 weekly hours according to their preference.



6. Paid Parental leave for the primary caregiver

- Primary caregivers are entitled to 26 weeks of fully paid leave. This applies to birthing parents, commissioning parents (in surrogacy cases), or adoptive parents who identify as the primary caregiver.
- We support flexible return-to-work after maternity leave, including an option for an additional 26 weeks of unpaid leave if needed.

7. Paid parental leave for the non-primary caregiver

Secondary caregivers receive 8 weeks of paid leave that can be availed within one year of the child's birth or adoption.

8. Paid family or Care leave beyond parental leave

- We extend care benefits that include 3 weeks of paid leave for caring for any family member.
- Employees also have access to elder care services over and above our robust health insurance plans for employees' families, along with optional top-ups for enhanced protection.
- Our support also extends to employee's dependents such as parents, in-laws, partners, and children.



9. Childcare facilities or contributions

- We provide access to quality daycare facilities, fostering a balanced work-life environment and promoting employee well-being. We provide childcare and daycare services at our headquarters and across all manufacturing units.
- For other locations, we have partnered with ProEves, a platform offering access to over 7,000 daycare centres. Where ProEves is not available, we offer an in-house reimbursement policy for primary caregivers using external daycare services.
- Facilities are open to the children of both our white-collar and blue-collar employees.

10. Breast-feeding/lactation facilities or benefits

- Our headquarters features dedicated spaces for women to rest and breastfeed.
- New mothers can travel for work along with a caregiver and children under the age of one.



Additional benefits

- We offer inclusive health benefits covering gender reassignment surgery, childbirth/IVF, preventive healthcare, care for people with disabilities (PWD), stem cell preservation and biologics treatment.
- We have been conducting health sessions along with comprehensive health screening along with follow up treatment for our LGBTQA+ employees. We also provide reimbursement for hormone replacement therapy.
- We offer elderly care, plans as part of our medical benefits.
- Outpatient Department (OPD) benefits cover expenses up to INR 25,000, which includes doctor visits, diagnostics, medications, vaccinations, dental, and vision care. Psychiatric consultations are additionally covered up to INR 30,000, over and above the OPD limit. Employees can also avail of unlimited tele-consultations through both reimbursement and cashless options.
- A wellness terminal is available for preventive and curative health checkups. It's kind of health ATM that enables preventive and curative checkups for 60+ health parameters in under 15 minutes, including heart and lung diagnostics and remote doctor consultations.

We successfully conducted a comprehensive Basic Life Support (BLS) awareness campaign across 47 of our locations in India and globally, equipping over 3,185 employees and workers with essential life-saving skills.



We organised a comprehensive Basic Life Support (BLS) awareness campaign across 47 of our locations globally

Our global blood donation drive was successfully completed across 50 locations globally, with participation from over 2,528 employees.



Our Global Blood donation drive

We recognise that healthcare inequity disproportionately affects women in emerging economies due to complex socio-economic factors, and we are actively driving conversations and interventions to close this gap. This includes proactive efforts to address underserved areas of women's health and ensure tangible support for female employees and their families. At our Mumbai headquarters, we have established a fully equipped medical centre, hospital facilities, an on-site daycare, and a dedicated space for breastfeeding and rest to support working women.

We hold record in both the India Book of Records and the Asia Book of Records for organising the highest number of voluntary blood donations in a single day. We have been awarded 'The Hall of Fame' by Arogya World, for demonstrating exceptional commitment and leadership in workplace health and well-being, particularly in the prevention of non-communicable diseases (NCDs). We are also finalist in the Global Healthy Workplace Awards. We are the winners of the international SOS foundation duty of care awards for innovation.



Our AI-powered health kiosk for preventive and curative health checkups

Occupational health and safety

Our commitment to a culture for safety underpins our organisational values, with a clear vision to be a zero injury organisation where everyone goes home safe everyday, everywhere. We make substantial investments in advanced safety infrastructure and best-in-class systems that align with our Safety and Health Policy that serves as our blueprint.

Our key focus areas are building a competent OHS structure, cultivating safety-conscious behaviour, identifying and assessing risks, applying effective mitigation strategies, and ensuring continual improvements. Our framework also includes loss prevention, detailed incident analysis, emergency preparedness, employee health and hygiene, and the use of performance measurement tools to track safety progress.

To ensure our OHS systems are both effective and integrated, we have introduced a detailed evaluation matrix that assesses implementation across four core pillars. As part of our continuous improvement strategy, we have developed a rigorous internal and external audit mechanism that helps us identify areas for improvements, and evolve our safety and health practices.

The four pillars of our safety and health improvement plan



People and culture



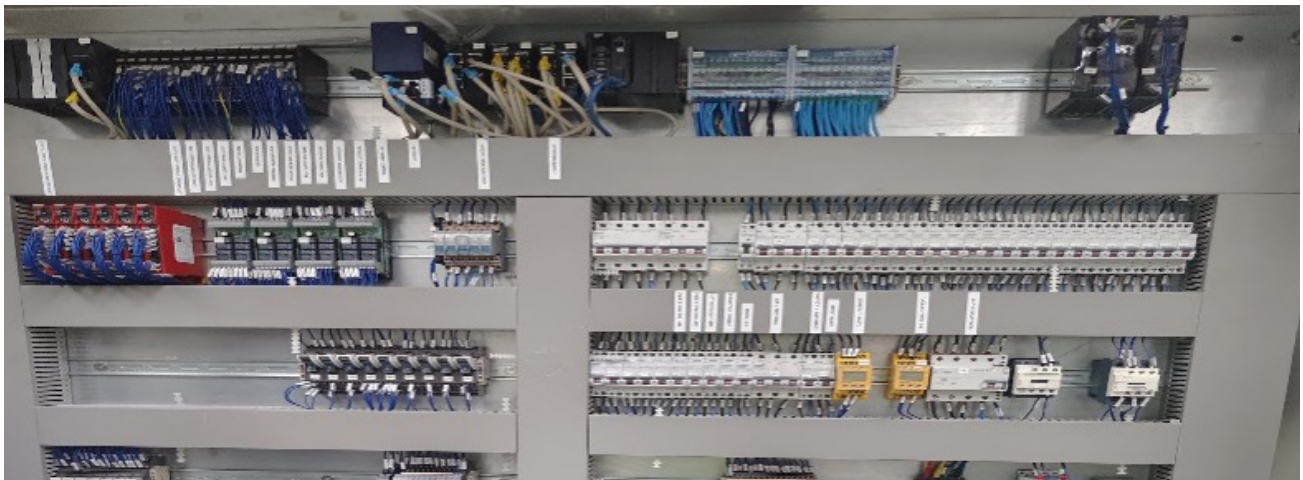
Safety infrastructure



Automation, technology, and artificial intelligence



OHS management system



Panel with RCCB & overcurrent protection

People and culture

People are central to cultivating a robust culture for safety. We engage employees and workers at all levels through immersive experiences such as hands-on training, dramatisations, and safety competitions for OHS training. With a strong emphasis on awareness and preparedness, we have trained our entire on safety across our facilities including employees and contractual staff. We also organise on-site awareness sessions for contractual labour in our warehouses

and manufacturing sites on sustainable manufacturing practices, energy efficiency, and managing extreme heat conditions.

Aligned with our commitment to addressing critical safety concerns, we have invested in upgrading our safety infrastructure and systems. Over the past two years, key initiatives have included enhancements to fall protection mechanisms, modernization of electrical systems, improved

machine guarding with Lockout-Tagout (LOTO) provisions, and comprehensive upgrades to our fire prevention and protection systems. Embracing automation is integral to the future of safe operations and we are actively exploring and adopting new technology. We recently deployed drones to inspect the structural integrity of our boiler stacks. It significantly reduces operational risks through remote, non-invasive assessment.

49

Recordable
work-related
injuries

Zero

Employee
fatalities

Zero

Contractor
fatalities

1

High
consequence
work-related
injury

Zero employee and contractor fatalities were reported in the last 6 years across our geographies.

Safety and health management system

All our Indian manufacturing sites are ISO 45001 certified. We have a detailed safety & health risk management system (SHRMS) based on ISO 45001 standard. In addition to it, our SHRMS covers all the legal requirements pertaining to company's operations. SHRMS system covers all site operations, employees, contractors & other stakeholders associated with the sites' operations.

We have established a system to check the system effectiveness based on findings from audits, inspection (internal & external), accident CAPA (Internal & external), legal changes. We also review and assess the SHRMS system every 3 years and add best in class industrial practices to it.

Based on ISO 45001 standard, we follow Hazard identification & risk assessment (HIRA) process. We use specific techniques such as HAZOP, QRA for specific operations and risk. Employees, contractor and all other

stakeholder take part in HIRA process. We have a trained team to carry out HIRA for all our site operations.

All non-routine activities are controlled through a strong work permit system. We ensure any new project or any change in terms of infrastructure, system or people undergoes a detailed assessment for safety & health risk.

Investigation procedure

We maintain a structured procedure for investigation and learning from all work-related injuries, occupational health and diseases, near misses, dangerous occurrences and fatalities. We have crafted our procedure to identify and eliminate the underlying root causes of the incidents. In FY2025-26 our India team trained on incident investigation by DSS+.

For all incidents, including near misses and safety observations, they must be reported promptly to the immediate supervisor and logged in to one of our several reporting mechanisms such as a mobile-based reporting app named as

I Safe, or a Safety suggestion box, or a hazard register. Employees and workers can also report any hazard through their safety committee representative. All our sites have a safety committee with equal representation from workers and contractors. We check effectiveness of hazard reporting system and safety committee through SHRMS evaluation system. Each reported case is classified against our recordable framework.

A serious incident, fatality or disabling injury, triggers an immediate escalation to the senior management. A trained team under the guidance of site safety Lead, the Safety Head and the Internal

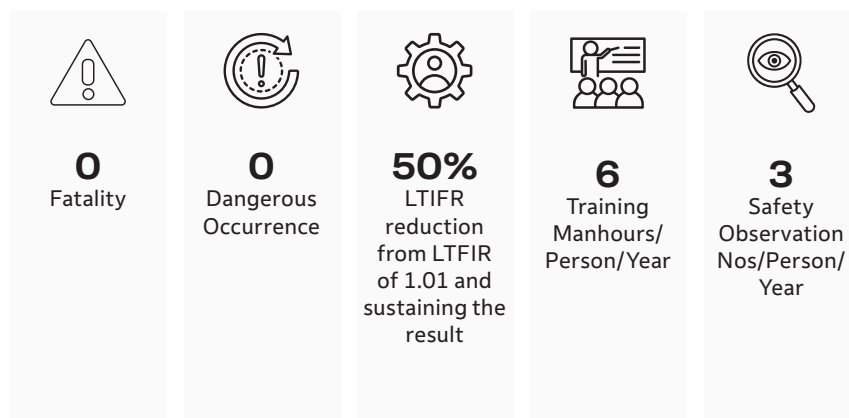
Audit Safety Lead investigate the most serious incidents using a 5-why and fish bone methodology. Every investigation results in corrective and preventive actions with assigned owners and target closure dates that is tracked to completion in our reporting system, not only for the incident site but across all sites of our company through a detailed horizontal deployment tracker. Findings and lessons are converted into communication and shared across all sites. Recurring causes and trends inform updates to our risk assessments, training content and KPIs in the next reporting cycle closing the loop between investigation and prevention.

Prioritisation and targets

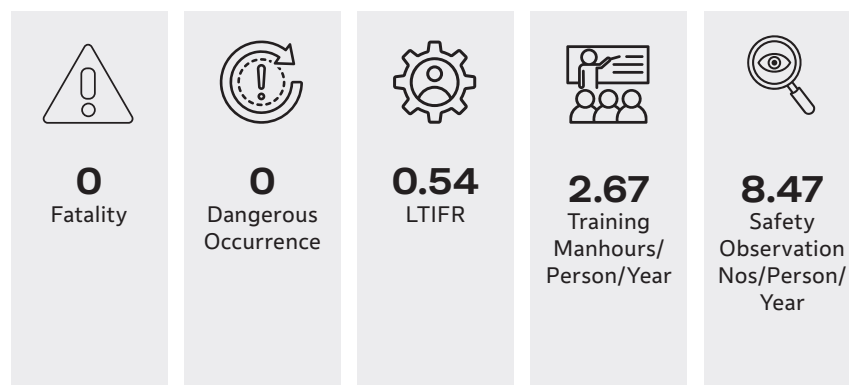
We identified and created a list of significant risks and categorise them as “Critical To Safety”. These are risks that are prioritised and we craft a detailed action plan to mitigate these risks at all sites. Performance is measured against a balanced framework of lagging indicators that record outcomes, and leading indicators that track the prevention activity intended to drive down the outcomes. Targets are set annually at the start of the reporting period for each cluster and their status is reviewed up to board-level ESG committee.

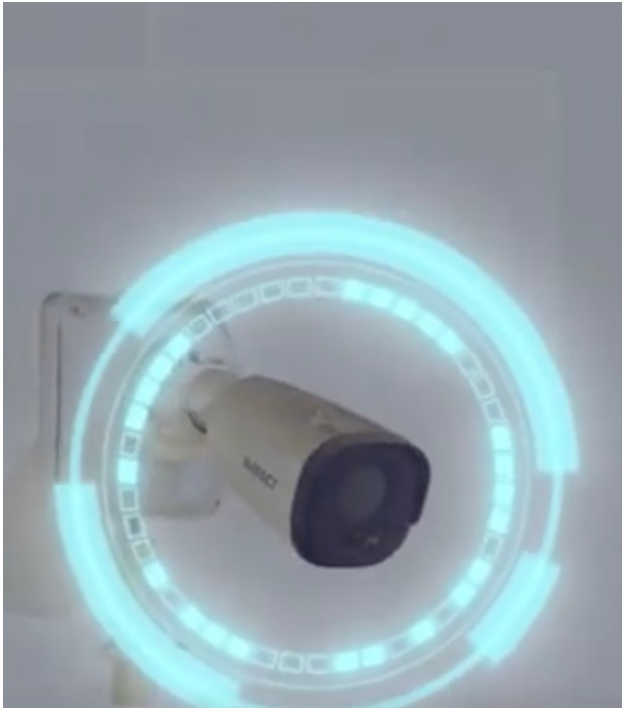
We have an emergency preparedness response framework that establishes the process to identify and respond to emergencies that have the potential to disrupt operations and pose safety risk.

Target 2027



FY 2025-26 Status





AI enabled CCTV safety system



Advanced fire systems

Building a culture of safety

We understand and value and power of employee participation for improvement in safety and health condition. We encourage worker participation in hazard identification related to work activities. Workers are trained for identifying hazards, near miss, safety related incident. We also organise various safety celebrations throughout the year to increase safety awareness at all levels. We have a dedicated theme each month, accompanied by site-wide programs and safety awareness sessions. This has deepened employee engagement and reinforced a culture of continuous improvement in safety. Through these initiatives, we have been able to successfully shift safety from a compliance-driven function to one that is embedded in our organizational values.

In FY2024-25, we collaborated with DSS+ (DuPont Safety Solutions, a well-known name in improving culture for safety), and trained 50+ leaders, 100+ middle managers, and 100+ shop floor colleagues in safety leadership. In FY2025-26, we moved to phase-2 of journey where we are focusing more on way of working and everyday decisions along with safety.

Under PSO (product supply chain) academy, we have developed a number of safety training modules that are easily available for all GCPL employees anytime, anywhere. We believe that people are the key to building a strong safety culture and as a company we should strive to connect each and every employee by using innovative ways like hands on trainings, skits and safety competitions. We have covered our entire workforce including contractual

workforce through comprehensive safety training.

We have expanded safety beyond manufacturing and offices to our warehouses to further strengthen our risk mitigation. We have developed a safety plan, conducted risk assessments, and closed non-compliant warehouses. In the last 24 months, we have upgraded >90% warehouses to Grade A standard.

We have introduced 3D VR-based training modules for Material Handling Equipment operators that builds their operational skill in a controlled virtual environment and ensures safety awareness. We also have a road safety policy that guides the training of our employees and service providers while assessing safety compliance.



3D VR-based safety training modules in our warehouses

Our safety and health policy gives right to all employees, contractors and stakeholders, the freedom to take appropriate actions to save themselves from any hazard arising out of company work related activities. Moreover health and safety criteria is a key part of our contractual requirements and also part of our Policy for Responsible Supply. We continue to focus on improving safety awareness among all employees, workers and contractual workforce.



Training our employees and contractual workforce through comprehensive safety training

Safety initiatives in FY2025-26

We close gaps on identified critical to safety areas and have been continuously investing in improving our safety infrastructure and systems.

All our manufacturing sites have access to non-occupational medical and healthcare services either on-site or through tie-ups with reputed medical entities in close proximity. In addition, trained first aiders are available to respond appropriately to medical.

In our India and Indonesia warehouses, we have deployed –

- An AI-powered monitoring systems (CCTV-based analytics) to drive safety SOP adherence and enabling real-time identification of safety violations.
- Installed advanced fire protection systems, intelligent beam detectors, and gas detection systems.

In our new manufacturing sites in India, we have best-in-class safety infrastructure –

- Engineered the plant layout to eliminate pedestrian and heavy vehicle interaction, significantly reducing traffic-related risks.
- Provided adequate spacing between lines to ensure safe operations and emergency response.
- Separate storage and dispensing systems for flammable chemicals, supported by robust fire and explosion risk controls.
- 100% passive fire protection, complemented by a comprehensive active fire protection system.
- Dedicated fire suppression systems for all electrical panels.
- Electrical safety strengthened through Form-3 and Form-4 HT/LT

panels, RCCB/ELR protection in all panels, fuseless systems, a one-load-one-feeder concept, and a horizontal lightning arrestor system.

- Hazardous energy risks mitigated through individual energy isolators for each equipment, 360° machine guarding, and positive interlocking on all packing machines.
- Ensured work-at-height safety through roof lifeline systems, parapet walls for edge protection, horizontal and vertical lifelines, and BIS-compliant access equipment.
- Ensured chemical safety through design-stage HAZOP studies, closed-loop handling of hazardous chemicals, and best-in-class storage practices.
- Inclusive safety for persons with disabilities was ensured through visual emergency signage, movement tracking, ramps, and lift.

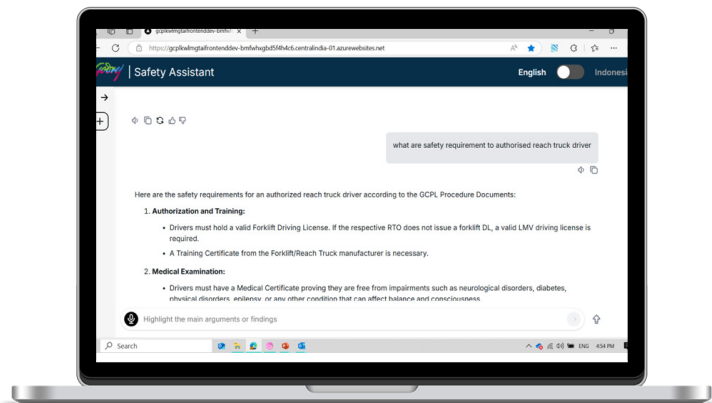
Safety reporting and progress against targets

We have implemented significant revisions to our incident reporting protocol, transitioning from the Indian standard of reportable accidents to LTI reporting. In addition to improving senior leader's focus on safety, we have heightened awareness at entire organisational level regarding incident classification and reporting, with emphasis on reporting every incident. These efforts have greatly enhanced our reporting capabilities.

We have made substantial investments in upgrading our safety infrastructure. As a result, we have maintained a zero-fatality record for the past 6 years, along with no major fires or significant property damage reported.

In FY2025-26, our LTIFR was 0.54 and we are committed to reducing it year-on-year.

AI is the new way of working our AI-based safety bot helps all our employees and workers access and understand our safety protocols with ease.



GCPL Safety Chatbot

Lost time injury frequency rate

Lost time injury frequency rate (Global consolidated data)	Unit	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 2025-26
Employees and contractors	LTIFR (n/million hours worked) LTIR (n/200,000 hours worked)	0.716	0.987	0.45	0.56	0.54

Critical enablers: Diversity, equity, and inclusion

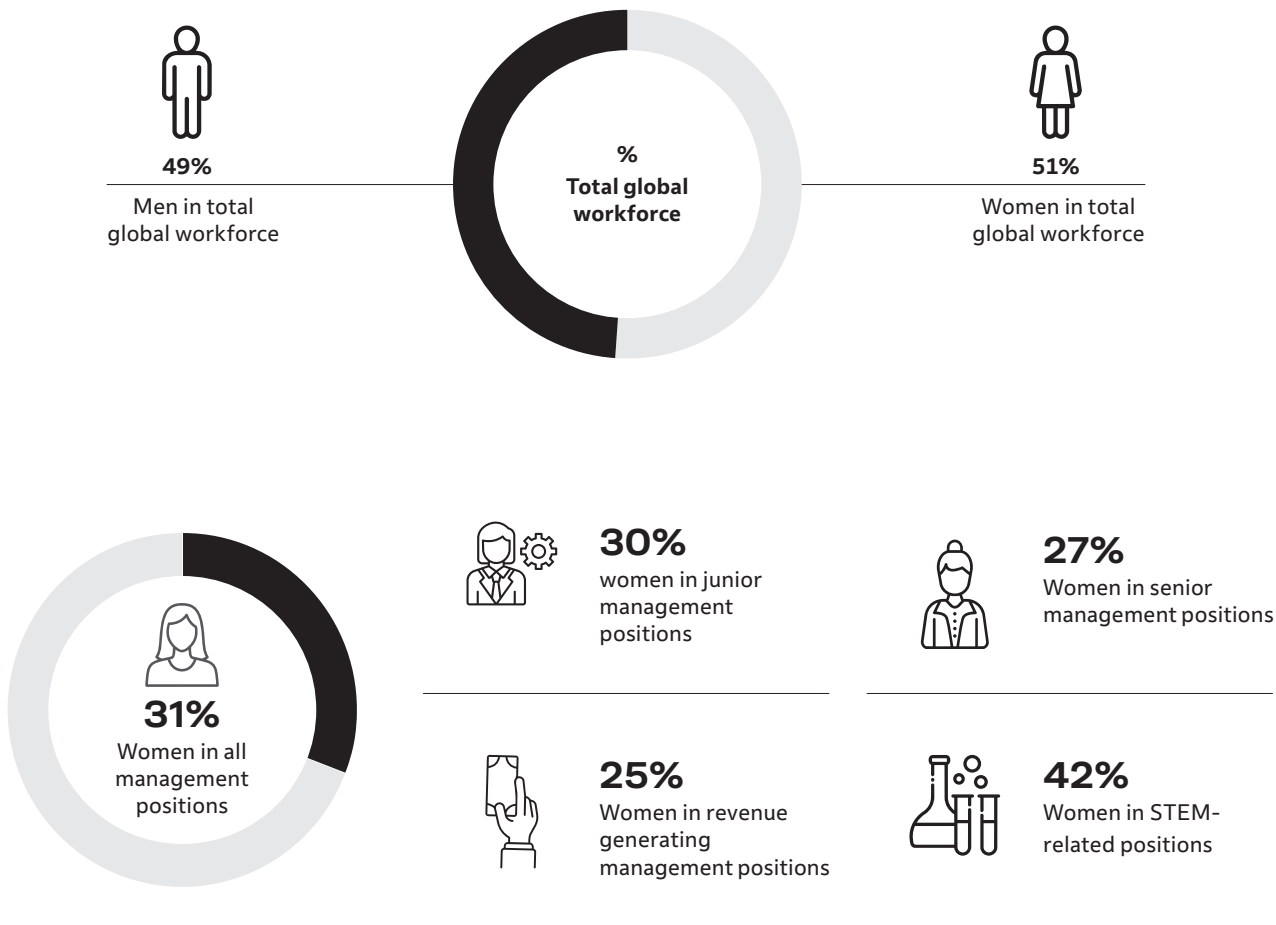
We believe that building a diverse and inclusive workforce is essential to maintaining and growing our competitive edge. Embracing varied perspectives, skills, and experiences strengthens our ability to understand and serve the needs of our broad consumer base. As a global conglomerate aiming to delight

over 2 billion consumers, inclusivity is ingrained in our culture. Not only because it is ethically right but also because it makes sound business sense. We are proud to be an equal-opportunity employer, where merit guides our decisions and where diversity is actively encouraged. We are

firmly committed to upholding human rights and prohibiting discrimination based on gender, sexual orientation, religion, nationality, race, disability, age, or any other personal trait. Disrespectful behaviour, harassment, intimidation, unfair treatment, and retaliation have no place in our organisation.

Women and Leadership

Currently, women make up 51% of our total workforce, a reflection of our focused approach to creating an inclusive environment. Within our white-collar workforce, women hold 31% of all management positions. At the senior management level, women account for 27%, up from 26% last year. We are working towards reaching our goal of 30% representation in senior leadership by 2030 as part of our continued commitment to gender diversity.



DEI Fundamental Workshop

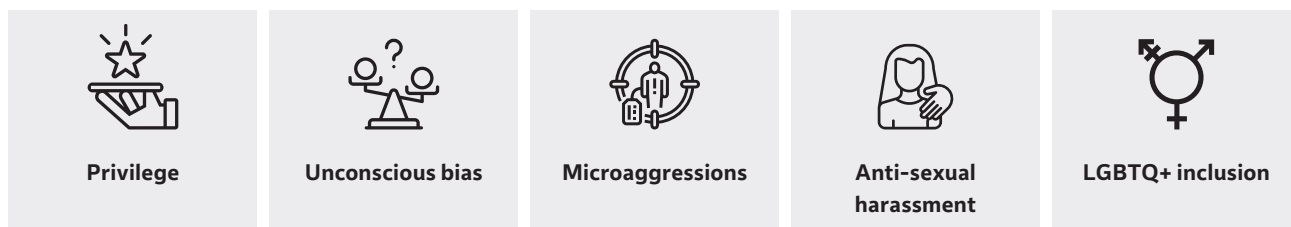
Our DEI Fundamentals workshop is an initiative to embed diversity, equity, and inclusion across the organisation. Recognising the critical role of leadership in fostering inclusivity, the journey began with immersive workshops tailored for leaders across Sales and Manufacturing functions. These sessions provided a strong foundation, equipping leaders with

the knowledge and tools needed to champion inclusivity within their teams and lead by example.

Building on this momentum, the initiative expanded to include all white-collar employees at manufacturing sites, in-person trainings and workshops for employees from all functions at the head office, virtual sessions for

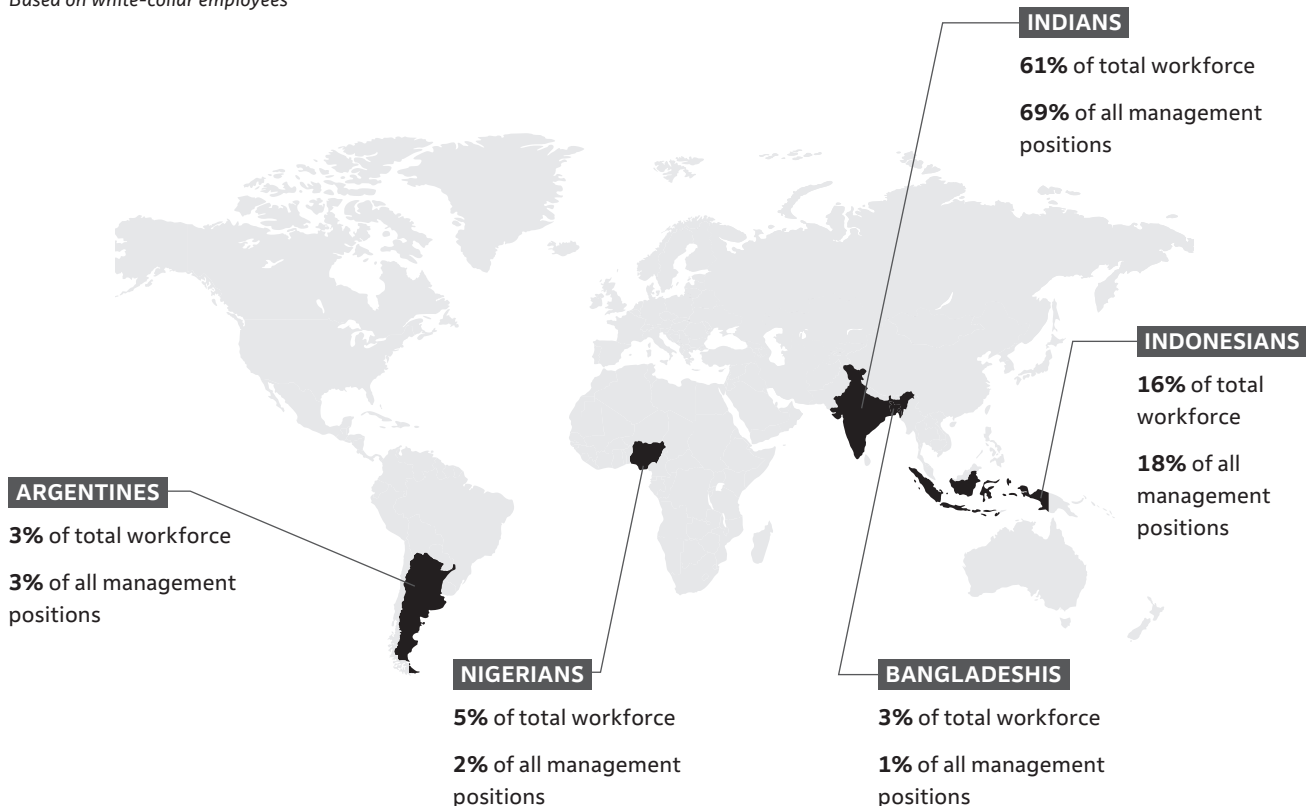
sales teams, and to manufacturing sites in the Central West and South clusters of India. Participants engaged in discussions and activities designed to create a more open, respectful, and supportive workplace. These sessions offer practical tools to help our team members recognize and navigate biases, fostering allyship and understanding.

DEI Fundamental Workshop elements



Top 5 workforce nationalities

Based on white-collar employees



Strengthening PoSH (Prevention of Sexual Harassment)



Training of Trainers certification program

We have trained 10 HRs from across our manufacturing sites, sales functions, and head office to become certified trainers in the Prevention of Sexual Harassment (POSH) framework. They gained an in-depth understanding of legal frameworks, procedural protocols, and best global practices and are now championing our commitment to a safe and empowering workplace for all.



Awareness workshops

To enhance understanding of our inclusive anti-sexual harassment policy beyond just physical misconduct, we run workshops to help our blue-collar and contract workforce gain insights into their rights, responsibilities, and the mechanisms available for reporting and addressing incidents. We have covered over 5,000 of our workforce with these in-person workshops.



POSH case management

To improve accessibility and efficiency, we have an online platform for filing and addressing complaints, enhancing both transparency and accountability in the grievance redressal process



Mandatory trainings

We conduct regular, mandatory training sessions for members of the Redressal Committee as well as all Godrej team members, aimed at deepening understanding of the POSH policy and associated procedures

Gender-neutral Anti-sexual Harassment Policy

Our policy is explicitly gender-neutral and ensures protection for individuals across all genders, gender identities, and sexual orientations who may be subjected to harassment



Complaints on sexual harassment

Year	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Complaints filed	5	4	8	13
Pending resolution at the end of the year	2	1	0	2

Beyond POSH Compliance: Embedding Respect and Awareness across the ecosystem

During the year, we strengthened our focus on scaling awareness and compliance under POSH. A key priority was ensuring that all our third-party partners across sales and manufacturing operations are POSH-

compliant, moving us closer to building a comprehensive and consistent framework across the ecosystem.

We also launched POSH awareness campaigns to ensure that employees

across teams are familiar with Godrej's POSH policy and understand how to access their respective Internal Committees.



POSH audits

We also revamped our POSH e-modules by legally contextualising them for global regions and translating them into three languages. In addition, we introduced the POSH video modules in regional languages to ensure that awareness reaches every employee

across the organisation. Our POSH e-modules achieved a global completion rate of 87% while India tracked at 91%.

We also continued to strengthen internal capability by encouraging our HR Business Partners to become POSH-

certified, with a second round of Train-the-Trainer sessions conducted during the year. As a result, 67% of our HRBPs are now POSH certified.



POSH training in Indonesia



POSH training in Latin America

Our LATAM team also organised a session with the manufacturing site leaders to discuss potential POSH cases and clarify their role as the first point of contact.

Gender pay analysis

We understand the importance of cultivating a workplace that is fair and inclusive that tackles gender pay disparity head-on. Our commitment is to ensure that all team members receive fair and equal compensation, irrespective of their gender. To uphold this commitment, we regularly conduct gender pay gap analysis across all levels of our organisation. These evaluations are aimed at pinpointing any discrepancies in pay between male and female employees that cannot be

explained by consistent merit-based criteria.

In response to any identified pay disparities, we take proactive measures, including:

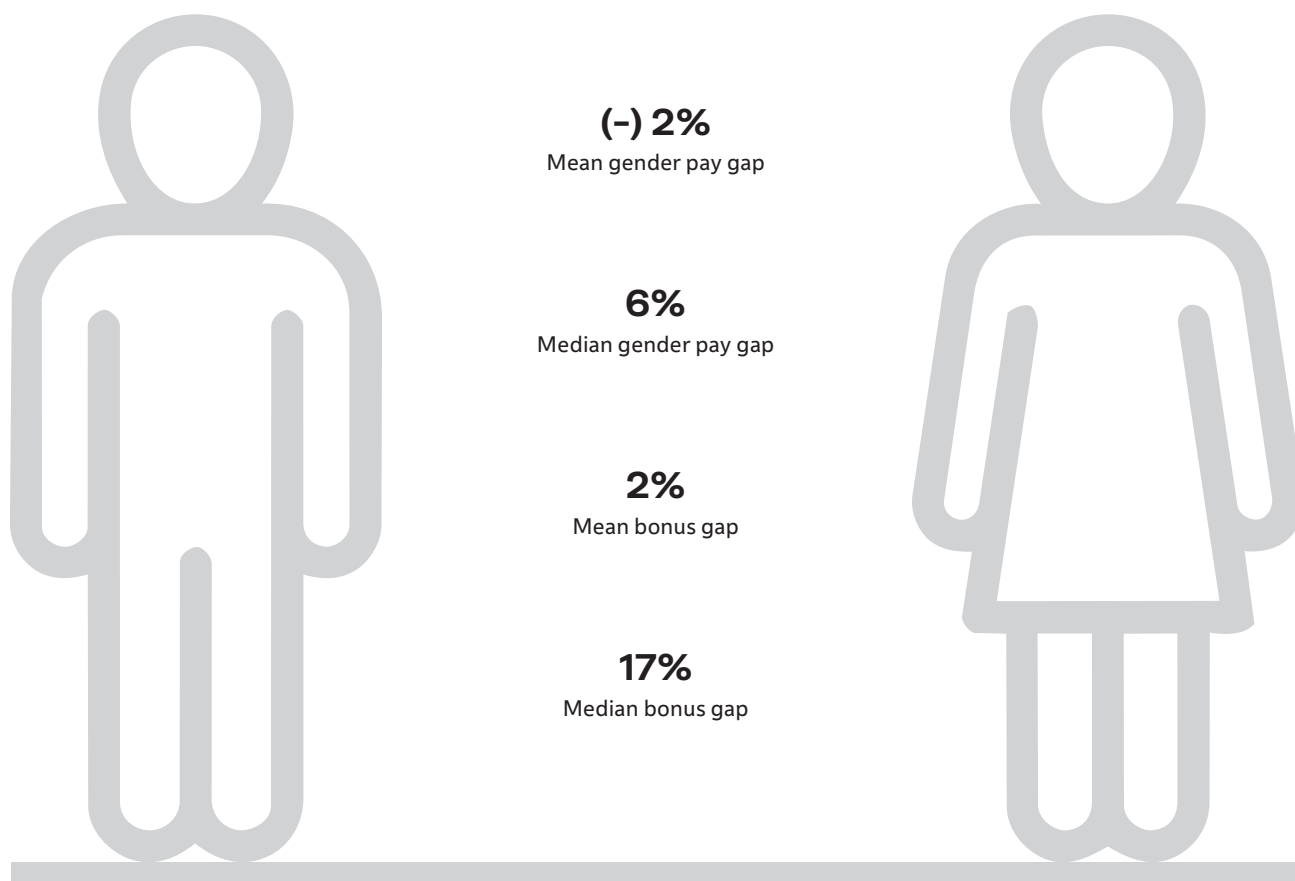
- Continuously reviewing our compensation policies and practices to ensure they are fair and transparent
- Implementing targeted initiatives, such as training programmes and

career development opportunities, to support the advancement of female employees

- Cultivating a culture of diversity and inclusion through effective communication, education, and employee engagement efforts

We remain committed to intensify our efforts to eliminate gender pay gap and nurture a workplace where every employee has equal opportunities for growth and success.

India gender pay parity for FY 2025-26



The Inclusive Greenfield Project

Our journey towards building inclusive factories began in June 2023 with a public commitment to Diversity, Equity, and Inclusion through Project Nilgiri. This marked a strategic shift in how talent was identified, hired, and supported across factory operations, with focused representation goals for women, persons with disabilities (PwD), and LGBTQIA+ individuals.

In FY2024,

Project Nilgiri and Project Vindhya established inclusion as a core hiring principle. Central project teams were created, expert partners were onboarded, and inclusive workforce targets were embedded into recruitment planning. Early efforts focused on strengthening foundational systems, ensuring accessibility, and building organisational readiness for diverse talent.



From April 2024 to March 2025,

the focus expanded to role mapping, affirmative hiring for women and PwDs, and enhancing physical and digital accessibility. We also made investments in safety, reasonable accommodation, sensitisation, and laying the groundwork for sustainable inclusion. These interventions translated into strong outcomes, with diverse cohorts forming 67% of Nilgiri and 52% of Vindhya headcount in 2025.



Between April and September 2025,

we further scaled our ambitions by extending affirmative hiring to the LGBTQIA+ community, strengthening supplier diversity, and reinforcing employer branding through initiatives such as Employ-Ability and public commitments in Indonesia greenfield projects.

By FY205-26, these efforts resulted in diverse representation of 72% at Nilgiri and 53% at Vindhya, reflecting steady progress in building balanced and inclusive teams.





Our inclusive factory in Tamil Nadu, India

GOAL - Building High-Impact Sales Careers Through the Power of Sport

GOAL (Godrej Women Athletes Launchpad) is a pioneering initiative that reimagines how talent is identified and nurtured for sales careers. While athletic excellence is often celebrated on the field, its relevance to corporate success has traditionally remained untapped. GOAL bridges this gap by recognising the discipline, resilience, and team spirit developed through sports as powerful drivers of business performance.

Launched in partnership with the Simply Sport Foundation, the programme is open to women who have represented state, national, or international teams and hold a graduate degree. By viewing sporting achievement as professional potential, we created a distinctive pathway for

women athletes to access meaningful careers in frontline sales roles.

In our inaugural cohort, four athletes from diverse sports including Baseball, Frisbee, Rugby, and Wushu were onboarded as sales interns. Through structured training, field exposure, and continuous mentoring, the interns built strong foundation in the sales ecosystem at GCPL. One intern successfully transitioned into a Sales Trainee role in General Trade, while another has been shortlisted for the second cohort.

Building on the innovative approach of the pilot, GCPL launched GOAL 2.0 in partnership with Super Kol Commerce Private Limited (SKOL), strengthening the institutionalisation and scalability

of this model. GOAL exemplifies GCPL's commitment to inclusive hiring and demonstrates how unconventional talent pipelines can unlock high performance, resilience, and long-term organisational growth.





Kiran, one of our GOAL interns who successfully transitioned into a Sales



During my General Trade Field Officer internship in Chandigarh, I realised how closely sales mirrored my journey as a baseball player; both demand agility, resilience, quick thinking, and the determination to keep going despite setbacks. Not every interaction in the field leads to an immediate win, but my sport background taught me to stay patient under pressure, remain focused, and adapt to find what works best. Through this experience, I gained hands-on exposure to the

ways of working of field officers and sales representatives, sales operations and fundamentals, and the broader business ecosystem, while gradually strengthening my confidence in working with data and building analytical capabilities.

What shaped my journey most was a strong curiosity to learn, actively seeking feedback, building meaningful relationships with stakeholders, and taking ownership of my responsibilities.

Even in the face of unexpected challenges, I drew strength from my sports roots and continued to push forward, ultimately paving my path to becoming a Sales Trainee at Godrej Consumer Products Limited.

Kiran Rawat, Sales Trainee

Strengthening inclusion through employee voice

With the successful launch of Godrej ki Shakti, the Women in Manufacturing Employee Resource Group (ERG) in India in 2024, we strengthened our commitment to advancing gender equity and access through structured employee-led platforms. Building on this momentum, GCPL Indonesia introduced two new Employee Resource Groups - Women in Sales and Women in PSO, marking a significant step in expanding our global ERG ecosystem to three active forums.

These ERGs were launched in response to a critical representation gap. While women are well represented in frontline execution roles, their participation declines at supervisory and leadership levels, particularly in

field sales and technical manufacturing functions. This trend highlighted the need for dedicated platforms to surface systemic and cultural barriers and enable targeted interventions.

Designed as collective enablers, the ERGs provide structured, inclusive spaces where women can connect, share experiences, and build capabilities aligned to their functions and career aspirations. Anchored in data and employee voice, the initiative integrates baseline surveys, structured engagement sessions, capability-building workshops, ally participation, and continuous feedback mechanisms. A robust governance framework led by an Executive Sponsor, ERG Lead, Ally Network, and HRPP Advisor ensures

strong alignment between employee insights, business priorities, and people systems.

Since the launch of the Women in Sales ERG, we have observed strong engagement with eight sessions conducted and nearly 40 participants per session. Members have reported increased confidence, visibility, and psychological safety, enabling more open articulation of workplace challenges. Emerging themes, including the need for improved hygiene facilities and addressing gender-insensitive behaviour, have informed focused actions to strengthen a culture of respect and inclusion.



Employee Resource Groups in Indonesia

In India, after an impactful year of Godrej Ki Shakti, the ERG entered its next phase with a renewed focus on strengthening systems, skills, and solidarity. Anchored around three strategic pillars - Culture, Capability, and Community, the ERG continues to enable women in manufacturing to thrive personally and professionally.

To deepen relevance and create plans that speak directly to the needs of the ERG members, structured surveys and experience-based assessments were conducted across clusters to understand the personal and professional barriers faced by members.

These insights highlighted challenges related to confidence, communication, emotional resilience to name a few. Based on these findings, a targeted capability-building framework was designed to address the needs through structured trainings.

Workshops on business communication and emotional intelligence further strengthened members' ability to engage effectively, manage workplace dynamics, and build influence. GKS members consistently shared that these interventions were meaningful, practical, and deeply relevant, positively impacting their confidence,

decision-making, and day-to-day interactions at work.

Complementing this, initiatives under Culture and Community focused on strengthening infrastructure, allyship, and connection through audits, buddy systems, and Shakti Circles.

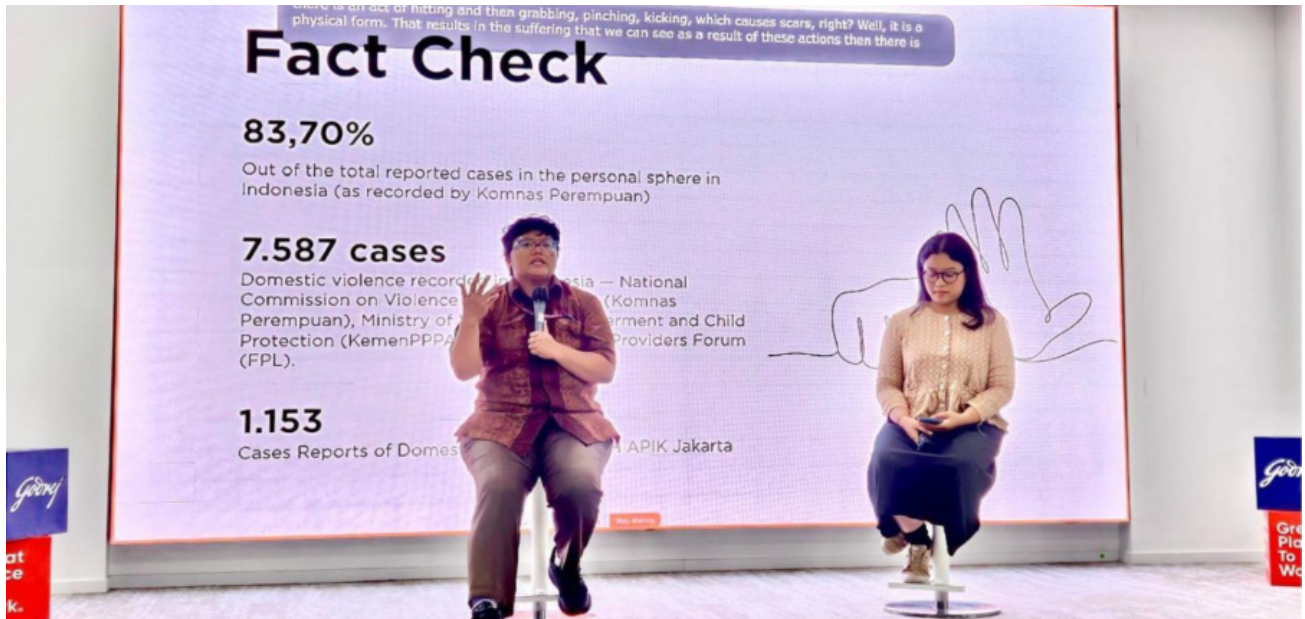
We also directed efforts towards strengthening inclusive infrastructure. Internal infrastructure audits were completed across sites to assess accessibility, while an external audit is currently underway.



Employee Resource Groups in India - Godrej Ki Shakti

Inclusive Policies and Best Practices

GCPL Indonesia strengthened its commitment to building a more supportive and equitable workplace through the launch of three flagship inclusive policies: the Domestic Violence Support Policy, the Disability Inclusion Policy and the Onsite Daycare Policy. These policies reflect our belief that inclusion must be embedded not only in culture, but also in the systems and safeguards that support employees through different life circumstances.

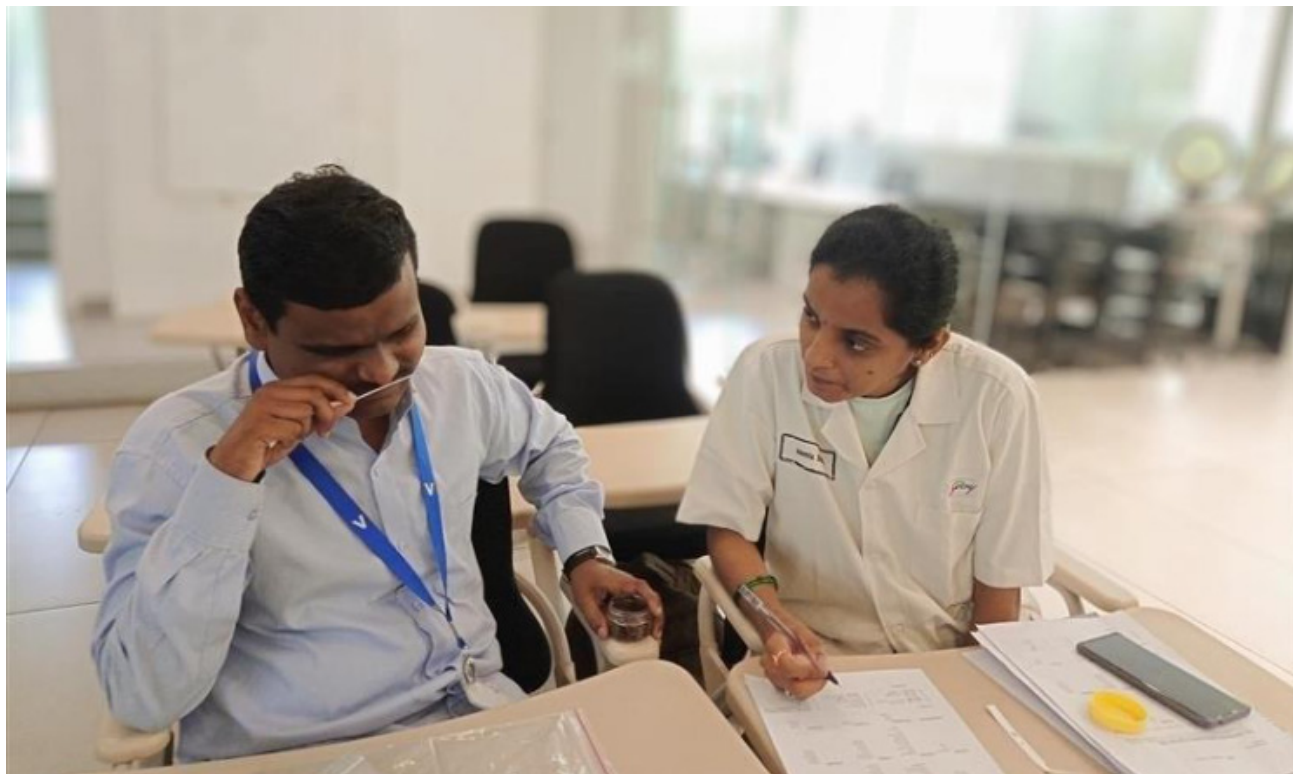


Domestic Violence training at Indonesia



IPLAY, Indonesia's onsite childcare facility

Our GCPL Indonesia team also successfully inaugurated its onsite childcare facility, IPLAY, in the presence of the Bintang Puspayoga, Minister of Women Empowerment and Child Protection of Indonesia, the Embassy of India in Indonesia and other key stakeholders. The facility is designed to provide working parents with reliable childcare support, helping them balance professional responsibilities with caregiving needs. With these initiatives, 85% of GCPL Indonesia's inclusive workplace policies now go beyond regulatory compliance, while the remaining 15% are aligned with Indonesian regulatory standards.



Our Inclusive Olfactory Panel Pilot brought visually impaired participants into our fragrance evaluation. It helped us explore how diverse sensory experiences can make our product innovation more inclusive, insightful, and human

While representation reflects our ability to open doors to diverse talent, retention reflects the strength of the environment we create for them to stay and grow.

Global women annualised attrition reduced from 20% to 15%, a decline of 5 percentage points, reinforcing our commitment to building a workplace where people from diverse backgrounds can thrive and build lasting careers.

Celebrating Pride Month

From a first-ever Pride March on shopfloor to a powerful Nukkad Natak, our Greenfield plant in Tamil Nadu celebrated Pride Month with over 200 employees, reinforcing the importance of allyship, representation and inclusive workplaces. We were also honoured to host Kalki Subramaniam, a renowned transgender activist, artist and DEIB champion, for an inspiring conversation on allyship and the need for intentional, intersectional and continuous inclusion in the workplace.



Our LatAm team celebrating Pride



Pride March at Nilgiri

Disability Pride Month at our Nilgiri plant brought together workers, learners, staff and leaders for performances and honest conversations, reminding us that inclusion is about creating spaces where everyone can show up as they are.



Pride Disability Month



Our commitment to inclusion extends beyond our organisation into the ecosystem we work with. For instance, gifts for new parents are sourced from partners like Karmann, a lifestyle brand where products are handcrafted by artisans with intellectual disabilities.



In Argentina, we proudly collaborated with Mocha Celis - a pioneering organisation dedicated to advancing education, employment and social inclusion for the transgender community - to provide hygiene kits that support dignity and well-being. This initiative reflects our continued commitment to creating meaningful social impact and strengthening inclusion through community partnerships.

Celebrating International Day of People with Disability (IDPWD)

From powerful conversations to the launch of Work That Includes, the EmployAbility in Manufacturing Summit 2025 sparked dialogue on how inclusive mindsets and systems can shape the factories of tomorrow.



Our Indonesia team marked the International Day of Persons with Disabilities through the #SeeTheAbility campaign, featuring an awareness video, a commitment wall and a dialogue with persons with disabilities and allies on building truly inclusive workplaces.

GAUM celebrated the International Day of Persons with Disabilities with engaging activities that sparked reflection on how systems, spaces and behaviours can be redesigned to enable inclusion.



GCPL's Inclusion Video - We launched *EmployAbility : Enabling Careers, Not Barriers* Video - A glimpse into how GCPL is embedding disability inclusion through accessible infrastructure, skilling initiatives and meaningful career pathways - creating workplaces where ability shapes opportunity



Watch the EmployAbility Video





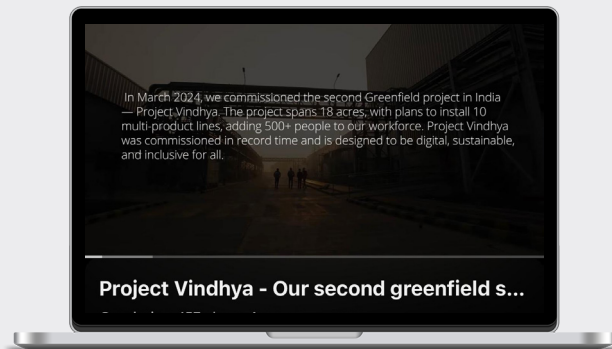
In partnership with PT Pertamina (Persero) and Koneksi Indonesia Inklusif (KONEKIN), one of our employees shared her career journey and lived experience at GCPL, highlighting the importance of accessibility and opportunity in shaping inclusive workplaces.

At WING Indonesia, an organisation dedicated to promoting the education, professional development and advancement of women in the geothermal community, conversations led by Cicin Winedar, our HR Director, Indonesia, explored how the evolving care economy is influencing more

empathetic and inclusive leadership practices. Meanwhile, at the 9th anniversary of the Indonesia Business Coalition for Women Empowerment, we reflected on what it takes to meaningfully embed Diversity, Equity and Inclusion within organisational culture.

Project Vindhya - Our second greenfield site in India

In March 2024, we commissioned our second Greenfield project in India - Project Vindhya, designed to deliver scale, efficiency, and long-term impact. Delivered in record time, Project Vindhya reflects our commitment to building manufacturing ecosystems that are digitally enabled, sustainably designed, and inclusive by intent. Behind every production line lies a livelihood. Behind every system lies a capability built. Project Vindhya represents our continued investment in people, communities, and the future of manufacturing.



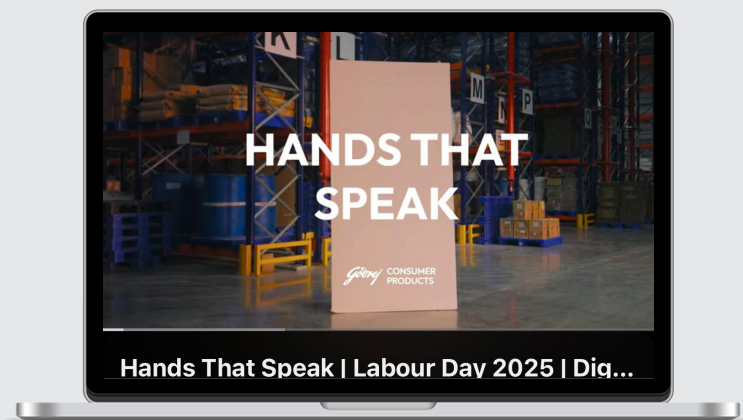
Watch the Project Vindhya video

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“GCPL’s Chengalpattu factory’s commitment to respect and fairness, inspires meaningful change – both in the workplace and beyond. ‘Hands That Speak’ is a celebration of the incredible contributions of people with disabilities in our workforce. On Labour Day, we honour not just the work, but the spirit and individuality behind it. We hope this film sparks conversations and action across industries to make employment more accessible and equitable” - Sandhya Ramesh, General Manager – Diversity Equity and Inclusion.



Watch the Hands that Speak Video



Curly Tales covering Chengalpattu factory

Our Chengalpattu manufacturing facility was featured by Curly Tales, highlighting how the 27-acre plant, built in just 13 months has become an inclusive greenfield, creating

over 1,000 job opportunities, with 50% women on the shop floor and a commitment to LGBTQIA+ and Persons with Disabilities (PwD) representation from day one.



Watch the Curly Tales covering
Chengalpattu factory Video



Inclusive Education

Representing our commitment to advancing inclusive practices, we participated in the Three-Day Inclusive Education Summit organised by the Department of School Education & Literacy, Ministry of Education, Government of India. The summit brought together policymakers, educators, industry leaders and inclusion advocates to exchange ideas and best practices for strengthening inclusive ecosystems across the country.



Confederation of Indian Industry

GCPL was recognised by the Confederation of Indian Industry – Employers’ Federation of India.

Our Indonesia team was honoured with Gold in the Diversity, Equity and Inclusion category at the Asia ESG Positive Impact Awards 2025, marking an important milestone in our journey towards building a more inclusive and equitable workplace.



Asia ESG Positive Impact Awards 2025



Lestari Awards

Our Indonesia team was also recognised as a winner in the Diversity, Equity and Inclusion category at the Lestari Awards 2025, one of Indonesia’s most prominent sustainability and ESG platforms. Organised by KG Media Indonesia, one of the country’s largest and most influential media groups, the Lestari Awards has emerged as a national benchmark for ESG leadership. The awards ceremony, held at Raffles Jakarta, brought together leaders from government, academia and industry, with Indonesia’s ministers presenting the awards, underscoring the national significance of the platform.

People with disabilities across our operations



Critical Enablers: Talent Development

At GCPL, we place strong emphasis on the ongoing training and development of our team members, ensuring they are equipped with the skills and expertise needed to thrive in their roles. Our commitment lies in fostering value-driven, high-performing leaders capable of steering our growth aspirations. To this end, we focus on strengthening leadership capabilities and building a robust, future-ready leadership pipeline.

Living the 'Godrej Way'

The 'Godrej Way' forms the cornerstone of our culture. It encapsulates our purpose and values, and serves as a compass for our decisions and actions. We are deeply committed to building a more meaningful and impactful Godrej for all our stakeholders. Our employee value proposition focuses on cultivating

an inspiring workplace rooted in agility and high performance, with the goal of attracting, nurturing, and retaining top-tier global talent.

To support this, we have expanded our development initiatives through the Godrej Learning University. This

platform brings together diverse learning pathways, including essential skill-building, behavioural and functional training, flagship capability journeys, mentoring and coaching opportunities, as well as experiential, on-the-job learning.

Building superior functional capabilities

To enhance critical functional and technical capabilities across all levels, we have developed robust, high-impact learning programmes tailored for key functions across various geographies.

For our Marketing teams, the 'Raise The Floor' programme is designed to

strengthen core marketing skills. This is further supported by Media 101 sessions, which deepen participants' understanding of Godrej's media practices. In the Finance function, 'Business Finance 101' is for both managers and leaders, focusing on strengthening financial acumen and

improving decisions linked to business performance. Our HR Academy offers a comprehensive suite of programmes covering the full spectrum of HR. These initiatives aim to deepen functional expertise and refine key skills for both business partnering and Centre of Excellence roles.

Leadership growth through the Godrej Capability Factors (GCFs)

To cultivate both current and future leaders, we have established a tiered, level-specific capability development framework anchored in the Godrej Capability Factors (GCFs). This framework is designed to build global leadership capabilities through a suite of curated, best-in-class learning offerings.

Our ‘Leading Self’ programme, conducted across clusters, focuses on enhancing self-awareness and personal growth, laying the foundation for individual leadership development. To build strong capabilities in leading others, our ‘Leading Teams for Impact’ programme equips people managers to effectively drive team

performance, motivation, engagement, and development. In addition, the ‘High Impact Conversations’ programme is crafted to boost conversational intelligence among managers. It enables them to engage in meaningful development, career, and coaching conversations with their team members.

Leveraging executive coaching for senior leaders Capability Factors (GCFs)

We firmly believe that executive coaching is a vital enabler of leadership development, particularly when it comes to fostering strategic self-reflection and personalized growth. Through a structured 6–8 month coaching journey with seasoned

professionals, members of our Godrej Leadership Forum (GLF) and identified succession pools engage in focused development aligned with key capabilities essential for success in both current and future roles.

Our senior leaders consistently recognize executive coaching as one of the most impactful development tools, citing its effectiveness in driving meaningful, long-lasting change and enhancing performance in their leadership journeys.

Our beliefs on leadership, careers, and capability development

Talent and Leadership Development	Careers and Capability Development
• Build from within • Bet on solid performance and demonstrated potential • Representation matters • Leaders enable leaders • Feedback is the breakfast of champions • Build to last	• Careers are crafted in partnership and trust, by you and the organization • Tough Love: Bet in potential over experience; back with capability development • Capability development must be purposeful • Appropriate learning cycles are important • Careers are a sum of varied learning experiences

Leadership development across levels

We curate tailored development journeys for key leadership cohorts across different levels, blending multidisciplinary components to create rich, immersive learning experiences. These journeys encompass a variety of formats, including reflective dialogues with mentors and coaches, structured platforms for peer learning

and perspective exchange, expert-led masterclasses, self-directed learning modules, and capstone projects that allow participants to apply insights in real-world settings.

Designed in collaboration with both internal and external partners, our programs draw from industry best

practices and respond to common developmental themes within Godrej. The learning paths feature a combination of cohort-based formats that foster collective growth, and individualized tracks that cater to the unique developmental needs of each participant.



Our Accel and Insignia training programmes



Senior leadership

Accel is a 12-month developmental journey crafted for senior leaders across Godrej Industries Group. It focuses on enhancing their understanding of critical leadership capabilities required to transition to the next level. The program integrates capstone projects, empowering participants to lead meaningful change initiatives and apply their learnings in impactful ways.



Management trainees

Insignia spans 12-18 months and is designed specifically for management trainees from top-tier business schools. This immersive journey equips them with essential business and leadership skills, setting a strong foundation for their future roles within the organisation.

Business benefits of the program

Participants engage in a well-rounded program that features structured masterclasses, personalised coaching by external experts, and mentorship from internal leaders. Furthermore, Accel nurtures strong internal networks, enabling better cross-functional collaboration.

Through curated business inductions and exposure to diverse functional areas, the program accelerates the development of essential leadership skills and enhances participant engagement from the early stages of their journey.

Quantitative impact of business benefits (monetary or non-monetary)

Overall,
69%
promotions to our executive-level in the last
3 years have been Accel participants

Improved engagement and retention of critical
talent in the organisation

% of FTEs participating in the program

6%

6%

We place strong emphasis on investing in our people through customized Learning and Development (L&D) initiatives. On average, each employee engages in 21 hours of training annually. We invest approximately ₹25,816 per employee in programs that focus on skill development, health and safety measures, prevention of sexual harassment, broader human rights awareness, and cybersecurity.

Employee Training by Gender and Management Level

Average hours per FTE of training and development

Level	Women	Men	Total
L1	5.8	4.6	10.4
L2	6.1	7.2	13.3
L3	9.2	10.4	19.6
L4	9.8	11	20.8

Average amount spent per FTE on training and development (In INR)

Level	Women	Men	Total
L1	4,066	3,998	8,064
L2	7,982	13,521	21,503
L3	19,593	26,207	45,800
L4	27,829	43,428	71,257

At GCPL, we embed a variety of training initiatives aimed at fostering well-rounded skill enhancement and compliance with vital areas like health, safety, and human rights. Our emphasis is on strengthening both technical and leadership capabilities through structured development programs, which include 360-degree feedback for a more holistic leadership journey. We offer several learning methods that empower our employees such as –

Coaching

We offer structured coaching programs for our senior leadership team to support their development journey. We identify coaches basis their expertise and credentials to match with our leaders. Coaching is a entirely confidential journey and our leaders are free to explore any areas of development with their coaches.

Mentorship

We invite our senior leaders to mentor team members on themes such as enhanced business understanding and specific functional skills. We also provide guided mentorship for preparedness for change management and role transitions. While mentorship is a core part of our formal transition leadership development programs – Accel and Propel, we even offer it as a standalone intervention for key roles. Through this, we aim to enable early leaders to get perspective and feedback from senior leaders and build a culture of continuous development.

Employee Resource Groups

In early 2024, we launched Godrej Ki Shakti (GKS), our Employee Resource Group (ERG) dedicated to women in manufacturing. With members across all manufacturing clusters, the ERG was a step toward fostering inclusivity, empowerment, and opportunity for women in traditionally under-represented roles within the manufacturing sector. The ERG operates on three foundational pillars – Enable, Support, and Inspire. Each pillar is designed to address specific needs, drive meaningful change, and build a thriving, inclusive culture. In Pillar 1 (Enable), the ERG

members collaborated with the DEI team to improve infrastructure and safety across all sites. They built and implemented infra-safety checklist, ensured quarterly audits, built action plans for improvements and ensure budgets and set governance and accountability measures. In Pillar 2 (Support), the ERG focused on creating a structured, supportive environment for new women joiners and existing employees across our manufacturing

sites. They launched the Buddy Program, to offer personalized support to new women joiners. This initiative is a mentorship program that pairs new recruits with experienced employees who provide guidance, and resources to help ease their transition into the workforce. This has helped foster a sense of belonging and has contributed to increased retention rates among women employees in our manufacturing plants. In Pillar 3 (Inspire), the ERG

have introduced Shakti Circles, a safe and inclusive space for women employees, workers and contractors to connect, share experiences, and access resources. These circles serve as a platform to strengthen relationships, foster open conversations, and create awareness around company policies and best practices that support women in the workplace.

Besides leadership development, we offer a number of learning and development programs such as –

1. Cultural Education

We run regular sessions on Godrej Capability Factors, Godrej Values and our Employer Value Proposition across the globe. These are virtual or in person sessions that encourage understanding of our shared language and purpose that aid in building cultural understanding of the Godrej Way. In 2024, we introduced the DEI Fundamentals workshop that aim to embed diversity, equity and inclusion across the organisation. We started with Sales and Manufacturing functions and expanded to include all employees offering the workshops both in-person and virtually. These workshops open our employees to the different

cultures our team members come from, explore topics such as privilege, unconscious bias, and microaggressions that uncover the subtle barriers to inclusivity. Through these sessions we engage participants in discussions and activities designed to create a more open, respectful, and supportive workplace. This cultural education is our way of paving for a more inclusive, equitable, and collaborative culture where everyone feels empowered to contribute their best. We deepened our focus on building a culture of everyday respect through our Respect@ Work initiative. During the year, we conducted more than eight Respect@

Work workshops across our Sales teams in India and SAARC, covering over 500 employees. These sessions went beyond compliance and created opportunities for employees to reflect on dignity, everyday behaviours and the boundaries that enable truly inclusive workplaces. Through real-life scenarios, interactive activities and open conversations, participants explored how everyday actions and unconscious biases shape workplace dignity, why respect can be experienced differently across gender, hierarchy, tenure and age, and the critical role leaders play in shaping culture.



Respect@Work session



At our Chengalpattu factory in Tamil Nadu, teams came together for an LGBTQ+ sensitisation workshop, encouraging open conversations and building everyday awareness around respect and inclusion on the shop floor

2. Transition assistance for retiring and terminated employees

We offer employment and transfers to all employees and workers to other manufacturing units and locations in case we close a manufacturing site ensuring there is no job loss. For all superannuating employees we offer

HR connect sessions and support for any assistance. We also offer mental health support and medical policy portability option (pre-existing disease waiver) to all superannuating employees. We offer retrenchment

benefit as per the applicable local laws and go over and above depending upon collective bargaining negotiations. This is in addition to the other retiral an employee or worker gets on separation.

3. Digital transition program

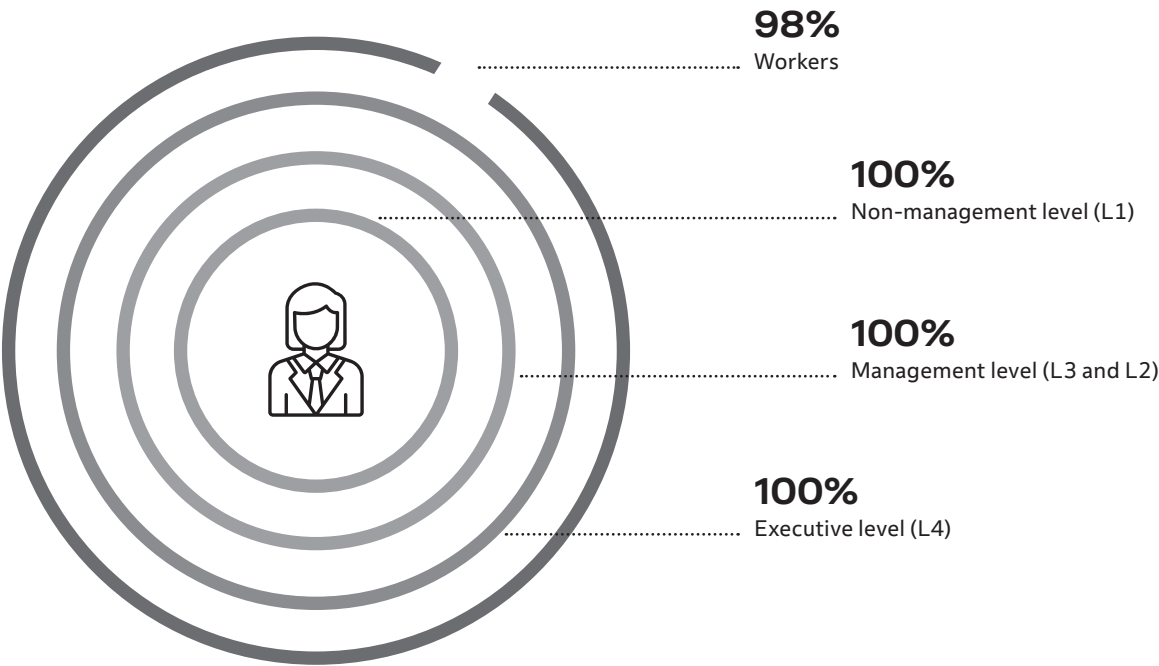
Last year we launched a new tech platform for our direct sales representative (DSR). We onboarded all sales officers and supervisors on to the

platform and trained them in this digital transformation. With the new platform the teams were able to track different KPIs through the day and get real-time

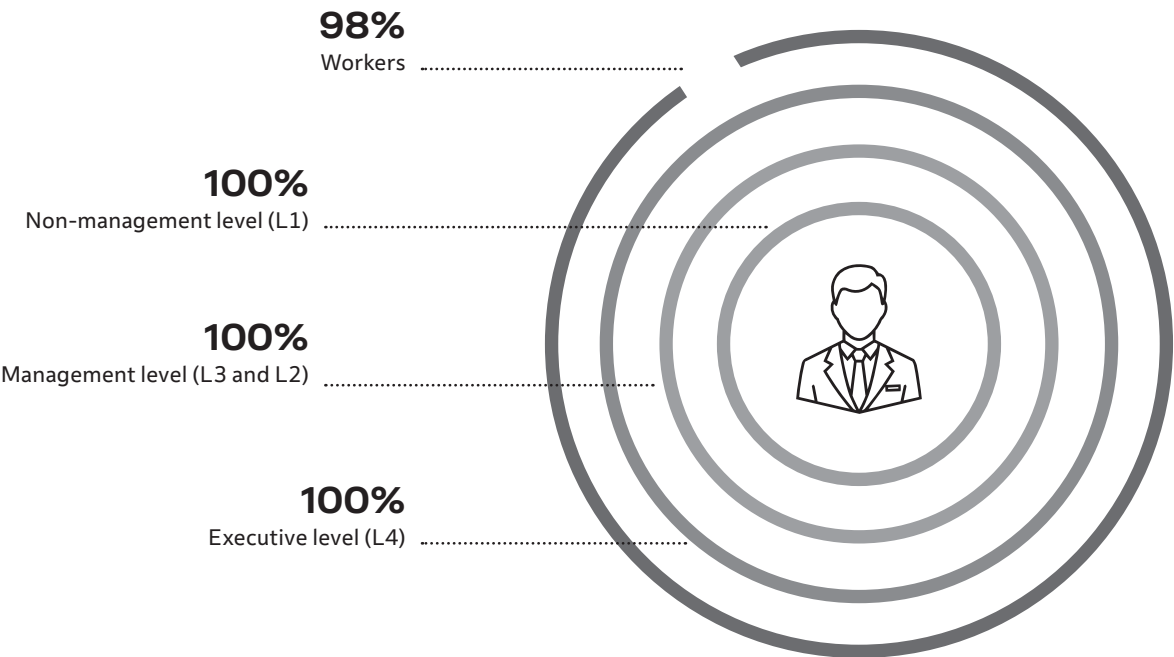
data to drive better execution. With this new digital transition, DSR engagement shot up, and attrition came down.

Description of training covering % of women & men (Workers, L1, L2, L3, L4)

Trainings covering % of women



Trainings covering % of men



HCROI

At GCPL, we place immense importance on the contributions of our people and are committed to unlocking their full potential to drive our growth and success. To evaluate the impact of our human capital investments, we track Human Capital Return on Investment (HCROI)—a key metric that reflects how profitably we are leveraging

our workforce in relation to overall employee costs.

A strong HCROI indicates effective utilization of talent, demonstrating our ability to generate higher returns through strategic people practices. By regularly assessing and analyzing this metric, we gain actionable insights into

workforce trends, assess the impact of our human capital initiatives, and make data-informed decisions. This empowers us to optimize investments in areas like recruitment, development, and retention—ensuring we build a highly skilled, engaged, and inclusive workforce that drives sustained business performance.

	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Total revenue	122,765,000,000	133,159,700,000	140,961,100,000	1,39,96,54,00,000	151,779,000,000
Total operating expenses	90,340,000,000	97,912,900,000	96,895,300,000	97,70,87,00,000	108,474,200,000
Total employee- related expenses (salaries + benefits)	11,041,400,000	11,114,800,000	12,493,400,000	11,48,78,00,000	12,321,400,000
HCROI (a –(b–c))/c	3.94	4.17	4.53	4.68	4.51
Total Employees	9,488	8,580	8,670	7,517	7,846

Engaging Meaningfully

At GCPL, we believe in fostering a workplace culture where open, ongoing dialogue is central to how we engage with our people. Our senior leadership plays an active role in connecting with employees through multiple touchpoints such as town halls, one-on-one discussions, and informal check-ins. In line with our aim to build a real-time understanding of employee sentiment, we have moved away from traditional, static survey formats and adopted a dynamic continuous listening approach to capture authentic and timely feedback.

To support this, we leverage Amber, a conversational chatbot, that regularly reaches out to employees across global locations. Amber connects with team members at key intervals in their employment journey, helping us gather deep insights into their experiences. This enables us to not only resolve individual concerns with agility but also identify broader trends that inform larger organisational improvements and cultural shifts.

Our employees are our greatest strength, and we are dedicated to ensuring they feel recognised, heard, and fulfilled in their roles. We regularly check in with our people on their willingness to recommend GCPL as a great workplace, their intent to stay, and how fair and transparent they perceive our performance evaluation systems to be. These inputs help us ensure we are building an environment where our people are engaged, motivated, and aligned with our purpose.

We recognise that a strong sense of purpose significantly enhances employee commitment and energy. That's why we consistently track how excited our employees feel about our strategic direction, their trust in leadership decisions, and the clarity they have around their individual goals and contribution to business success. This feedback helps us calibrate our messaging, strengthen alignment, and nurture shared ambition.

Creating an inclusive, happy, and respectful workplace is a priority for us. We ask employees how well they believe we celebrate success, whether contributions are recognised, and how inclusive and respectful they find our work environment. We also track whether employees feel our Godrej values—Trust, Be Bold, Show Respect, Own It, Be Humble, and Create Delight—are being demonstrated across teams and leadership.

We are also mindful that workplace stress can significantly affect both well-being and performance. We therefore engage employees on their experience of collaboration across teams, the degree of trust they feel within the organisation, and whether systems and processes are in place to support their ideas for improvement. Our goal is to identify stress triggers and remove barriers so our employees can thrive in a safe, supportive, and high-performing environment.

Employee turnover rate

In addition to high engagement levels, we are closely monitoring employee turnover to ensure our people strategies remain effective and responsive.

	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Total employee turnover rate (%)	11.5	23	26	22	18	20
Voluntary employee turnover rate (%)	4.9	15	15.8	14.7	13	18
Data Coverage (as % of all FTEs globally)	100					

Trend of employee wellbeing

We continue to lead the way in employee well-being by consistently outperforming industry benchmarks. We rely on real-time engagement data to draw insights and plan impactful interventions, helping us maintain strong engagement levels year after year. We track the PTM (People To Meet) metric closely to and aim to be at 80% closure rate. Our endeavour is to connect with each PTM and close the feedback loop.

Compared to FY2024–25, Mood and Sentiment scores improved to 85, reflecting stronger employee sentiment and engagement across the organization. PTM (People To Meet) closure also improved to almost 70%, demonstrating stronger governance, manager actioning, and focus on closing the feedback loop with employees. At the same time, Amber participation continued to decline, highlighting an opportunity to strengthen awareness, trust, and adoption of continuous listening practices.

Our focus for FY2026–27 will be on driving higher participation and deeper engagement through Amber, with ambitions to achieve a higher response rate, 80% PTM closure, and improved employee NPS. Insights from continuous listening tool and our annual pulse survey will continue to inform targeted actions across culture, manager effectiveness, and employee experience.

	Unit	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Employee engagement	NPS: Measuring employee satisfaction based on responses on how likely employees are to recommend GCPL. NPS = % of Promoters - % of Detractors	57	41	38	47	57	52
	Consolidated score of Mood and Sentiment, calculated across Drivers and Elements	86	86	85	84	84	85
Data coverage	% of employees who participated/responded to Amber chats sent	91.30%	90.80%	81.40%	69.60%	57.20%	51.9%
PTM (People To Meet) cases	Number of employees identified as Attrition risk or disengaged, based upon their responses to Amber chats	21	49	118	187	193	158
PTM Closure	Represents the rate of “People To Meet” cases closed for every 100 cases identified	23.80%	14.30%	44.90%	24.10%	61.10%	69.6%

A Glimpse at GLF 2026 and GCPL Leadership Meet

We also host flagship leadership events that reflect our focus on shared learning and alignment. The Godrej Leadership Forum (GLF) is our annual conclave, bringing together senior leaders from across Group companies for immersive learning and strategic reflection. In 2026, GLF was themed 'Crafting

Tomorrow' and featured thought leaders including Paul Polman, Dr. Gita Gopinath, Vellayan Subbiah and Jo Chopra among others.

The GCPL Leadership Meet brought together leaders from all business locations for a day of reflection and

forward planning. The event also included leadership development sessions focused on understanding individual leadership styles, while reiterating our commitment to the Godrej operating philosophy.



Learning and sharing at the Godrej Leadership Forum

The GCPL Leadership Meet brings together Godrej leaders from our business locations across the globe for a day of learning and sharing. Our leadership spent time sharing reflections from the past year and setting in place ambitions for the next. The event also included a special session dedicated to enabling our leaders to explore their respective leadership styles, while continuing to stay committed to our operating philosophy.



Senior Godrej leaders convene for our annual GCPL Leadership Meet

Freedom of association

We place immense importance on fostering an environment where every employee has the freedom to express their views, raise concerns, and offer suggestions without hesitation. We believe that open, transparent dialogue between employees and management is foundational to building a culture that is engaged, empowered, and high-performing. We continue to have over 90% of our eligible employees affiliated with recognised employee associations or collective bargaining groups, ensuring that their voices are formally represented and heard.

Our ongoing engagement with employee representatives spans a wide range of critical workplace issues including working conditions, health and safety standards, and career advancement opportunities. Through this collaborative and inclusive approach, we are able to proactively refine our workplace policies, ensuring they remain relevant, equitable, and aligned with the evolving expectations of our workforce.

Our objective is to cultivate a workplace where every individual

feels acknowledged, empowered, and supported in performing at their highest potential. By strengthening our relationship with employee associations and maintaining open channels of communication, we are better positioned to understand and respond to the diverse needs of our people, helping us sustain a positive, values-driven culture that creates enduring value for our teams and the organisation at large.

GCPL MasterConnect

Across the year our leadership team has been on the road, visiting B-school campuses across India for GCPL MasterConnect - our flagship Godrej on Campus initiative that bridges classroom learning with real-world business insights. The sessions feature a range of interactive conversations led by our senior leaders.

Our leaders toured and connected with students across India's top B-schools.



Engaging with business school students at GCPL MasterConnect

Recognising and celebrating high performance

At GCPL, we view performance management as a continuous dialogue aimed at growth, recognition, and empowerment. To support our employees in realising their full potential, we have built a robust performance evaluation framework that enables goal clarity, constructive feedback, and future planning.

All eligible employees participate in bi-annual performance reviews designed to reflect on achievements, identify growth opportunities, and set the course going ahead. We encourage quarterly performance

check-ins to ensure the formal bi-annual assessments are further structured and in line with the career and individual goals set by the team members.

For our mid and senior-level management teams, we further enhance the process through a 360-degree feedback mechanism. We gather insights from peers, subordinates, managers, and occasionally external stakeholders, as the role demands. This holistic view supports a more nuanced understanding of leadership effectiveness and interpersonal capabilities.

Additionally, team-based appraisals and bi-annual performance conversations, and agile quarterly conversations ensure alignment, agility, and development support throughout the year.

Performance and career development reviews

Management level	Management appraisals by objectives (%)	360-degree feedback (%)	Team-based performance appraisal (%)	Agile conversations (>bi-annual reviews/conversations) (%)
Executive level (L4)	100	100	100	100
Management level (L3)	100	100	100	100
Management level (L2)	100	0	100	100
Non-management level (L1)	100	0	100	100

The GCPL Global Awards and the Godrej Awards

In parallel, we foster a culture of appreciation and excellence through a series of formal recognition programmes. The GCPL Global Awards

and the Godrej Awards are held annually honour employees who exemplify our values and performance. The Awards are held at our Mumbai headquarters,

celebrated outstanding contributions across our company and the Godrej Industries Group, reinforcing our shared sense of purpose and pride.



Recognising talent and performance at the Godrej Awards

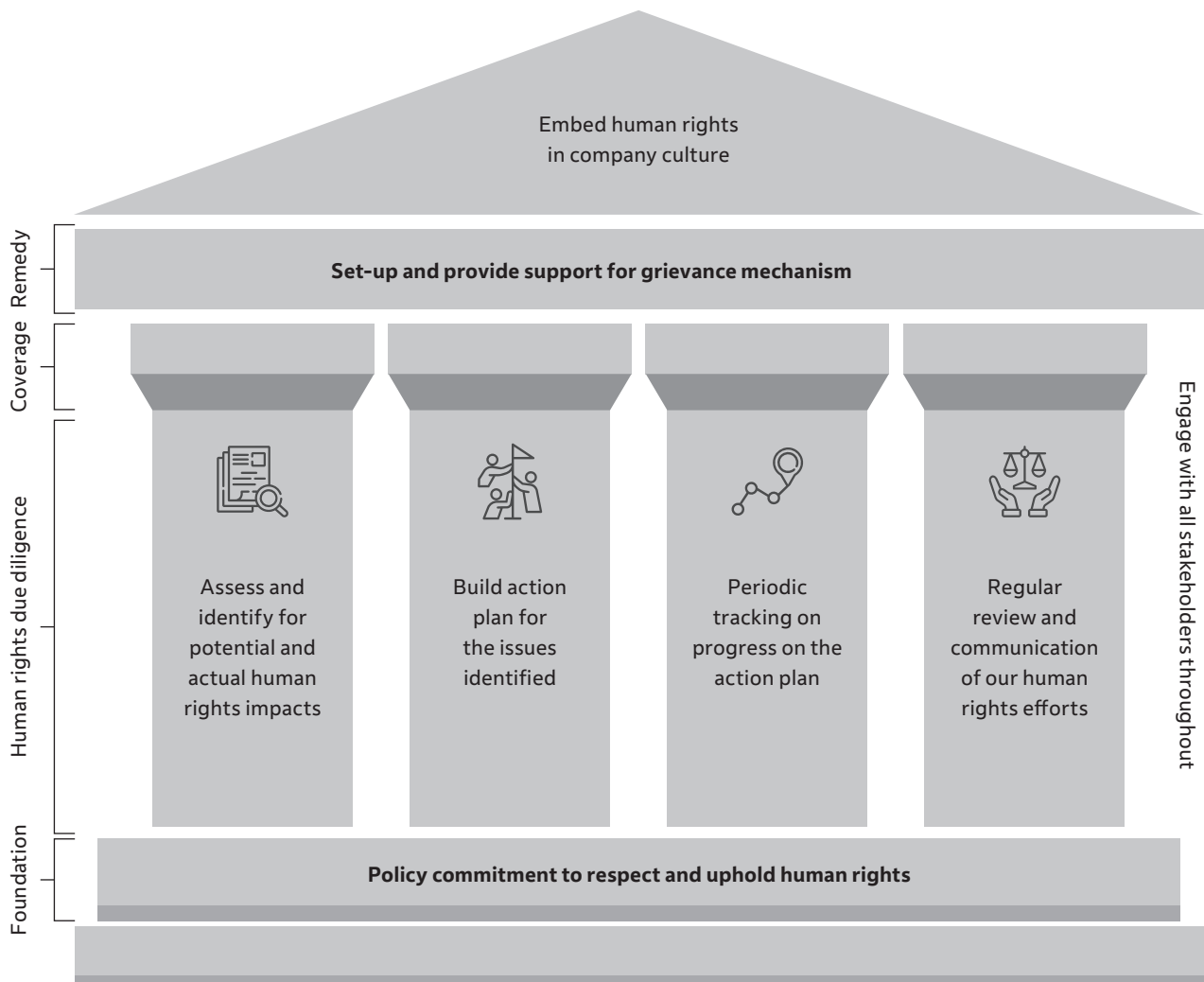
Upholding human rights in the workplace

At GCPL, our commitment to human rights is a core pillar of our vision for a more equitable, inclusive, and greener world. This commitment is deeply embedded in our corporate values and drives our responsibilities toward our employees, suppliers, consumers,

business partners, new acquisitions, and the communities in which we operate. We proactively identify and address human rights risks across our operations and supply chain, with a strong emphasis on preventing labour rights violations—including child labour,

forced labour, and unsafe working conditions. Our efforts go beyond legal compliance, grounded in international frameworks such as the United Nations Guiding Principles on Business and Human Rights.

Our human rights framework



Foundation

Human Rights Policy

To turn our commitments into meaningful action, we have institutionalised a comprehensive Human Rights Policy aligned with the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the United Nations Global Compact, and the Voluntary Principles on Security and Human Rights. We follow all applicable national human rights laws in every geography we operate in. Where discrepancies exist between local regulations and global standards, we adhere to the higher of the two; and where conflict arises, we comply with local law while striving to uphold global human rights principles as far as possible.

Our policy underscores the importance of diversity, equal opportunity, and fair treatment. We unequivocally oppose discrimination in any form—be it based on race, colour, caste, class, gender, sexual orientation, gender identity, religion, political beliefs, nationality, ethnicity, disability, age, or any other

personal status. We do not tolerate disrespectful conduct, harassment, intimidation, or retaliation—whether within our own workforce or among our suppliers and partners. We uphold the privacy and dignity of all individuals we engage with, including employees, consumers, agents, clients, and community members.

We have a strict policy against the employment of individuals under 18 years of age, and categorically prohibit child labour, bonded labour, compulsory work, or any form of human trafficking. Our compensation practices are aligned with industry and regional standards, ensuring compliance with laws on wages, working hours, overtime, and benefits. We champion equal pay for equal work and uphold the right to freedom of association and collective bargaining, free from any fear of retaliation or discrimination.

We are deeply invested in workplace health and safety, continuously

improving our infrastructure, systems, and processes in line with global best practices. In parallel, we respect land rights and support the principle of free, prior, and informed consent, particularly when engaging with economically and socially vulnerable communities. We work to build respectful, long-term partnerships with these communities, valuing their cultural heritage and supporting their well-being.

To ensure human rights are embedded across our operations, we have integrated these principles into four additional core policies:

- Sustainable Procurement Policy
- Anti-Sexual Harassment Policy
- Health and Safety Policy
- Code of Conduct

Together, these frameworks strengthen our commitment to safeguarding human rights across every aspect of our value chain.

Human Rights Due Diligence

1. Assess and identify for potential and actual human rights impacts

We undertake systematic human rights risk assessments across our value chain to identify both actual and potential impacts. Through collaboration with internal teams and external stakeholders, we have identified 10 salient human rights issues critical to our operations:



Between From FY 2022–24, we conducted human rights assessments covering nearly 20,000 individuals, including employees, contract and third-party workers, and community members, across 36 manufacturing

plants in 9 countries, representing 100% of our owned operations. We also assessed 49% of our Tier I suppliers, ensuring robust coverage across our procurement ecosystem.

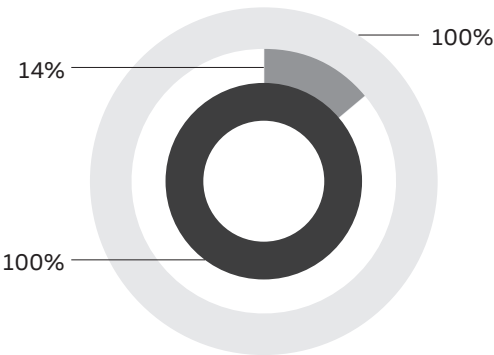
These assessments provided invaluable insights that have guided the creation of targeted action plans to address identified risks and improve our due diligence systems and policies.

Our Human Rights assessment between FY 2022 – FY 2024

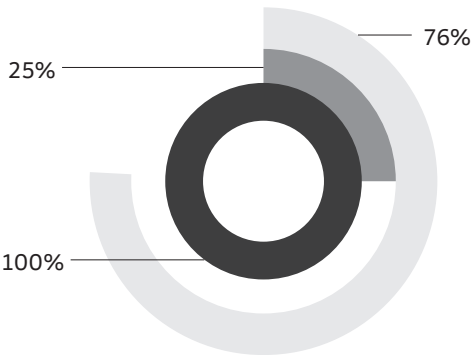
We have evaluated our own operations and supply chain in terms of human rights. Contractors, labourers, full-time employees, and Tier I suppliers are all included in this. This assessment does not cover joint ventures.

Own Operations and supply chain

Full-time employees, workers and contract workforce



Contractors and Tier I Suppliers (as a % of contractors or Tier I Suppliers)



- % of total assessed in last three years
- % of total assessed (column A) where risks have been identified
- % of risk (column B) with mitigation actions taken

2. Human rights action plans

We have developed customised action plans to address each of our 10 salient human rights issues. These plans are tailored by region based on local assessment outcomes and grounded in international human rights laws and best practices. Below is a snapshot of our ongoing efforts:

Salient issue	Relevance	Our action
Child labour 	Child labour is work by a child or adolescent below 18 years of age that is harmful to their physical and mental health and deprives them of education. We play an important role to address this especially in emerging markets and communities we operate where poverty is rampant.	We have introduced a 'no-child' clause in all contractor agreements and strengthened monitoring mechanisms across our value chain.
Forced labour 	Forced labour is work coerced under threat and for which the person has not agreed voluntarily. It can be due to vulnerability, abuse, deception, retention of identity documents, withholding wages, debt bondage, harmful living condition or excessive overtime that impacts health and well-being.	We are creating awareness in our workforce and getting declarations signed by them in their local languages to ensure there is no form of forced labour.
Discrimination 	Non-discrimination is foundational to our Godrej values and we firmly practice that everyone that works with and for us feels safe and speaks up against any discrimination they face	We are standardising maternity cover across all regions.
Freedom of Association and collective bargaining 	A founding principle of the International Labour Organisation (ILO), all our employees and workers have the right to voluntarily establish unions and/or join one of their choice. These unions or collective bargaining agreements can engage in transparent negotiations about working conditions, pay, terms of employment and regulate relations between employees, workers and our organisation.	We are raising awareness in our contractors and workers that no disciplinary action will be taken against them for participating in collective bargaining or unions. Employees and workers are free to engage through them in case of any challenges that are not addressed by the company. Internally we are documenting shopfloor meetings and proactively working on worker concerns.
Health and Safety 	Safe and healthy working environment is crucial to protect rights of workers. We follow the best global standards and guidelines for safety that leads to high-morale and trust among our employees and workers.	We have a robust Health & Safety policy and strong SOPs to ensure highest adherence to health and safety, and a governance mechanism to ensure any incidents are duly investigated and resolved for the future. We ensure periodic review of safety procedures and the Central Safety Committee and committees at plants review monthly data for occupational health and safety. We are now upgrading our infrastructure to accommodate people with disabilities.
Working hours, wages and leaves 	ILO recommends limited hours of work and adequate rest periods for workers. This ensures high productivity while safeguarding workers' physical and mental health. They are also important instruments for addressing issues as job creation and promoting equality between men and women.	Across our operations we are installing a biometric system that records real time data of each worker ensuring everyone works adequately and are given periodic rest, leaves and fair wages.

Salient issue	Relevance	Our action
Fair treatment and equal remuneration 	All our employees and workers are evaluated on basis of merit only. Everyone is provided equitable pay with equal job roles and delivering equal work value.	We are in the process of implementing end-contract compensation to cover all third-party contract workers.
Community impact 	Security is the first point of physical contact for anyone entering our workplace premises. We are committed to ensuring that requisite systems are in place and security teams conduct is in line with our commitment to Human Rights. This commitment covers all areas in and around our business operations and covers all contract workforce, suppliers and vendors working in our company premises.	We are in the process to create a manual and SOP as per international standards to training our security teams on Human Rights
Reporting and feedback 	Reporting is an essential element of the Human Rights monitoring cycle as stated by the Office of the United Nations High Commissioner for Human Rights. Through a redressal mechanism we will ensure transparency, accountability, and empathy towards affected parties.	We are committed to instituting a Human Rights Grievance Redressal mechanism. We commit to exercising this Grievance Redressal mechanism to present findings from fact-finding activities, express concern about a human rights problem, engage with duty bearers, advocate positive change, and propose recommendations for corrective action in accordance with the OHCHR standards. To this effort in FY 2025-26, we conducted a Grievance redressal pilot in our Malanpur factory and set up a Grievance committee. The committee and the factory workers have been trained on the 10 salient human rights issues as pertinent to GCPL.
Worker welfare 	Effective social security systems guarantee income security and health protection, thereby contributing to the prevention and reduction of poverty and inequality, and the promotion of social inclusion and human dignity. Social security helps to maintain a stable workforce that can adapt to changes. More importantly, it reinforces social cohesion and therefore contributes to building social peace, inclusive societies and a fair globalization by ensuring decent living conditions for all.	We are committed to the well-being of all employees and workers by upholding worker welfare schemes and policies across all our operations. We are also planning to setup designated area for creche facilities and hiring of local qualified personnel to run it.

To drive accountability, we have appointed Human Rights Champions across our business clusters. These individuals, along with HR teams, are responsible for phased implementation of the action plans in their respective regions.

3. Periodic tracking and progress on action plan

We are continually strengthening internal systems and controls to advance our human rights commitments. This includes updating labour contracts for contract workers, upgrading infrastructure to be more accessible, embedding human rights clauses into supplier contracts, and facilitating ESG training sessions, including human rights, for supplier partners in FY 2025-26.

To ensure cross-functional ownership, we have constituted a dedicated working committee made up of representatives from various departments and clusters. This committee oversees the

implementation of mitigation measures and ensures consistent application of human rights standards across operations.

As of March 2026, all 14% of manufacturing sites identified as needing further action have fully integrated human rights action plans. We remain committed to ensure full compliance with global standards and equitable practices.

We operate with zero tolerance for discrimination and forced labour, prohibiting retention of identity documents, recruitment fees, or coercive practices in any form.

Zero

tolerance for
discrimination

Zero

tolerance for
forced labour, with
an emphasis on
not withholding
workers' ID papers,
no recruitment
fees, and ensuring
no workers are
indebted or
coerced to work in
any manner.

4. Regular review and communication of our human rights efforts

Human rights governance is deeply embedded in our organisational structure—from oversight at the Board level to execution at the operational level. Our Board ESG Committee, which meets twice a year, reviews human rights progress as part of broader ESG risk monitoring, identifies emerging issues, and oversees the development of mitigation strategies.

Our Internal Audit team ensures rigorous compliance with local labour laws and monitors the rollout of our human rights action plans across geographies. Regular audits and feedback loops help identify areas for improvement and reinforce accountability.

Looking ahead to FY 2026–27, we aim to:

- Scale up the Grievance Redressal Mechanism in a phased manner over the next two years to cover all manufacturing units including the headquarters
- Track and report progress against rolled-out human rights initiatives
- Continue to build awareness and internal capacity across our teams and supply chain

Through these measures, we continue to advance our dedication to protecting and promoting human rights across every aspect of our business.

Flagship CSR Initiative

Combating Vector-Borne Diseases: Project EMBED

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 marginalised 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 recognised 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.



Protecting communities and spreading awareness around vector-borne diseases through Project EMBED

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, flower-pots, tanks) at least once a week.
- c. Dispose of old tyres, bottles, coconut shells — they collect rainwater and encourage mosquito breeding.
- d. Encourage your neighbours 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.



Outreach

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.

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.

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.

A total of 1,582 doctors trained from private & public facilities in clinical management of Malaria, Dengue & Chikungunya on latest guidelines in CHRI intervention districts of Uttar Pradesh



Impact

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. In FY2025-26 we have completed a three year intervention cycle in over 14,500 villages of which 89% are malaria free (indigenous cases) and 8,200 slums of which 91% are maintained as dengue free. Our target when we set out was to ensure 80% of our intervention geographies are malaria and Dengue free over three years.

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.

By the fiscal year 2025-26, we have achieved our objective to safeguard over 30 million people directly against vector-borne diseases.

To orient the doctors on latest guidelines issued by GoI. To reduce CFR due to these infectious diseases.



Outreach

1,209 VBD staff including MI, BCPM, HEO etc. in prevention and control activities of vector borne disease in CHRI intervention districts of Uttar Pradesh

992 Laboratory technicians trained in CHRI intervention districts of Uttar Pradesh in Malaria Microscopy & ELISA testing of Dengue & Chikungunya.

3,848 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

8,494 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



Impact

To prevent and control of vector borne diseases

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

For improvement in strengthening of malaria surveillance across state also for compliance of malaria treatment in positive cases eventually strengthening elimination efforts in state

For improvement in strengthening of malaria surveillance across state also for compliance of malaria treatment in positive cases eventually strengthening elimination efforts in state

CSR roadmap 2031

Our 2031 CSR strategy guided by brand purpose coupled with India's needs and opportunities; designed and facilitated by the CSR shared value framework and projected CSR outlays.

