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Fax : +91-22-2518 8040
Website : www.godrejcp.com

CIN : L24246MH2000PLC129806

January 23, 2026

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

The National Stock Exchange of India Limited
Exchange Plaza,
Bandra-Kurla Complex,
Mumbai 400 051
Symbol: GODREJCP

Dear Sir / Madam,

Subject: Investor Presentation

We enclose herewith a copy of the Investor Presentation on the Unaudited Financial Results of the Company for the Quarter and Nine Months ended December 31, 2025.

Please take the same on record.

Thanking you,
Yours faithfully,

For Godrej Consumer Products Limited

Tejal Jariwala
Company Secretary & Compliance Officer
(F9817)

Encl: As above





Q3 FY2026 Performance Update

January 23, 2026



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The Goodness Manifesto

OUR PURPOSE

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

OUR STRATEGY

Lead through category development



OUR OPERATING PHILOSOPHY

1 Less is more; Much less is much more

2 Consumer first, Business second

3 Think local, Act global

4 Tomorrow before today

5 People and planet, alongside profit

OUR MEASURES

1 Industry beating UVG

2 More spends on brands, Less on cost to serve

3 More automation, Less working capital

4 More diversity, Less environmental impact

OUR VALUES



FINANCIAL PERFORMANCE UPDATE

Key highlights

9%

**Standalone
Organic*
UVG[^]**

9%

**Consolidated
Reported
revenue growth**

16%

**Consolidated
Reported
EBITDA growth**

*Standalone organic doesn't include Muuchstac

[^]Underlying Volume Growth

Strong performance driven by rebound in Standalone

Growth (year-on-year)	Consolidated Business	Standalone Business
Underlying Volume Growth	7%	9%
Net Sales	9% (9%)*	11% (11%)*
Net Sales (Constant Currency)	7%	-
EBITDA	16%	22%
Net Profit (Reported)	Flattish	12%
Net Profit (without exceptional and one-off items)	14%	26%

*Numbers in the bracket refers to organic

Standalone and Africa, USA & Middle East deliver strong performance

Geography	Sales (₹ crore)	Growth (Year-on-year)	Constant Currency Growth (Year-on-year)
Standalone	2,484	11% (11%)*	-
Indonesia	493	-3%^	-3%^
Africa, USA & Middle East	921	19%	8%
Latin America & Others	249	-5%	7%
Total Net Sales	4,079	9% (9%)*	7%

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

*Numbers in the bracket refers to organic

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

Significant EBITDA growth led by Standalone and Africa, USA & Middle East

	Consolidated	Standalone	Indonesia	Africa, USA & Middle East	Latin America & Others
Q3FY26 Operating EBITDA margin*	21.6%	24.8%	22.6%	14.6%	7.6%
Growth in EBITDA (y-y)	16%	22%	2%	18%	-36%

* After adjusting business support charges, royalty and technical fees

Net profit reconciliation statement

Consolidated Business	Q3 FY2026	Q3 FY2025
(A) Net Profit (Reported)*	498	498
(B) Exceptionals & one-offs (Post tax)*:		
Restructuring costs	3	4
Acquisition and stamp duty costs	12	
One-time Gratuity provision adjustment	33	
Others (Incl. Litigation)	26	
(C) Net Profit (Without exceptional and one-off items) (A+B)*	572	502

*All values are in ₹ crore and rounded off

STANDALONE BUSINESS UPDATE

Delivered double-digit sales growth

Category	Sales (₹ crore)	Growth (Year-on-year)
Home Care	1,226	12%
Personal Care	1,115	7%
Total Net Sales	2,484	11% (11%)*

*Numbers in the bracket refers to organic

Home Care (1/4): Household Insecticides – winning in market through superior products

- Electrics gaining market share; Incense sticks continues to scale up strongly and is the largest branded stick in the category
- Non-mosquito portfolio continues to deliver solid growth
- Category impacted by severe winter conditions



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

- Air Fresheners continues robust growth momentum
- Continue to gain market share and enjoy market leadership



*220ml

Home Care (3/4): Fabric care delivers consistent growth

- Fabric Care maintained robust growth momentum
- Continued to increase market share driven by strong results on Godrej Fab
- Ezee demonstrated a robust performance supported by a severe winter



Home Care (4/4): Godrej Spic Toilet Cleaner witnessed strong initial traction

- New Launch of Godrej Spic Toilet Cleaner in Tamil Nadu has witnessed strong initial consumer traction and gained positive feedback
- Toilet Cleaners is a ~3K crore category in India, growing at robust double digit



Personal Care (1/4): Personal Wash showing positive trajectory post GST reduction

- Personal Wash showing positive trajectory led by improving affordability post GST reduction
- Personal wash continues to win competitively and gain market share
- Commodity situation largely stable

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से भरपूर



Personal Care (2/4): Hair Colour continues to deliver strong performance

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



Personal Care (3/4): Perfumes & Deodorants maintain steady performance

- Perfumes & Deodorants maintain steady performance led by Perfumes
- KS99 continues to perform well and is scaled up to other states of southern India
- New launch of women's Perfumes in Modern trade and E-comm channel; aimed at driving penetration of fragrances and deodorants



Personal Care (4/4): Acquisition of Muuchstac completed

- Acquisition completed on 10th November and operations are now live
- Performance on track with business plan



INTERNATIONAL BUSINESS UPDATE

Indonesia: Pricing pressure continues; however early signs of stabilisation

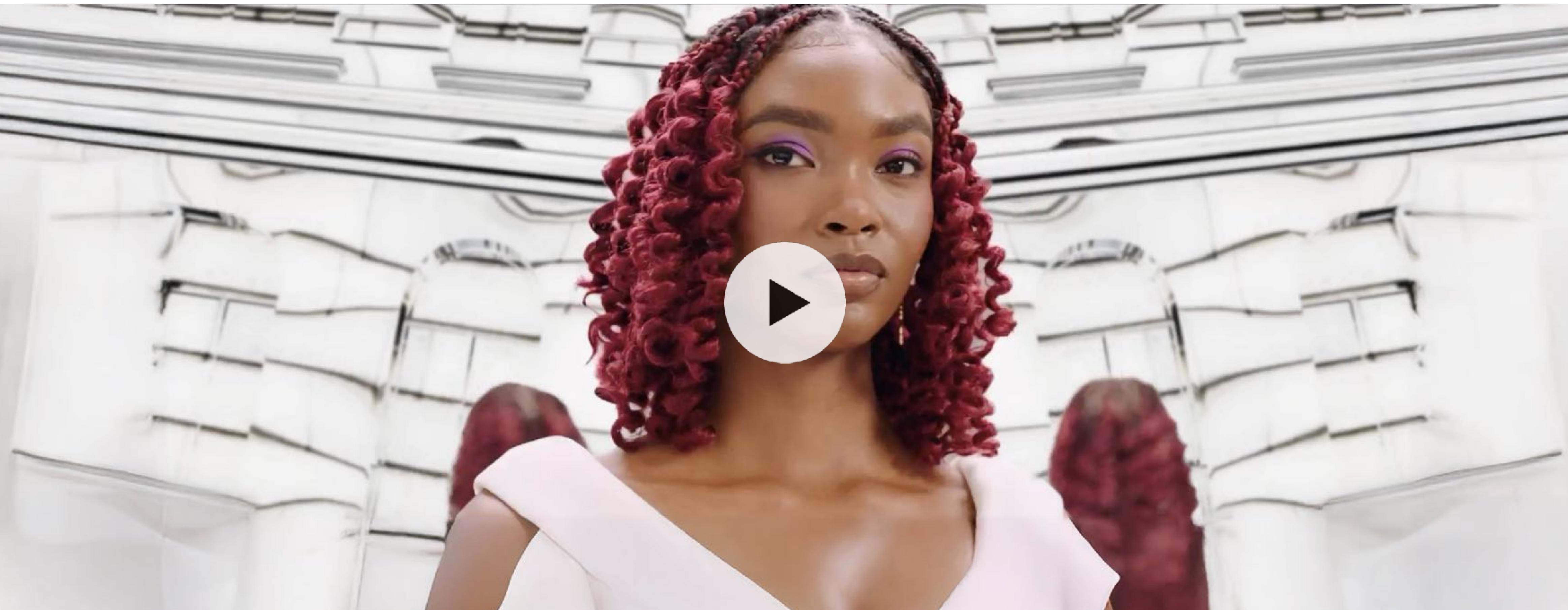
- Delivered 5% UVG led by Shampoo HC and Baby care
- Sales declined by 3%* (both Constant Currency and INR) due to competitive pricing pressure
- EBITDA growth by 2% driven by strict cost discipline and controls
- Expect operating conditions to improve from FY 27



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

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

- Strong topline growth at 19%; EBITDA growth at 18%
- Continued strong performance in Hair Fashion across key markets
- Aer Pocket continues strong traction across markets
- Hair Care range continued to deliver strong growth across Africa



ENVIRONMENTAL, SOCIAL, AND GOVERNANCE UPDATE

Our ESG targets for FY2025-26 and Q3 FY2026 performance



Environment*

Vision	Goals for FY2025-26	Performance update
Influence sustainable consumption	<p>Ensure efficient waste management systems for 7 municipalities in India diverting over 8,000 MT of waste from landfills</p> <p>20% reduction in packaging intensity. 80% of plastic used to be recyclable. Rigid plastics to be replaced by 30% recycled plastic by the fiscal year 2025-26. Flexible plastics to be replaced by 10% recycled plastic by the fiscal year 2026-27 and multi-layer plastics to be replaced by 5% recycled plastic by the fiscal year 2026-27.</p> <p>Ensure one-third of all products are greener than in 2020 by carrying out lifecycle assessments (LCA) for major products (80% coverage by revenue)</p> <ul style="list-style-type: none">• Cover 75% of GCPL suppliers in India (by procurement spends), and 50% for our other geographies, under our sustainable supply chain policy.• Source 100% of paper packaging from sustainable sources.	<p>Ongoing community waste management projects in 3 municipalities, 2 projects completed</p> <p>Close to 17,490 MT waste diverted including over 3,186 MT of plastic waste since inception of the initiative</p> <p>Reduced plastic intensity by 20%</p> <p>Plastic recyclability is at 63%</p> <p>Rigid plastics replaced by recycled plastics is at 24%^</p> <p>Flexible plastics replaced by recycled plastics is at 10%^</p> <p>multi-layer plastics replaced by recycled plastics is at 4.2%^</p> <p>Completed LCAs of products covering 41% of our global revenues</p> <p>70% of India suppliers (by spend volume) covered under our new supplier ESG assessment and engagement program that covers BRSR value chain disclosures and beyond</p> <p>Around 60% use of recycled paper used in packaging- (Forest Stewardship Council (FSC) certified)</p>
		<p>[^]PCR - Technically feasible, under</p>

Note: *India targets reported. We have similar targets for international locations.

Our ESG targets for FY2025-26 and Q3 FY2026 performance



Environment*

Vision	Goals for FY2025-26	Performance update
Lead in sustainability action	45% reduction in GHG emission intensity and carbon neutrality for Scope-1&2 from FY11 baseline 40% reduction in specific energy consumption from FY11 baseline Achieve 35% renewables in energy mix Achieve 40% reduction in water intensity while maintaining water positivity Achieve zero liquid discharge and maintain zero waste to landfill Announce our commitment towards the global Science Based Targets initiative (SBTi) and publish our roadmap and targets for emissions reduction Achieve 100% EPR compliance	57% reduction in GHG emission intensity 37% reduction in specific energy consumption 58% of energy is from renewables 21% reduction in water intensity and continuing to be 12x water positive Continue to be zero waste to landfill and zero liquid discharge Re-evaluating scope III emissions and resubmitting for SBTi validation and committed to internal Scope 1 and 2 Net-zero by 2035, inline with SBTi. Plastic neutral and on track to be 100% EPR compliant

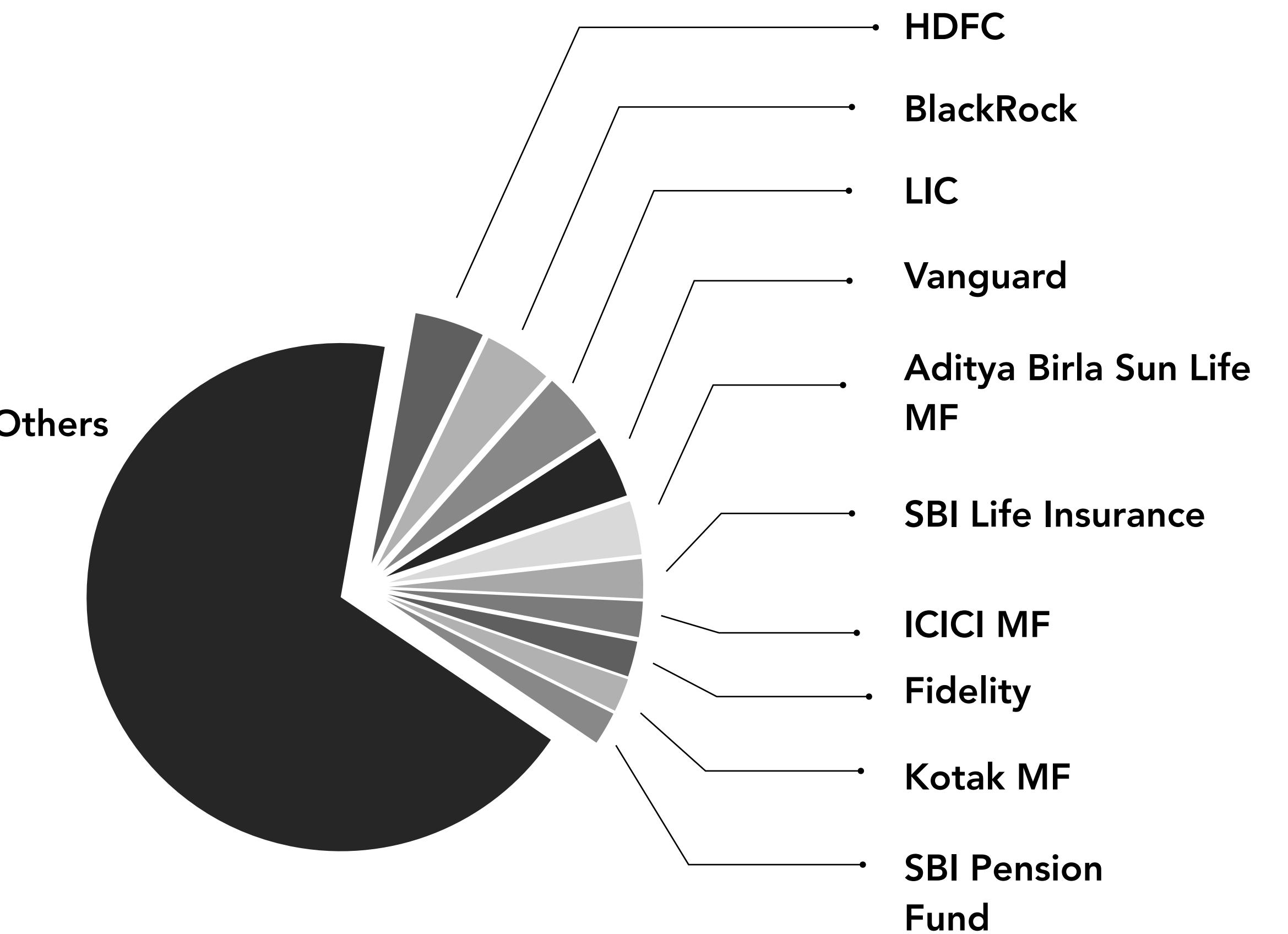
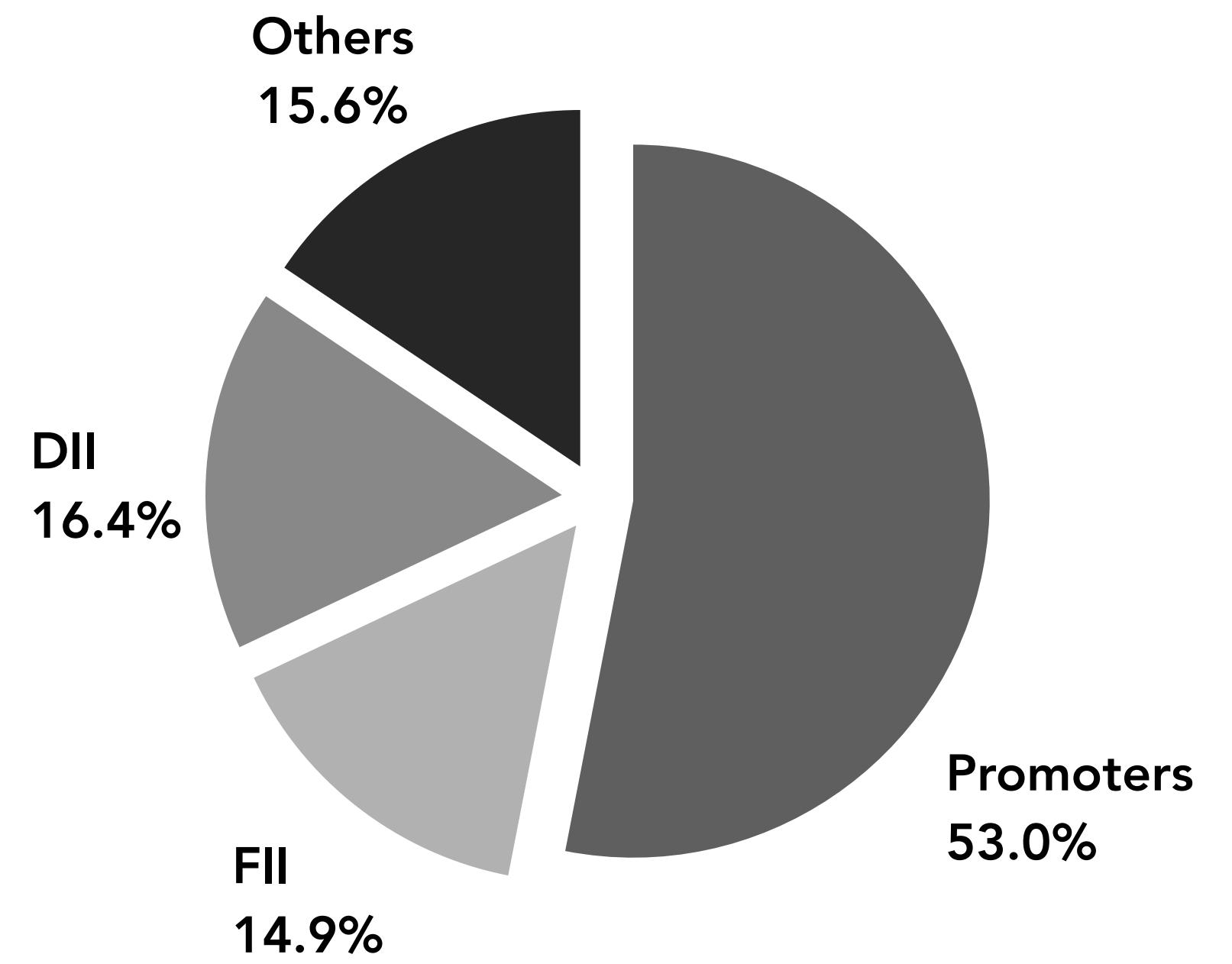
Our ESG targets for FY2025-26 and Q3 FY2026 performance



Social*

Vision	Goals for FY2025-26	Performance update
Equip communities with skills that empower	Completed exit strategy	Close to 200,000 women trained since 2013. Achieved 45% income increase and 51% increase in client footfall for beneficiaries. SROI study revealed a social return of at least INR 5 for every rupee invested in the program
Improve health and well-being	Protect 30 million people against vector-borne diseases	Reached out directly to over 30 million people at the end of Q3 FY26 since FY16 212% increase in malaria testing vs Q3 FY25 177% dengue testing increased vs Q3 FY25
Nature – water, carbon and biodiversity	Develop 3,000 ha of land for water, carbon and biodiversity management	Sequestered over 20,336 tCO2e carbon; offsetting over 25% of our global emissions. 4.5 million m ³ water conserved; offsetting 12x GCPL's annual global water use

SHAREHOLDING PATTERN



As on December 31, 2025

Note: Holdings are shown at a consolidated fund house level and may not align with PAN-based statutory disclosures

Contact Us

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Thank you



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