Godrej Consumer Products Ltd.
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India.
Tel : +91-22-2518 8010/8020/8030
Fax : +91-22-2518 8040
Website : www.godrejcp.com

CIN : L24246MH2000PLC129806

October 31, 2025

BSE Limited
Corporate Relations Department
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 Sirs,

Subject: Investor Presentation

We attach herewith a copy of the Investor Presentation on Unaudited Financial Results of the Company for the Quarter and Half Year ended September 30, 2025.

Please take the above information on record.

Thanking you,
Yours faithfully,

For Godrej Consumer Products Limited

Digitally signed by TEJAL
VIRENDRA JARIWALA
Date: 2025.10.31 16:48:30 +05'30'

Tejal Jariwala
Company Secretary & Compliance Officer
(F9817)

Encl: As above

Godrej | CONSUMER PRODUCTS

Q2 FY2026 Performance Update

October 31, 2025

Disclaimer

Some of the statements in this communication may be “forward looking statements” within the meaning of applicable laws and regulations. These forward-looking statements are based on currently available information, current assumptions and expectations and projections about future trends, which are inherently subject to risks and uncertainties that may cause actual results to differ substantially from those expressed or implied in those statements. Such risks and uncertainties include, but are not limited to, general industry and market conditions, changes in industry structure, changes in Indian and international political and economic environment, domestic and global demand and supply conditions, changes in tax regimes, government regulations, import duties, exchange rate fluctuations, corporate actions including acquisitions, litigation or regulatory proceedings and labour relations. Investors are advised to exercise caution and not place undue reliance on any forward-looking statements. The Company does not undertake to update, amend or revise any forward-looking statement, whether as a result of any new information, subsequent development, future events or otherwise

The Goodness Manifesto

OUR PURPOSE

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

OUR VALUES

OUR STRATEGY

Lead through category development

Funded by simplification

OUR OPERATING PHILOSOPHY

1. Less is more; Much less is much more
2. Consumer first, Business second
3. Think local, Act global
4. 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

FINANCIAL PERFORMANCE UPDATE

Key highlights

3%

Standalone UVG^

4%

Consolidated revenue growth

-3%

Consolidated EBITDA growth

Performance impacted by GST transition in India

^Underlying Volume Growth

Performance impacted by GST transition in India

Growth (year-on-year)	Consolidated Business	Standalone Business
Underlying Volume Growth	3%	3%
Net Sales	4%	4%
Net Sales (Constant Currency)	4%	-
EBITDA	-3%	-8%
Net Profit (Reported)	-7%	-9%
Net Profit (without exceptional and one-off items)	-2%	-9%

Topline impacted by GST transition in India & continued macro slowdown in Indonesia

Geography	Sales (₹ crore)	Growth (Year-on-year)	Constant Currency Growth (Year-on-year)
Standalone	2,362	4%	-
Indonesia	479	-7%*	-7%
Africa, USA & Middle East	803	25%	15%
Latin America and Others	223	-9%	5%
Total Net Sales	3,802	4%	4%

*Includes impact of change in distribution arrangement (-4%)

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

EBITDA margin remains affected by cost headwinds

	Consolidated	Standalone	Indonesia	Africa, USA & Middle East	Latin America & Others
Q2FY26 Operating EBITDA margin*	**19.3%**	**21.7%**	**19.4%**	**13.9%**	**7.6%**
Growth in EBITDA (y-y)	-3%	-8%	-6%	20%	-24%

* After adjusting business support charges, royalty and technical fees

Net profit reconciliation statement

Consolidated Business	Q2 FY2026	Q2 FY2025
(A) Net Profit (Reported)*	**459**	**491**
(B) Exceptionals (Post tax):		
Restructuring costs	8	5
Others (Litigation)	20	_
(C) Net Profit (Without exceptional and one-off items) (A+B)*	**487**	**496**

*All values are in ₹ crore and rounded off

STANDALONE BUSINESS UPDATE

Delivered mid single-digit sales growth

Category	Sales (₹ crore)	Growth (Year-on-year)
Home Care	1,080	6%
Personal Care	1,151	-2%
Total Net Sales	**2,362**	**4%**

GST changes strengthening long term demand, though with near term impact

The GST reforms represent an encouraging step towards strengthening consumer demand

- Nearly one-third of GCPL's portfolio—primarily toilet soaps as well as smaller categories like talcum powders, shampoos, and shaving creams—now benefits from a reduced GST of 5%
- In line with the operating philosophy of "Consumer first, Business second", GCPL has already passed on the benefits of GST effective September 22, 2025

However, GST rate reductions impacted trade beyond directly affected categories

- For Soap, significant short-term adjustments across trade channels, as distributors and retailers focused on liquidating existing inventories
- Hair colour impacted significantly by confusion in trade around similar HSN categories getting rate reduction
- Other categories saw moderate impact driven by trade adjustments & reallocation of funds

Outlook

- Demand to normalise in the coming months as trade channels return to normal
- Reforms will serve as a structural growth driver, enabling volume-led expansion and reinforcing long-term value creation for all stakeholders

Home Care (1/4): Household Insecticides - all actions in line with plan

- Electrics gaining market share; Incense sticks continues to scale up and is the largest branded stick in the category
- Non-mosquito portfolio delivers solid growth

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

- Air Fresheners continues strong growth trajectory
- Continue to gain market share and enjoy market leadership
- New launch of Aer Plug has scaled very well and gained significant consumer traction and repeat sales

Home Care (3/4): Strong performance in Fabric Care

- Fabric Care continued to deliver strong growth momentum like previous quarters
- Continue to gain market share on the back of strong performance in Godrej Fab

Home Care (4/4): Launched Spic, entry into Toilet Cleaners

- Toilet Cleaners is a ~3K crore category in India, growing at strong double digit
- Launched Godrej Spic Toilet Cleaner in October in select states of South India; Priced at INR 79 for 500 ml

Personal Care (1/3): Personal Wash most impacted by GST transition; continues to gain market share

- GST rate reduction from 18% to 5%; new pricing implemented from September 22, 2025
- Short-term adjustments across trade channels, as distributors and retailers focused on liquidating existing inventories

Personal Care (2/3): Hair Colour continues to gain market share

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

Personal Care (3/3): Perfumes & Deodorants delivers strong performance

- Perfumes & Deodorants deliver strong growth
- New launch of Amazon Woods 4X has witnessed good repeat rates
- KS99 continues to perform well and scaled up to other states of southern India
- Deo lotion launched in select markets of South India, priced at an attractive INR 20; aimed at driving penetration of fragrances and deodorants

Expect demand and operating conditions to improve in H2

Personal Wash category expected to rebound post GST reduction

Standalone EBITDA margin likely to get back within normative band

INTERNATIONAL BUSINESS UPDATE

Indonesia: Market share gains backed by volume growth

- Delivered 2% UVG, sales declined by 7% (both Constant Currency and INR)
- EBITDA declined by 6%
- Expect pricing pressure to ease in a few months

Indonesia: Hair Colour and Baby Care continue to deliver in a tough environment

- Hair Colour continued its strong run of performance and delivered strong growth led by Shampoo Hair Colour
- Baby Care continued to grow and gain market share

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

- Strong topline growth at 25%; EBITDA growth at 20%
- Continued strong performance in Hair Fashion across key markets
- Aer Pocket continues strong traction for the second quarter across markets
- Hair Care range continued to deliver strong growth across Africa

MUUCHSTAC


MUUCHSTAC
Ocean
FACE WASH
SLS & PARABEN FREE
100 ML 3.38 FL.OZ US/EU
WITH ESSENCE OF OCEAN
www.muuchstac.com

Overview of business

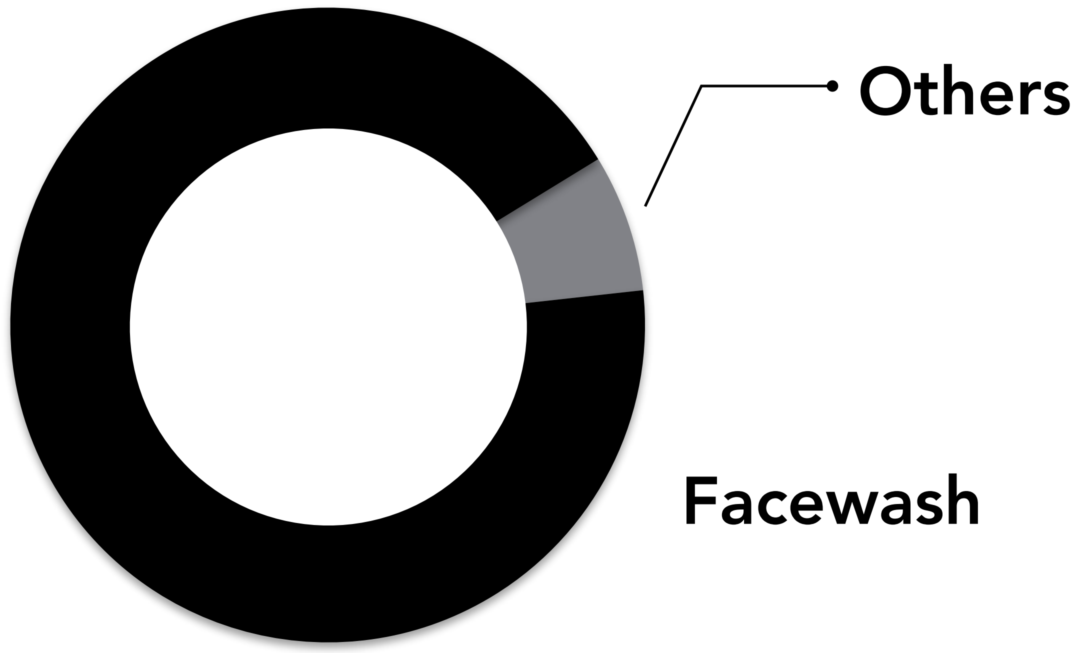
Key brands

Market position

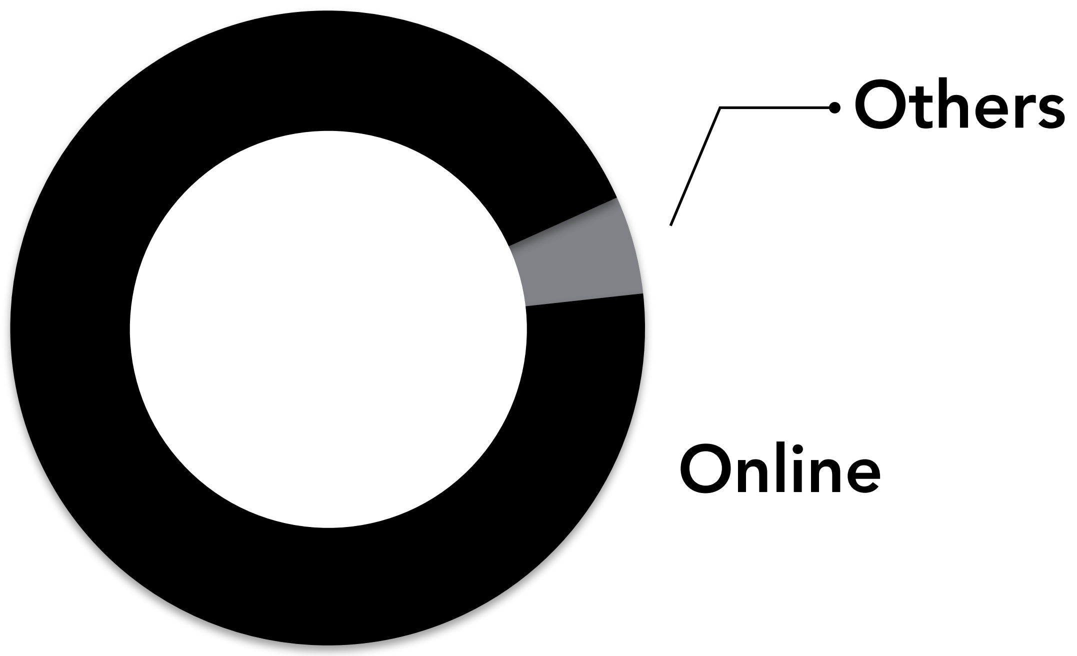
#2
In online men's facewash

#3
In overall men's facewash

Sales mix



Channel mix



P&L overview

Revenue

INR ~**80** cr
(Sep'25 TTM)

INR ~**60** cr
(FY25)

High gross margins

Low single digit A&P driven by a unique influencer model

EBITDA (Adjusted)*

INR ~**30** cr
(Sep'25 TTM)

Source: Private circle, Nielsen IQ, Internal estimates, IM, EY FDD report
*Adjusted for one offs

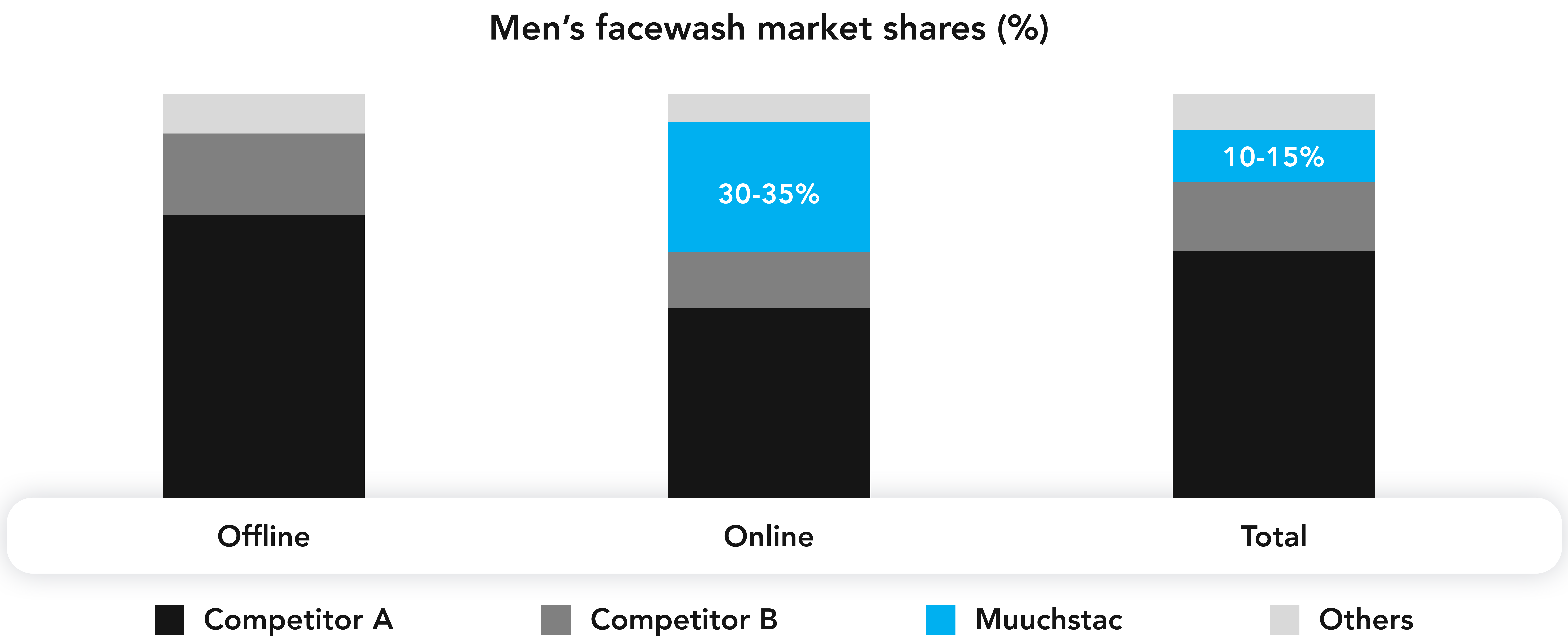
Soaps are rapidly upgrading to facewash, which is a fast-growing category with large potential for growth

Category	Size	Growth (FY23 – 25)
Soaps	25 – 30K Cr	< 5%
Facewash	6 – 7K Cr	18%
Men's facewash	~1K Cr	25%

Per capita spend (USD)	Facewash	Men's Skin Care
India	0.4	0.1
Indonesia	1.9	0.6
China	2.5	1.0

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

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



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

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

	TTM Sep 25	FY30
Revenue	INR 80 Cr	INR 200 - 300 Cr
EBITDA margin (Adj.)*	~40%	Normative

*Adjusted for one offs

Valuation

- Looking to acquire 100% of the business with part of the compensation to be paid basis performance in tranche 2 after 12 months
- Gross business valuation of INR ~380 crore in tranche 1 payment of 76%, valuation for tranche 2 payment of 24% after 12 months to be decided based on pre-defined business performance criteria; expect gross payment across tranches between 400 - 500 crore
- Slump sale structuring will result in availing tax depreciation on brands, thus reducing cash tax. The NPV of cash tax savings will be ~INR 60 - 80 crore
- Net current valuation of ~INR 300 - 320 crore implying ~4.0x TTM Sep'25 sales and ~10.0x TTM Sep’25 EBITDA (Adj.)
- Acquisition to be funded via internal accruals

ENVIRONMENTAL, SOCIAL, AND GOVERNANCE UPDATE

Our ESG targets for FY2025-26 and Q2 FY2026 performance

Environment*

Vision	Goals for FY2025-26	Performance update
Influence sustainable consumption	Ensure efficient waste management systems for 7 municipalities in India diverting over 8,000 MT of waste from landfills	Ongoing community waste management projects in 5 municipalities Close to 16,504 MT waste diverted including over 3,057 MT of plastic waste since inception of the initiative
	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.	Reduced plastic intensity by 20% Plastic recyclability is at 63% Rigid plastics replaced by recycled plastics is at 2% Flexible plastics replaced by recycled plastics is at 1%
	Ensure one-third of all products are greener than in 2020 by carrying out lifecycle assessments (LCA) for major products (80% coverage by revenue)	Completed LCAs of products covering 41% of our global revenues
	• 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.	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

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

Our ESG targets for FY2025-26 and Q2 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	44% reduction in GHG emission intensity
	40% reduction in specific energy consumption from FY11 baseline	38% reduction in specific energy consumption
	Achieve 35% renewables in energy mix	55% of energy is from renewables
	Achieve 40% reduction in water intensity while maintaining water positivity	20% reduction in water intensity and continuing to be 12x water positive
	Achieve zero liquid discharge and maintain zero waste to landfill	Continue to be zero waste to landfill and zero liquid discharge
	Announce our commitment towards the global Science Based Targets initiative (SBTi) and publish our roadmap and targets for emissions reduction	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.
	Achieve 100% EPR compliance	Plastic neutral and on track to be 100% EPR compliant

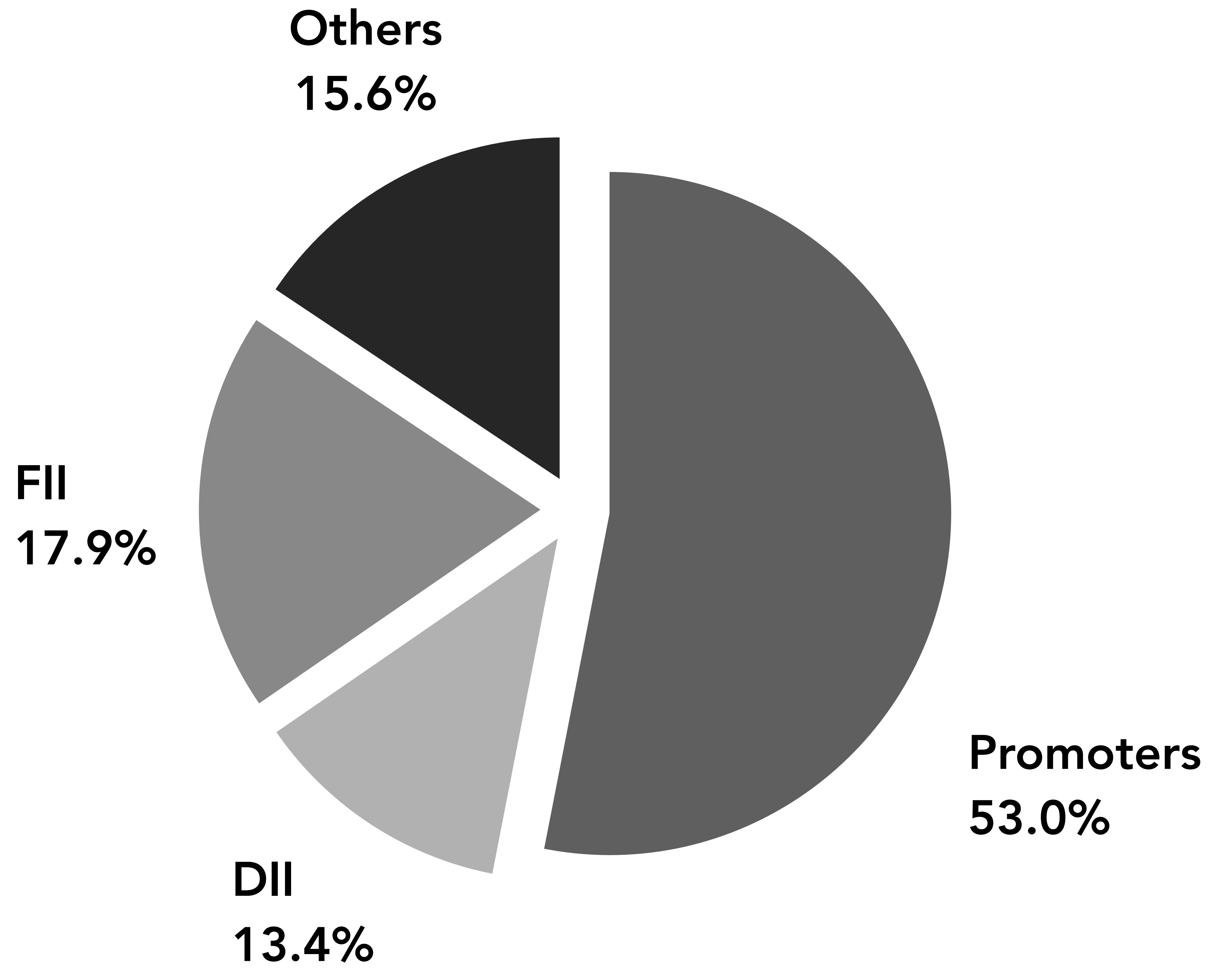
Note: *India targets reported. We have similar targets for international locations.

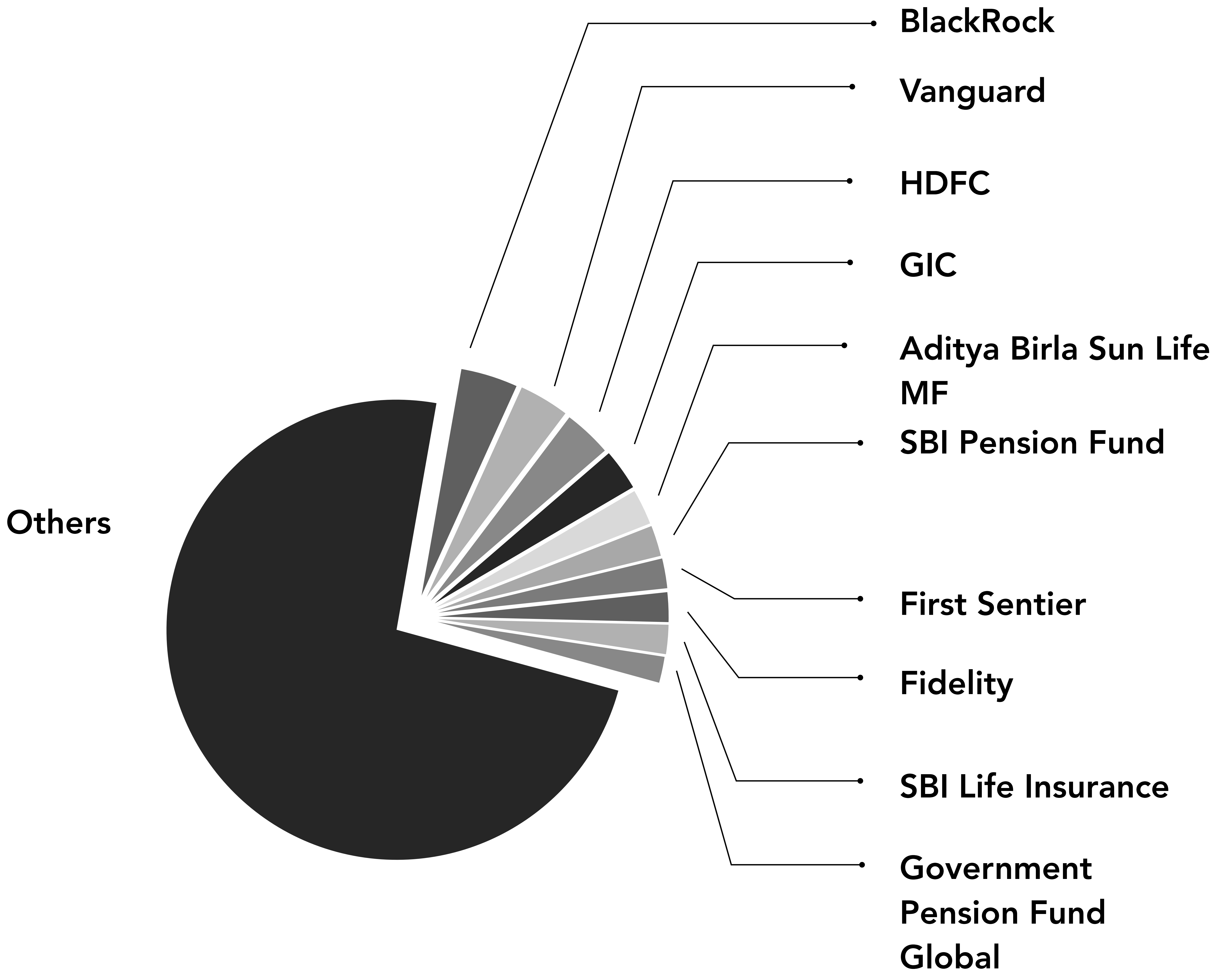
Our ESG targets for FY2025-26 and Q2 FY2026 performance

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 28 million people at the end of Q2 FY26 since FY16. 35% reduction in malaria case positivity vs. H1FY25. 95% dengue testing increased vs. H1FY25.
Nature – water, carbon and biodiversity	Develop 3,000 ha of land for water, carbon and biodiversity management	Sequestered over 20,000 tCO2e carbon; offsetting over 25% of our global emissions. 4.5 million m3 water conserved; offsetting 12x GCPL's annual global water use.

SHAREHOLDING PATTERN





As on September 30, 2025

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Thank you

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