

DISCLOSURE PURSUANT TO SECTION 197 (12) READ WITH RULE 5 OF THE COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014.

1. The ratio of the remuneration of each Executive Director to the median remuneration of the employees of the Company for the Financial Year is as follows :

Sr. No.	Name of the Executive Director	Ratio*
1.	Ms. Prabha Narasimhan	48.31
2.	Mr. M.S. Jacob	25.95
3.	Mr. Surender Sharma	19.73

+considered the annualized salaries for the purpose of calculating the ratios.

Employees for the above purpose include all employees as on March 31, 2024 excluding Associates at the manufacturing locations of the Company.

Non-Executive Directors:

The Non-Executive Independent Directors of the Company are paid 'Sitting fees' for attending the Meetings of the Board, the Committees including meetings of Independent Directors. They are also paid a fixed Commission as per the Members approval. The details of remuneration of Non-Executive Directors are provided in the Corporate Governance Report. The Non-Executive, Non-Independent Director of the Company do not receive any remuneration from the Company.

2. The percentage increase in remuneration of each Executive Director and Key Managerial Personnel in the Financial Year is as follows :

Sr. No.	Name of the Executive Director	Approx. percentage increase in Fixed Remuneration in the Financial Year 2023-24 as compared to the Financial Year 2022-23*
1.	Ms. Prabha Narasimhan	5%
2.	Mr. M.S. Jacob Whole-time Director & CFO	5%
3.	Mr. Surender Sharma Whole-time Director - Legal and Company Secretary	5%

+considered the annualized salary for the directors.

3. The percentage increase in the median remuneration of employees in the Financial Year :

The percentage change in the median remuneration of all the Salaried & Clerical (S&C) employees in the Financial Year 2023-24 was 9%.

4. The number of permanent employees on the rolls of the Company :

The number of permanent employees on the rolls of the Company as on March 31, 2024 is 2,221.

5. Average percentile increase already made in the salaries of employees other than the managerial personnel in the last Financial Year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration :

In the Financial Year 2023-24 there is an average increase of 12.2% in the fixed remuneration of all the employees* (other than the managerial personnel) as compared to an increase of 5% in the fixed remuneration of all the Executive Directors.

*Employees for the above purpose include all employees excluding Associates at the manufacturing locations of the Company.

6. Affirmation :

Remuneration paid by the Company to its Executive Directors, Key Managerial Personnel and Senior Management employees is as per the Nomination and Remuneration Policy and other relevant policies of the Company.

For **Colgate-Palmolive (India) Limited**

Place: Mumbai
Date: May 14, 2024

Prabha Narasimhan
Managing Director &
Chief Executive Officer
(DIN : 08822860)

M. S. Jacob
Whole-time Director &
Chief Financial Officer
(DIN : 07645510)