

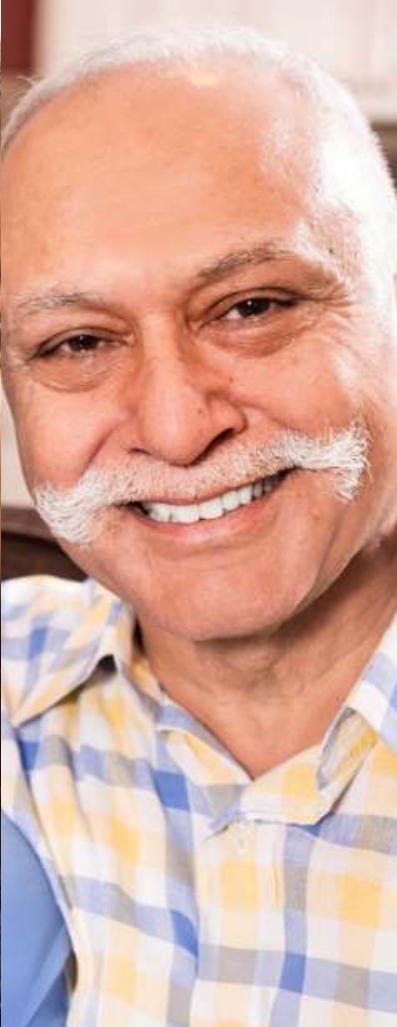
# We Make India Smile

Scientifically.  
Sustainably.  
Together.





Every morning  
and through the day,  
**India Smiles  
with Colgate**



# We Make India Smile

## By providing superior oral care

Our products are designed not just to clean, but to protect, strengthen, and support healthier smiles across every age.

## By accelerating Science-Led Innovation

We leverage consumer-first insights and science-based innovation models to continuously refine our products. Powered by global and domestic expertise, we deliver superior oral care solutions.

## By extending care beyond business

Through our education scholarships, community programmes, and women's empowerment initiatives, we help build stronger, more confident communities across India.

## By making in India

Our products are manufactured in advanced facilities across states, supported by continuous investment in R&D to evolve our product range with India's aspirations.

## By making quality oral care affordable and accessible

Through a wide range of products available at various price points and across cities, towns, villages, and E-commerce platforms, we ensure that quality oral care is physically and economically accessible to all.

## By earning trust where it matters most

As the brand of first choice for more than half of India, our products inspire confidence across generations and professionals alike.

## By providing jobs and income opportunities

Beyond our factories and offices, millions of livelihoods are supported through our value chain, strong linkages to local partners, and last-mile retail network.

## By shaping good habits early in life

Through Colgate Bright Smiles, Bright Futures®, we reach over a billion children and their families, helping turn a daily act into a lifelong practice of health.

## By nurturing nature

Our sustainability performance in domains like water, waste, and emissions puts a smile even on the face of Mother Earth.

And while we spread smiles across homes, markets, clinics, and communities, **what makes us smile is the trust India has placed in us for over 90 years.**

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CORPORATE  
OVERVIEW



MESSAGE FROM  
THE MD & CEO



CREDIT: Photograph by Narendra Bisht, Fortune India

Dear Stakeholder Family,

## India smiled brighter this year, and I am deeply proud that Colgate-Palmolive was the force behind many of those stories.

In FY 2025-26, we remained focused on our long-term goals, working to evolve oral care from a repetitive morning chore into a cornerstone of national health and systemic well-being.

### Democratizing Access: Turning Awareness into Active Intervention

In the previous year, we transitioned from building awareness to driving mass-scale action through the **Colgate Oral Health Movement (OHM)**. By democratizing dental screening via mobile technology, we empowered **over 4.5 million Indians across 700 districts** to take charge of their oral health. Crucially, this went beyond digital engagement; **one-sixth\*** of those screened proactively visited a dentist. This reflects a positive shift in the Indian psyche, moving from passive awareness to proactive care.

This mission was further validated by the **Hon'ble Union Minister of Health and Family Welfare, Shri JP Nadda**, who recognized

Colgate as a pivotal partner in making oral care a national priority. We see a massive opportunity here: transitioning a nation that simply uses toothpaste into a nation that prioritizes oral health as the gateway to overall wellness.

### Resilient Growth in a Dynamic Landscape

FY 2025-26 was not a year without its challenges. Persistent headwinds, shifting consumer preferences, rural-urban dynamics, geopolitical uncertainties, and macroeconomic pressures tested us at every turn. Our teams rose to meet each one. We succeeded by doubling down on three strategic pillars: leading category growth through science-backed superiority, maintaining uncompromising cost discipline, and driving micro-distribution agility.

While we navigated market volatility in the first half, our business stabilized in the latter half of the year, driven by early positive signs in our core portfolio and improved momentum across both urban and rural trade channels. **Our fundamentals remained strong and we closed the year with 9% topline growth in Q4.**

These healthy margins, supported by our 'Funding-the-Growth' program, allowed us to increase advertising investments by 10%, fueling innovation, strengthening brand health, and expanding household penetration. With an improving demand environment and our intense focus on superior, on-the-ground execution, we expect this momentum to accelerate as we move forward.



## Leading the Shift: Performance, Beauty, and Science

Innovation at Colgate is about making oral care practical and delivering on its promise. By onboarding **Rahul Dravid**, popularly known as 'The Wall', for **Colgate Total**, we are reframing peak oral health as the 'hidden edge' in performance, positioning it as a disciplined ritual that is as vital to stamina and recovery as nutrition or sleep. This narrative is further institutionalized through our partnership with **Mumbai Indians** and the introduction of the PLOT (Performance Linked Oral Test).

We are also expanding into high-science adjacencies with **Visible White Purple Serum**, catering to the modern consumer who views their smile as an essential beauty regimen. Simultaneously, we reinforced our core by relaunching **Colgate Strong Teeth** with an upgraded flavour, ensuring our scientific edge remains accessible to the masses. Our new launches, from **Colgate Total Plaque** and **Colgate Kids Squeeze** to the expansion of **Palmolive** with a new range, reflect our commitment to delivering perceivable, science-backed superiority.

## Omni-Channel Momentum: Delivering Excellence Everywhere

Our strong double-digit growth in E-Commerce and competitive excellence in Quick Commerce are powered by a best-in-class tech and a team whose resilience is unmatched. By combining sharpened execution with digital precision, we ensure Colgate

remains an essential constant for every Indian consumer, across every touchpoint. We are not only keeping up with changing shopping habits; we are also shaping them.

## Empowered to Excel: Our People & Culture

Our commitment to an inclusive culture is delivering measurable results. We have surpassed our 2025 gender diversity goals, with women now representing over 25% of our management. We are breaking barriers where they are toughest; nearly doubling the representation of women in our field sales force to 17% through targeted interventions.

Through **Colgate Bright Smiles, Bright Futures**®, we reached over 11 million children, across 35,000 schools this year. We are encouraging healthy habits from an early age. This effort is bolstered by our Public-Private Partnerships (PPPs) in states like Uttar Pradesh, Bihar, Assam, Kerala, Haryana and Maharashtra, and our collaboration with the Trained Nurses Association of India, bringing oral health awareness to the most trusted frontline healthcare providers in rural India. We are grateful to all our partners in this exceedingly important journey of improving the oral health of every Indian.

## Progress with Purpose: A Sustainable Future

Our growth is inseparable from our responsibility. This year, we hit a major milestone by introducing over 2 billion recyclable tubes. We now source 50.38% of our

factory energy from renewables and continue to maintain 100% plastic neutrality. Across all our owned sites, we achieved a Zero Lost Time Accident (LTA) rate and Zero Days Away From Work (DAFW) rate, underscoring our focus on employee safety.

## Charting Our Course Ahead

As we move towards 2030, our approach is to strengthen our leadership while improving our operational efficiency. We are focused on reaching more households in rural markets and continuing to introduce science-led innovations in urban areas.

Digital agility remains a key part of our strategy. We are using Data Analytics and Artificial Intelligence to improve our value chain, from forecasting to consumer engagement. By refining our presence across traditional and digital retail, we aim to be available whenever our consumers need us.

We remain committed to operational excellence and simplifying our processes to reinvest in our brands and our people. Our goal is to drive sustainable growth while contributing to a healthier future for all our stakeholders.

India is a country of a billion smiles; diverse, vibrant, and full of possibility. We approach the opportunities ahead with energy, humility, and absolute confidence.

Best Wishes,

**Prabha Narasimhan**  
Managing Director and  
Chief Executive Officer

# About the Report

## Scope and Boundary

In this report, Colgate-Palmolive (India) Limited is referred to as 'we,' 'our,' 'us,' 'CPIL,' 'Colgate-Palmolive (India),' or the 'Company.' It includes performance insights from all four of our manufacturing facilities along with our corporate headquarters in Mumbai. While this report focuses on our operations in India, our parent company Colgate-Palmolive Company (CPC), headquartered in New York, USA, has a global presence with products reaching more than 200 countries and territories.

## Reporting Standards and Frameworks

This Annual & Sustainability Report FY 2025-26 complies with/reports on/references the following:

- Business Responsibility and Sustainability Reporting (BRSR) based on the National Guidelines for Responsible Business Conduct (NGRBC)
- The Companies Act, 2013
- Indian Accounting Standards
- The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015
- The Secretarial Standards on Board and General Meetings

The Sustainability & Social Impact section of this report has been prepared in accordance with the GRI (Global Reporting Initiative)

Standards 2021 and further references the United Nations Sustainable Development Goals (SDGs).

## Forward-Looking Statement

All statements in this report that are not historical, may contain forward-looking statements, including words, phrases, and numbers that set forth targets for and projections for future results, the expected achievement and effect of our sustainability strategy and initiatives, and the amounts and timing of their expected impact based on management's current plans and assumptions. Forward-looking statements generally can be identified by words such as "believes," "expects," "estimates," "intends," "plans," "strives," "may," "could," "projects," "should," "will," "continue," "targets," "goals" and other similar expressions, and are based on the Company's views and assumptions as of the date they were made. The Company does not, nor does any other person, assume responsibility for the accuracy and completeness of those statements.

The Company cautions investors that any such forward-looking statements are not guarantees of future performance and that actual events or results may differ materially from those statements because of factors

that affect international businesses and global economic conditions, as well as matters specific to the Company and the markets it serves.

The Company, based on any of the above factors, is free to modify, amend, alter or take necessary corrective changes in such manner that the forward-looking statements contained herein may alter and the Company undertakes no obligation to update these statements whether as a result of new information, future events or otherwise, except as required by law or by the rules and regulations.

## Feedback

We remain deeply committed to engaging with our stakeholders and value your thoughts on this report. For any comments, suggestions, or clarifications, please reach out to us at [cpilagm@colpal.com](mailto:cpilagm@colpal.com).

## Reporting Cycle

The financial information presented in this report pertains to the period from April 01, 2025 to March 31, 2026. Unless specified, the 2030 Sustainability & Social Impact Strategy and related targets are based on the calendar year, ending December 31, 2026.



# We follow a 'Many Indias' approach – adapting our products, communication, and strategies to diverse needs across regions, cultures, and income segments.

India wakes up to Colgate every morning and for nearly 90 years, we have helped the nation smile with confidence. As the trusted first choice of more than half of India, Colgate-Palmolive (India) is an integral part of daily routines, personal care, and well-being, reflecting our enduring commitment to advancing oral health across generations.

Present even before independence, we have grown alongside India – evolving with its aspirations and contributing to its progress. From reaching 195 million children through Colgate Bright Smiles, Bright Futures® to mapping oral health at a pin code level, deploying dental screenings, partnering with over 50,000 dentists, and expanding our manufacturing footprint, our presence runs deep. We have not just witnessed India's journey; we have helped shape it.

Over time, we have evolved beyond a toothpaste brand into a catalyst for systemic change driving oral health awareness, enabling community well-being, advancing responsible environmental practices, and fostering an inclusive workplace to make sure that every Indian has more reasons to smile, every day.

We continue to invest in, and remain invested in, the long-term well-being of people and communities. These efforts are guided by our 2030 Sustainability & Social Impact Strategy (SMILE Strategy).



**As an organization exceeding ₹ 5,984 Cr, we are defined by our wide-reaching distribution network, strong local presence, and continued focus on delivering sustained value to our shareholders.**

# Organize

Our purpose, core values, and principles serve as the foundation for achieving our targets. Beyond establishing cohesive standards and a shared vision that shape our decision-making and organizational conduct, these elements nurture a culture where accountability, consistency, and ongoing improvement thrive.

## Our Purpose Why We Exist

We are Colgate-Palmolive, a caring, innovative growth Company that is reimagining a healthier future for all people and our planet.

## Our Values Who We Are

Colgate People, working around the world, share a commitment to our three corporate values: We are Caring, We are Inclusive, and We are Courageous. These evolved values, represent who we are and drive us to lead Colgate into a brighter future.

## Our Culture DNA



## Leadership Principles How We Lead

Our global leadership framework is anchored in three core principles that serve as a foundation to guide our ongoing transformation by defining the behaviors Colgate People need to model.

### Cultivate TRUST

- Listen with empathy
- Speak openly
- Grow together

### Commit to IMPACT

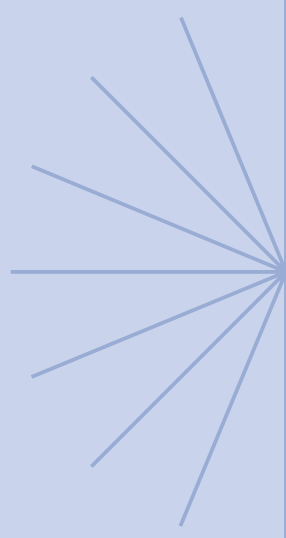
- Provide clarity
- Take ownership
- Do what's right

### Create the FUTURE

- Pursue our curiosity
- Courageously change
- Recognize progress



In dynamic and diverse markets like India, Our Culture DNA provides us with a structured framework and clear guidance for implementing effective processes that drive operational excellence.



# Optimize

Our brand portfolio continues to grow stronger, breathing new life into established products and gaining momentum in the premium space. We harness the power of digital transformation and relentless refinement to optimize our manufacturing standards, supported by initiatives that deepen customer relationships.

These efforts create a seamless ecosystem that makes smarter use of resources, cuts through operational complexity, and delivers richer experiences for our customers – driving down costs, unlocking new levels of productivity, and cementing our position at the forefront of the market.

## Campaign Showcase

As the nation's leading oral care expert, powered by advanced, science-backed technology, our portfolio spans everyday essentials such as toothpastes, toothpowders, and toothbrushes to specialized solutions including mouthwashes, rinses, and professional-grade products. Our Palmolive portfolio complements this with a range of personal care products supporting everyday wellness and confidence.

In FY 2025-26, we continued to bolster our portfolio by reintroducing top performers and directing our brand campaigns toward two primary goals:

- Revitalizing our market-leading products to expand their market presence
- Elevating our portfolio's premium offerings to meet specialized and evolving consumer demands



Image submitted by  
Shouvik Putatunda  
Mumbai, Maharashtra

# Redefining the Role of Oral Care in Sports with Colgate Total

In a landmark shift for the category, oral health was repositioned as a critical "performance variable" through two high-impact, science-led collaborations. Central to both pillars was Colgate Total, featuring a patented formula that is 3X more effective at fighting germ buildup. By delivering proactive defense against the root causes of oral issues, these campaigns successfully integrated dental health into the professional fitness ecosystem, reinforcing that peak athletic readiness begins with prevention.



My Choice to  
Prevent  
8 Dental Problems

## Driving Performance with Rahul Dravid

Cricket icon Rahul Dravid was onboarded to champion a "marginal gains" philosophy, transitioning the narrative from routine hygiene to a disciplined performance ritual. Grounded in the science that oral germs can trigger systemic inflammation and impede musculoskeletal recovery, the campaign positioned peak dental wellness as the hidden 1% edge essential for athletic consistency.

## From Routine to Protocol: The Mumbai Indians Collaboration

A pioneering partnership with Mumbai Indians for the 2026 season further operationalized this shift by mandating the Performance Linked Oral Test (PLOT) as a core fitness protocol. Utilizing advanced 3D intraoral scanning, this initiative systematically integrated dental wellness into the team's elite performance framework to optimize cardiovascular efficiency and on-field endurance.

Official Partner



Our Choice to  
Prevent Dental Problems  
Before They Start



## Redefining Beauty with Colgate Visible White Purple

A high-impact campaign for Colgate Visible White Purple was launched featuring Bollywood star Kriti Sanon and cricketer Abhishek Sharma. The campaign successfully redefined teeth whitening as a modern beauty essential, leveraging the scientific principle of color theory, where purple tones neutralize yellow tints, to deliver an instant whitening effect.\* This technology, already a staple in premium skincare and haircare, was positioned as the "first step" in any daily beauty ritual. By aligning with two of India's most aspirational cultural icons, the initiative strengthened the brand's leadership in the premiumization segment, transforming a functional oral care routine into a science-backed, beauty-forward grooming asset.



\*For temporary efficacy.

## Building Trust with Colgate Strong Teeth

The "Cavity-Proof" campaign for the flagship brand, Colgate Strong Teeth, reinforced the deep-rooted trust Indian mothers place in its superior protection. Addressing the modern challenge of increased junk food consumption among children, the campaign highlighted the efficacy of clinically proven Arginine + Calcium Boost Technology.\* This dual-action formula actively reduces demineralization while accelerating remineralization to provide 24-hour cavity protection.\*\* By centering the narrative on a mother's confidence to dismiss "fake" toothache excuses, the campaign successfully shifted the conversation from fear to functional assurance. This high-impact storytelling further solidified the brand's market leadership in the core segment, proving that Colgate Strong Teeth's science-backed care is the ultimate foundation for parents' peace of mind.

### New Fresher Flavour



\*Arginine-fluoride formula which promotes better teeth remineralization by adding natural calcium from the saliva.

\*\*with twice daily brushing



## Manufacturing Excellence

Our mission is to deliver high-quality products that consistently meet and exceed consumer expectations through manufacturing excellence. This commitment is driven by efficient process management, advanced technological innovations, a highly skilled workforce, and a culture of continuous improvement.

Aligned with the *Make in India* initiative, CPIL operates manufacturing plants in Goa, Baddi, Sri City, and Sanand, supported by a robust network of third-party partners across the country. In FY 2025-26, we continued to transform our facilities into future-ready operations.



**3.03 MW**  
On-site Solar  
Installation

All 4 Owned  
Manufacturing Plants are  
**TRUE® Certified**  
for Zero Waste  
(Platinum level)

Our owned Manufacturing  
Plants have achieved  
**Net Zero Water**

**LEED Gold  
Certification**  
by Indian Green Building  
Council (IGBC) for  
Sanand and Sri City

**3,64,600 sqm**  
cumulative area across  
all four plants

Owned Manufacturing Plants 

Registered Head Office and Technology Centre 

### Case Study

# Advancing Operational Excellence

Baddi, Himachal Pradesh



As operations at the Baddi facility continued to scale, there was an opportunity to further strengthen consistency, enhance real-time visibility, and build advanced capabilities across teams. The focus was on moving towards more structured, data-led, and digitally enabled processes to support long-term performance and resilience.

**To accelerate this transition, the facility leveraged CP Global Factory Performance and reliability program, built on three pillars: Smart Maintenance [AI & ML based predictive Maintenance and Autonomous Maintenance (I Operate, I Maintain)], Capability Building, and Data & Analytics.**

- Execution focused on standardizing maintenance practices and strengthening shopfloor discipline through structured workflows and operating routines.
- Digital tools were integrated into daily operations. Augmentir, the AI-Powered Connected Worker platform, enabled guided inspections.

- Business intelligence software like DOMO dashboards and AI-enabled QR tools enhanced real-time visibility and troubleshooting.
- Manufacturing capabilities were further strengthened through smart systems such as Augury for machine health monitoring, Digital Twins for batch optimization, Cobots for automated palletization, and RealWear for remote expert support.

### Impact

**By the close of FY 2025-26, 75% of shop floor processes had transitioned to paperless systems through digital initiatives. Operational stability improved across production lines, supported by faster issue resolution and more consistent performance across shifts.**

**The Baddi facility is now better equipped to sustain performance, scale digital manufacturing practices, and support future growth with greater agility and reliability.**

Case Study

# Scaling Performance on the Mouthwash Line

Baddi, Himachal Pradesh



As part of our ongoing focus on operational excellence, the Mouthwash line at Baddi presented an opportunity to further enhance throughput, improve asset utilization, and strengthen equipment reliability.

**The focus was on unlocking higher performance through better process discipline and targeted technical interventions.**

Performance improvements were driven through a combination of structured routines and focused technical upgrades.

- Shop Floor discipline was strengthened by enhancing coordination between operators and supervisors. This was supported by the consistent application of Autonomous and Planned Maintenance practices.
- Targeted interventions were implemented to improve equipment reliability. These included design enhancements to capping and labeling machines, along with the resolution of recurring failure points.

- Subject matter experts were deployed across shifts to support teams, ensuring consistent execution and faster problem resolution.

## Impact

**By Q4 of 2025-26, the line delivered strong performance gains. Throughput increased to 11.4 thousand pieces per line per shift, reflecting a 28% improvement. Asset utilization rose to 76%, while case fill improved to 96%.**

**These gains were achieved without additional capital investment, demonstrating the impact of disciplined execution and focused improvements.**

**The sustained performance has since been recognized through Colgate's World Champions program, positioning the line as a benchmark for operational excellence.**

Case Study

# Driving Smarter Energy Use Through Targeted Optimization

Sri City, Andhra Pradesh



Improving energy efficiency has been an ongoing endeavor across all our manufacturing facilities. This year, the Sri City facility identified an opportunity to optimize the performance of its Air Handling Unit (AHU) system. The objective was to enhance air distribution efficiency and reduce energy consumption through targeted system improvements.

- The team implemented AeroSeal duct sealing technology to address inefficiencies within the duct network. This approach enabled precise sealing of internal leakages without disrupting ongoing operations.
- By strengthening the integrity of both supply and return air systems, the intervention improved airflow efficiency across the production floor while supporting more balanced system performance.

## Impact

**Following the intervention, blower speeds were optimized and chiller load stabilized, bringing the system closer to its designed operating efficiency.**

**Between June 2025 and March 2026, the project delivered energy savings of 206 MWh, with projected annual savings of 247 MWh. These gains contribute meaningfully to the facility's energy efficiency goals and reflect our continued focus on responsible and sustainable manufacturing.**



## Customer Development Initiatives

At Colgate-Palmolive (India) Limited, we remain united by our purpose: we are a caring, innovative growth company that is reimagining a healthier future for all people and our planet. Our commitment to making oral care accessible to every corner of the country is integrated into our business strategy.

As we advance our strategic goals, we remain focused on distribution excellence, omnichannel demand optimization, and adapting effectively to changing consumer behaviour.

**Our ability to meet consumers across key touchpoints whether through traditional retail, modern trade, E-commerce, Quick Commerce, or social commerce is fundamental to our growth.**



## Expanding Reach with Precision Distribution

As we work to accelerate execution, our flagship image recognition tool AmaZing is active in modern trade stores. Focused on consistent on-shelf availability and improved brand visibility, the tool helps build agility in stock deployment across the channel.

Another core to our distribution strategy is our Smile Stores. First launched in 2021, the program is focused on expanding our reach and delivering the right assortment in every store. We also recently upgraded our recommendation engine aimed at protecting the core of the business while driving growth with adding assortment.

In digital, E-commerce remains our highest growth channel, delivering strong double-digit Net Sales growth in FY26\*. We have successfully capitalized on the QCom shift, as the channel Net Sales doubled.\*

Rural distribution continues to be a big part of our expansion strategy. We are spending more on expanding the reach of our key packs, compelling promotional packaging, and optimizing our competitive edge. Our best-in-class distribution network and sharpened execution ensure our top products are consistently available, driving deeper penetration into traditional trade channels.

Beyond our core business, another core priority is maximizing growth online. We're making E-commerce more intuitive and engaging by offering curated, exclusive products that align with modern digital shopping habits.

\*As per internal company data

## Accelerating Premiumization in Modern Trade

A core priority in modern trade is driving competitive share gain and unlocking our full potential in the premium segment. To achieve this, we are leveraging our entire portfolio, capitalizing on the strength and breadth of our key packs. This is being supported by brilliant execution to be first choice at shelf, thus fueling growth by upgrading and adding new shoppers.

The rollout is supported by leadership workshops and a validation process using Image Recognition to ensure strict in-store compliance.



## A Complete Range For Every Smile

Colorful gel with Sugar Acid Shield, providing advanced cavity protection

Arginine + Calcium Boost Technology,\* providing 24-hour cavity protection\*\*



Family Care

\*Arginine-fluoride formula which promotes better teeth remineralization by adding natural calcium from the saliva.  
\*\*with twice daily brushing



Amino Foam & Zinc provides stronger gums by reducing gum problems caused by plaque

Patented Dual Zinc + Arginine technology, proactively fighting germ build-up 3X\* more effectively to prevent the top 8 dental problems

\*Plaque reduction vs. non-antigerms fluoride toothpaste after 3 months continued use



## Active Prevention



A color correction booster leveraging Purple Pigments to neutralize yellow tones for an instant whitening effect

Purple Optic Brighteners, instantly neutralizing yellow tones for visibly whiter teeth from the first use

## Admirable Impressions



A sensorial breakthrough featuring heart-shaped cooling crystals and UltraFreeze Technology, delivering a 10X longer-lasting cooling\* experience

\*vs a regular fluoride toothpaste

### Renew My Energy



Specialized Gum Care System with 2% Zinc Citrate and Fluoride



### Resolve Aging Effects



Powered by VivaScenz™ and MoodScenz™ technologies, this variant provides 6-hour fragrance longevity



A muscle-soothing blend with an 8-hour revitalizing fragrance

Meta Sleep Tech™ to deliver an 8-hour calming fragrance

Personal Care

Delivering over 20,000 strokes per minute, the electric toothbrush combines high-intensity performance with soft bristles to remove 5X more plaque than a manual toothbrush\* while protecting gums.



\*vs manual flat-trim toothbrush

Devices

# Financial Performance

We made meaningful strides with our products into the premium space. In parallel, our unwavering commitment to digitization and continuous improvement pushed the boundaries of manufacturing excellence. These deliberate strategic choices sharpened how we deployed resources, simplified our operations, and took customer experiences to an entirely new level.

The strength of FY 2025-26 across every financial metric is a direct reflection of this momentum, translating into outstanding outcomes and creating lasting value for all our stakeholders.

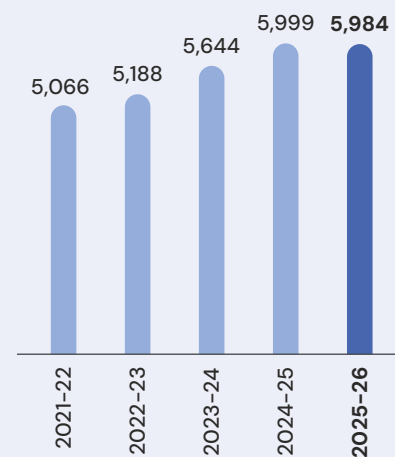


## Year at a glance: FY 2025-26

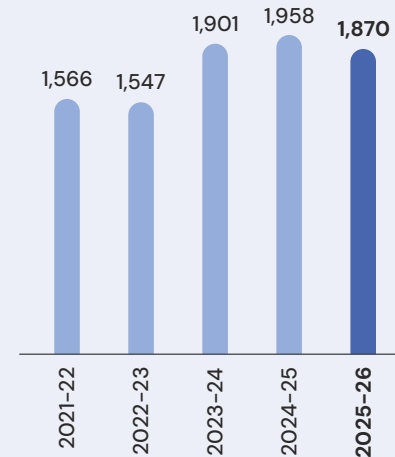
₹ <b>5,984</b> Cr Net Sales	<b>69.3%</b> Gross Margin	₹ <b>1,870</b> Cr EBITDA	₹ <b>48.7</b> EPS
₹ <b>1,806</b> Cr Net Cash generated from Operations	₹ <b>48</b> Dividend Per Share	₹ <b>1,557</b> Cr Reserves and Surplus	<b>119%</b> Return on Capital Employed

## Highlights

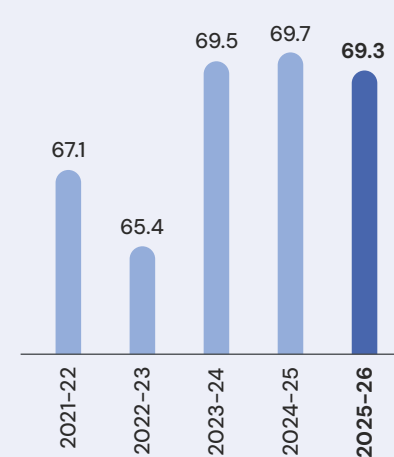
Net Sales (₹ in Crores)



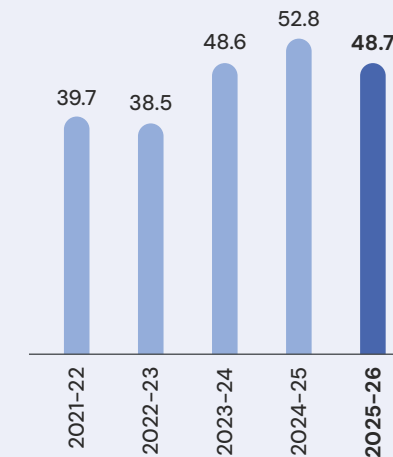
EBITDA (₹ in Crores)



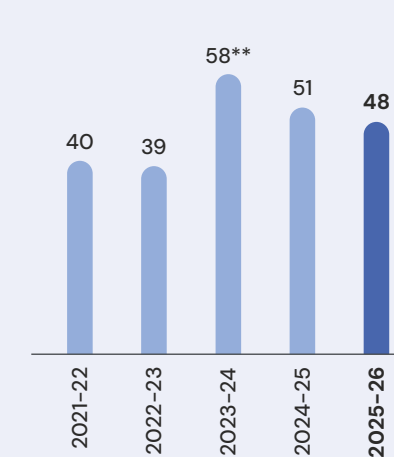
Gross Margin (%)



Earnings Per Share (₹)



Dividend Per Share (₹)\*



\*Distributed by way of Interim Dividends  
\*\*Includes One-time Special Interim Dividend of ₹ 10/- each per equity share of ₹ 1/-





# Transforming Smiles for Brighter Tomorrow

**Behind every healthy smile is healthy behavior. The Oral Health Movement (OHM) initiated by Colgate-Palmolive (India), represents a decisive shift, from ensuring access to oral care products to actively transforming oral health behavior across India.**

Having been present in India for close to nine decades, we have played a foundational role in building the oral care category. For much of this journey, our focus was on access, making toothbrushes and toothpaste available in every household. With near-universal product penetration achieved, the next phase of our journey focuses on driving consistent adoption of recommended dental practices.

The data made the urgency clear. Despite widespread availability of products, 80% of urban Indians do not brush at night, 55% of rural Indians do not brush daily, and 91% of Indians do not visit a dentist even once a year.\*

\*Kantar HH Panel



## From Awareness to Action

The centerpiece of the initiative was India's first AI-powered oral health screening tool, accessible to anyone with a smartphone through WhatsApp. The tool enabled widespread participation in personalized oral health screening, providing individuals with a dental score and actionable guidance on next steps. For many, this represented the first proactive step towards taking ownership of their oral health.

**Backed by a network of 50,000+ dental professionals from the Indian Dental Association (IDA), OHM connected individuals directly to free dental consultations.**

In a country where dental visits have historically been driven only by pain, a significant number of individuals who completed a screening proactively visited a dentist.



## Understanding India's Oral Health Reality

One of OHM's defining strengths is its ability to generate large-scale behavioral insights. For the first time, data from dental screenings has given India a clear, population-level picture of where the country truly stands.

**India's overall Oral Health Score is 2.6 out of 5**

**72% of individuals are at high risk of at least one oral health concern**

**41% are at risk of cavities**

**44% are prone to gum issues**

**Only 10% achieved a perfect score**

**Over 60% of Indians above 50 are at high risk of gum-related issues**

**50% of children (3-12 years) and 72% of older adults (64+) show heightened cavity risk**

**Eastern India shows higher incidence of stains, linked largely to tobacco usage**

**Cavities are more common in Kerala, Jharkhand, and Rajasthan, where over 50% are at high risk**

These insights sharpen our interventions, making them more targeted, more relevant, and more effective across diverse demographic groups.

## Reaching Millions Across India

The OHM campaign reached over 4.5 million Indians, through national media partnerships, community kiosks, and OHM-branded packaging that put a QR code directly in the hands of consumers. Print, television, digital, and retail all played a role, extending the movement into smaller towns and underserved communities alike. On-ground activations at public spaces, markets, and community centers enabled free screenings and dental consultations.

## Building the Habits for Tomorrow

Our flagship Colgate Bright Smiles, Bright Futures® (BSBF) program has been reaching children in schools since 1991, embedding the habit of correct brushing, nutrition awareness, and tobacco prevention. To date, BSBF has positively engaged 195 million children and their families across India. Children act as powerful agents of change, carrying these good practices into their homes and communities, multiplying the impact beyond the classroom.

## A Sustained Movement

The OHM is a sustained, systemic effort to make dental wellness second nature for every Indian by integrating awareness, technology, professional access, and early childhood education. The numbers tell the story of scale. The behavior tells the story of impact. Together, they represent our most ambitious commitment yet to the oral health of India.

**The true measure of OHM is in the moments of change it created. 1 in 6 individuals who were screened took the next step and visited a dentist\* — marking a genuine, measurable shift in behavior. That is the smile we are working towards, for every Indian.**

\*As per IDA data

# OHM SUMMIT

## Making Oral Health India's National Public Health Priority

Colgate convened the Oral Health Movement Summit in New Delhi to elevate oral health within India's broader healthcare discourse and policy focus.

The summit brought together senior policymakers, healthcare leaders, and experts including Shri JP Nadda, Hon'ble Union Minister of Health and Family Welfare; Dr. Indu Bhushan, former CEO, Ayushman Bharat; Dr. Ashok Dhoble, Secretary General, Indian Dental Association and Dr. Mahesh Verma, Vice Chancellor, GGSIP University. It underscored the growing recognition of oral health as a critical component of overall health outcomes in the country.



“ Colgate's Oral Health Movement in partnership with the Indian Dental Association has transformed oral care from a neglected concern into a national priority, supporting the Government's National Oral Health Program.

**Shri JP Nadda**  
Hon'ble Union Minister of Health and Family Welfare

“ Improving oral hygiene can also positively impact systemic diseases like diabetes, cardiovascular conditions, and respiratory infections, thus easing the burden on one's own health and the nation's healthcare infrastructure.

**Prabha Narasimhan**  
Managing Director & CEO, Colgate-Palmolive (India) Limited

“ There is a similarity between oral health and sanitation. Both require a multi-sectoral approach involving health, education and social welfare. Also, it needs to be data driven. Lastly, there needs to be public, private and civil society collaboration like we had for Swachh Bharat.

**Dr. Indu Bhushan**  
former CEO, Ayushman Bharat

“ Today the biggest barrier is that we tend to overlook oral health. But there is a deep systemic link between oral health and general health. Good oral health is also going to decrease the burden of the diseases.

**Dr. Mahesh Verma**  
Vice Chancellor, GGSIP University

# Driving Growth Our Financial Story

(₹ in Lakhs)

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>A. Operating Results</b>										
Sales	4,48,985	4,29,989	4,43,244	4,48,757	4,81,048	5,06,646	5,18,786	5,64,418	5,99,920	5,98,357
Other Operating Revenue and Other Income	7,147	6,600	6,765	8,676	6,109	5,959	9,191	11,277	17,981	14,059
Net Profit After Tax	57,743	67,337	77,557	81,647	1,03,539	1,07,832	1,04,715	1,32,366	1,43,681	1,32,531
Total Comprehensive Income	57,226	67,445	77,567	80,094	1,03,863	1,08,299	1,04,226	1,32,389	1,43,299	1,31,010
Cash Profits	70,550	83,096	93,483	99,888	1,22,113	1,26,029	1,21,706	1,49,540	1,59,573	1,45,615
<b>B. Financial Position</b>										
Net Fixed Assets <sup>#</sup>	1,30,570	1,33,274	1,40,065	1,20,664	1,21,224	1,08,730	98,182	90,497	81,626	75,218
Investments	3,116	3,116	3,115	1,862	1,861	-	-	-	-	-
Other Assets/ (Liabilities) (Net)	(6,306)	(16,071)	1,495	25,316	(6,499)	64,738	73,456	96,940	84,821	83,193
Total Assets	1,27,380	1,52,461	1,44,675	1,59,416	1,16,586	1,73,468	1,71,638	1,87,436	1,66,447	1,58,411
Share Capital	2,720	2,720	2,720	2,720	2,720	2,720	2,720	2,720	2,720	2,720
Reserves and Surplus	1,24,660	1,49,741	1,41,955	1,56,696	1,13,866	1,70,748	1,68,918	1,84,716	1,63,727	1,55,691
Shareholders' Funds	1,27,380	1,52,461	1,44,675	1,59,416	1,16,586	1,73,468	1,71,638	1,87,436	1,66,447	1,58,411
Loan Funds	-	-	-	-	-	-	-	-	-	-
Total Capital Employed	1,27,380	1,52,461	1,44,675	1,59,416	1,16,586	1,73,468	1,71,638	1,87,436	1,66,447	1,58,411
<b>C. Equity Share Data</b>										
Earnings Per Share (₹)	21.23	24.76	28.52	30.02	38.07	39.65	38.50	48.67	52.83	48.73
Dividend Per Share (₹)	10	24	23	28	38	40	39	58*	51	48
Number of Shares (in Lakhs)	2,720	2,720	2,720	2,720	2,720	2,720	2,720	2,720	2,720	2,720
Number of Shareholders (in '000s)	176	169	176	214	229	308	267	239	293	346

# Including Capital Advances.

\* Includes One-time Special Interim Dividend of ₹ 10/- each per equity share of ₹ 1/- each.

Previous year's figures have been re-grouped to conform with current year's presentation, wherever applicable.



MESSAGE FROM  
THE ESG LEAD

At Colgate-Palmolive India, sustainability is not a parallel agenda. It is an enabler of our business strategy, helping us build resilience, strengthen trust, and create lasting value.

**Dear Valued Stakeholders,**

For nearly 90 years, Colgate-Palmolive has been making India smile. As we approach this significant milestone, FY 2025-26 marks an important moment in our sustainability journey. It represents the successful culmination of our 2025 Sustainability & Social Impact Strategy and lays the foundation for our next chapter of growth and impact.

**Smiling Back on 2025**

Five years ago, we set ourselves ambitious goals across social impact, environmental stewardship, and responsible business practices. We are proud of the progress we have made against these commitments, while recognizing that the challenges facing communities and the planet continue to evolve.

This report shares the final outcomes of our 2025 Sustainability & Social Impact Strategy and introduces the next phase of our journey through an enhanced 2030 roadmap designed to accelerate impact and create long-term value.

**Smiles Powered by Purpose**

As sustainability becomes increasingly central to business success, we continue to embed it deeper into our decision-making, operations, innovation processes, and value chain partnerships.

Our efforts remain focused on three enduring ambitions: Driving Social Impact, Helping Millions of Homes, and Preserving Our Environment.

Advancing oral health awareness and education continues to be one of the most important ways we create positive impact.

Through collaborations with governments, healthcare professionals, educational institutions, and community organizations, we are helping drive behavioural change at scale and improve access to oral health knowledge across India.

At the same time, we continue to strengthen our environmental performance. This year, we achieved 100% plastic waste neutrality and increased renewable energy usage across our manufacturing facilities to 50.38%, reinforcing our commitment to circularity, climate action, and resource efficiency.

**Making Sure Every Stakeholder Smiles**

As we transition to our 2030 Sustainability & Social Impact Strategy, we are guided by a simple but powerful principle: creating outcomes where consumers win, the business wins, and the planet wins.

Consumers win when they have access to products that are trusted, effective, and increasingly sustainable. The business wins when innovation, operational excellence, and resilient partnerships support long-term growth. The planet wins when we reduce environmental impact and preserve resources for future generations.

This principle reflects our belief that sustainable growth is achieved when value creation is shared across all stakeholders.

**A Future Full of Smiles**

As we look ahead to 2030, we do so with optimism and determination. By further integrating sustainability into our business, accelerating innovation, and working collaboratively across our ecosystem, we can continue delivering measurable impact while building a stronger and more resilient future.

This report reflects both the progress we have achieved and the opportunities that lie ahead. More importantly, it reflects our belief that responsible growth is the confluence of reducing impact and creating enduring value for people, communities, and the planet.

I thank all our stakeholders for their continued trust and support. Together, we will continue making India smile responsibly, sustainably, and for generations to come.

Warm regards,

**Shilpashree  
Muniswamappa**

Director - ESG & Communications





## Sustainability Approach

A smile is a beautiful expression and, for us, it is also the most honest measure of how well our sustainability strategy is working. India represents one of the most critical contexts for delivering our sustainability strategy. With a population exceeding 1.4 billion and rising environmental pressures, the country is also witnessing a stronger national policy push toward climate commitments, the circular economy, and ESG accountability. In this context, the scale of both responsibility and opportunity is unmatched.

At Colgate-Palmolive (India), we believe that integrating sustainability throughout our business is central to how we create value, build resilience and support the continued growth of our business and that of the nation. Our approach is science-based, pragmatic, performance-driven, and focused on enabling sustained growth. It is designed to deliver consistent returns and ensure that the value we create generates positive outcomes for people and the planet.

We made significant progress under our 2025 Strategy, achieving measurable outcomes that positively impact both people and the planet. Guided by our new 2030 Sustainability & Social Impact Strategy (SMILE Strategy), we are well-positioned to address challenges and seize opportunities that deliver environmental benefits.

Our sustainability ambition is to go beyond compliance and drive performance to deliver tangible business outcomes. Alongside our environmental efforts, our social initiatives continue to drive meaningful impact in communities across the country. These efforts are underpinned by a strong governance framework that ensures transparency, ethical conduct, and accountability at every level of our organization.

Through our **“Organize, Optimize, and Outperform”** approach, we ensure that every initiative contributes to a future that is both sustainable and inclusive.



In FY 2025-26, we further strengthened our sustainability efforts to leave a long-lasting impression across key domains, including **Environment, Social, Governance, Employees, Sustainable Sourcing, and Product Performance.**



# Organize

**Structuring Sustainability for Impact**

We align sustainability efforts across six key domains, supported by clear targets, defined accountability, and robust governance structures.

# Optimize

**Driving Efficiency and Impact**

We rigorously track performance, improve resource efficiency, and continuously innovate to reduce environmental impact and enhance program effectiveness.

# Outperform

**Creating Lasting Value**

We set higher benchmarks, scale proven solutions, and consistently deliver measurable value to stakeholders.

**By organizing our efforts, optimizing resources, and outperforming expectations, we aim to create lasting value for all stakeholders.**



## Governance Approach

Our foremost priority is fostering a resilient organizational culture that proactively addresses sustainability considerations.

- A dedicated ESG & Corporate Social Responsibility (CSR) Committee at the Board level oversees ESG-related risks, impacts, and opportunities, ensuring strategic alignment and transparency for stakeholders.
- Our Core Committee and leadership team, comprising representatives from Legal, Finance, HR, Supply Chain, Corporate Communications, CSR, and Sustainability, collaborate to embed Sustainability & Social Impact goals into our broader corporate strategy.
- To drive effective implementation, a cross-functional ESG taskforce monitors evolving trends and assesses performance, enabling the ESG & Corporate Social Responsibility Committee (ECC) to make well-informed decisions.



# Stakeholder Management & Materiality

Listening to and engaging with stakeholders on sustainability is key to Colgate's strategy. We review and revalidate our materiality assessment following a five-step approach (Cognize, Determine, Evaluate, Prioritize, Validate) to identify both positive and negative impacts across our operations, environment, and stakeholders. We maintain active stakeholder inclusiveness by addressing concerns, prioritizing groups (employees, consumers, investors, communities, NGOs), and embedding their insights into our strategy.

## Materiality Assessment

The five-step systematic approach has helped us prioritize key topics influencing CPIL strategy and define the scope of our Sustainability & Social Impact report.

**Business Ethics, Governance, and Transparency remain top priorities across all three ESG pillars.**

### OUR FIVE-STEP SYSTEMATIC APPROACH

#### Cognize



Gain a profound understanding of the CPIL activities, business relationships, sustainability context, laws, and regulations as well as the internal and external stakeholders.

#### Determine



Identify actual and potential impacts on the economy, environment, and people— including human rights—across products (e.g., oral health), activities (e.g., manufacturing, sales, community development), and relationships (e.g., suppliers, logistics, distributors).

#### Evaluate



Evaluate the significance of identified positive and negative impacts using a risk assessment process that combines quantitative and qualitative analysis to assess the severity and likelihood of actual and potential impacts.

#### Prioritize



Assess and prioritize the significance of identified impacts using the threshold set by the leadership team. These impacts are grouped into diverse material topics.

#### Validate

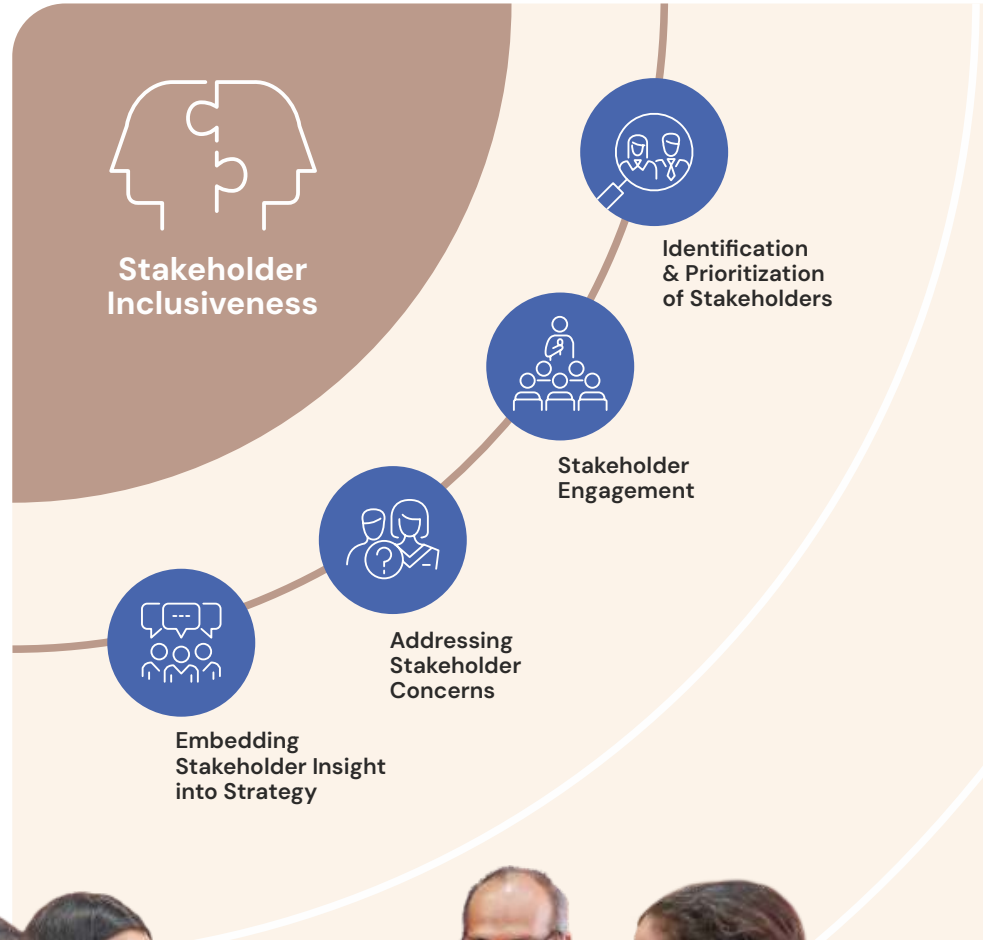


CPIL's ESG and CSR Committee oversees the due diligence process as well as refines and validates the final material topics.



## Stakeholder Inclusiveness

By actively engaging with stakeholders, we gain valuable insights, identify emerging issues, and mitigate potential risks. We have a four-step approach to ensure stakeholder inclusiveness. This approach helps us develop the Materiality Matrix, providing a holistic view of what is important to us and our stakeholders.



## Stakeholder Engagement

CPIL engages a broad range of internal and external stakeholders to inform them about our sustainability strategy and targets. Here is an overview of our key stakeholder groups and how we engage with them on sustainability matters.



Stakeholders	Method of Engagement	Frequency of Engagement
<b>Our Employees</b>	Through frequent internal communications, employee engagement surveys, digital engagement tools, country sustainability teams and internal subject-matter experts.	Monthly
<b>Our Consumers</b>	Integrated marketing communications, ongoing consumer dialogue via consumer cell and social media engagement.	Monthly
<b>Our Retail Customers and Partners</b>	Partnering with customers to encourage sustainable habits with consumers and brand promotion.	Monthly
<b>Our Shareholders and Investors</b>	Ongoing participation in investor conferences, newsletters, newspaper publications, annual reports, stock exchange intimations, website and Annual General Meeting.	Quarterly
<b>Our Suppliers and Contractors</b>	Ongoing participation in sustainability steering and working groups.	Monthly
<b>Local Communities</b>	In-person meetings and engagement with local communities, majorly for CSR initiatives.	Monthly
<b>Government and Regulatory Bodies</b>	Ongoing monitoring of government and regulatory activity relevant to Colgate, as well as meetings and engagement through trade associations.	Quarterly
<b>Non-governmental Associations</b>	Direct inquiries and feedback on an ongoing basis, virtual and in-person meetings, participation in boards, advisory councils and reporting/ disclosures.	Quarterly
<b>Media</b>	Direct inquiries and feedback.	Monthly

## Framework

Reimagining a healthier future for both people and the planet remains at the heart of what we do. It shapes how we grow, how we innovate, and how we create long-term value.

At the core of this commitment is the Sustainability & Social Impact Strategy. Be it the now-completed 2025 Strategy or the newly introduced 2030 SMILE Strategy, the underlying framework continues to guarantee a holistic and inclusive focus on Environmental, Social, and Home-focused dimensions. This continuity ensures that while our ambitions evolve, our purpose and direction remain firmly anchored.

By leveraging Data Analytics, tech & AI, and execution excellence, we seek to respond with agility, scale solutions effectively, and deliver impact where it matters most.

The governance and monitoring framework, stakeholder management, and materiality assessment together determine how we drive our Sustainability & Social Impact Strategy.

# Our 2030 Sustainability & Social Impact Strategy

In 2025, we successfully closed out our 2025 Sustainability & Social Impact Strategy, which focused on our three key ambitions—Driving Social Impact, Helping Millions of Homes and Preserving Our Environment. Each of these was supported by a set of dedicated actions and key targets focused on issues and activities that we believed were most material to Colgate-Palmolive.

Our 2030 Sustainability & Social Impact Strategy builds on what we have learned over the past five years and the emerging challenges and opportunities we anticipate over the next five years. We have streamlined our strategic direction, concentrating on areas where we can have the greatest potential impact as we drive performance through refined targets.

The following page provides an overview of progress against our 2025 strategy and introduces our updated 2030 strategic direction, including an explanation of how we have refined our targets to lead us toward continued progress over the next five years.



**DRIVING SOCIAL IMPACT**

**HELPING MILLIONS OF HOMES**

**PRESERVING OUR ENVIRONMENT**

## What We've Accomplished at CPIL

2025 Sustainability & Social Impact Targets

### DRIVING SOCIAL IMPACT



Key 2025 Targets	2025 Status
<p><b>Health and Safety of Our People</b></p> <p>Provide access to meaningful mental and physical well-being programs for 100% of our employees.</p>	<ul style="list-style-type: none"> <li>100% of CPIL employees are covered under benefits that encompass well-being and work-life integration.</li> </ul>
<p><b>Human Rights</b></p> <p>Advance respect for and adherence to human rights by promoting awareness mechanisms that support and enable zero human rights violations in our business operations and the value chain.</p>	<ul style="list-style-type: none"> <li>Human Rights policy is embedded in all major supplier agreements.</li> <li>Periodic human rights due diligence has been conducted for 100% of our major direct suppliers.</li> </ul>
<p><b>Diversity and Inclusion</b></p> <p>Increase women's representation in management positions by 20% vs. 2020 baseline.</p>	<ul style="list-style-type: none"> <li>CPIL achieved this target.</li> </ul>
<p><b>Community Development</b></p> <p>Reach 10 Mn children and families to improve oral health and advance the health and well-being of children, their families and communities.</p>	<ul style="list-style-type: none"> <li>Colgate Bright Smiles, Bright Futures® (BSBF) program engaged with over 25.6 Mn children and their families across 15 Indian states since 2020.</li> <li>We achieved this target, reaching approximately 195 Mn children and their families since 1991.</li> </ul>
<p>Empower 1,00,000 beneficiaries (primarily Women and People with Disabilities) in rural areas with Financial &amp; Digital Literacy by 2030.</p>	<ul style="list-style-type: none"> <li>We positively impacted over 2,37,000 beneficiaries across 650 villages and created financial linkages to government schemes worth ₹ 6,150 Mn since 2020.</li> </ul>
<p>Enable Water Access &amp; Augmentation in 100 water-stressed villages by 2025.</p>	<ul style="list-style-type: none"> <li>CPIL's CSR programs have helped replenish over 460 Mn liters of water, across 158 villages, benefitting 1,65,000 beneficiaries. This has improved access to clean water for drinking, sanitation and agriculture.</li> </ul>



# HELPING MILLIONS OF HOMES



Key 2025 Targets	2025 Status
<p><b>Product Stewardship</b></p> <p>Consistently deliver best quality products to consumers through excellence in product design, manufacturing and distribution.</p>	<ul style="list-style-type: none"> <li>• Since 2021, 100% of CPIL's Toothpaste portfolio (by volume) has transitioned to recyclable tubes.</li> <li>• Zero product recalls in the last decade.</li> </ul>
<p><b>Consumer Health &amp; Safety</b></p> <p>Provide 100% ingredient transparency</p>	<ul style="list-style-type: none"> <li>• We continue to believe that transparency is a key part of our commitment to product sustainability. We aim to empower individuals by providing information about the ingredients in our products. Our brand websites and digital platforms offer detailed product pages where consumers can often review ingredient lists.</li> </ul>

"Ingredient Transparency" means listing all intentionally added ingredients, providing a description of the ingredient purpose and disclosing fragrance or flavor ingredients of greater than or equal to 100 ppm.



# PRESERVING OUR ENVIRONMENT



Key 2025 Targets	2025 Status
<p><b>Energy &amp; Emission Management</b></p> <p>Net Zero Carbon by 2040.<sup>1</sup></p> <p>42% reduction in GHG emissions (Scope 1 &amp; 2) by 2030, against 2020 baseline.</p> <p>100% renewable electricity by 2030.</p>	<ul style="list-style-type: none"> <li>• We have reduced carbon emissions of India operations by 43% since (baseline 2020-21).</li> <li>• 60% of the electricity we used in FY 2025-26 was renewable.</li> </ul>
<p><b>Waste Management</b></p> <p>Maintain TRUE® Certification for Zero Waste for all Colgate-owned plants.</p>	<ul style="list-style-type: none"> <li>• All CPIL Plants are TRUE® certified for Zero Waste.</li> </ul>
<p><b>Sustainable Packaging</b></p> <p>Make all of our packaging reusable, recyclable, or compostable by 2025.<sup>2</sup></p> <p>Achieve 100% of plastic waste collection under EPR (Extended Producer Responsibility) every year.</p>	<ul style="list-style-type: none"> <li>• 95% of our packaging is recyclable, reusable or compostable.</li> <li>• CPIL has consistently collected over 101% of plastic waste under EPR since 2020.</li> </ul>
<p><b>Water Stewardship</b></p> <p>Achieve Net Zero Water at our water-stressed sites by 2025.<sup>3</sup></p>	<ul style="list-style-type: none"> <li>• CPIL is water positive at a country level.</li> </ul>
<p><b>Responsible Supply Chain</b></p> <p>Allocate 80% of our material spend in line with our responsible sourcing guidelines by 2025.</p> <p>Maintain 95% of contract manufacturing spend in alignment with CPIL's Responsible Sourcing Guidelines.</p> <p>Continue ensuring social compliance at 100% of 3PL warehouse operations through third-party assessment.</p>	<ul style="list-style-type: none"> <li>• 82.5% of CPIL's material spend in 2025 was aligned with our responsible sourcing guidelines.</li> <li>• 100% of CPIL's contract manufacturing spend aligns with our responsible sourcing guidelines.</li> <li>• 100% of CPIL's 3PL warehouse operations are compliant as per third-party assessment.</li> </ul>



<sup>1</sup> Excludes Scope 3 optional emissions per SBTi Net Zero Standard.


<sup>2</sup> Our progress against these targets does not include external co-packaging/co-manufacturing or minority-owned joint ventures.





<sup>3</sup> As defined by USGBC LEED Net Zero Water.

## Where We're Going

CPIL's 2030 Global Sustainability & Social Impact Strategy is consistent with the global Colgate-Palmolive Company targets.

DRIVING SOCIAL IMPACT		
2030 Focus Areas	2030 Targets	Strategy Evolution
<p><b>Inspire our people through inclusion and well-being</b></p> 	<ul style="list-style-type: none"> <li>Target at or above the 75<sup>th</sup> percentile benchmark on our core employee engagement survey results every year.</li> </ul>	<p>Given our belief that Colgate-Palmolive people are crucial to our ongoing business success, we added a more specific and measurable target to assess employee engagement.</p>
<p><b>Promote lasting habits for a healthier and brighter future</b></p> 	<ul style="list-style-type: none"> <li>Globally, reach 2.7 Bn children and their families by 2030 with education about oral health through BSBF program.</li> <li>CPIL will reach 245 Mn children and their families by 2030 through the Colgate BSBF program.</li> </ul>	<p>Expanded the number of children and their families we will reach, building on past program successes and incorporating the growing recognition that oral health is a critical element of overall health.</p>

HELPING MILLIONS OF HOMES		
2030 Focus Areas	2030 Targets	Strategy Evolution
<p><b>Innovate superior, sustainable products</b></p> 	<ul style="list-style-type: none"> <li>Design and deliver perceivably superior products that are aligned with our climate, water and plastic targets.</li> </ul>	<p>Recognizing the importance of a holistic approach, we refined this target to more clearly align the design and manufacturing of products with our sustainability targets in the areas of climate, water and plastics.</p>

PRESERVING OUR ENVIRONMENT		
2030 Focus Areas	2030 Targets	Strategy Evolution
<p><b>Eliminate plastic waste</b></p> 	<ul style="list-style-type: none"> <li>Reduce virgin plastic by 33% vs. 2019 baseline.</li> <li>All packaging designed for recycling.<sup>1</sup></li> </ul>	<p>Maintaining our target to reduce the use of virgin plastics and continuing to strive for all packaging to be designed for recycling, with a focus on industry challenges, including small format and flexible film packaging. Increasing use of recycled content will continue to drive progress on our virgin plastic reduction target.</p>
<p><b>Build a climate resilient value chain</b></p> 	<ul style="list-style-type: none"> <li>Reach net zero carbon emissions across the value chain by 2040.<sup>2</sup></li> <li>Achieve 100% renewable electricity for our global operations by 2030.</li> </ul>	<p>Maintaining existing Science Based Targets initiative (SBTi) targets for 2030 and 2040, while exploring a value-focused and impact-based approach.</p>
<p><b>Deliver water security</b></p> 	<ul style="list-style-type: none"> <li>Activate water resiliency roadmaps across our priority value chain locations.</li> </ul>	<p>Evolved our target to focus on water security and resilience, recognizing the importance of water as a likely climate-related impact going forward. Also expanded our emphasis beyond water security in our own operations to encompass our broader value chain.</p>
<p><b>Lead with efficient and sustainable operations</b></p> 	<ul style="list-style-type: none"> <li>Reduce Scope 1 &amp; 2 GHG emissions in operations by 42% against a 2020 baseline.</li> </ul>	<p>Expanded our global supply chain focused action beyond waste reduction to encompass energy reduction, use of renewable energy and overall efficient and sustainable operations more broadly.</p>

<sup>1</sup> Continue research on small formats and flexibles | <sup>2</sup> Excludes Scope 3 optional emissions per SBTi Net Zero Standard

ACCOUNTABILITY  
IN ACTION



Front row from L to R: Sukanya Kripalu Dr. Indu Bhushan Gopika Pant  
Back row from L to R: Sekhar Natarajan Mukul Deoras Sanjay Gupta Prabha Narasimhan M.S. Jacob

# Driving Growth with Trust and Integrity

Like a confident smile shaped by daily care and discipline, trust is built through sound decisions, consistent actions, and transparent disclosures.

At CPIL, governance underpins how we manage risk, allocate capital, and deliver on our commitments to stakeholders.

## HIGHLIGHTS FY2025-26



Recognized as one of India's  
**Leading**  
ESG Entities by  
Dun & Bradstreet 2026



Achieved independent assurance for the BRSR Core 2025-26, enhancing the reliability of our sustainability disclosures for all stakeholders



Recognized as an  
**ESG Leader**  
by National Stock Exchange (NSE)  
Sustainability Rating 2025

# Organize

Governance at CPIL operates as an integrated system that defines how decisions are made and executed across the organization. Policies, frameworks, and business practices ensure consistency and enable effective oversight, supporting disciplined and responsible growth.

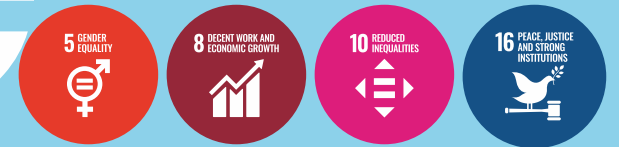
## Board Composition

Our Board provides strategic direction, drawing on its collective experience to guide key decisions. It ensures that business priorities are balanced with considerations such as sustainability, innovation, capital allocation, and inclusion, strengthening the link between strategy and execution.

Diversity is a strength we uphold, with the Board bringing together a mix of age, gender, experience, and expertise that enriches decision-making through varied perspectives. Together, the Board members contribute to our economic, environmental, and social impact.



Guided by clear governance frameworks and a shared purpose, we continue to uphold high standards and create long-term value for stakeholders.



## Board Policies

- Code of Conduct for Prevention of Insider Trading
- Corporate Social Responsibility (CSR) Policy
- Human Rights Policy
- Risk Management Policy
- Related Party Transactions Policy
- Board Diversity Policy
- Public Policy Advocacy
- Vigil Mechanism
- Code for Independent Directors
- Nomination and Remuneration Policy
- Dividend Distribution Policy
- Policy on Determination of Materiality of Event or Information
- Records Management Policy
- Policy on Retirement of Directors

## Corporate Policies

- Code of Conduct
- Third Party Code of Conduct\*
- Anti-Bribery Policy
- Equal Opportunity Employer Information
- Managing with Respect
- Non-Retaliation Policy
- Procurement Policies
- Charitable Contributions Policy
- Anti-Harassment Policy
- Valuing Colgate People
- Business Practices Guidelines\*

\*Available on the Company's Intranet

## Sustainability Policies

- Our Policy on Ingredient Safety
- Committed to Responsible Sourcing
- Colgate-Palmolive HIV/AIDS Policy
- Policy on Conflict Minerals
- Environmental, Health & Safety Policy Statement
- Respecting Human Rights and Labor Rights: Modern Slavery Statement
- Our Commitment to Animal Welfare
- Our Policy on No Deforestation
- Sustainable Sourcing of Palm Oils
- Soy Procurement Policy

# Optimize

## Board of Directors

The Board plays an active role in guiding business performance by integrating governance principles into key decisions. Through policy oversight, risk management, and adherence to fiduciary responsibilities, it enables disciplined execution and operational efficiency across the organization.



**Mukul Deoras**  
Chairperson

Mr. Mukul Deoras has served as the Chairperson of the Company since September 2018, bringing a wealth of global perspective to the Board. Currently, the President of Colgate-Palmolive's Asia Pacific Division, his leadership is informed by a distinguished international career, including his tenure as Chief Marketing Officer for Colgate-Palmolive Company (USA) from 2015 to 2018.

Having previously served the Company as the Managing Director and also led Colgate-Palmolive's Thailand business and Global Personal Care Marketing function, Mr. Deoras offers deep institutional knowledge and market expertise.

His professional journey began with a twenty-year stint in marketing and sales at Hindustan Unilever Limited from 1984 to 2004. An alumnus of IIM Ahmedabad, he continues to provide the Company with invaluable strategic oversight.

**Board Committees**  
Member - Nomination & Remuneration Committee

**No. of Board Meetings Attended in the Reporting Period** | Six



**Prabha Narasimhan**  
Managing Director and Chief Executive Officer

Since joining the Company in 2022, Ms. Prabha Narasimhan has steered the Company toward a new era of transformative growth. A distinguished veteran of the consumer goods sector with nearly 30 years of experience, her career includes a pivotal tenure at Hindustan Unilever (HUL), where she led the Home Care category and served on the Management Committee.

As MD and CEO, Ms. Narasimhan is redefining the Company's market presence through science-led innovation and digital acceleration, ensuring long-term value creation for all stakeholders. An alumna of IIM Bangalore and Melbourne Business School, her leadership has consistently been recognized on the national stage. She has been named to Business Today's 'Most Powerful Women in Business' list for three consecutive years (2023-25) and Fortune India's 'Most Powerful Women' list (2024-26). In 2025, her influence was further celebrated by Businessworld and honored with The Hindu's Excellence in Business Leadership Award.

**Board Committees**  
Member - Stakeholders' Relationship Committee, ESG & Corporate Social Responsibility Committee and Risk Management Committee

**No. of Board Meetings Attended in the Reporting Period** | Six



**Sukanya Kripalu**  
Non-executive,  
Independent Director

Ms. Sukanya Kripalu is a consultant in the fields of marketing, strategy, advertising, and market research. She has a rich and varied work experience with leading corporations like Nestle India Ltd., Cadbury India Ltd., and Kellogg's India. She was also the Chief Executive Officer of Quadra Advisory, a WPP group company. She was instrumental in the development of several memorable advertising campaigns including the Cadbury Dairy Milk dancing girl - which was awarded the advertisement of the century. She is a graduate of St. Xavier's College and an alumnus of IIM Calcutta. She was appointed as a Director on the Company's Board in June 2018.

**Board Committees**  
Chairperson - Nomination & Remuneration Committee | Member - Audit Committee, Stakeholders' Relationship Committee and Risk Management Committee

**No. of Board Meetings Attended in the Reporting Period** | Six



**Sekhar Natarajan**  
Non-executive,  
Independent Director

Mr. Natarajan, Managing Partner at M/s. S.N Consultants, has vast experience in the agriculture and rural sectors, contributing significantly to their growth. With a career spanning over four decades, he built Monsanto India as an organization leading growth and innovation in Indian agriculture. He also served as VP-Corporate Strategy at Monsanto, USA. In addition to advising local and international companies and private equity investors, he works closely with industry forums on policy matters. A qualified Chartered Accountant and Cost Accountant, he was appointed as a Director on the Company's Board in May 2020.

**Board Committees**  
Chairperson - Audit Committee | Member - ESG & Corporate Social Responsibility Committee, Risk Management Committee and Nomination & Remuneration Committee

**No. of Board Meetings Attended in the Reporting Period** | Six



**Gopika Pant**  
Non-executive,  
Independent Director

Ms. Gopika Pant, a Director on the Company's Board since May 2020, is the founder of Indian Law Partners (ILP). With over 40 years of legal experience, she specializes in cross-border transactions, including restructurings, acquisitions, and project finance. Dual-qualified in India and New York, USA, she has advised major brands and handled significant deals like Times Bank's merger with HDFC Bank and projects with the Japan Bank for International Cooperation. An alumna of St. Stephen's College (BA Hons.), Delhi University (LLB), and Columbia University (LLM), Ms. Pant is also an environmentalist, public speaker, and author of numerous articles.

**Board Committees**  
Chairperson - Risk Management Committee | Member - Audit Committee, Stakeholders' Relationship Committee and Nomination & Remuneration Committee

**No. of Board Meetings Attended in the Reporting Period** | Six





**Dr. Indu Bhushan**  
Non-executive & Independent Director

Dr. Indu Bhushan, serving on the Company's Board since July 2023, brings extensive experience from public service and international development. He served for 9 years in the Indian Administrative Service and was a Senior Economist at the World Bank before joining the Asian Development Bank (ADB) in 1997. At ADB, he held key roles including Director General of East Asia and Strategy and Policy Departments, playing a pivotal role in engagements with China and Japan. In 2018, Dr. Bhushan became the first CEO of Ayushman Bharat, establishing the National Health Authority and leading the ambitious National Digital Health Mission. He holds a Ph.D. in Health Economics from Johns Hopkins University, a B.Tech from IIT BHU, a Postgraduate Diploma from IIT Delhi, and is a Chartered Financial Analyst.

**Board Committees**  
Chairperson - ESG & Corporate Social Responsibility Committee | Member - Audit Committee and Risk Management Committee

**No. of Board Meetings Attended in the Reporting Period** | Six

**Sanjay Gupta**  
Non-executive & Independent Director

Mr. Sanjay Gupta, appointed to the Company's Board in January 2024, is the Country Head and Vice President of Google APAC. He has led teams that help businesses grow by leveraging digital tools, focusing on SMEs, women entrepreneurs, and start-ups. Before joining Google in 2020, Mr. Gupta was Managing Director of Star and Disney India, where he expanded traditional TV content to digital platforms via Hotstar and built Star's sports division. His career began at Hindustan Unilever, leading marketing for Oral and Home Care, followed by a role as Chief Marketing Officer at Bharti Airtel. An alumnus of IIM Calcutta and Delhi College of Engineering, he actively mentors and serves on advisory committees.

**Board Committees**  
Chairperson - Stakeholders' Relationship Committee | Member - Audit Committee and Risk Management Committee

**No. of Board Meetings Attended in the Reporting Period** | Five

**M.S. Jacob**  
Whole-time Director & Chief Financial Officer

Mr. Jacob, in his capacity as Whole-time Director and Chief Financial Officer, continues to provide the Company with expert financial stewardship and strategic oversight of Investor Relations. Since joining the Board in October 2016, he has leveraged an illustrious 30-plus year career within the Colgate-Palmolive Group. His extensive international background includes pivotal finance leadership roles across the Asia Pacific Division in Hong Kong, as well as operations in Thailand, Vietnam, and Malaysia. Having first joined the Company in 1995 within the Continuous Improvement Group, Mr. Jacob's deep institutional knowledge remains a cornerstone of the Company's financial excellence. Mr. Jacob is a Chartered Accountant and a Commerce Graduate by qualification.

**Board Committees**  
Member - Stakeholders' Relationship Committee and Risk Management Committee

**No. of Board Meetings Attended in the Reporting Period** | Six

# Leadership Team



**Prabha Narasimhan**  
Managing Director & Chief Executive Officer



**M. S. Jacob**  
Whole-time Director & Chief Financial Officer



**Priyan Pillay**  
Executive Vice President, Legal  
*(With effect from January 2, 2026)*



**Gunjit Jain**  
Executive Vice President Marketing



**Balaji Sreenivasan**  
Executive Vice President Human Resources



**Ruchir Bhatnagar**  
Executive Vice President Customer Development



**Sriram V.**  
Executive Vice President End-to-End Supply Chain



**Swati Agarwal**  
Executive Vice President India Global Technology Center

# Outperform

Over time, our governance approach, guided by active Board oversight, a capable Leadership Team, and clear policies, has strengthened CPIL's foundation and continues to support sustainable business outcomes.

It delivers tangible results:

**Accountability**

Defined lines of responsibility and oversight have improved ownership and responsiveness across the organization.

**Fairness**

A focus on equitable stakeholder treatment has deepened trust and confidence.

This disciplined framework continues to shape Colgate's performance and reinforce our reputation as a responsible and future-ready business.

## Commitment to Transparency through BRSR Compliance

We continue to strengthen sustainability transparency by complying with the SEBI-mandated Business Responsibility and Sustainability Reporting (BRSR) framework. In line with regulatory requirements, we have obtained independent assurance for the BRSR Core Report for FY 2025-26, reinforcing the credibility and reliability of our disclosures.

We have also aligned this report with global standards such as GRI and SDGs to provide stakeholders with a clear and consistent overview of our sustainability endeavors. As disclosure practices evolve, we remain dedicated to maintaining high standards of responsible and transparent reporting.

*Please refer to page 268 for FY 2025-26's Business Responsibility and Sustainability Report.*

**Achieved independent assurance for the BRSR Core 2025-26,** enhancing the reliability of our sustainability disclosures for all stakeholders

## Awards

**India's Leading ESG Entities 2026**

Dun & Bradstreet



**The World's Most Ethical Companies 2026**

Ethisphere



HIGHLIGHTS  
FY 2025-26



### 100% Recyclable

All toothpaste tubes manufactured in India



### Zero Product Recalls

Maintained over the last decade



### PerioGard Specialized Gum Care System

Relaunched

SCIENCE-BACKED PRODUCTS



# Rooted In Research, Driven by Purpose

**At the heart of India's smile is over 90 years of trust powered by science-backed products. Every formula at CPIL is crafted with precision, care, and a commitment to deliver real, measurable results.**

Our innovations are rigorously tested for material and ingredient safety, meeting the highest standards in user experience and quality. We go beyond technical excellence to ensure that every product also feels exceptional, inspiring confident smiles and comfort with every use. We ensure our science evolves as India does. Through relentless internal and external benchmarking, we raise the bar continuously to deliver better, brighter, more effective care to every smile in India, every day.



# Organize

The science that makes India smile is backed by some of the sharpest minds in oral care. Over the years, we have consistently introduced solutions that are innovative, effective, and sustainable.

**Our products are powered by the expertise of 900+ scientists, 750+ quality specialists, and dedicated engineers, who drive a continuous pipeline of innovation across seven strategically located Global Technology Centers.**

Our expansive global reach gives us a unique advantage in identifying emerging trends and technological breakthroughs, and drawing on diverse consumer insights across markets. We bring this advantage to India by continuously absorbing and adapting technology from Colgate-Palmolive Company, USA, and translating it for the unique needs, preferences, and aspirations of Indian consumers.

The result is a portfolio of oral care solutions that deliver superior performance and meet the highest standards of effectiveness and sustainability, all built on world-class science and made for India's smile, every single day.



# Redefining Oral Health Research In India

## Colgate Clinical Innovation Institute (CCII)

Since its launch in 2023, the CCII has transitioned from a foundational initiative into a fully operational hub for clinical research excellence. During the year, we expanded external collaborations and placed a stronger emphasis on building a high-output clinical innovation ecosystem.

As a core part of our regional R&D strategy, the Institute plays a key role in integrating global Colgate science with regional needs. Through clinical innovation and advanced research, it strengthens our leadership in oral health, delivering scientifically backed solutions that improve consumers' lives.

The Institute is anchored on three strategic pillars:

### Building A Research Community

This pillar focuses on strengthening in-house clinical capabilities and expanding regional research networks to fast-track innovation. This year we prioritized enhancing our ability to evaluate clinical benefits of our products with greater precision.

### Fostering Colgate Collaborations

This pillar champions collaborations across internal and external stakeholders. The CCII initiated multiple high-impact projects with leading academic institutions in India, advancing dental science and deepening understanding of India-specific oral health needs.

### Driving Oral Health Engagement

The CCII serves as a premier platform for engaging academia, dental professionals, and consumers in oral health science. A significant milestone this year was our role as principal sponsor of the International Association of Dental Research (IADR) Asia Pacific Regional Conference in New Delhi, where our teams led the symposia on 'Reimagining Oral Health for India' and demonstrated the science behind our portfolio to an audience of global research and opinion leaders.



## Driving Sensory Science Capabilities

Strengthening our sensory science capabilities remains a continued area of focus. In FY 2025-26, our technology insights team worked with a sensory panel to assess products across a range of sensory attributes. Building on this, regression-based analytical techniques were applied and leveraged alongside sensory and consumer data to uncover insights that inform superior product design and address unmet consumer needs.

We have also built capabilities for Personal Care Sensory Studies and consumer-centric methodologies, including CLTs and SGPEs, all directed at developing superior products that consistently outperform expectations.

## Demonstrating The Science Behind Our Products

For innovation to create impact, it must first be understood by the partners, customers, and consumers it is designed to serve. We continue to invest in communicating the science behind our new technologies or products to our trade and professional partners, building confidence, credibility, and informed adoption.



## Advancing Clinical Excellence At Scale



Strengthening clinical credibility and advancing oral healthcare standards remain central to our science-led approach. During the year, we deepened our engagement with the dental community through strategic partnerships, academic integration, and continuous professional education.

- In partnership with the Indian Society of Periodontology (ISP), we integrated Colgate's advanced technologies, including Arginine, Chlorhexidine, and Water Flosser systems, into academic textbooks. This would help us reach around 30,000 dental students annually and build strong clinical foundations.
- We also contributed to the ISP's Good Clinical Practice Recommendations for peri-implant care, helping establish standardized protocols for long-term implant maintenance.
- Through 40+ Colgate Expert Lecture Series (ELS) sessions, we enabled peer-to-peer learning among over 3,000 professionals.
- Further, in collaboration with the Indian Dental Association's state and local branches, we conducted 1,000+ Continuing Dental Education (CDE) programs, engaging more than 40,000 dental professionals and reinforcing Colgate's scientific leadership.



# Optimize

## Colgate Visible White Purple

Oral Care Product of the Year



Recognized for translating the science of its stain-fighting technology into an immersive on-ground showcase, combining live demonstrations, a flavor experiential zone, and influencer engagement



Driven by innovation and a genuine understanding of the consumer, we continuously refine our products to stay one step ahead of shifting needs and rising expectations.

Through a structured mechanism, we work on strengthening product superiority, enhancing sustainability, and embedding continuous improvement across every stage of development. Each upgrade is designed to deliver more effective, reliable, and responsible care for every smile across India.

## Our Approach To Product Excellence

### Creating Products For A Better Tomorrow

Our product strategy adopts a holistic approach, spanning the entire development journey from concept to consumer. This includes thoughtful design, stringent quality assurance, ingredient safety, and robust recall management. We also prioritize consumer education, ensuring people understand our products and use them effectively and confidently.

### Product Design

At Colgate-Palmolive (India), we deliver premium products while upholding high environmental standards. Our commitment to manufacturing excellence enables continuous innovation to meet evolving customer needs.

In 2019, Colgate-Palmolive Company pioneered the industry's first-of-its kind recyclable toothpaste tubes made from High Density Polyethylene (HDPE). CPC continues to share its recyclable tube technology, expertise and information with stakeholders and work to promote the recyclability of all tubes in practice and at scale.

Zero incidents of non-compliance related to health and safety impacts.



## Product Quality & Safety Management

Making India smile begins with products built on trust and care. Our products are held to the highest standards of quality and safety to ensure full regulatory compliance. Each stage of the process is closely monitored, starting from sourcing premium raw materials to applying stringent quality controls during manufacturing. Comprehensive testing enables our products to consistently meet and exceed industry benchmarks for safety and performance.

Our approach is guided by Colgate-Palmolive Company's 26 Global Quality Standards, modeled after the U.S. FDA's Six-System approach, covering innovation, manufacturing, and commercialization. Applied uniformly across facilities, these standards support rigorous monitoring and product testing through advanced technologies and robust quality systems.

Our products meet Key Release Specifications (KRSs), fulfilling specific requirements for each product type, with non-conforming products withheld to prevent unintended use. In FY 2025-26, we maintained our commitment to quality with zero incidents of non-compliance related to health and safety impacts. We also leveraged advanced technologies during the year to further strengthen product quality, optimize processes, and increase production capacity.



Safety  
—  
Transparency  
—  
Quality Consumers Trust



### AI-led Packaging Compliance

We introduced an AI-powered artwork validation engine that automatically checks packaging designs against regulatory, legal, R&D, brand, and packaging standards. By improving accuracy and reducing manual reviews, it enhances compliance, protects brand integrity, and accelerates speed-to-market.

### Ingredient Safety

Consumer trust is built on the safety and reliability of our products, and this remains central to everything we do. We are committed to transparency and ensure that accurate, accessible information is readily available to consumers, so they make informed choices with confidence.

We follow strict safety policies across our operations, ensuring compliance with both internal standards and regional regulations. Our ingredient guidelines are based on thorough scientific assessments, and we collaborate with external experts to stay ahead of advancements in ingredient safety.

Across the value chain, we partner with suppliers who meet our stringent safety standards, ensuring that every product consistently upholds the highest benchmarks of safety and quality throughout the production process.

### Recall Management

To safeguard consumer well-being, we have established a rigorous product recall process for any product that falls short of our high standards. We are proud to report zero recalls in the past decade.

Our approach is inherently proactive, incorporating mock audits, Failure Modes and Effects Analysis (FMEA) technology to identify and mitigate potential risks, and robust product coding systems that enable end-to-end traceability. Together, these measures strengthen the safety, reliability, and quality of our products.

### Consumer Awareness And Feedback

The consumer's voice sits at the center of our innovation approach and remains critical to developing products that are relevant and effective. Through structured surveys and multiple communication channels, we capture insights and actively assess customer satisfaction. This input is used to refine our practices and empower our teams to drive ongoing product evolution.

Our dedicated team works in close collaboration with partners to pioneer groundbreaking solutions. These scientific advancements are then translated into everyday products that combine efficacy with environmental responsibility and also contribute to improved consumer well-being.

## Case Study



# Driving Efficiency Globally Through Rapid Microbiology Testing

### Challenge

To maintain our competitive edge, we need to innovate in our processes along with our products. The goal was to reduce time-to-market, optimize resources, and advance sustainability in testing processes, without compromising scientific accuracy.

### Action

We adopted advanced rapid microbiology technologies, including ATP-bioluminescence and enzyme-chromogenic substrate methods, enabling faster, more precise testing while minimizing resource use and aligning with our sustainability goals.

### Outcome

**The integration of these technologies reduced product testing times, accelerated launches, and improved operational efficiency, reinforcing our commitment to sustainability.**

Following the successful launch of the enzyme-chromogenic substrate technology in India, multiple global manufacturing sites have implemented this technology. These plants are now realizing gains such as reduced time-to-market and stronger alignment with their sustainability ambitions.

## Leading The Way Through Innovation-Led Products

Year after year, our innovation journey continues to evolve in step with changing consumer needs. In FY 2025-26, we introduced a range of products that raised the bar, set new benchmarks, and continued to shape trends across categories.



### Colgate Visible White Purple Serum

The launch of the Colgate Visible White Purple Serum marks a category-defining expansion into Oral Beauty, transforming teeth whitening into an on-demand grooming ritual. Grounded in color theory, concentrated purple pigments neutralize yellow tones for an instant color-correcting boost.

This non-foaming, enamel-safe formula, enhanced with Mint and Yuzu notes, integrates seamlessly into any grooming routine or serves as a quick touch-up. Built on the success of the Purple Toothpaste, it reinforces our commitment to premiumization and science-backed aesthetics.

\*For temporary efficacy



## Colgate Strong Teeth

Relaunched nationally, India's most trusted toothpaste was upgraded with a superior sensorial experience and a fresher flavor profile enjoyed by the entire family.

Powered by Arginine and Calcium Boost Technology,\* it continues to deliver 24-hour protection\*\* against cavities. The relaunch was phased across regions and supported by a campaign film highlighting its strong, enjoyable taste.



\*Arginine-fluoride formula which promotes better teeth remineralization by adding natural calcium from the saliva | \*\*with twice daily brushing



## Brilliant Star Toothbrush

Strategically expanding our presence in the 'Admirable Impressions' segment, Brilliant Star bridges the gap between core oral care and premium whitening.

It features a Polishing Star, multi-height bristles to help remove stains, and an integrated tongue cleaner, making it a high-performance upgrade for value-seeking consumers. With strong performance in traditional trade, its beauty-forward appeal and accessible pricing are helping drive premiumization.





## Palmolive Moments Body Wash Range

The Palmolive Moments range elevates the daily shower into a therapeutic, sensorial experience through patented fragrance technologies. The three variants, Mindful Awake, Workout Fresh, and Restful Sleep, are powered by VivaScentz™, MoodScentz™, and Meta Sleep Tech™ respectively. With 100% natural extracts and no parabens or silicones, these pH-balanced washes deliver long-lasting signature fragrances of up to 6–8 hours.

Designed for modern lifestyles, they help consumers feel energized in the morning, refreshed after workouts, and relaxed at the end of the day.



## Colgate Kids Squeeze Toothpaste

Designed for children aged 3–6, this range combines effective cavity protection with an engaging brushing experience. Available in Strawberry and Watermelon flavors, it comes in an easy-to-squeeze bottle for small hands. The formula features Colgate's Sugar Acid Shield and is gluten-free, vegan, and paraben-free.

Certified by the Indian Dental Association and trusted by parents, it makes brushing an enjoyable daily habit while keeping young smiles fresh and strong.





## Colgate Total Plaque Release

Preventive oral care takes a significant step forward with Colgate Total Plaque. Engineered with a powerful Amino Foam and Zinc complex, this formulation releases 3x more plaque along the gumline compared to a regular fluoride toothpaste\*. Additionally, it contains Zinc minerals that contribute to stronger and healthier gums.

This product is designed to move Indian consumers toward a more rigorous, science-led oral hygiene ritual.



\*Plaque reduction vs. non-antigerms fluoride toothpaste after 3 months continued use



## PerioGard Specialized Gum Care System

The PerioGard portfolio, comprising toothpaste, mouthwash, and toothbrushes, was relaunched at the Indian Dental Association's flagship World Dental Show (WDS) 2025. The event brought together over 4,500 dental professionals and students from across the country.

Positioned as a science-backed standard for gum care, PerioGard combines clinically proven formulations with targeted action. The toothpaste contains 2% Zinc Citrate and Fluoride to help control plaque buildup, while the mouthwash, formulated with 0.12% Chlorhexidine Gluconate, supports both daily gum care and post-procedural recovery.

The relaunch campaign featured tech-enabled professional communications highlighting the awareness gap of gum disease in the country and its treatment by identifying the five early signs of bleeding, plaque, gingivitis, bacteria, and bad breath. The clinical superiority of the PerioGard system was further reinforced through live demonstrations and more than 10 Key Opinion Leader (KOL) sessions conducted during the conference.

# Outperform

We continue to strengthen our leadership in the oral care category by developing innovations aligned with the evolving expectations of health-conscious and digitally savvy consumers.

From expanding the boundaries of oral beauty with Visible White Purple Serum to bringing India's most trusted toothpaste to even more homes through the Colgate Strong Teeth relaunch, our growth is built on the intersection of creativity, science, and genuine consumer understanding.

Our in-house AI content platform enables rapid generation of high-quality product visuals for E-commerce and digital channels, reducing production time, costs, and reliance on traditional photoshoots.

The initiative improves speed-to-market while supporting more resource-efficient creative workflows.

Through coordinated marketing, sustained R&D investment, and continuous improvement across our products, processes, and value proposition, we drive outperformance across the portfolio, all in pursuit of making India smile.



## Sustainable Efficiency Through Digital Transformation

### Challenge

Several operational systems at IGTech were previously manual, leading to inefficiencies in execution, higher time consumption, and increased use of paper-based processes. There was also a need to further strengthen environmental and workplace safety standards in line with sustainability commitments.

### Action

The IGTech team digitized and automated 26 previously manual systems using Google-based tools. This transition enabled streamlined workflows, improved process efficiency, and reduced dependence on paper-based documentation. In parallel, robust operational protocols were implemented to ensure environmental responsibility and maintain a safe working environment with zero exposure risks.

### Outcome

The initiative delivered significant efficiency gains, saving approximately 1,400 working hours annually. It also reduced paper consumption by around 3,385 sheets (approximately 25 kilograms) each year, contributing to resource conservation. All IGTech operations continue to ensure no pollution impact on soil, water, or air, while the facility is maintained as a zero-risk environment for employees across noise, ergonomics, and chemical exposure parameters.

Case Study





## Awards

Colgate Oral Health Movement earned top honors across leading industry platforms, reflecting its strong impact across media, technology, and marketing effectiveness.



### Abbys 2025

Gold – Innovative Use of Integrated Media (Use of Media)

Gold – Innovative Use of Emerging Technology (Specialist Categories)

### SABRE Awards South Asia 2025

Gold – Consumer Products/ Services category

### PR Awards Asia-Pacific 2025

Silver – Technology category

### Smarties India 2025

Gold – Customer Journey Marketing: Lead Generation / CRM (Marketing Impact)

Gold – Innovative Use of AI in Advertising (AI Marketing)

### IPRCCA 2024

hosted by Exchange4Media

Gold – Integrated Campaign category

### Smarties APAC 2025

Gold – Social Media Marketing (Impact Media) APAC Best in Show

### The Rx Club Show Awards 2025 (NY, USA)

India's Oral Health Report by Colgate conferred with Award of Excellence under the Editorial Category

### ET BrandEquity KALEIDO AWARDS 2025

Recognized amongst the top three 'Best Integrated PR and Marketing Campaigns' for the year

### Maddies 2025

Gold – Best Mobile Messaging Campaign: SMS, MMS (Marketing Strategy)

Gold – Most Effective Chatbot Solution (Channel/Media Strategy)

### ET BrandEquity DigiPlus Awards 2025

Gold – Best Integrated Media Campaign category

### WPP Open Awards 2025

Achieved The Grand Slam

Gold – Secured in the Innovation category

HIGHLIGHTS  
FY 2025-26



**60%**  
renewable electricity  
used across owned  
manufacturing plants



**Water Positive**  
at a country level, across  
owned manufacturing plants



**101%**  
Plastic Neutrality

ENVIRONMENTAL  
STEWARDSHIP



# Respecting Every Resource, Protecting Our Planet

**India smiles brighter when its natural resources are protected; when energy is cleaner, surroundings are healthier, and water remains abundant for all.**

At Colgate-Palmolive India, we are committed to making this possible by reducing our environmental footprint and using resources responsibly.

As we transition from our 2025 Sustainability & Social Impact Strategy to the 2030 SMILE Strategy, our purpose remains unchanged: Reimagining a healthier future for all people and our planet. What has evolved is the pace and scale of our ambition. Through innovation, collaboration, and consistent progress across teams, we are accelerating our efforts to deliver measurable outcomes across management of emissions, water & waste and sustainable packaging.

# Organize

Our approach continues to be guided by the principles of Organize – Optimize – Outperform. With strong frameworks, clear targets, and robust systems, we are embedding sustainability into everyday operations. We are improving efficiency across our plants and supply chains, while also going beyond compliance through early adoption, decisive action, and a focus on long-term impact.

Because when we care for the environment, we help create a future where India can continue to smile naturally, sustainably, and confidently.

We remain committed to Colgate-Palmolive Company's science-based target of achieving Net Zero Carbon by 2040, and activate water resiliency roadmaps across our manufacturing locations as well as reaching Net Zero Water across all water stressed manufacturing sites and attaining TRUE® certification for Zero Waste across all our manufacturing plants.

To deliver on these commitments, our environmental strategy spans management of emissions & energy, waste, water and sustainable packaging and is fully integrated into our daily operations.

We have harmonized sustainability management systems across locations, ensuring consistency, accountability, and the adoption of best practices at every level.

## Our environmental focus areas



1

Energy & Emissions Management



2

Waste Management



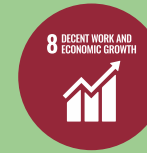
3

Sustainable Packaging



4

Water Management



# Optimize

In FY 2025-26, we strengthened execution by embedding sustainability deeper into our operations. Across energy and emissions, we advanced efficiency initiatives and increased our transition toward cleaner power sources across all plants.

In waste management, our focus on Zero Waste to Landfill remained strong, while in packaging, we progressed toward greater circularity by expanding the use of recyclable materials and reducing the environmental footprint of our designs.

Our water strategy, centered on conservation, rainwater harvesting, and responsible usage, has moved us to water positivity at a country level.

Across these priorities, our teams are guided by science and driven by a commitment to continuous improvement, helping us deliver measurable progress where it matters most.



**95%**

of packaging used for our products is recyclable

**EnergyStar**

awarded to all four manufacturing plants for energy efficiency

**101%**

Plastic Neutrality\*

**Water Positive**

at a country level, across owned manufacturing plants

**100%**

of our toothpaste portfolio by volume has transitioned to recyclable tubes#

**TRUE®**

certification for zero waste (Platinum level) for all four manufacturing plants

\*Equivalent of plastic waste is recovered and removed from the environment

#All tubes manufactured in India for the domestic market





# Energy & Emissions Management

We are committed to addressing climate change by building a healthier, more sustainable future.

Our approach integrates energy efficiency, emissions reduction, and a steady transition to cleaner energy sources.

It is aligned with our business priorities and compliant with all environmental regulations and standards.

## AI-driven Energy Optimization

Our Goa facility has developed **Energy Health IQ**, an in-house AI-powered analytics platform that predicts energy demand, detects operational inefficiencies in real time, and enables data-driven decision-making through a conversational interface. By shifting from reactive to predictive energy management, the platform supports our 2030 Sustainability Moonshot while creating a scalable blueprint for low-carbon manufacturing.

**50.38%**  
of total energy sourced from renewable sources

## Energy Consumption

In FY 2025-26, we utilized approximately **234.386 TJ** of energy across all our Indian plants, with **50.38%** sourced from renewable energy sources like solar and wind.

### Total Energy Consumption

(in GJ)

	Direct		Indirect		Total		Total
	Renewable	Non-renewable	Renewable	Non-renewable	Renewable	Non-renewable	
FY 2025-26	13,037.56	38,120.58	1,05,038.25	78,189.25	1,18,075.81	1,16,309.83	2,34,385.64
FY 2024-25	11,041.82	41,848.56	65,440.80	1,14,132.69	76,482.62	1,55,981.25	2,32,463.88
FY 2023-24	11,244.22	39,875.25	28,649.84	1,42,876.80	39,894.06	1,82,752.05	2,22,646.11

Total energy consumption remained largely consistent with previous levels. However, we achieved a 9% reduction in fuel consumption compared to the previous year. This improvement was driven by the transition of steam boiler fuel from diesel to natural gas, resulting in enhanced operational efficiency and a lower environmental impact through reduced GHG and air emissions.

We effectively managed energy usage through targeted efficiency initiatives and sustained energy-saving measures across all four manufacturing facilities.

The energy mix has also shown a positive trend with the share of renewable energy in total consumption increasing by 54.38% and that of non-renewable energy reducing by 25.43% over the previous year.

### Fuel Consumption

(in GJ)

FY 2025-26	FY 2024-25	FY 2023-24
38,120.58	41,848.56	39,875.25

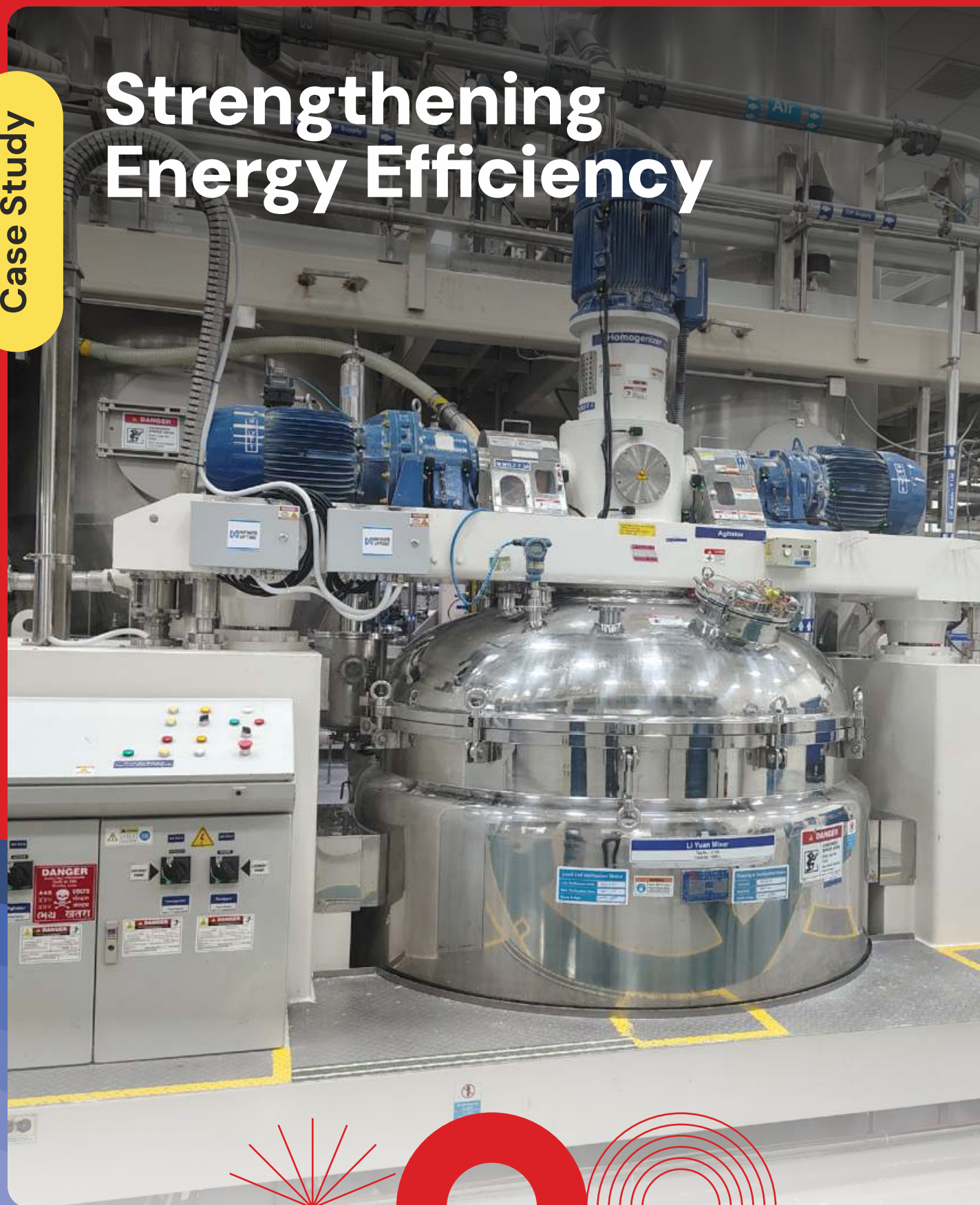
### Energy Intensity

(In GJ/Tonne of production)

FY 2025-26	FY 2024-25	FY 2023-24
1.77	1.62	1.69

While total energy consumption remained stable, energy intensity saw a slight year-over-year increase. This was driven by a shift in our production mix: although overall volumes decreased, toothbrush production, which is a more energy-intensive process, grew by 8%, impacting our overall energy efficiency metrics.

# Strengthening Energy Efficiency



## Across Operations

Building on our ongoing efforts to strengthen energy efficiency across operations, we continued to advance our sustainability agenda in FY 2025–26 through targeted infrastructure upgrades and cleaner energy transitions at our manufacturing plants.

### Baddi Plant

The transition to a dual-fuel system using Piped Natural Gas (PNG) significantly reduced emissions intensity, lowering CO<sub>2</sub> emissions by 29%. Additional upgrades, including the retrofit of cooling tower fans with EC technology, resulted in a 42% improvement in energy efficiency.

Further, the installation of a steam condensate recovery system enables reuse of high-temperature condensate, conserving 1,095 KL of water annually while reducing fuel consumption.

### Goa Plant

Advancing energy efficiency through technology-led interventions, the site became the first in Colgate-Palmolive India to operate on a 100% magnetic levitation (maglev) chiller system, integrated with Siemens Demand Flow technology. By centralizing the chilled water system across Units 1 and 3, the plant is achieving an estimated 6% energy savings, equivalent to 5,64,748 kWh annually.

In parallel, the replacement of overhead conductors with underground HT incomer cables significantly improved power reliability, reducing outages from 657 hours in 2024 to 110 hours in 2025. This transition led to a sharp reduction in backup fuel usage, with diesel consumption declining from 46.8 KL to 7 KL and natural gas usage dropping from 27,947 SCM to 1,888 SCM (May–Dec 2025), resulting in an overall fuel reduction of over 80% and lowering both costs and emissions.

### Sanand Plant

Two key initiatives were implemented to optimize energy consumption. The replacement of legacy AC fan systems with high-efficiency BLDC motors in cooling towers, along with the installation of an automated tube cleaning system for HVAC chillers, is projected to deliver annual energy savings of 1,27,109 kWh. These interventions also improve system reliability, extend equipment life, and reduce dependence on chemical descalants.

### Sri City Plant

To enhance energy efficiency, duct leakages in the Air Handling Unit (AHU) system were addressed using Aeroseal sealing technology. By improving the integrity of both supply and return air ducts, the intervention reduced blower load and optimized chiller performance.

This resulted in energy savings of 206 MWh between June 2025 and March 2026, with projected annual savings of 247 MWh, contributing to more efficient and reliable plant operations.



In India, our manufacturing plants at Sri City and Sanand have achieved **LEED Gold certification.**



## Green Buildings

Since 2013, Colgate-Palmolive has adopted the Leadership in Energy and Environmental Design (LEED) green building rating system by the U.S. Green Building Council (USGBC). This supports our efforts to reduce exposure to water and climate-related risks while creating healthier, more efficient workplaces.

## GHG Emissions

In FY 2025-26, we recorded a 30.68% reduction in carbon emissions compared to the previous year, reaching 17,816.49 tCO<sub>2</sub>e. This was primarily driven by increased use of renewable electricity and natural gas in plant operations.

The following table presents trends in Scope 1 and Scope 2 emissions, along with GHG intensity, over the past three years.

Description	Unit	FY 2025-26	FY 2024-25	FY 2023-24
Scope 1	tCO <sub>2</sub> e	2,395.83	2,651.93	4,859.92
Scope 2	tCO <sub>2</sub> e	15,420.66	23,048.46	28,416.61
Total (Scope 1 + Scope 2)	tCO <sub>2</sub> e	17,816.49	25,700.40	33,276.53
Total GHG Emission Intensity	tCO <sub>2</sub> e/tonne of production	0.13	0.18	0.25

## Case Study

# Advancing Renewable Energy

Sanand, Gujarat



Building on the 1.0 MW DC solar facility commissioned in 2021 and expanded in FY 2024-25, our Sanand plant further strengthened its renewable journey with Phase-2 in 2025, adding 0.250 MW DC capacity. Completed ahead of schedule, the project generates 350 MWh of green energy annually. It raises the plant's renewable share by 2%, reduces 243 MT of CO<sub>2</sub> emissions per year, and delivers annual savings of USD 28,000.

Phase-2 integrates CP World Learn Advance Technology, including bifacial mono half-cut double glass panels, enhanced MC4 connectors for improved safety and reliability, and optimized tilt angles for higher energy generation. This results in improved efficiency and greater durability over traditional solar infrastructure.



## 2 Waste Management

### Air Emissions

In FY 2025-26, fugitive emissions amounted to 1.184 MT CO<sub>2</sub>e. Total consumption of ozone-depleting substances (ODS), expressed in CFC-11 equivalent and derived solely from R22 usage, was 0.048 MT. To further mitigate climate impact, advanced equipment is being implemented to enhance energy efficiency and significantly reduce fugitive gas leakage.

Fugitive	Unit	FY 2025-26	%
R22	kg	48.1	4.06
R32	kg	7.3	0.62
R407	kg	25	2.11
R410	kg	24.4	2.06
R134	kg	0	0
R404	kg	0	0
R513	kg	0	0
FM200 (Novac 1230)	kg	0	0
Fire Extinguisher CO <sub>2</sub>	kg	1,080	91.15
<b>Total</b>		<b>1,184.80</b>	<b>100</b>

(in MT)

	FY 2025-26	FY 2024-25	FY 2023-24
NOx	2.27	5.46	8.28
SOx	0.36	0.77	0.62
PM	2.26	2.94	2.05

The reduction in emission levels was primarily driven by a strategic fuel shift to natural gas in the boilers. Concurrently, operational efficiency was enhanced through rigorous equipment maintenance and the prioritization of cleaner energy sources.

GRI 305-7, GRI 306-1, GRI 306-2, GRI 306-3



Our waste management approach is guided by circular principles that involve reducing environmental impact while maximizing resource value.

We continue to strengthen systems for reducing, reusing, and recovering waste. Manufacturing waste that arises from material handling or operational inefficiencies is systematically classified, segregated, and analyzed. Through enhanced monitoring, trend analysis, and targeted interventions, we are improving resource efficiency and accelerating progress toward long-term goals.

During the year, we retained

**TRUE® certification**

for Zero Waste across all four owned plants, with plans to extend certification to our Head Office in Mumbai.



### Waste Generation

During FY 2025-26, we generated 7,657.31 MT of waste, comprising hazardous, non-hazardous, and electronic waste.

#### Waste Generation By Category

(in MT)

Waste Category	FY 2025-26	FY 2024-25	FY 2023-24
Plastic waste	3,127.76	2,810.92	2,404.53
E-waste	5.30	3.87	6.21
Bio-medical waste	9.83	9.68	9.41
Construction and demolition waste	631.61	0.46	0
Battery waste	15.92	14.67	14.78
Radioactive waste	0	0	0
Other hazardous waste	1,046.50	435.11	508.24
Other non-hazardous waste	2,820.39	3,168.63	3,364.64
<b>Total</b>	<b>7,657.31</b>	<b>6,443.34</b>	<b>6,307.81</b>

Total waste generation increased by 18% year-over-year, primarily due to a surge in construction and demolition (C&D) waste.

This increase was mitigated as the waste was fully diverted for reuse by third-party partners, resulting in a minimal environmental footprint. Furthermore, the increase in hazardous waste was noted, which was managed in strict accordance with local regulatory guidelines.



We successfully diverted 7,607.34 MT of waste in FY 2025-26, of this **4,891.34 MT was recycled and 2,716 MT was reused.**



## Waste Diverted From Disposal

### Waste Diverted from Disposal

(in MT)

Hazardous Waste	FY 2025-26	FY 2024-25	FY 2023-24
Through Recycling	1,043.57	778.58	830.60

(in MT)

Non-hazardous Waste	FY 2025-26	FY 2024-25	FY 2023-24
Recycled	3,842.47	3,267.25	3,085.47
Preparation for Re-use	2,716.00	2,345.57	2,323.65
Total	6,558.47	5,612.82	5,409.12

(in MT)

E-waste	FY 2025-26	FY 2024-25	FY 2023-24
Through Recycling	5.30	3.87	6.17

### Waste Directed to Disposal

(in MT)

Hazardous Waste	FY 2025-26	FY 2024-25	FY 2023-24
Incineration (without energy recovery)	44.66	37.93	43.17
Landfilling	1.04	5.06	0.20

(in MT)

Non-hazardous Waste	FY 2025-26	FY 2024-25	FY 2023-24
Incineration	0.18	1.12	-
Landfilling	4.09	3.95	18.48
Total	4.27	5.07	18.48

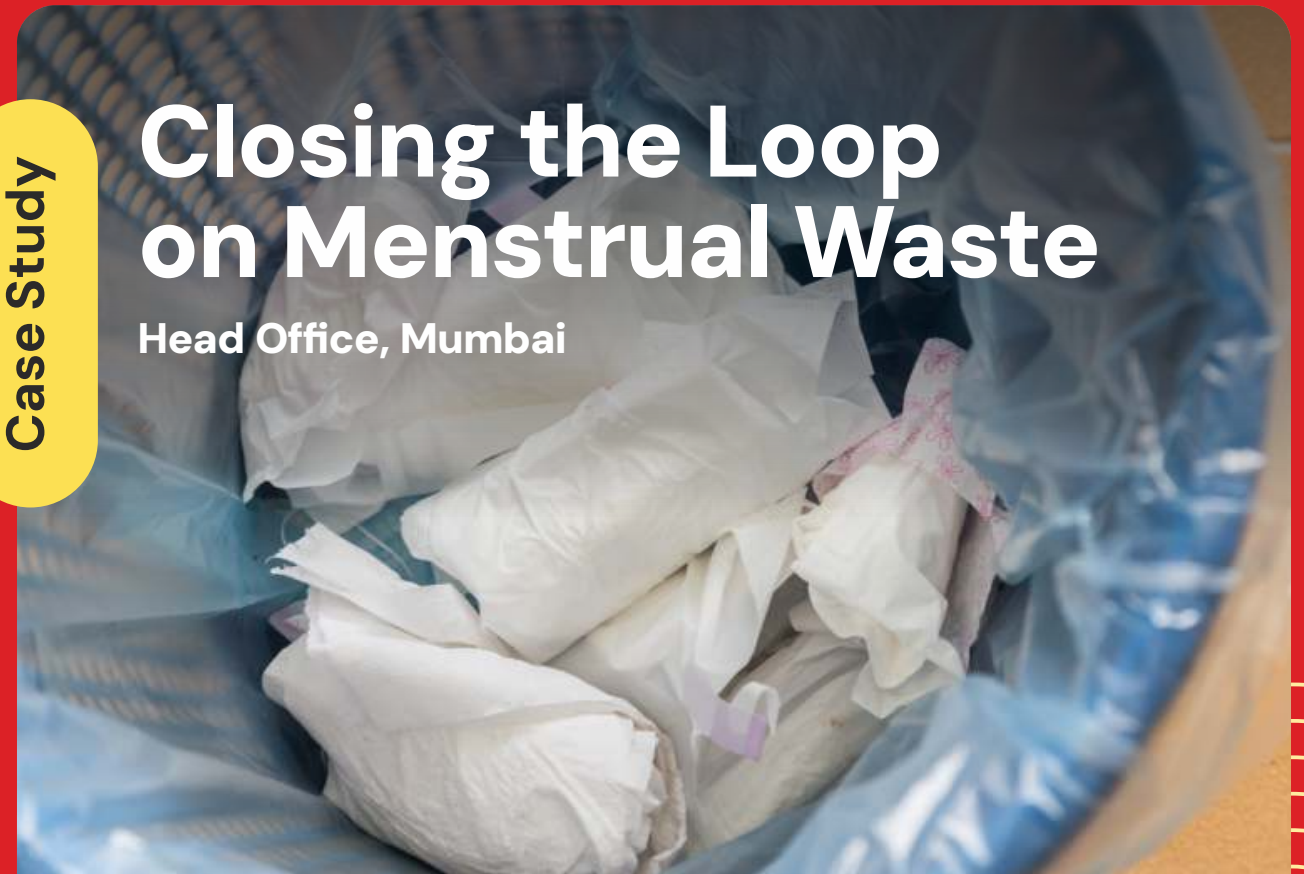
(in MT)

E-waste	FY 2025-26	FY 2024-25	FY 2023-24
Landfilling	0	0	0.04

## Case Study

# Closing the Loop on Menstrual Waste

Head Office, Mumbai



At Colgate, we believe we make India smile by solving everyday challenges responsibly, especially those often overlooked. Menstrual waste is one such challenge, typically ending up in landfills and contributing to long-term environmental impact.

In 2025, we partnered with Padcare to introduce a safe, circular solution. Through specialized collection bins and Padcare's patented 5D (Disintegration, Decolorization, Deodorization, Disinfection, Deactivation) VAP technology, used sanitary pads are scientifically processed and converted into reusable materials. Recycled plastic is transformed into utility products like plant pots and paver blocks, while cellulose is repurposed into office stationery.

**Between February and December 2025, 7,560 sanitary pads were diverted from landfills, processing 189.06 kg of waste, saving 3.78 M<sup>3</sup> of landfill space, and conserving 405 kg of carbon emissions.**

Beyond its environmental impact, the initiative supports dignified livelihoods for waste workers and ensures regulatory compliance, demonstrating how circular thinking can create cleaner, more inclusive outcomes for all.



## Case Study

# Building Circular Solutions, One Block at a Time

India Global Technology Centre (IGTC), Mumbai

The "Let's CircleUp" initiative at IGTC reimagines waste as a resource through circular innovation and strategic collaboration. Addressing the challenge of difficult-to-recycle multi-laminate plastics like toothpaste tubes, the team partnered with a sustainable fashion and design brand Meemansa to create a scalable upcycling solution.

A total of 221.8 kg of used toothpaste tubes, combined with other low-value plastics and discarded foundry dust, was transformed into Silica Plastic Blocks (SPBs). Using a 50:50 mix of plastic waste and foundry sand, these durable pavers were installed across 780 sq. ft. of the facility, replacing conventional concrete blocks.

The initiative upcycled 4.62 tonnes of waste and avoided 9.25 tonnes of virgin material extraction. It also saved 1.54 tonnes of cement, 3.08 tonnes of sand, and 4.62 tonnes of aggregate. This helped prevent nearly 5 tonnes of CO<sub>2</sub>e of emissions, equivalent to the annual absorption of 225 mature trees.

This project demonstrates how circular thinking can turn waste into infrastructure with measurable environmental value.

## 3

## Sustainable Packaging



Through ongoing analysis and targeted interventions, we are reducing our packaging footprint and advancing circularity. Innovation remains a key focus, including the development of alternative materials and optimized designs that reduce reliance on virgin resources.

We pioneered India's first recyclable toothpaste tube made from HDPE, a material widely accepted in recycling streams. Despite technical challenges due to its rigidity, our engineers developed a layered laminate solution that delivers both recyclability and performance.

We have shared this innovation with industry peers to help accelerate broader adoption.

During  
FY 2025-26,

**95% of our  
total packaging,  
by weight, was  
recyclable.**

We continue to explore solutions for flexible and other non-recyclable formats, which remain an industry-wide challenge.





# 4 Water Management



Access to safe water, sanitation, and hygiene remains central to our water stewardship efforts. Having already achieved a Net Water Positive status at the country level, we continue to build on this milestone by improving efficiency, minimizing waste, and utilizing tools such as WRI's Aqueduct to identify and address localized water stress.

Despite operating in water-scarce regions like Sanand and Baddi, we continue to strengthen freshwater conservation and treatment practices.

Across all locations, we deploy smart monitoring systems and promote responsible water management practices to support long-term water availability for both operations and surrounding communities.

## Water Withdrawal and Consumption

We draw water from multiple sources, including groundwater, municipal supply, industrial corporations, and rainwater.

In FY 2025-26, we replenished over **17,941 KL** of rainwater from all our operational locations. A total of **460 million litres** of water has been replenished in the states of Maharashtra & Rajasthan since 2018, via various CSR programs.



CPIL is **Water Positive** at a country level, across owned manufacturing plants.

## Key Highlights

### Volume Of Packaging Material Consumed (in MT)

Packaging Material	FY 2025-26	Composition of Packaging (in %)
Virgin Material	12,526	30.7
Recycled Material	28,269	69.3
<b>Total</b>	<b>40,795</b>	<b>100</b>

## Extended Producer Responsibility (EPR)

We also remain consistent in achieving 100% plastic waste collection under India's Extended Producer Responsibility (EPR) each year.

EPR obligations for plastic packaging are fulfilled through the procurement of EPR certificates from CPCB-registered Plastic Waste Processors (PWP). Engagements are undertaken with authorized waste management agencies.

All pre-consumer plastic waste generated at our manufacturing plants is recycled through authorized partners, ensuring responsible collection, sorting, and processing or co-processing of non-contaminated waste.

### Total Water Withdrawal (in ML)

Sources of Water Withdrawal	FY 2025-26	FY 2024-25	FY 2023-24
Surface Water	0.00	0.00	0.00
Groundwater	102.68	100.26	84.49
Sea Water	0.00	0.00	0.00
Produced Water	0.02	0.00	0.00
Third-Party Water	121.91	136.86	142.41
Rainwater Collected Directly and Stored By Company	17.94	21.59	11.49
Wastewater From Another Organization	0.00	0.00	0.00
Freshwater From Other Organizations	0.00	0.00	0.00
<b>Total Water Withdrawal</b>	<b>242.55</b>	<b>258.71</b>	<b>239.85</b>

### Water Withdrawal from Water-Stressed Areas (in ML)

Sources of Water Withdrawal	FY 2025-26	FY 2024-25	FY 2023-24
Surface Water	0.00	0.00	0.00
Groundwater	57.24	65.52	63.00
Sea Water	0.00	0.00	0.00
Produced Water	0.02	0.00	0.00
Third-Party Water	98.66	101.74	105.90
Rainwater Collected Directly and Stored By Company	12.41	12.13	7.64
Wastewater From Another Organization	0.00	0.00	0.00
Freshwater From Other Organizations	0.00	0.00	1.45
<b>Total Water Withdrawal</b>	<b>168.32</b>	<b>179.39</b>	<b>176.54</b>



## Closing the Loop on Water Use

### Goa Plant



A Reverse Osmosis (RO) system has been installed to treat effluent from the Effluent Treatment Plant (ETP) and reuse it in cooling towers. This initiative is projected to reduce freshwater consumption by 40 to 50 KLD, resulting in a 20% to 25% reduction in overall water use. It also advances our commitment to water stewardship and circular resource management.

## Reducing Our Water Footprint

We use advanced technologies to continuously monitor wastewater quality and minimize environmental impact. Our facilities are equipped with three-stage treatment systems, including tanks, clarifiers, mixers, and filters, to ensure effective removal of impurities. Key parameters such as pH, BOD, COD, color, fluorides, and TSS are closely monitored to meet regulatory standards.

Treated water is reused across operations, including in cooling towers, boilers, and gardening, supporting a circular approach to water management.

In FY 2025-26, water discharge was reduced by 14.66% compared to the previous year. This improvement was primarily driven by an expansion of water recycling capacity across all plants, enabling higher rates of internal water reuse. Furthermore, the organization remains committed to achieving Zero Liquid Discharge (ZLD) by continually optimizing processes to minimize its environmental footprint.

### Water Discharged (in ML)

	FY 2025-26	FY 2024-25	FY 2023-24
With Treatment	23.93	26.16	83.31
No treatment	20.39	25.78	15.79

### Water Discharged in Water-stressed Areas (in ML)

	FY 2025-26	FY 2024-25	FY 2023-24
With Treatment	23.93	26.16	54.62
No treatment	7.15	10.98	9.28

# Outperform

By embracing innovative technologies and maintaining a proactive approach, we aim to drive sustained improvements in environmental management.

As we work to make India smile, our environmental efforts continue to be recognized for the impact they create on the ground.

## Awards

**Recognized as a Champion of Circular Revolution at the The Economic Times, ET Edge GSA Transformation Series Conclave 2025.**



**Received the CII Sustainable Plastic Packaging Award in Category A1 for innovation in rigid plastic packaging design to improve recyclability.**



HIGHLIGHTS  
FY 2025-26



**82.5%**  
of material spend is in line with responsible sourcing guidelines



**100%**  
of contract manufacturing spend aligned with responsible sourcing guidelines



**100%**  
of 3PL warehouse operations compliant as per third-party assessment

SUSTAINABLE SOURCING



# Conscious Choices, From Source to Shelf

**Colgate is furthering its commitment to the Country's Make in India initiative not only by manufacturing in India, but also through sourcing in India. CPIL sourced 92.7% of its goods directly from within India in FY 2025-26.**

We continue to contribute to the growth of MSMEs and businesses across the Country. This local-first approach creates employment across the supply chain, supports livelihoods, strengthens communities and makes all stakeholders smile. It also enhances operational resilience by keeping supply networks lean and efficient.

While we continue to support people, our focus extends to the planet as well. Under the 2030 SMILE Strategy, we are committed to preserving our environment by protecting forests and biodiversity. We strive to consistently source deforestation- and conversion-free palm oil, soy, and paper-based packaging materials, improving responsible sourcing practices and helping protect natural ecosystems.

# Organize



CPIL works closely with suppliers to ensure high standards of ethical sourcing, fair labor practices, and safe working conditions, including strict commitments against child and forced labor. Through innovation, data-led decision making, and strong supplier collaborations across raw materials, packaging, and logistics, we continue to raise standards across our sourcing ecosystem.

Leveraging market intelligence, we actively engaged our suppliers to co-develop solutions for a critical operational challenge. This data-centric approach facilitated collaborative problem-solving and robust, long-term strategic decisions for the business. These efforts reflect our belief that responsible business practices create long-term value for both society and the business.

This is evident in external recognition of our procurement practices.

**Colgate-Palmolive (India) Ltd. was ranked 2nd in the ISCM India Procurement Ranking 2026,** demonstrating strong focus on building a resilient and innovative supply chain. The recognition highlights Colgate's commitment to procurement excellence, anchored in strategic partnerships and strong operational discipline.

## Sustainability is central to our sourcing strategy.

It guides how we organize and manage suppliers, while optimizing logistics and transport to reduce environmental impact, improve efficiency, and drive positive change across the industry. It helps us outperform competitors and move the industry forward.

Globally, Colgate-Palmolive Company's sustainable sourcing strategy focuses on:

**Industry-wide transformation**

**Expanded use of certified materials and traceability**

**Deeper engagement with suppliers and stakeholders**

**Increased external communications**



## Responsible Sourcing

Responsible sourcing lays the foundation and helps us manage our supply chain with a focus on long-term sustainability.

We also ensure that our suppliers adhere to rigorous ethical standards, including no child labor. Through comprehensive supplier vetting processes and ongoing monitoring, we verify that all partners uphold the highest ethical principles.

No instances of child labor or forced labor, and no violations of collective bargaining agreements were reported in FY 2025-26. Additionally, no environmental or social impacts have been identified.

We have collaborated with over **2,200** suppliers for raw materials, packaging materials, logistics support, marketing, and a multitude of other offerings.



## Assessing and Managing Supplier Risk

We identify and address suppliers' risks across our sourcing practices, ensuring materials such as palm oil, soy, and paper-based packaging are responsibly sourced and aligned with global standards while reflecting local impact.

Through our Supplier Responsible Sourcing Assessment (SRSA) program, selected suppliers' complete self-assessments covering labor rights, worker safety, environmental practices, and ethical business conduct. Responses are evaluated using a risk scorecard, and where high risk is identified, third-party audits are conducted to ensure compliance and responsible operations. The sourcing of all commodities is covered by the Group-level policies created by our parent, Colgate-Palmolive Company.

### Palm Oil

Our endeavor to responsibly source palm oil is guided by the Policy on Responsible and Sustainable Sourcing of Palm Oil.

This Policy outlines our commitments and expectations for our palm oil suppliers and includes the following elements:

- No deforestation and no conversion of native vegetation
- No exploitation of people or local communities
- Legal compliance
- Reduction of greenhouse gas emissions
- Adoption of good agricultural practices

### Pulp and Paper Packaging

We guide our efforts through the pulp and paper packaging section of our No Deforestation Policy which outlines our expectations for how we source these materials.

The guiding principles that underpin our approach include:

- No illegally harvested wood
- No exploitation of people or local communities
- No deforestation of High Conservation Value (HCV) areas
- No sourcing of wood from forests that were converted to plantations or non-forest uses



# Optimize

## Driving Smarter Supply Solutions

We continuously improve our supply chain to make it more connected, efficient, and sustainable.

By strengthening supplier partnerships, using tools like SRSA, and leveraging data for better decisions, we plan smarter and act faster.

From automated warehouses to optimized transport routes, every step is designed to deliver greater value while reducing our environmental impact.

Our on-going efforts to improve our supply chain efficiency include:

### Enhanced Supplier Management (ESM)/ Safety in Logistics

CPII is building stronger supplier partnerships based on shared goals and standards. This makes our supply chain more reliable and responsive while raising performance standards. Since 2018, we have assessed and audited over 90+ supplier sites to ensure alignment and maintain continuous improvement.

- Compliance with Colgate's quality standards and regulatory requirements ensuring the quality and safety of our products.
- Quality of service to ensure an effective supply of Colgate-Palmolive products to our customers and consumers.
- Compliance with good environmental management processes and respect for worker safety and labor rights.



## Strengthening the SRSA Program

We continue to strengthen our Supplier Responsible Sourcing Assessment (SRSA) program to ensure every partner in our network upholds our values. Through risk-based audits, we promote transparency, reduce potential risks, and support a more efficient and trusted supply chain.

Until FY 2025-26, we evaluated 94 suppliers who contributed to 82.5% of our total spend based on environmental and social criteria.

## No Deforestation Commitments

We believe in protecting forests for future generations. That's why we are committed to sourcing palm oil, soy, and pulp and paper packaging from responsibly managed forests.

Our No Deforestation Policy helps ensure that what we use doesn't come at the cost of nature.

## Human Rights and Anti-Forced Labor Program

We stand firmly for human dignity and fair working conditions. Guided by global principles like the UN's Universal Declaration of Human Rights and ILO's Core Labor Standards, we ensure that everyone in our supply chain is treated with respect.

As part of the Consumer Goods Forum, we support key principles against forced labor—believing every worker should be free to move, never pay for a job, and never be forced to work through debt or coercion.





## End-to-End (E2E) Supply Chain

We are focused on optimizing every part of our supply chain – from how we ensure safety and quality, to how we make, move, and deliver our products.

By working smarter and more efficiently, we are creating a system that's reliable, responsive, and ready for the future. Here's how we are bringing this to life across five strategic areas.

### Ambition Zero: Employee Health & Safety

We are committed to zero injuries across our operations, with no incidents, no lost workdays, and no serious harm. We continue to strengthen safety from the shop floor to logistics because every person's well-being matters.

- Targeting Zero Total Recordable Rate (TRR), Days away from work (DAFW), and Serious Injury and Fatality (SIF) incidents.
- Continuing to enhance safety measures in warehousing and transportation.

### Enhancing Core Manufacturing Performance

In our factories, we are finding smarter ways to do more with less. By reducing downtime and cutting waste, we are making everyday operations smoother, more efficient, and better for the planet.

- Asset Utilization (AU): 2 percentage points vs. 2025
- Unplanned Down Time (UPDT): 2 percentage point reduction vs 2025
- Absolute Material Loss (AML): 1 percentage point reduction from 2025

### Delivering Quality Excellence

With digital tools and No Touch Quality systems, we are making every product consistent, reliable, and ready to delight, right from the first go.

- Implementation of In-batch and e-log sheets for flavor blending.
- 100% Right First-Time observations completed on new product launches.
- Rollout of No Touch Quality at Baddi, Goa, and Sri City.
- Targeting Overall Superiority in Quality through quality excellence and consumer perceived superiority.

**We have achieved our 2025 target to make all our packaging recyclable.**

## Raw Material & Packaging

We are committed to protecting the planet, supporting fair labor practices, and upholding strong business ethics. By partnering with suppliers who share these values, we are making sure that the raw materials we use are not only sustainable but also positively impact the communities and ecosystems we all rely on. As part of this, we are also focused on making our packaging as eco-friendly as possible.

We have achieved our 2025 target of making all our Toothpaste tubes recyclable. We are also teaming up with organizations to help recycle and repurpose plastic waste, creating a circular economy that keeps waste out of landfills and gives materials a second life.

### Strengthening Service through AI based Planning

We make sure our products reach the right place at the right time. With smarter planning and zero-based inventory, we are building a supply chain our customers can count on. We are targeting increased customer service levels through improvement in case fill rates year-on-year.

### Driving Efficiencies for Financial Delivery

Our team is focused on unlocking 5% in savings on the overall spends through our Funding the Growth program by making every process smarter and more efficient. We work diligently across all functions to identify and capture values across the supply chain.



# Outperform

By organizing and optimizing our supply chain with clear approaches and policies, we continuously exceed expectations of our customers and consumers.

**FY 2025-26 was the year of continued progress for CPIL, driven by resilience and innovation across safety, sustainability, operations, and consumer engagement.**

From factory to shelf, every part of the organization contributed to delivering value with purpose. Safety and quality remained central, with Zero DAFW (Days Away From Work) achieved, reflecting a strong culture of care. To strengthen the Quality Culture, Right-First-Time (RFT) workshops and Proactive Approach Workshops were conducted across all Colgate-Palmolive and external manufacturing locations. These initiatives helped us with Zero Micro Incidents and Zero Product Recovery & Recall.

## Driving Sustainability with Impact

Sustainability remained a guiding principle of our operations. We introduced over **2 billion recyclable tubes**, a milestone in our commitment to eliminating plastic waste. We also **reduced non-product water consumption by 11.22%**, demonstrating our responsibility toward water stewardship.

Through strategic manufacturing network optimization, we generated ₹ 6 Crore in savings while improving efficiency. Additionally, the upgrade of our infrastructure to include four Grade "A" warehouses significantly enhanced our supply chain capability.



## Closing the Loop

### 100% Migration to Recyclable Tube Packaging

#### Challenge

Often rolled up by consumers to use every last bit, Colgate toothpaste tubes have traditionally used aluminum barrier laminate (ABL) to maintain product freshness until the end. However, this structure also made the tube difficult to recycle. As sustainability expectations evolved, this created a key challenge for Colgate: transitioning to fully recyclable packaging by eliminating non-recyclable components, without compromising product performance, consumer experience, or brand aesthetics, while ensuring compatibility with mainstream HDPE recycling systems to enable circularity at scale.

#### Action

Colgate developed Platin Pro, a fully recyclable tube structure, through iterative prototyping to replace ABL. A cross-functional team worked across supplier facilities and internal production lines to refine material design, testing multiple laminate specifications across white, transparent, and metallic finishes. These trials were supported by studies on flavor stability, formulation ageing, and tube performance, while commercial teams worked to manage cost implications and ensure scalability.

To help accelerate the industry's transition to recyclable tubes, we have openly shared this pioneering innovation with industry peers, reinforcing our commitment to advancing sustainable packaging solutions across the value chain.

#### Outcome

**The portfolio transitioned to 100% recyclable tubes, receiving recognition from the Association of Plastic Recyclers.**

The new structure is compatible with standard HDPE recycling streams and does not require specialized infrastructure. This shift has reduced environmental impact while maintaining product performance and manufacturability at scale, reinforcing progress toward circular packaging solutions.

Case Study



## Delivering Superior Experiences

Our focus on innovation and consumer satisfaction helped us elevate brand experience across markets.

We achieved near **100%** overall Superiority Quality, a powerful validation of product performance from consumers themselves.

The Sanand facility recorded **92% 'No Touch Quality'**, reflecting progress in hygiene, automation, and quality assurance.

In a year of dynamic market demands, we successfully delivered **187 innovations**, promotions, new product launches, and relaunches – all on time and in full.

## Audits Driving Sustainability Across the Supply Chain

We have stepped up our efforts to conduct thorough audits across our supply chain. These audits are an essential part of how sustainability is integrated into our supply chain. By carefully assessing the processes of our suppliers, we can spot areas where we can help them improve, make sure they meet environmental standards, and stay true to our promise of doing business responsibly.



We achieved near **100%** overall Superiority Quality, a powerful validation of product performance.

## Power of WE

Our achievements were powered by our people. We deployed a flexible workforce across all plants, enabling us to meet peak production volumes. In parallel, our commitment to capability-building continued with programs such as SHAPE, which support long-term employee engagement across all our manufacturing sites.

### Advancing Sustainability in Logistics

We are advancing sustainability in logistics through targeted actions that reduce emissions, enhance efficiency, and promote green technology.

### Multimodal Logistics

Integrated transport modes such as road-rail and road-ocean significantly cut emissions, achieving 85%-90% lower emissions compared to road transport alone.

### Containerization

Transitioning to closed-body containers with higher volumetric capacity and lower cost per ton improves both efficiency and environmental impact. CPIL ships 85% of domestic production using closed-body containers.

### Electric Vehicle Adoption

CPIL has collaborated with EV OEMs to use electric vehicles for customer dispatches, significantly reducing the carbon footprint of last-mile delivery.

### Direct Plant & Hub Dispatches

Serving orders directly from manufacturing plants enhances service levels and reduces the need for additional transportation, improving sustainability.

### Customer Engagement & Collaboration

Conducting workshops and pilots with customers and OEMs to showcase the value of EV adoption and promote sustainable practices across the supply chain.



HIGHLIGHTS  
FY2025-26



28.8%

Women representation across STEM



CHAMP

A three year UGC-accredited technical pathway transforming manual roles into skilled, high-retention workforce

EMPOWER  
TO EXCEL



# Nurturing Growth, Inspiring Impact

## OUR GLOBAL PEOPLE STRATEGY

By 2025, our target was to increase women representation in our management positions by 20%. We met our target by focusing primarily on building a culture of inclusivity and creating meaningful opportunities for all.

**Our 2030 people strategy is to ignite a High Impact, Inclusive Culture where all people can reach their full potential.**

We are committed to ensuring the well-being of our employees, fostering an inclusive environment, and opening doors to meaningful growth – both within Colgate and beyond. Holistic well-being continues to stand as a fundamental organizational priority propelling us forward.

# Organize

**Driving High Impact Culture**



## Our Talent Philosophy

With a strong focus on the future, we take an intentional approach to building capabilities that empower our people to thrive – driving personal growth and organizational success.

Our talent philosophy is rooted in attracting top-tier talent, aligning individuals with roles that maximize their strengths, investing in continuous development, nurturing a robust succession pipeline, and retaining key talent to ensure long-term progress.

**Our organization has the people, capability and agility for the future.**

## Hiring Top Quality Talent

We attract high-potential talent from campuses through structured programs such as LEAP (Leadership Experiences and Acceleration Program), ECL (Early in Career Leadership Program), and the CD (Customer Development) Internship Program, targeting entry-level roles in management, sales, and manufacturing.

To further strengthen our talent base, we actively pursue lateral hiring from diverse talent pools. Our strong assessment processes ensure we continue to inject the organization with fresh, external perspectives that drive innovation and challenge the status quo.

Last year, we also launched training for managers and HRBPs (Human Resources Business Partners) on best practices of interviewing with excellence focused on the new Colgate LIFT principles – Leading with Purpose, Innovation, Freedom to Operate, and Teaming, and teaching them the art of behavioral interviewing.



**Workforce Snapshot by Age & Gender FY 2025-26**

Employee Category	<30 years	30-50 years	>50 years	Male	Female
Senior Management	0	5	3	6	2
Middle Management	58	269	51	273	105
Junior Management	151	319	19	376	113
Non-management	243	1,128	30	1,335	66
<b>Total</b>	<b>452</b>	<b>1,721</b>	<b>103</b>	<b>1,990</b>	<b>286</b>

**New Joiners and Employee Turnover Matrix FY 2025-26**

	New Joiners	Employee Turnover
Male	152	102
Female	44	36
< 30 year old	105	44
30 to 50 years old	90	89
> 50 years old	1	5

**Ratio of Basic Salary of Women to Men**

Employee Category	Ratio
Senior Management	1.04
Middle Management	0.96
Junior Management	0.85
Non-management	0.53

*Note: Ratios are influenced by various factors including nature of role, years of experience, time in grade etc. A gender parity study showed no gender disparity in pay.*



**Recognizing Employees for Driving Impact and Values**

By recognizing excellence, fostering continuous dialogue, and creating platforms for inspiration, we foster a culture where every team member feels empowered to contribute meaningfully, ultimately amplifying both individual growth and collective success.

Our focus on authentic communication and inclusive engagement continues to energize our people, enabling innovation, resilience, and a shared journey toward sustainable impact.

**At Colgate-Palmolive (India), we believe that engaged, inspired, and purpose-driven employees are the cornerstone of accelerating progress toward our goals.**





## The Chairman's You Can Make A Difference (YCMAD) Awards

Established in 1986, the You Can Make A Difference (YCMAD) Awards are Colgate-Palmolive Company's highest global recognition for individual and team excellence. The program has celebrated thousands of employees across functions and geographies whose outstanding contributions have advanced our business, enhanced internal processes and the work environment, and positively impacted the communities we serve.

From pioneering product innovations to breakthrough operational solutions, many YCMAD-recognized initiatives have evolved into global best practices that continue to drive excellence across the organization. Each subsidiary selects its top project(s) annually, which are then considered for global recognition. On average, approximately 1,500 nominations are received each year, with nearly 400 projects earning period awards. This demonstrates the vibrant culture of innovation, collaboration, and excellence that defines our organization.



## The MD's Above & Beyond Awards

Initiated at India level, the MD's Above & Beyond Awards celebrate team members who consistently exceed expectations, setting new benchmarks for excellence in their everyday contributions. While the YCMAD Awards focus on measurable impact, the MD's Awards celebrate behaviors that exemplify CP Values (Who We Are) and Leadership Principles (How We Lead).



## Inclusive Culture

At Colgate, we believe in unlocking the full potential of our people, empowering them to excel and bring their best to work every day. Across the organization, our people are grounded in a shared commitment to our three corporate values: **We are Caring, We are Inclusive and We are Courageous.**

Reimagined to reflect who we are, these values not only capture our essence but also empower Colgate People to propel our organization into the future. By encouraging our people to live these values in meaningful ways, we are not just shaping the future of Colgate, we are advancing the path to a healthier world, and a better future for all.

## Promoting Holistic Well-Being

We are strengthening our **Culture of Caring** through our people-centered benefits that prioritize physical, mental, and financial well-being, while also encouraging healthy work-life integration.

### Physical Well-being

At Colgate, employee well-being is more than a benefit; it is a commitment we uphold through every stage of life. Our comprehensive benefits include offerings ranging from preventive annual check-ups with illness prevention programs, flu vaccinations, and insurance coverage for OPD visits, hospital stays, and emergencies, for both employees and their families. We also provide life and accident insurance to offer added peace of mind. Even after retirement, our support continues through thoughtfully designed retirement benefits.

- Medical insurance | Life insurance
- | Accident insurance | Health check-ups
- | Doctor consultation | Seasonal flu vaccine

GRI 2-19, GRI 2-20, GRI 2-30, GRI 401-2, GRI 403-4, GRI 404-2

Our workplace is where everyone feels they belong.





### Financial Well-being

We offer a well-rounded rewards package that combines competitive fixed compensation with performance-driven incentives. We structure incentive compensation around individual and company performance, using a combination of strategic and operational KPIs. For leadership and senior executives, compensation includes fixed pay, variable pay, and equity, with stock grants aligned with performance outcomes. Additionally, annual compensation reviews are guided by market benchmarks.

Further, to help employees manage their finances better, the Company has partnered with a consultant to provide free financial counselling to its employees along with availability of multiple learning resources.

Fair and competitive remuneration | Education assistance | Commute support | Transportation | Loans and subsidies | Retirement benefits | Performance-linked bonus

### Mental Well-being

To support our employees' emotional and mental well-being, we have collaborated with a leading counseling service to launch the Employee Assistance Program. This initiative offers round-the-clock support for employees and their families and is available in multiple languages. Counseling can be accessed in a way that suits individual needs, whether virtually, over the phone, or in person.

Employees working out of our head office are now able to access a counsellor in office one day a week, making mental well-being more accessible.

24/7 counseling access | Support systems for diverse groups | Care & compassion leave | Sabbaticals for recovery | On-site counselling

GRI 2-19, GRI 2-20, GRI 2-30, GRI 401-2, GRI 403-4, GRI 404-2



### Work-Life Integration

Our progressive leave policy is designed to be inclusive and forward-thinking, offering time off for a wide range of needs and life moments. This includes Annual Leave, Care & Compassion Leave for illness or caregiving, Personal Milestone Leave to celebrate significant life events, Give Back Leave for volunteering, and dedicated Parental Leave for both primary and supporting caregivers.

To support work-life integration, we have also introduced our flexible 'Blend In' hybrid work policy, which enables employees to work remotely 1 day a week. Additionally, our policy also allows a Work from Anywhere option for up to two weeks each year providing team members greater flexibility and balance.

Primary & supporting caregiver leaves | Care & compassion leave | Flexi festive leave | Creche/daycare | Give back leave – volunteering | Personal milestone leave policy | Blend In policy



## Making The Workplace More Diverse And Inclusive

Our goal is to build a workplace where inclusion is championed, and everyone has access to equitable opportunities to share their unique perspectives, experiences, and backgrounds. This focus fosters a culture where individuals feel empowered to learn, contribute meaningfully, and grow into the best versions of themselves.

We enable this vision by:

- Building progressive policies that build equity and create an inclusive workplace
- Equipping People Managers with the capability to hire and manage diverse teams & drive an inclusive workplace
- Building strong Employee Resource Groups (ERGs) and DE&I Council to act as listening mechanisms, create a sense of belonging and raise awareness in the organization

### DE&I Highlights

	FY 2025-26	FY 2024-25	FY 2023-24
Women representation across STEM*	28.8%	29.2%	28%
Women representation across all management levels	25.14%	26.0%	26%

\*STEM stands for Science, Technology, Engineering, and Mathematics. This acronym was introduced in the year 2001 by the scientific administrators at the U.S. National Science Foundation (an independent agency of the U.S. government that supports research).

GRI 3-3



Embracing the diverse strengths and voices of our people is a part of our identity and we are continually working to strengthen that foundation.

### Progressive Policies

To achieve our goals, we have implemented progressive policies and remain committed to making them increasingly inclusive. Over time, we have introduced meaningful changes such as recognizing domestic partners across key HR policies, including the Employee Assistance Program, Group Medical Insurance, Transfers Policy, etc. We continuously strive to expand our policies to reflect and celebrate the individuality and diversity that define our people and our culture.

In line with this commitment, we have included the parental support policy, revamped our leave policy, gender affirmation surgery policy and policy for PWD employees.

### Parental Leave

Putting people first has always been at the heart of what we do and our approach to parental leave reflects that ongoing commitment.

#### Parental Leave in FY 2025-26

	Male	Female
Total number of employees	655	220
Total number of employees who availed parental leave	39	8
Total number of employees who returned to work in the reporting period after parental leave ended	39	8
Return to work rate	100%	100%
Retention rates of employees	71.88%	66.67%

Our Supporting caregiver leave is industry leading while reinforcing our commitment to equal parenting. Employees are now eligible to avail supporting caregiver leave of 12 weeks within one year of childbirth and this can be taken in three tranches.



Image submitted by **Mriganki Tyagi** Mumbai, Maharashtra

### WIN Policy for New & Expectant Parents

Aiming to drive equal parenting and ensure a smooth return to work for new parents, we have introduced the Workplace Inclusivity (WIN) Policy for New and Expectant Parents. It provides new parents additional flexibility to work from home to take care of their newborn children.

## Smile Stories

# Parenting with Peace of Mind

**Bharti Katare**  
Senior Customer Development Executive

After returning from maternity leave, I resumed my work with the strong support of my family. My mother-in-law played a very important role by helping me take care of my baby and Colgate's WIN policy helped me since I was able to take my baby and either my mother-in-law or my husband to attend important outstation meetings with confidence.

This journey has been very positive and empowering for me. It boosted my confidence and showed me that with the right support system, I can manage both my career and my family responsibilities effectively.



**Arnaz Kaur Ghumman**  
Manager, HR

Returning to work after maternity leave is often filled with mixed emotions, but my experience at Colgate has been defined by support and flexibility which has been instrumental in my journey as a new working mother. The support I received, especially the work-from-home flexibility in the initial few months, allowed me to transition back into my role while being present for my baby's first smiles and early milestones.

It is empowering to work for a company that values my professional contributions as much as my role as a mother.



## WIN Policy for Employees with Disability

Through our Workplace Inclusivity (WIN) Policy for Employees with Disabilities, eligible employees receive support in the purchase of assistive technology that empowers them.

In addition to our policy framework, the following initiatives drive inclusion throughout the organization.

**We are committed to creating a workplace where every individual has an equal opportunity to thrive and realize their full potential.**



### Employee Resource Groups for a common cause

Our Employee Resource Groups (ERGs), the Colgate Women's Network (CWN) and Pride Ally Network (PAN), are voluntary communities led by employees who come together around specific aspects of diversity, identity, or background. Aligned with the priorities of the DE&I Council, our ERGs aim to create an inclusive community where individuals with shared identities, interests, and allies can drive internal and external change, empowering community members and fostering a sense of belonging.

### Focus on building stronger listening mechanisms

Our DE&I Council members regularly conduct focus group discussions with employees from various underrepresented groups including, but not limited to, young parents, employees with dependents, women in field roles and people with disabilities. These conversations help us better understand the unique challenges they face and identify ways our policies can provide meaningful support and enablement.

Beyond gathering insights, these interactions also foster a stronger sense of community encouraging peer support and connection among employees who share similar experiences.

### Theatre-based learning on Inclusion

In collaboration with Steps Drama Learning Development, our DE&I Council hosted immersive, theatre-based workshops at the Head Office to surface biases that come in the way of performance. These sessions used dynamic storytelling and live scenarios to explore themes like unconscious bias, allyship in action, and inclusive behaviors. Participants engaged directly with characters, examined real-world situations, and reflected on how these issues show up in their own environments.

The interactive format sparked meaningful conversations, encouraging individuals to share personal experiences and commit to supporting one another, both professionally and personally.

## Fostering An Environment Where Employees Feel Secure, Valued, And Empowered

Our Human Rights policy is central to our operations and is seamlessly integrated into all agreements and contracts. We conduct extensive training to raise awareness and ensure compliance across all sectors. Thorough due diligence is carried out at our manufacturing plants, sales offices, and headquarters, while our Supplier Responsible Sourcing Assessment (SRSA) program monitors suppliers' adherence to human rights, ethics, and legal standards.


We extend this commitment throughout our value chain, including suppliers and third-party vendors. Through the SRSA program, we assess both social and environmental compliance at various facilities, while incorporating our Code of Conduct (CoC) into agreements with third parties to uphold ethical standards. By safeguarding human rights at every level, we reinforce our values and contribute to creating wider smiles.

### Due Diligence Process

We take a systematic approach to identify and evaluate human rights risks throughout our operations and supply chain, utilizing third-party audits and comprehensive risk assessments. To integrate human rights into our workforce, we require all employees to complete CoC training, fostering awareness of human rights and fair labor practices.

In collaboration with senior management and stakeholders, we organize capacity-building sessions for suppliers, leveraging forums such as AIM-PROGRESS.

To mitigate risks, we have implemented the Colgate Ethics mail ID providing a platform for reporting and addressing violations.

 [ethics@colpal.com](mailto:ethics@colpal.com)



We prioritize and maintain open communication, fostering collective action and sharing best practices to build a safe and inclusive global workplace. We have identified the human rights elements incorporated into our due diligence process, based on the UN Guiding Principles on Business & Human Rights, the ILO's Labor Standards, and Colgate's Human Rights & Labor Rights disclosure statement. Through comprehensive assessments, we focus on addressing risks in key areas, including:

- Freedom of association | Health & safety**
- Child labor | Forced labor | Discrimination & harassment | Diversity & inclusion**
- Wages & working hours**

As part of the SRSA program, the company conducts thorough assessments of suppliers and third-party vendors, focusing on risks related to human rights, health and safety, ethics, and legal standards.

## Empowering Women in Field Sales DE&I

The belief that field sales roles are predominantly suited for men presents a significant barrier, contributing to a wider gender gap in this field. As a result, fewer women are represented in sales, further deepening this divide. For us, diversifying our workforce has been a key focus to foster greater inclusivity and innovation at Colgate.

To address this challenge, we have introduced forward-thinking policies such as hygiene kits and travel assistance, which play a crucial role in supporting the retention and success of women in field roles. Moving forward, our ongoing efforts aim to further level the playing field, ensuring equal opportunities for all, regardless of background or identity.

### Comfort On The Go

Traveling to remote locations often means limited access to proper sanitation facilities, so we introduced the JetSetGo Hygiene Kit, a practical solution designed to help our women in field sales confidently manage any restroom situation. To ensure ongoing access to essentials, each kit is accompanied by a gift card that allows individuals to replenish supplies based on their personal needs.

# Optimize

## Helping People Reach their Full Potential

### Building People Capability

We have invested in strengthening the capability of our managers to lead diverse and inclusive teams. Our development programs cover essential areas like equitable hiring practices, performance management, career development conversations, and coaching strategies.

Average Training Hours of Employees FY 2025-26 (In Hours)

	Male	Female
Senior Management	20	21
Middle Management	28	29
Junior Management	20	21
Non-management	17	18



## Investing In Talent Development

The following are some of our key ongoing interventions focused on developing potential across the organization:

### Developing capabilities of the future

Recognizing the transformative potential of AI, we have provided a plethora of tools to individuals to leverage AI within the Colgate Ecosystem and we are highly focused on driving effectiveness and efficiency leveraging AI. We have focused and identified users within each function who look for either opportunities that reduce the time it takes to do things or can enable us to do things that we were not able to do as a team earlier.

These use cases are then shared across with the larger user base to showcase real-world applications of AI across different functions, reinforcing responsible and innovative practices and higher AI adoption.

### Developing strategic leaders at senior management levels

To equip high-potential talent for future leadership roles, we partner with prestigious institutions like IIM Ahmedabad, Stanford University, and INSEAD. These immersive classroom programs focus on strategic thinking, people leadership, strategic influence, and cultivating an entrepreneurial mindset.



## Developing capabilities at mid-management layer

The Alchemist program enables leaders in mid-management to scale to the next level. It focuses on building and reinforcing the values of Care and Inclusion with a special focus on helping leaders become more courageous. To do this, we have identified key leadership principles that are particularly needed at this level of leadership to grow to the next level.

## Developing impactful frontline sales managers

### Gurukul Rise

A self-paced learning and assessment platform that blends capability-building modules with real-time action learning projects. It is designed to help employees upskill and prepare them to grow into future roles.

### Potential Development Centre (PDC)

Once Customer Development Officers (CDOs) are ready for the next level, a two-day program at the Potential Development Centre is conducted to assess and identify talent for Area Manager roles through a structured evaluation process.

### AI-powered Field Readiness

Our AI-enabled learning assistant provides frontline professional associates with 24/7 access to scientific expertise and simulated role-play, helping standardize messaging, strengthen field readiness, and improve responses to complex clinical queries. The initiative has accelerated capability building and contributed to a significant increase in prescription growth.



## Developing managers as coaches

### Better-Up

In partnership with BetterUp, our global parent company provides personalized leadership coaching to help Colgate leaders enhance their effectiveness and accelerate their professional growth.

### Colgate flagship training programs on people management

We conduct several flagship training programs across all levels to build a consistent approach to people management. These include 'Valuing Colgate People', 'Fundamentals of Colgate Leadership' and 'Coaching Essentials'.



## Building Careers

At Colgate, building careers begins with helping our people understand where they currently stand in terms of their skills and capabilities, identifying where they want to go, and mapping out the path to get there.

We facilitate this journey through regular career development conversations between employees and their managers. These discussions help individuals explore their strengths, identify areas for growth, and share their career aspirations.

The insights from these dialogues feed into broader talent planning to shape personalized development opportunities and career pathways. To reinforce these conversations, we conduct half-yearly performance check-ins that not only assess progress against set goals but also look ahead to identify ways to drive further impact and growth.

People are at the heart of our success. Our commitment is to attract, develop, and retain strong, diverse talent to drive Colgate's continued growth and innovation.

Adding more structure and transparency to this process, our new **Colgate Career Framework** offers a clear organizational map of roles. It enables employees to visualize potential career paths, understand the experiences and capabilities required for aspirational roles, and make confident, informed choices regarding their professional growth.

### Career Development Plan

We continue focusing on the development of individuals beyond their day-to-day performance. We have ensured that every employee engages in meaningful career conversations with their managers. The outcomes of these discussions are then woven into development plans — shaping additional projects, formal learning opportunities, and short-term assignments. This integrated approach supports individuals in preparing for their next aspirational role and advancing with purpose.

### Sales Fundamentals

To build excellent sales fundamentals across the organization, we aim to equip 100% of our field workforce with essential training in Core Selling Fundamentals, Distributor Engagement, and Customer Management.

### Supply Chain Fundamentals

With a shared goal of operational excellence, the Supply Chain team invested over 10,000 collective training hours in critical areas like quality, safety, and production to elevate standards across our plants.

### People Leadership

We engaged our mid to senior managers in training programs focused on self-management, effective team development, goal setting, and navigating conflicts with a larger set of stakeholders. Additionally, refresher sessions were held to reinforce hiring principles and enhance senior leaders' capability to conduct competency-based interviews.

### Enabling a Learning Culture

Based on the career development goals of their teams, all function leaders curated quarterly learning sessions by bringing in subject matter experts, either from within the function or outside the organization.

### Digital Tools & Technology

Digital tools and technology have been pivotal in driving our talent development initiatives. To support this, we offer tailored skill-building opportunities through our AI-powered platform, 'MindSpark,' which integrates e-learning with multidisciplinary modules. Additionally, our 'Self Development Policy' provides financial support to employees pursuing external educational courses for further upskilling.

## Red Talks – Leadership Talk Series

A signature leadership engagement platform, Red Talks is designed to fuel inspiration, spark innovation, and nurture a growth-oriented culture. Curated exclusively for CP India employees, this talk series features thought leaders, industry experts, and changemakers from diverse walks of life who share powerful stories, strategic insights, and life lessons.

It offers our people a dynamic platform where bold ideas thrive, inspiration takes center stage, and our shared commitment to excellence is advanced. This year, the series featured prominent speakers including Mr. Shiv Shivakumar, Former Chairman and CEO, Pepsico India and Arindam Paul, Founding Member & Chief Business Officer, Atomberg Technologies bringing fresh perspectives and transformative thinking to our teams. Each session offers a space for learning and reflection, helping employees connect with purpose and envision what is possible



### CHAMP

CHAMP (Colgate Hands-on Advancement and Mastery Program) is a 3-year program we have launched in Sri City. It is structured for learning and soft skills combined with on-the-job

training, continuous mentorship, and career support making candidates 100% job ready. The program aims to convert high-churn manual roles into a skilled, high-retention technical

workforce by eliminating operational instability, transforming workers into technical owners and creating a "UGC-Accredited" educational pathway.

**We believe continuous learning is key to individual and organizational growth. That is why we ensure our teams have ongoing opportunities to learn, evolve, and thrive.**



# Outperform

When people feel valued, included, and empowered, they do not just meet expectations; they exceed them. Our people-centric policies and initiatives continue to raise the bar for people practices within the industry, with diversity, equity, and inclusion at the center of everything we build. Our ongoing focus on increasing women's representation in the workforce has earned us recognition and accolades that reflect the progress we are making.

Focused recruitment strategies, comprehensive training programs, and proactive engagement have together created a culture where every individual is empowered to bring their unique perspectives to the table. This commitment has strengthened our internal culture, deepened our customer relationships and fueled innovation sharpening our competitive edge. Together, these efforts continue to strengthen our journey to make India smile.

## Awards

### The Economic Times, ET NOW Best Organizations to Work For 2025

We are proud to have been recognized as one of ET NOW's Best Organizations to Work For 2025, under the theme "People. Purpose. Possibility." This recognition celebrates India's most admired workplaces, honoring organizations where leadership inspires trust, employees grow with purpose, and the workplace serves as a launchpad for careers and community impact.



### Ethical Workplace Award: CecureUs Awards 2025-2026

The HR team at our Sri City manufacturing unit has been recognized at the CecureUs Awards 2025-2026 under the Ethical Workplace – Code of Conduct category, acknowledging a culture rooted in integrity, trust, and accountability. This recognition reflects the impact of our Ethics Focus Month in deepening awareness and strengthening ethical capabilities across our teams.



HIGHLIGHTS  
FY 2025-26



**11 Million**

children and their families reached through Colgate Bright Smiles, Bright Futures® Program (BSBF)



**0.3 Million**

beneficiaries empowered through environmental sustainability and education initiatives

EMPOWERED  
COMMUNITIES



# Nurturing a Nation of Healthy Smiles

**Our commitment to India is rooted in a simple belief: everyone deserves a reason to smile. From urban centers to remote villages, we work to create opportunities that improve well-being and enable people to lead healthier, more confident lives.**

Our SMILE-Based Targets serve as our North Star. These objectives are meticulously crafted to foster optimism, enhance holistic well-being, and cultivate ecosystems where individuals are empowered to flourish.

We continue to scale our efforts by organizing and optimizing our programs, and by working closely with partners to outperform with solutions that are relevant, inclusive, and built for long-term impact. Our purpose, *to reimagine a healthier future for all*, shapes how we design, implement, and measure every initiative.

# Organize

Our CSR initiatives align with Colgate's 2030 Sustainability & Social Impact Strategy and are carefully designed to address India's specific needs while contributing to the broader UN Sustainable Development Goals.

Our approach is guided by the principle of Strategic Stewardship. Central to this is our ESG and CSR Committee (ECC), a dedicated body that ensures every initiative is impactful, scalable, and sustained. The ECC acts as the custodian of our social investments, focusing on ensuring thematic alignment, rigorous due diligence and disciplined execution. We recognize that the challenges faced by our society are interconnected and cannot be solved in isolation.

By conducting in-depth, localized assessments, we ensure our programs are not just "top-down" mandates but are built on the foundations of community participation.

## Our social impact thematic focus areas

To maximize our social footprint, we rely on strategic synergy with impact-driven NGOs and government agencies.



1

### Building a Healthier Nation Oral Health Education



Ankush Kumar  
Sambalpur, Odisha

2

### Education Scholarships and Digital & Financial Literacy for Women and Persons with Disabilities (PwDs)

### Keep India Smiling



InduDevi  
Udaipur, Rajasthan

3

### Promoting Environmental Stewardship Waste Management and Water Augmentation



Chandrikaben Patel  
Ahmedabad, Gujarat

# Optimize

Our programs are designed to deliver meaningful impact through strong partnerships and deep community engagement. A key focus is empowering women as change agents, recognizing their role in strengthening families and communities. By intentionally weaving these strands together, we increase the depth, breadth, and durability of our impact.

1

## Building a Healthier Nation Oral Health Education

The Evolution of Colgate Bright Smiles, Bright Futures® (BSBF)

NGO/Implementation Partners: BharatCares, Social Network India, Tarq Foundation and Oral Health Promotion Foundation



In India, oral health is more than a matter of hygiene, it directly impacts overall well-being, school attendance, and long-term productivity. With 9 out of 10 Indians affected by oral health issues, addressing this challenge requires moving beyond treatment to prevention at scale.

As a strategic response, the Colgate Bright Smiles, Bright Futures® (BSBF) program has evolved from a CSR initiative into a vital public health movement, designed to address these systemic vulnerabilities by embedding preventive care into the nation's social fabric. Anchored in the formative years (ages 6-15), the program helps embed oral hygiene as a daily practice, creating long-term behavioral change.

BSBF® follows an integrated approach that combines engaging, age-appropriate learning with broader health awareness. Through interactive modules, demonstrations, and activities, children learn not only oral care but also the importance of nutrition, tobacco prevention, hygiene, and preventive health. This is supported by training teachers, Anganwadi workers, and community stakeholders to reinforce these behaviors consistently.

Since 1991, the BSBF® program has demonstrated an unparalleled long-term commitment to Indian public health.



By reaching over **195 million** children and their families, the program has moved beyond simple outreach to become a sophisticated engine of systemic change.

One of the key strengths of the program is its "influencer model," where children act as ambassadors of change within their families, encouraging better hygiene practices at home and helping shift long-standing habits.

To ensure scale and local relevance, BSBF® is delivered through a strong network of state government bodies, NGOs, and dental organizations, enabling last-mile reach across diverse geographies.

Shyamala Pillai  
Kanchipuram, Tamil Nadu



## Leveraging Government Partnerships for Scaled Preventive Health

We are strengthening the reach of Colgate Bright Smiles, Bright Futures® through strategic partnerships with government institutions, advancing from standalone interventions to integrated, system-led delivery. By aligning with national education platforms such as DIKSHA and NISHTHA under the Ministry of Education, alongside community-based networks like Anganwadi centres under the Ministry of Women and Child Development, the program embeds oral health education within established public systems.



This integrated approach enables consistent engagement with children, parents, and caregivers across both school and community settings, supported by structured capacity building of teachers and frontline workers.

By becoming part of routine service delivery, oral health messaging moves beyond one-time awareness to sustained habit formation. Through these partnerships, Colgate continues to scale BSBF® by leveraging the reach, infrastructure, and credibility of government systems, strengthening last-mile delivery and enabling long-term behavior change at scale.

### Voices from Government Partners

**The future of Haryana is reflected in the smiles of our children. By partnering with Colgate, we are turning oral hygiene into a lifelong habit, ensuring every student has the health and confidence to lead our state forward.**



**Shri Nayab Singh Saini**  
Chief Minister of Haryana

BSBF® is closely aligned with national health priorities, supporting programs such as National Health Policy, Ayushman Bharat's School Health & Wellness Programme, and Swachh Bharat Mission (SBM).

Additionally, alignment with Rashtriya Bal Swasthya Karyakram (RBSK) is achieved through preventive dental screenings that enables identification and timely care of dental issues within children.

### IMPACT FY 2025-26

**1,10,00,000+**  
Children Reached

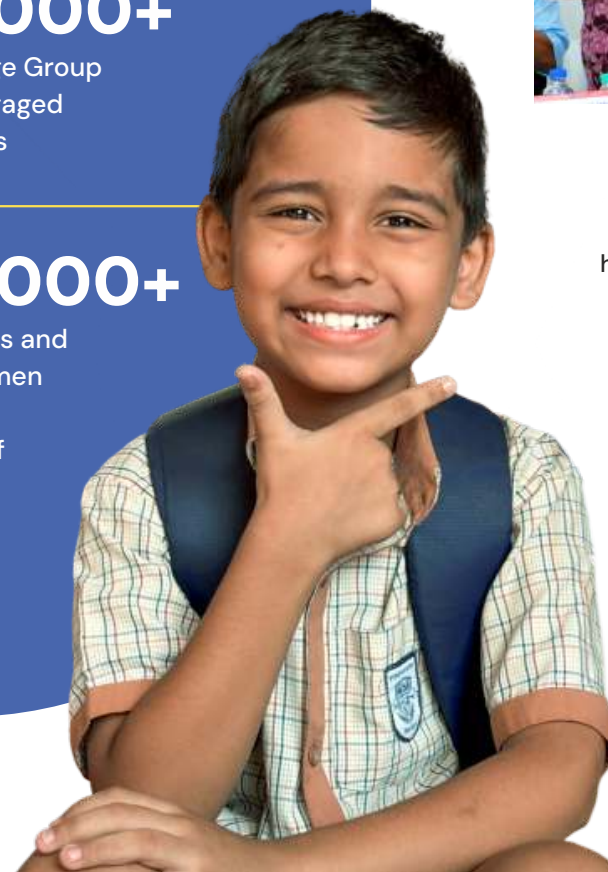
**80+**  
Districts Covered

**35,000+**  
Schools Integrated

**4,000+**  
Anganwadi Workers Trained

**1,00,000+**  
Children in Age Group  
3-6 Years Engaged  
in Anganwadis

**2,50,000+**  
Young Mothers and  
Pregnant Women  
Educated on  
Importance of  
Oral Health



## Strengthening Public Health Through Policy Advocacy

Empowering communities begins with strengthening the systems that support their health. At Colgate-Palmolive India, we contribute to the public health ecosystem through active engagement with national initiatives such as the National Oral Health Program under the Ministry of Health and Family Welfare, alongside collaborations with the Indian Dental Association.



In partnership with the Trained Nurses' Association of India (TNAI), we are integrating oral health into primary healthcare delivery. Through a five-module e-learning program hosted on TNAI and World Continuing Education Alliance (WCEA) platforms, we aim to equip over 5,00,000 nurses and midwives with essential oral health knowledge by 2026. Supported by the Commonwealth Nurses and Midwives Federation (CNMF) and C3 Collaborating for Health, this initiative enables frontline healthcare workers to deliver oral health education within their communities.

**Awes Harunbasha Shaikh**  
Mumbai, Maharashtra

# Sparkling Smiles, Lasting Change

## A New Routine Before Bedtime

I didn't know that germs build up 5 times more at night! I learned that at BSBF® session, and it changed how I take care of my teeth. Now I never skip brushing before I go to sleep. It feels good knowing my teeth are staying healthy. I've even become the 'brushing police' at home to make sure my whole family does it!



**Adiya Fatima**  
Sambalpur, Odisha

## Small Habit, Big Difference

I learned at BSBF® that a worn-out toothbrush is basically useless. I went home, checked the bathroom, and realized my whole family needed new ones! We replaced them right away. It made me realize that just brushing isn't enough if your brush is too old to do the job. Now I'm the one keeping an eye on everyone's bristles!



**Harshit Kumar**  
Mathura, Uttar Pradesh

## When a Grandchild Leads the Way

I never cared much about my tobacco habit, no matter who complained. But then my grandchild came back from the BSBF® program with all this new knowledge वो मेरे पीछे ही पड़ गई. She reminded me how it ruins my teeth and health. When your own grandchild looks at you with those worried eyes, you can't just ignore it. I've started cutting back significantly. Her simple words had more power than any doctor's advice.



**Himen Borah**  
Lakhimpur, Assam

## Learning That Shapes Daily Choices

After the BSBF® session, we noticed a visible change in students' habits. Many children who earlier brought fried or packaged snacks started bringing fruits. They shared how they spoke to their parents about making better food choices. Over time, this became a pattern across classrooms. When children begin making informed decisions and influence their homes, it shows that learning has truly gone beyond the classroom.



**Ajitha Susheelan**  
Thiruvananthapuram, Kerala

## An Anganwadi Becomes a Centre of Change

I have been working at the Anganwadi for many years, but to be honest, I never paid much attention to teeth and mouth health. I could see the kids had problems, but I didn't know enough to tell the mothers what to do. Now I have the confidence to show everyone the right way to brush. Today, people in the village actually come to me and ask for advice. It makes me feel so proud that I can finally help my community in this way.



**Rekha Tiwari**  
Ayodhya, Uttar Pradesh

## When Children Influence the Family

Earlier, my children would often ask for junk food, but now they think before choosing. They also remind each other, and us, to brush twice a day and avoid too many sweets. These may seem like small changes, but as a parent, I can see a deeper shift in their thinking. It feels reassuring to watch them grow more aware and responsible.



**Pushpa Singh**  
Gorakhpur, Uttar Pradesh

The Colgate Bright Smiles, Bright Futures® (BSBF) program goes beyond awareness, it inspires action. Across classrooms and communities, simple lessons are turning into everyday habits, with children, families, and educators becoming active participants in better oral health. These stories reflect how knowledge, when shared and practiced, can travel far beyond the classroom, creating confident choices, healthier routines, and meaningful change in daily life.



Keep India Smiling

2

## Education Scholarships

NGO/Implementation Partner: Buddy4Study India Foundation

In India, many talented students from low-income families face barriers in continuing their education beyond school. Financial uncertainty often disrupts their academic journey, limiting their ability to pursue higher studies and build meaningful careers.

The Colgate Keep India Smiling Education Scholarship Program is our focused response to this challenge. Implemented in partnership with the Buddy4Study India Foundation, the program provides need-based financial support that helps students stay on track, even during periods of economic stress. By reducing financial pressure on families, it ensures that a student's progress is shaped by merit and determination.



Renuka Jawal  
Navi Mumbai, Maharashtra

The program is designed to prioritize students from the most vulnerable backgrounds. It also goes beyond financial assistance by supporting holistic development through a virtual Learning Management System, enabling flexible, self-paced learning and skill-building.

Recognizing that oral health is a critical foundation of overall well-being, we are committed to strengthening India's dental healthcare ecosystem. Today, access to professional dental care remains uneven, with a significant gap in dentist availability, particularly across semi-urban and rural regions. Addressing this challenge requires building capacity at its roots.

**In response to this systemic challenge, we are investing in the next generation of dental professionals, with 50% of scholarships awarded to aspiring dentists.**

By supporting their education and growth, we are helping create a strong network of 'Oral Healthcare Champions' who can expand access, improve outcomes, and bring quality care closer to communities that need it most.

Dr. Suresh Bhole  
Mumbai, Maharashtra

### IMPACT FY 2025-26

**1,000+**  
Students Supported

Across  
**28** States | **269** Districts

**60%**  
Diversity Ratio

**55%**  
Parents have an Annual Income below ₹ 2L

Since its launch in 2019, the program has supported **8,300+** scholars enabling them to transition from education to careers with confidence and purpose.



Smile Stories

# Empowering Potential, Enabling Futures

The Keep India Smiling Scholarship goes beyond financial support, it helps students stay on course when life threatens to derail their ambitions. Across India, scholars are overcoming economic hardships, personal challenges, and social barriers to build meaningful careers. These stories reflect how timely support can restore confidence, unlock potential, and turn aspiration into action.

## A Future in Pediatric Dentistry

After her father's retirement, Mitali's MDS in Pediatric Dentistry was at risk. The scholarship helped her continue. She now aims to enter academics as a Senior Resident and eventually build a career in dental education and practice.



**Mitali Mayanglambam**  
Imphal East, Manipur

## From JEE Aspirant to Innovator

Once considering a BSc due to costs, Trisha cleared JEE and pursued engineering with scholarship support. She went on to win the Smart India Hackathon and Innovation Ignite. She now aims to become a Java developer and mentor young girls.



**Trisha Moitra**  
Giridih, Jharkhand

## Engineering Hope for Her Family

Daughter of a farm laborer, Vaishnavi pursued engineering as a path to stability. The scholarship helped her stay enrolled. Now in her final year, she is preparing for a career in technology and hopes to uplift her family.



**Vaishnavi K. D**  
Amravati, Maharashtra

## Skill, Independence, and Dignity

Despite being speech and hearing impaired, Priyanka pursued vocational training in tailoring and embroidery. Today, she earns ₹ 70,000-80,000 annually as a skilled artisan, supporting her family and managing household responsibilities independently.



**Priyanka Sheth**  
North Goa

## Balancing Health and Ambition

Living with haemophilia, Chandan faced rising medical and education costs. The scholarship eased the financial stress, helping him focus on his B.Tech in IT. He now aspires to become a software developer and build a stable future.



**Chandan G.**  
Bankura, West Bengal

## Building a Career in Dentistry

With her father supporting the family of 7 members with an accountant salary, funding her BDS was challenging. The scholarship supported her education and learning needs. Kavya now aims to pursue a master's degree and grow as a dental professional.



**Kavya Koshti**  
Ahmedabad, Gujarat



Swati Arondekar  
Thane, Maharashtra

2



Keep India Smiling

## Digital & Financial Literacy for Women and Persons with Disabilities (PwDs)

NGO/Implementation Partners: Seva Mandir, Haqdarshak & NIIT Foundation

As India advances towards a digital future, many rural communities, especially women and Persons with Disabilities (PwDs), continue to face barriers in accessing digital and financial systems.

Recognizing that true progress must be inclusive, Colgate-Palmolive, in partnership with Seva Mandir, Haqdarshak and NIIT Foundation, continues to expand its Digital & Financial Literacy initiative. What began in 2021 as a focused intervention has now scaled across rural and industrial regions in five states: Andhra Pradesh, Maharashtra, Gujarat, Rajasthan and Himachal Pradesh.

IMPACT FY 2025-26

**380+**

Colgate Digital Sakhis

**1,00,000+**

Beneficiaries Confidently Participating in the Digital Economy

**366 PwDs**

Benefited from the Financial & Digital Literacy Sessions

**₹ 435+ cr**

Worth of Government Scheme Linkages Achieved

To date, the initiative has reached over **650 Villages Across Six States**

**1,000+** Digital Sakhis Trained

**2,37,000+** Beneficiaries Impacted





**Nitin Salve**  
Trainer, Mumbai, Maharashtra

## Digital & Financial Sovereignty through Training

We believe literacy is the first step towards independence. Our village-level sessions go beyond basic awareness, equipping participants with practical knowledge in money management, digital safety, fraud prevention, and access to financial opportunities. Thus, helping them navigate the modern economy with confidence.

## Digital Sakhis as Community Changemakers

At the heart of the program are our Digital Sakhis; local women trained to be the architects of change in their own communities. As peer educators, they simplify digital concepts, support families with essential documentation like PAN and Aadhaar, and facilitate access to banking services, becoming trusted guides in everyday financial matters.

By enabling access to welfare benefits worth ₹ 615+ Crore, the program is driving inclusive growth and long-term resilience. Over 800 PwDs have also benefited through improved access to government schemes, gaining greater confidence to participate in the digital economy and build more secure futures.

Since inception, UPI usage among beneficiaries has increased by 75%, while possession of government-approved identity documents has reached 100% coverage and insurance coverage has grown from 8% to 85%.

## Strengthening the Welfare Safety Net

The program also enables end-to-end support for government scheme linkages, helping communities access benefits such as social security pensions, Ayushman Bharat, scholarships, and e-Shram cards. Beyond access, participants are becoming more aware and confident in safeguarding themselves against digital fraud.



**Meena Jagdale**  
Palghar, Maharashtra

## Smile Stories

# Powering Transformation

Real empowerment begins when access meets awareness. Through our Digital & Financial Literacy initiatives, we are helping individuals move from exclusion to participation, enabling them to access entitlements, build livelihoods, and make informed decisions. Across phases of the program, these stories reflect how the right support, delivered at the right time, can unlock confidence, independence, and long-term resilience.

## Access to Identity and Inclusion

### From Invisible to Included

Living in Saru village without identity documents or a bank account, Somli was completely cut off from welfare systems. Colgate Digital Sakhi Sejan intervened to help her secure these essential IDs and open her first account. This crucial step successfully integrated her family into the formal economy, finally granting them access to government supported schemes and marking a true shift.



**Somli**  
Supported by  
Digital Sakhi Sejan  
Udaipur, Rajasthan

### Unlocking Support for Motherhood

As an expecting mother, Anisha was eligible for ₹ 5,000 under Govt. of India's Pradhan Mantri Matru Vandana Yojana (PMMVY) but lacked the documentation to access it. With support from our program, she obtained her e-Shram Card, unlocking this critical benefit. Beyond the financial aid, the process helped her understand how to navigate digital systems independently.



**Anisha Tirumal Kuppan**  
Tirupati, Andhra Pradesh

# Powering Transformation

## Overcoming Barriers to Livelihood

### Building Independence Through Enterprise

Living with a physical disability, Parvati was often seen as a dependent. Through Colgate's self-help group strengthening program, she was able to access a loan of ₹ 10,000 to start a small grocery shop. With continued support, she expanded her business through additional micro-loans. Today, her shop provides a steady income and a sense of dignity. Parvati's journey reflects how access to finance and belief in one's potential can transform limitations into livelihoods.



**Parvati Bherulal**  
Udaipur, Rajasthan

### Journey to Land-based Security Through Access

Sapna managed her family farm but was excluded from the government agriculture welfare schemes due to outdated land records. With last-mile support from the program, these records were corrected, enabling her enrollment in PM-Kisan Samman Nidhi. Receiving her first ₹ 2,000 installment brought financial relief and renewed confidence. Today, Sapna is better equipped to manage her farm, with access to support systems that were once out of reach.



**Sapna Rana**  
Solan, Himachal Pradesh

## Asset Creation and Economic Scale

### From Farmer to Micro-Entrepreneur

Dependent on rented equipment, Jayantibhai often lost time during critical farming cycles. Through awareness sessions, he applied for support under the Gujarat Government's iKhedut Yojana and secured ₹ 10 lakh subsidy to purchase a tractor. This transformed his livelihood—he now farms efficiently and earns additional income by renting equipment to others. What began as support for productivity has evolved into a sustainable source of income.



**Jayantibhai Ambarambhai**  
Ahmedabad, Gujarat

### Strengthening Digital Confidence

A national-level judo player with 100% visual impairment, Darshan joined the program to better navigate digital risks. Through accessible training, he learned to identify fraud and protect sensitive information. Today, he shares this knowledge with his family and peers, helping them stay safe online. Darshan's journey highlights how inclusive learning can empower individuals to protect not just themselves, but their wider community.



**Darshan Kamble**  
Mumbai, Maharashtra

### From Learner to Community Leader

An MSW graduate, Harshali rediscovered her confidence through the program. After successfully identifying and avoiding a fraud attempt, she became a Digital Sakhi. Within two months, she conducted five community sessions and helped neighbors access health and labor cards. Today, she is a trusted guide in her community, demonstrating how knowledge, when shared, can multiply impact.



**Harshali Wadekar**  
Ahmedabad, Gujarat

Healthy communities thrive in clean, resource-secure environments. At Colgate-Palmolive India, our approach to environmental stewardship focuses on responsible water management and sustainable waste practices, thereby extending beyond our operations into the communities we serve.

We work to address challenges such as water scarcity, access to safe resources, and inefficient waste systems by building awareness, enabling behaviour change, and strengthening local infrastructure.



### 3 Promoting Environmental Stewardship

## Waste Management

NGO/Implementation Partner: Nepra Foundation

Across regions, from Sri City in Andhra Pradesh to Baddi in Himachal Pradesh and Sanand in Gujarat, waste management continues to be a systemic challenge. Limited collection infrastructure, low awareness, and the absence of circular systems often result in open dumping, burning, and environmental degradation. Through our Rural Waste Management Program, we are addressing this challenge through an integrated, community-led model that treats waste as a resource.

Our approach is built on four key pillars:

#### Driving Behavior Change

Community and school-led workshops promote segregation at source and build everyday habits, with children emerging as key change agents.

#### Building Circular Systems

Structured processes for collection, segregation, and responsible end-use ensure waste is channeled into recycling and recovery streams.

#### Enabling Dignified Livelihoods

Safai Saathis are integrated into the system as trained professionals, creating green jobs and strengthening local economies.

#### Recovering Resources

By diverting waste from landfills, the program reduces carbon emissions and supports a circular economy.

Mithali and Devanshi  
Baddi, Himachal Pradesh

We recognize that long-term social change requires strong collaborations and partnerships with both governmental and non-governmental organizations, ensuring that our efforts create lasting, widespread impact.



IMPACT FY 2025-26

25 Villages

88,700+ Beneficiaries

90,000+ kg Dry Waste Collected & Segregated

63,900+ kg Carbon Emissions Diverted

7,53,679 kWh Energy Saved

600 Households Annual Electricity Saved

By professionalizing waste collection and fostering localized ownership, we are witnessing a profound transformation—where "waste" is reclaimed as a resource and "safai" is recognized as a source of community pride.

The waste management and community engagement programs have yielded significant positive results across several critical dimensions:

- Community health & well-being through reduction in sanitation-related illnesses and infections.
- Livelihood dignity & socio-economic empowerment through Safai Saathis.
- Environmental stewardship & civic ownership, resulting in increased awareness, cleaner surroundings and substantial decrease in use of single-use plastics.



Volunteering  
Sri City, Andhra Pradesh

# Pursuing Circularity with a Human Heart

## Security Through Dignified Work

At 57, Kommala had spent over a decade in daily wage jobs from farms to cement work, earning income but not security. This program changed that. With stable, dignified employment, she now supports herself with confidence and plans for the future, gaining a sense of independence and peace of mind she once thought out of reach.



**Kommala Venkatamma**  
Safai Saathi  
Tirupati, Andhra Pradesh

## From Informal Work to Enterprise

In Baddi, Bhagwati and her husband moved from irregular work to a stable livelihood through the program. With steady income, they secured a loan to purchase a collection vehicle. Today, they manage door-to-door waste collection across six villages, running their own enterprise while contributing to cleaner communities.



**Bhagwati & Ramcharan Singh**  
Community Beneficiary  
Solan, Himachal Pradesh

## Learning That Shapes Behavior

At Anandgundala Primary School, waste segregation was once understood but rarely practiced. Through interactive sessions, students began sorting waste themselves. For Raghuramaiah, this shift is meaningful. It reflects learning that goes beyond the classroom, shaping responsible habits that students will carry into their homes and communities.



**P. Raghuramaiah**  
School Principal  
Tirupati, Andhra Pradesh

## From Awareness to Daily Action

Priya remembers when waste was often burned or discarded without thought. After attending school sessions, she began to understand its impact on health and the environment. Today, she practices segregation at home and encourages her family to do the same, showing how learning can influence everyday behavior.



**Priya**  
School Student  
Solan, Himachal Pradesh

## A Cleaner Village, A Safer Childhood

At 67, Veena has seen her village transform over time. What was once scattered waste is now managed through structured systems. She finds comfort in seeing her grandchildren grow up in cleaner surroundings. For her, the change reflects care, dignity, and a renewed sense of pride in her community.



**Veena Kaur**  
Safai Saathi  
Solan, Himachal Pradesh

## Inspiring Change Through Engagement

Engaging 180+ bright minds at A.P. Model School was incredible. By turning waste segregation into fun, interactive lessons, we saw how quickly children embrace change for good. It was a beautiful reminder through volunteering that when we make learning accessible, simple actions can spark a lifelong commitment to protecting our planet.



**Calyanaramon S.**  
Employee Volunteer  
Sri City, Andhra Pradesh

True impact is visible when communities begin to live the change. Through our waste management program, cleaner surroundings are improving health, restoring dignity to livelihoods, and building a sense of shared responsibility.

What began as waste collection has evolved into a system where people, practices, and purpose come together to create lasting change.



Students  
Baddi, Himachal Pradesh

When communities begin to understand their role in waste management, cleanliness starts moving from a Colgate campaign to a habit.

Segregation at source is a critical first step towards protecting the environment and securing a better future. It is encouraging to see communities in Baddi learning, participating, and taking steps towards responsible waste management.



Ms. Sonakshi Tomar, IAS  
CEO-BBND & Commissioner-  
Municipal Corporation, Baddi,  
Himachal Pradesh

Voices from Government Partners

To date, the program has contributed to

**2,23,000+ kg**  
of Dry Waste Collection

**1,54,000+ kg**  
Diversion of Carbon Emissions

**17,72,615+ kWh**  
Energy Savings  
equivalent to 7,100+  
Trees Preserved

**2,32,600+**  
Beneficiaries  
Across 48 Villages

Promoting  
Environmental Stewardship

### 3 Water Augmentation for Livelihood & Women Empowerment



NGO/Implementation Partner:  
Seva Mandir

What began in 2017 as a feasibility study in the rugged terrain of Udaipur has evolved into a self-sustaining ecosystem of change. Today, our partnership with Seva Mandir is no longer just about infrastructure, it is about resilience.

In FY 2025-26, we transitioned from 'providing access' to 'ensuring abundance,' moving beyond basic water security to create a flourishing rural economy led by empowered women.



Kalki Morwal  
Udaipur, Rajasthan

### Rejuvenating the Source

Water lies at the core of this transformation. In FY 2025-26, we focused on rejuvenating local water systems by repairing and restoring 18 water harvesting structures, enabling the replenishment of 30 million liters of water. This has improved access for over 40,000 beneficiaries and strengthened water availability through lean seasons.

It has also reduced the time women spend collecting water by up to 60 minutes a day, freeing nearly 15 days annually for more productive pursuits.



**Chandni Devi**  
Udaipur, Rajasthan

## Women as Architects of Change

Women are central to this change. The formation of 18 Self-Help Groups has created platforms for leadership, financial participation, and local governance. With reduced dependence on water collection, women are now leading community initiatives, managing enterprises, and ensuring continuity in education for their children.



**Yamini and Vidhi Kumari**  
Udaipur, Rajasthan

## Above, Beyond and into the Future

A thriving community needs more than just income; it needs health. Through the integration of WASH (Water, Sanitation, and Hygiene), we reached 25,000+ children and reinforced the link between clean water, hygiene, and long-term well-being. At the same time, ecological benefits are becoming visible, with 63.3% of beneficiaries reporting improved groundwater levels and environmental restoration.

To ensure sustainability, communities have adopted a user-ownership model, contributing monthly towards the maintenance of water infrastructure. This shift from access to accountability has strengthened long-term program viability.



**Bhoumi Devi**  
Udaipur, Rajasthan

## Diversifying Livelihoods

With water security in place, communities have begun to diversify their livelihoods. Over 700 farmers have shifted to vegetable and floriculture farming, while 120 individuals have been trained in modern animal husbandry, creating additional income streams. Many households have reported monthly income increases of ₹ 4,000 to ₹ 5,000, supported by improved soil fertility through silt reuse and a growing shift towards organic practices such as Jeevan Amrit and Neemastra.

### IMPACT FY 2025-26

**10**  
New Villages Added

**18 SHGs**  
Strengthened

**1,000+**  
Livelihood Beneficiaries Trained

**30 Mn**  
Liters of Water Repurposed

**35%**  
Average Rise in Annual Income Among Livelihood Beneficiaries

**25,000+**  
Children underwent WASH Session

**460**  
Million liters of water replenished till date through water augmentation programs since 2018

Our impact is measured not just in liters, but in legacy. By integrating groundwater recharge with bio-resource adoption, we have ensured that 99% of our farmers are now chemical-free, while our women have achieved a 100% improvement in social standing within their villages. We aren't just replenishing water; we are recharging the socio-economic future of Rajasthan.



# Where Water Flows, Progress Follows

We make India smile when access creates opportunity and learning leads to lasting change. In rural Rajasthan, water augmentation is doing more than improving availability. It is strengthening livelihoods, shaping healthier habits, and enabling communities to move forward with confidence.

## From Struggle to Sustainable Farming

At 54, Bhagi Bai transformed her approach to farming by adopting natural methods. With training, she grew 7,000 saplings and harvested 900 kg of tomatoes in one season, earning ₹ 49,000. Her journey from low returns to stable income highlights how knowledge and support can restore both soil and livelihoods.



**Bhagi Bai Vadera**  
Tribal Farmer  
Udaipur, Rajasthan

## A Student Leading Change at Home

In Khajuri, students once walked 300 meters for accessing unfiltered water to drink. With the introduction of a Water Hut serving over 250 students, access improved significantly. Nazu, a Grade 8 student, took learning from WASH session beyond school by encouraging her family to adopt better sanitation practices, showing how awareness can influence everyday behavior.



**Nazu Kumari**  
School Student  
Udaipur, Rajasthan

Through our partnership with Seva Mandir, this initiative connects water security with livelihood development and behavior change. The result is visible across farms, schools, and homes, where individuals are not just

adapting to change but leading it. These stories from Rajasthan reflect how the right support, delivered at the right time, can turn everyday challenges into pathways for growth.

## Growing a Nursery, Growing Independence

With training in water-supported agriculture, Kanta Devi established a nursery on her small farm. By growing and selling thousands of saplings, she created a steady income and reinvested in her business. Her journey reflects how targeted support can help women build financial independence and long-term stability.



**Kanta Devi**  
Nursery Entrepreneur  
Udaipur, Rajasthan

## Leading the Shift to Natural Farming

As manager of a Bio-Resource Centre, Kanta Devi led the shift from chemical to natural farming. By reducing input costs from ₹ 1,500 to ₹ 400 per bigha and earning ₹ 1,50,000 annually through organic crops, she inspired 125 farmers to adopt sustainable practices, strengthening both income and soil health.



**SHG members**  
Bio Resource Centre  
Udaipur, Rajasthan



# Employee Volunteering



At Colgate-Palmolive India, employee volunteering is an integral part of how we create meaningful social impact. We encourage our people to contribute their time, skills, and compassion through initiatives that reflect our core values and commitment to community well-being.

Driving Impact

- Education**  
Empowering Minds
- Environment**  
Protecting Our Planet
- Livelihood**  
Elevating Lives

**30+** Volunteering Initiatives  
Across Skill-Based and Community Engagement Activities

**650+** Employees Participated as Active Volunteers

**3,750+** Hours Contributed Towards Community Initiatives

**21,000+** Children and Community Members Reached

From conducting waste segregation workshops and plastic collection drives to supporting school libraries and mentoring young learners, our employees are actively engaging with communities and driving change at the grassroots.

By promoting better hygiene, access to learning, and responsible environmental practices, we aim to equip communities with the knowledge and tools for a healthier, more sustainable future. These efforts reflect our belief that collective action can create lasting impact.



## VOLUNTEER TESTIMONIALS



Effective waste management goes beyond technical systems; it requires people to be the drivers of change on the ground. By rolling up our sleeves alongside school children, we turn waste into a powerful learning opportunity, helping them understand their role as environmental stewards.

**Devamrutha S**  
Area Leader,  
Human Resources

**Sanjeeb Sahu**

Director - Manufacturing,  
Baddi & New Geo Projects

Participating in our CSR initiatives has always felt like a breath of fresh air. My favorite experience by far was a recent waste management session at a local school in Tada, Andhra Pradesh. Seeing the kids so engaged during the interactive team games was incredibly rewarding.



Whether it is reliving my childhood with activities like Let's Read Carnival or School Mural Art Painting, making celebrations more meaningful by visiting an old-age home, crafting sustainable lanterns for NGOs, or contributing to the great causes like beach clean-up and braille card making - every activity has been a dream come true.

**Sheetal Kamat**

Scientist,  
Research &  
Development

Since a young age, I have been driven by the spirit of service. This past year has been a masterclass in diverse impact. I've had the privilege of bridging the gap between generations. From engaging with seniors to mentoring children. I am honored to be part of a culture that values such thoughtful causes.



**Priti Mhatre**

Sr. Associate,  
Information Technology

**VOLUNTEER TESTIMONIALS**



Volunteering has been my most grounding experience yet. Whether I was restoring a lake with floating wetlands, planting trees, or mentoring children through sustainable crafts, every hour spent was a lesson in purpose. These experiences have strengthened my empathy and reinforced my belief in giving back to society in meaningful ways.

**Aditya Gawde**  
Associate Team Lead,  
Finance

**Sakshi Punjabi**  
Associate Scientist,  
Research & Development

We worked on a couple of simple tasks like creating Braille cards for visually impaired children. It was a grounding experience and a powerful reminder that we don't all experience the world in the same way, but we can all play a role in making it more inclusive and accessible.



Participating in the National Football Day initiative was a profoundly rewarding experience. Beyond the sport itself, it was incredible to witness how our commitment to community engagement translates into real-world smiles and empowerment for these young athletes.

**Swapnil Thakur**  
Technical Architect,  
Information Technology



Let's Read Carnival  
Mumbai, Maharashtra



Soccer with underprivileged kids  
Mumbai, Maharashtra



Tree plantation drive  
Palghar, Maharashtra

# Outperform

Our PAN-India footprint is growing! To reach every corner of the country and consistently outperform our targets, we are joining forces with state governments. We are thrilled to welcome Bihar, Keralam, and Haryana to our growing network of strategic partnerships. Together with our existing alliances in Uttar Pradesh, Assam, Maharashtra, and Goa, we are building a stronger, more connected framework for nationwide success.



## Flagship CSR initiative of Uttar Pradesh in 2025

Colgate BSBF® Recognized by Smt. Anandiben Patel, Hon'ble Governor of Uttar Pradesh State & Invest UP



## Awards

**Best CSR Project – Colgate Bright Smiles, Bright Futures®**  
Bharat CSR & Sustainability Summit & Awards 2025

**Most Impactful Public Health Programme of the Year 2025 – Colgate Oral Health Movement**  
India CSR Awards 2025



**Ray of Hope Award – Employee Volunteering**  
Karma Summit Asia 2025



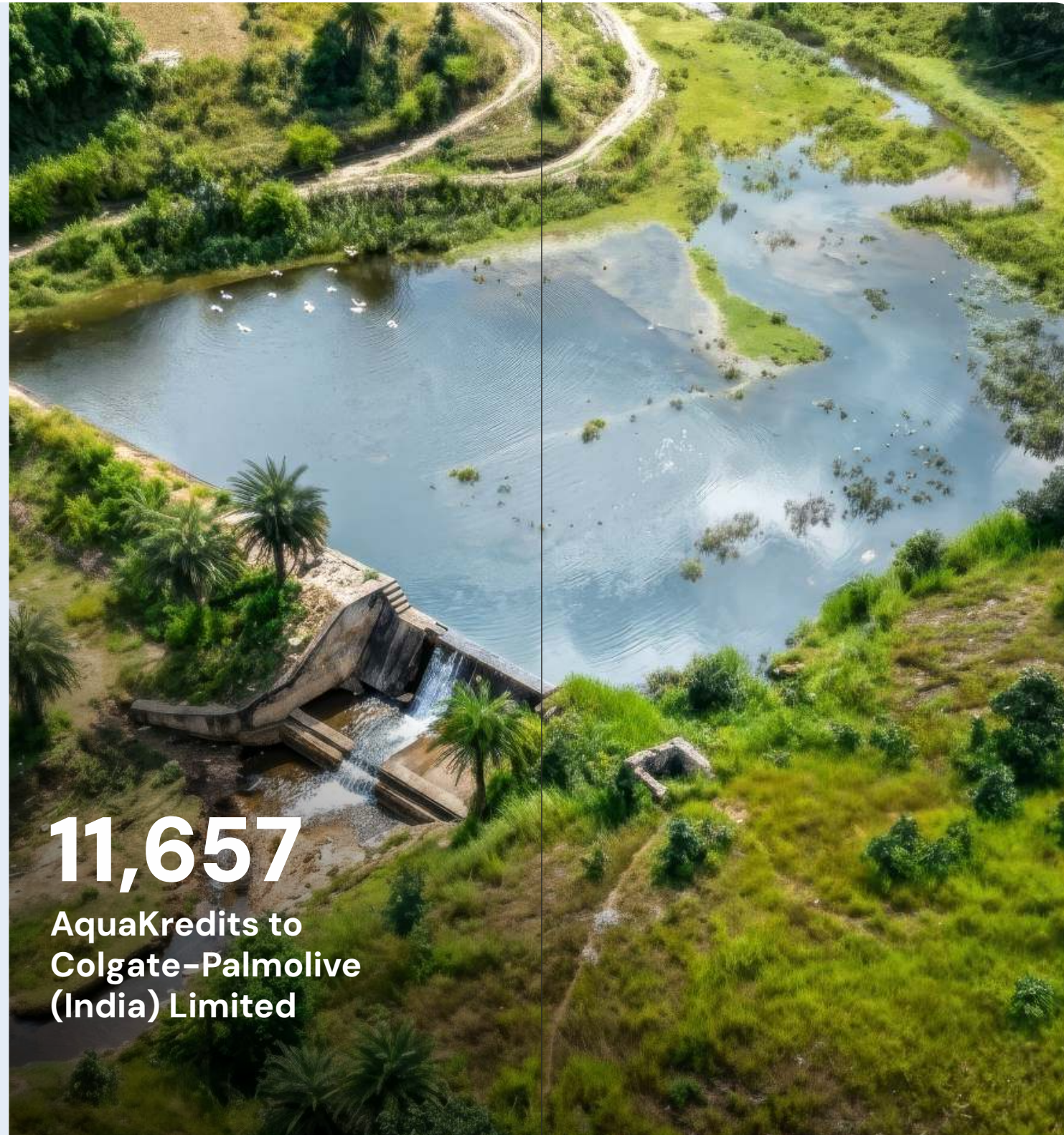
### Certification for AquaCredits

## Blue Impact: Credit Generation through Water Stewardship

Our water conservation efforts in Udaipur, Rajasthan, implemented in partnership with Seva Mandir, were independently assessed over the last three years and certified by AqVerium, the world's first digital water bank. The assessment validated certified water savings of 1,16,56,996 m<sup>3</sup>.

This certification strengthens transparency, traceability, and standardization in measuring water impact.

It also recognized strong year-on-year scale-up and affirmed the initiative as a replicable and scalable model for sustainable water management.



**11,657**  
AquaCredits to Colgate-Palmolive (India) Limited

Dhadhawali Village, Jhadol Tehsil, Udaipur, Rajasthan

### Awards

#### Best Water Conservation Initiative and Best Livelihood Initiative (Silver)

CSR Times 2025

#### Best Waste Management Initiative & Best Women Empowerment Initiatives 2025

Global CSR & ESG Awards 2025

#### Best Waste Management Initiative (Gold)

CSR Times 2025



The Swachhata (Swachh Bharat) Pledge  
Saraswati Vidya Mandir, Barotiwala (Baddi), Himachal Pradesh



# Voices of Impact

## Our Smile Partners

Making India smile is a movement, and it's powered by incredible partnerships. To create real change across oral health, education, water security, financial inclusion, and environmental care, we join hands with the best.

From grassroots changemakers to visionary leaders, our collaborators are the ones turning our bright intentions into lasting, community-wide impact. Hear directly from the voices on the ground. Here is what our Smile Partners have to say.



We believe that the most enduring social progress occurs when a community takes collective ownership of its well-being. Our partnership with Colgate-Palmolive on the Bright Smiles, Bright Futures® (BSBF) program is a powerful embodiment of this philosophy. By bridging the gap for the most underserved, we are ensuring that the journey towards a healthier, more resilient India is inclusive, sustainable, and driven from the ground up.

**Namita Chhetri** | CEO, Social Network India



By professionalizing waste management across the diverse landscapes of India and to the industrial corridors of Himachal Pradesh, Andhra Pradesh and Gujarat, we are giving dignity of work to our Safai Saathis, diverting significant carbon emissions and reclaiming waste as a secondary resource. Together, we are engineering a cleaner, healthier, and more equitable future for everyone.

**Sandeep Patel** | Trustee, Nepra Foundation



As water availability and access improves, women are reclaiming time, building livelihoods, and steadily emerging as compassionate and confident leaders within their communities. With Colgate's continued support, this momentum holds the promise of shaping a more inclusive and self-sustaining India.

**Aarti Shah** | Deputy Director, Seva Mandir



Our partnership with Colgate-Palmolive India has built a robust bridge between citizens and their entitled benefits over the last three years. By facilitating access to government welfare schemes, we are ensuring that the most underserved communities participate confidently in India's digital-first growth story.

**Deepika Mallick Arora** | Vice President - Growth, Haqdarshak



Our partnerships aim to go beyond simple programs, fostering systemic change. A key example is Colgate Bright Smiles, Bright Futures® initiative, which focuses on integrating preventive health education and partnering for oral healthcare within public systems. This approach not only strengthens institutions but also ensures that healthy habits are established from an early age.

**Lakshana Asthana** | Founding Partner, Tarq Foundation



Through the Financial and Digital Literacy Program in Mumbai, supported by Colgate-Palmolive, I have witnessed how women and persons with disabilities are not just learning skills but transforming their lives. We are truly happy when women leverage the benefits of government schemes generated through this program, because that is where empowerment translates into real impact.

**Supriya Chavan** | Regional Manager, NIIT Foundation



Partnering on this scholarship and mentorship program has allowed us to play a critical role in the success of deserving students. Witnessing the tangible success of our scholars remains the primary benchmark for the program's success. We value the opportunity to help shape the future of oral healthcare in India.

**Vineet Kanak** | Program Manager Operations, Buddy4Study India Foundation



The strength of the Colgate Bright Smiles, Bright Futures® program lies in its community-centric approach. Through Jan Bhagidari, we have worked to integrate oral health education into the local frameworks that children interact with every day. Moving beyond simple outreach, the program focuses on institutionalizing health habits across metros and remote villages alike.

**Rajvi Parmar** | Senior Manager, BharatCares

STATUTORY REPORTS &  
FINANCIAL STATEMENTS



# Notice

## COLGATE-PALMOLIVE (INDIA) LIMITED

Registered Office :

Colgate Research Centre,  
Main Street, Hiranandani Gardens, Powai,  
Mumbai 400 076.

CIN : L24200MH1937PLC002700

Email : [investors\\_grievance@colpal.com](mailto:investors_grievance@colpal.com)

Website : <https://www.colgatepalmolive.co.in>

Tel. No. : (+91) 22-6709 5050

**NOTICE** is hereby given that the Eighty-Fifth (85<sup>th</sup>) Annual General Meeting of COLGATE-PALMOLIVE (INDIA) LIMITED will be held on **Wednesday, July 29, 2026 at 3.30 p.m.** (IST) through Video-Conferencing / Other Audio-Visual Means to transact the following business:

### ORDINARY BUSINESS:

1. To consider and adopt the Audited Financial Statements of the Company for the Financial Year ended March 31, 2026 and the Reports of the Board of Directors and Auditors thereon.
2. To appoint a Director in place of Ms. Prabha Narasimhan (DIN: 08822860), who retires by rotation and being eligible, offers herself for re-appointment.

### SPECIAL BUSINESS:

3. **To re-appoint Mr. Jacob Sebastian Madukkakuzy (DIN: 07645510) as a Whole-time Director & Chief Financial Officer.**

To consider and, if thought fit, to pass, the following resolution **as an Ordinary Resolution:**

**"RESOLVED THAT** pursuant to the provisions of Sections 196, 197, 203 and other applicable provisions, if any, of the Companies Act, 2013 (the 'Act') read with Schedule V of the Act and the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, and the applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("the SEBI Listing Regulations") including statutory modification(s) or re-enactment thereof, and the

Articles of Association of the Company and based on the recommendation of Nomination and Remuneration Committee and the Board of Directors of the Company, consent of the members of the Company be and is hereby accorded for re-appointment of Mr. Jacob Sebastian Madukkakuzy (DIN: 07645510) as the Whole-time Director & Chief Financial Officer of the Company, liable to retire by rotation, for a further period of 5 (five) consecutive years effective October 28, 2026 to October 27, 2031, on the terms and conditions, including remuneration, as are set out in the draft agreement to be entered into between the Company and Mr. Jacob Sebastian Madukkakuzy, material terms of which are set out in the explanatory statement attached to this notice, with liberty to the Board of Directors of the Company (hereinafter referred to as "the Board" which term shall be deemed to include any Committee of the Board constituted to exercise its powers, including the powers conferred by this Resolution) to alter and vary the terms and conditions thereof in such manner as may be agreed to between the Board and Mr. Jacob Sebastian Madukkakuzy, subject to the applicable provisions of the Act, or any amendment thereto or any re-enactment thereof.

**RESOLVED FURTHER THAT** in the event of absence or inadequacy of profits in any financial year during his tenure as Whole-time Director, Mr. Jacob Sebastian Madukkakuzy be paid the aforesaid remuneration as minimum remuneration for that financial year.

**RESOLVED FURTHER THAT** the Board of Directors of the Company and the Company Secretary be and are hereby authorized to do all such acts, deeds and things as may be deemed proper and expedient to give effect to this Resolution."

By Order of the Board of Directors  
For **Colgate-Palmolive (India) Limited**

**Jaikishan Shah**

Company Secretary &  
Compliance Officer

Place : Mumbai  
Date : May 22, 2026

Membership No: A34948

**NOTES:**

1. Pursuant to the Ministry of Corporate Affairs ('MCA') General Circular No. 14/2020 dated April 8, 2020 and various other circulars issued by the MCA & SEBI and in reference to the recent MCA General Circular No. 03/2025 dated September 22, 2025 ('hereinafter collectively referred to as Circulars'), the Annual General Meeting ('AGM/Meeting') of the Company will be held through Video Conferencing ('VC') or Other Audio-Visual Means ('OAVM') and accordingly physical attendance of the Members at the AGM venue is not required.
2. Pursuant to the provisions of the Companies Act, 2013 ('the Act'), a Member entitled to attend and vote at the Meeting is entitled to appoint a proxy to attend and vote on his/her behalf and the proxy need not be a Member of the Company. Since this Meeting will be held through VC/OAVM, in accordance with the Circulars, physical attendance of Members has been dispensed with.  
  
Accordingly, the facility for appointment of proxies by the Members will not be available for this Meeting and hence the Proxy Form and Attendance Slip are not annexed to this Notice.
3. The attendance of the Members attending the AGM through VC/OAVM will be considered for the purpose of reckoning the quorum under Section 103 of the Act.
4. The meeting shall be deemed to be held at the registered office of the Company at Colgate Research Centre, Main Street, Hiranandani Gardens, Powai, Mumbai - 400 076.
5. An explanatory statement pursuant to Section 102(1) of the Act, relating to the Special Business to be transacted is annexed hereto.
6. The additional details of directors seeking re-appointment, pursuant to Regulation 36(3) of the SEBI Listing Regulations and the Secretarial Standards on General Meeting ('SS-2') issued by the Institute of Company Secretaries of India, is annexed as **Annexure I** and forms part of this Notice.
7. Members can join AGM in the VC/OAVM mode 30 minutes before the scheduled time of the commencement of the Meeting by following the procedure mentioned in this Notice. The facility of participation at the AGM through VC/OAVM will be made available for 1,000 Members on a first-come-first-served basis. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors,

Directors, Key Managerial Personnel, the Chairpersons of Audit Committee, Nomination and Remuneration Committee and Stakeholders' Relationship Committee, Auditors of the Company, etc. who are allowed to attend the AGM without any restriction on account of first-come-first-served basis.

8. Pursuant to the provisions of Section 108 of the Act read with Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended and Regulation 44 of the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, ('the SEBI Listing Regulations') as amended, and the aforesaid Circulars, the Company is providing a facility of remote e-Voting to its Members in respect of the business to be transacted at the AGM. For this purpose, the Company has engaged the services of National Securities Depository Limited ('NSDL') for facilitating voting through electronic means. The facility of casting votes by a Member using a remote e-Voting system as well as e-Voting during the AGM will be provided by NSDL.
9. The Notice of the AGM and Annual Report has been uploaded on the website of the Company at <https://www.colgatepalmolive.co.in/>. The Notice and Annual Report can also be accessed from the websites of the Stock Exchanges where the shares of the Company are listed i.e. BSE Limited and National Stock Exchange of India Limited at [www.bseindia.com](http://www.bseindia.com) and [www.nseindia.com](http://www.nseindia.com) respectively and is also available on the website of NSDL i.e. [www.evoting.nsdl.com](http://www.evoting.nsdl.com).
10. Since the AGM is being held only through the VC/OAVM facility, the route map is not annexed to this Notice.
11. In compliance with the Circulars, the Notice of the 85<sup>th</sup> AGM and the Annual & ESG Report for the Financial Year 2025-26 are being sent only by email to the Members whose email address is registered with the Registrar & Share Transfer Agent ('RTA')/ Company/ Depositories/ Depository Participants. A letter indicating the weblink of the Annual & ESG Report and the Notice of the AGM is being sent to the Members whose email ids are not available with the RTA/ Company/ Depositories/ Depository Participants. A physical copy of the Annual Report shall be sent to those shareholders who request for the same.
12. Members who have not yet registered their email addresses are requested to register the same with their Depository Participants in case the shares are held by them in electronic mode and with the RTA of the Company in case the shares are held by them in physical form. However, for limited purposes like receiving the Notice of the forthcoming AGM and related documents, all the Members may register their

email address with the RTA as per the process given in the e-Voting instructions forming part of the notes to this Notice.

13. The Register of Members and Share Transfer Books of the Company will remain closed from Thursday, July 23, 2026 to Wednesday, July 29, 2026 (both days inclusive).
14. In case of joint holders attending the Meeting, the joint holder who is highest in the order of names will be entitled to vote at the Meeting.
15. The Register of Directors and Key Managerial Personnel and their shareholding, maintained under Section 170 of the Act and the Register of Contracts or Arrangements in which the directors are interested, maintained under Section 189 of the Act, will be available electronically for inspection by the Members during the AGM. All documents referred to in this Notice will also be available for electronic inspection by the Members from the date of circulation of this Notice up to the date of AGM. Members seeking to inspect such documents can send an email to [cpilagm@colpal.com](mailto:cpilagm@colpal.com).
16. In terms of the SEBI Listing Regulations, shares of listed companies can only be transferred in dematerialized form with effect from April 1, 2019. In view of the above, Members are advised to dematerialize the shares held by them in physical form.
17. As per SEBI Circular HO/38/13/(4)2026-MIRSD-POD/1/4298/2026 dated February 6, 2026, payment of dividends, will be made only in electronic mode to the Physical Shareholders who have updated their PAN, contact details, bank account details and specimen signature with the Company or the RTA. Further, Shareholders holding shares in demat mode are requested to update their PAN, contact details, bank account details and specimen signature with their respective Depository Participants in order to receive dividends electronically.

All the Members whose PAN and KYC details are not registered/ updated with the Company are requested to do so by submitting the necessary documents and forms by post: self-attested and dated to MUFG, C 101, 247 Embassy, LBS Marg, Vikhroli West, Mumbai 400083 or; by email: from your registered email ID, with digitally signed documents to: [investor.helpdesk@in.mpms.mufg.com](mailto:investor.helpdesk@in.mpms.mufg.com) or; on SWAYAM Portal by uploading via MUFG's portal: <https://swayam.in.mpms.mufg.com/>. The documents are available on MUFG Intime India Private Limited's ('RTA') website at <https://web.in.mpms.mufg.com/KYC-downloads.html>

and on the website of the Company at <https://www.colgateinvestors.co.in/investor-faqs> or can be obtained by writing to the RTA at the email address [investor.helpdesk@in.mpms.mufg.com](mailto:investor.helpdesk@in.mpms.mufg.com) or by logging in at SWAYAM Portal <https://swayam.in.mpms.mufg.com>.

Further, in case of any queries/complaints, please write to us at [investors\\_grievance@colpal.com](mailto:investors_grievance@colpal.com).

18. Members are requested to notify immediately any change in the above KYC details to the RTA of the Company, if shares are held in physical form and to the respective Depository Participants, if shares are held in electronic mode in order to receive all important Shareholder communications and corporate benefits in a timely manner.
19. Pursuant to the provisions of Section 72 of the Act read with the rules made thereunder and in terms of SEBI Circulars, shareholders holding shares in a single name may avail the facility of nomination in respect of the shares held by them. Shareholders holding shares in physical form may avail this facility by sending a nomination in the prescribed Form SH-13 to the RTA. The said form is available on the Company's website and can be downloaded using the weblink <https://www.colgateinvestors.co.in/investor-faqs>. The members holding shares in dematerialized mode are requested to register their nomination details with their Depository Participants.
20. To prevent fraudulent transactions, we urge the Members to exercise due diligence and notify the Company of any change in KYC or demise of any Member as soon as possible. Members are requested not to leave their demat account dormant for long. Periodic statements of holdings should be obtained from the concerned Depository Participant and holdings should be verified.
21. SEBI vide circular no. SEBI/HO/OIAE/OIAE\_IAD-3/P/ CIR/2023/195 dated December 20, 2023 has specified that a shareholder shall first take up his/her/their grievance with the listed entity by lodging a complaint directly with the concerned listed entity and if the grievance is not redressed satisfactorily, the shareholder may, in pursuance of 'applicable' guidelines, escalate the same through the SCORES portal as per the process laid out. After exhausting all the aforesaid options for the resolution of the grievance, if the shareholder is not yet satisfied with the outcome, he/she/they may initiate dispute resolution through the Online Dispute Resolution ('ODR') Portal.



22. Members may note that the local Income Tax Act has mandated that dividends paid or distributed by a Company after April 1, 2020 shall be taxable in the hands of the Members. Pursuant to the above, Tax will be deducted at Source ('TDS') by the Company at the time of dividend payment. In order to enable the Company to determine the appropriate TDS rate as applicable, Members are requested to submit the documents in accordance with the provisions of the Income Tax Act within the time prescribed by the Company.

23. As per the notifications/circulars issued by SEBI from time to time, listed entities are required to issue securities only in demat mode while processing any investor service requests, such as transmission, name deletion, issuance of duplicate share certificates, consolidation/subdivision and transposition of securities. As per SEBI guidelines, listed entities/RTAs issued a Letter of Confirmation (LOC) in lieu of physical share certificates while processing any of the aforesaid investor service requests.

Pursuant to SEBI circular dated January 30, 2026, the process has been simplified by dispensing with the requirement of LOC with effect from April 2, 2026. Accordingly, after completion of requirements as per the revised process, RTAs/listed companies shall credit the shares directly to the investor's demat account.

24. Pursuant to the provisions of Section 124(6) of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 (including any amendment thereto or reenactment thereof for the time being in force), all equity shares in respect of which dividend has not been paid or claimed by the Member(s) for seven consecutive years or more are required to be transferred to the Investor Education and Protection Fund ('IEPF') Authority, a Fund constituted by the Government of India under Section 125 of the Act. During the Financial Year, the following dividends have been transferred to IEPF in terms of the requirements of the law, which were unpaid/ unclaimed were as below:

Sr. No.	Financial year to which it relates	Amount (in ₹)	Date of transfer to IEPF
1.	3 <sup>rd</sup> Interim 2017-18	95,11,475	May 8, 2025
2.	4 <sup>th</sup> Interim 2017-18	2,00,13,598	July 30, 2025
3.	1 <sup>st</sup> Interim 2018-19	1,37,99,904	December 18, 2025

Details of the shares lying with IEPF Authority, as on March 31, 2026 are as follows:

Sr. No.	Particulars	Number of shares
1.	Number of shares held by IEPF as on April 1, 2025	11,41,865
2.	Number of shares transferred to IEPF during the year under review	58,334
3.	Number of shares claimed by claimants from IEPF during the year under review	59,344
4.	Number of shares held by IEPF as on March 31, 2026	11,40,855

The Company had sent communication to the concerned Members to claim their unpaid/ unclaimed dividend. Failure to claim the same would lead to their dividend/equity shares being transferred to the IEPF Authority without any further notice. 1<sup>st</sup> Interim Dividend for the financial year 2019-20 will be transferred to IEPF on November 24, 2026. The shareholders are requested to claim the same from the Company within the stipulated timeline.

The details of Members whose dividends have remained unpaid/unclaimed for seven consecutive years and the shares that have been transferred to IEPF have been placed on the website of the Company at <https://www.colgateinvestors.co.in/shareholders-information> The said unclaimed dividend / shares can be claimed by following the process given at [www.iepf.gov.in](http://www.iepf.gov.in).

The Company has nominated Mr. Jaikishan Shah, Company Secretary & Compliance Officer, as its Nodal Officer for the purpose of coordination with the IEPF Authority and the contact details of the Nodal Officer are available on Company's website.

25. The shareholders, whose unclaimed dividends/shares have been transferred to IEPF, may claim the same by making an online application to the IEPF Authority in web Form IEPF-5. The said form is available on MCA's website [www.mca.gov.in](http://www.mca.gov.in).

26. The Investor Education and Protection Fund Authority ['IEPFA'], Ministry of Corporate Affairs ['MCA'] relaunched the Second 100 days Campaign - "Saksham Niveshak", from April 1, 2026 to July 9, 2026 to reach out to shareholders whose dividend and shares remain unpaid/unclaimed with an emphasis on KYC updation. The Authority has relaunched the campaign to facilitate the direct payment of

unclaimed/unpaid dividends to the rightful Shareholders by the Companies.

It is important for shareholders to update PAN, Nomination details, Contact info [postal address, mobile number], Bank account details, Specimen signature with the Company/Depository Participant or the Registrar & Transfer Agent (RTA), MUFG Intime India Private Limited ["MUFG"]

For any further assistance regarding the Second 100 days Campaign - "Saksham Niveshak", please do reach out to Company's RTA at [investor.helpdesk@in.mpms.muvg.com](mailto:investor.helpdesk@in.mpms.muvg.com) or to the Company at [investors\\_grievance@colpal.com](mailto:investors_grievance@colpal.com)

27. Members desirous of obtaining any information/clarification(s), intending to raise any query concerning the Financial Statements/Annual & ESG Report of the Company, are requested to send the same at least 2 working days before the AGM mentioning their name, demat account number/folio number, email address, mobile number at [cpilagm@colpal.com](mailto:cpilagm@colpal.com) so that the same may be replied to suitably.
28. All relevant documents referred to in this AGM Notice are available for inspection on the Company's website at [www.colgatepalmolive.co.in](http://www.colgatepalmolive.co.in).
29. SEBI introduced a special, time-bound window from July 7, 2025 to January 6, 2026, for the re-lodgment of physical share transfer requests that were previously rejected or returned before April 1, 2019. This initiative allowed Members to transfer and dematerialize shares that faced procedural or documentation issues, aiming to resolve long-standing legacy, non-disputed ownership cases. In order to further facilitate the investors to get rightful access to their securities, SEBI has re-opened this special window for a period of additional 1 (one) year from February 5, 2026 to February 4, 2027 and is available for such transfer requests which were previously submitted and were rejected or returned before April 1, 2019 due to deficiency of documents, process or otherwise. The Members who are eligible for this are requested to take advantage of this special window and have the shares transferred and dematerialized in their name(s).

## THE INSTRUCTIONS FOR MEMBERS FOR REMOTE E-VOTING AND JOINING ANNUAL GENERAL MEETING ARE AS UNDER:-

Pursuant to Section 108 of the Companies Act, 2013, read with Rule 20 of the Companies (Management and Administration) Rules, 2014 as amended from time to time, Regulation 44 of the SEBI Listing Regulations, 2015 and Secretarial Standard on General Meetings (SS-2) issued by the Institute of Company Secretaries of India, the Members are provided with the facility to cast their vote electronically, through the e-Voting services provided by National Securities Depository Limited ('NSDL') on all the resolutions set forth in this Notice.

The remote e-voting period begins on Saturday, July 25, 2026 at 8:00 a.m. IST and ends on Tuesday, July 28, 2026 at 5:00 p.m. IST. The remote e-voting module shall be disabled by NSDL for voting thereafter. The Members, whose names appear in the Register of Members / Beneficial Owners as on the cut-off date i.e. Wednesday, July 22, 2026, may cast their vote electronically. The voting right of Members shall be in proportion to their share in the paid-up equity share capital of the Company as on the said cut-off date. Also, only those Members/Shareholders, who will be present in the AGM through VC/OAVM facility and have not cast their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through eVoting system in the AGM.

### How do I vote electronically using the NSDL e-Voting system?

The way to vote electronically on NSDL e-Voting system consists of 'Two Steps' which are mentioned below:





#### Step 1: Access to NSDL e-Voting system

##### A) Login method for e-Voting and joining virtual meeting for Individual Shareholders holding securities in demat mode

In terms of SEBI circular No. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual Shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.



Login method for Individual Shareholders holding securities in demat mode is given below:

Type of Shareholders	Login Method
<p>Individual Shareholders holding securities in demat mode with NSDL</p>	<ol style="list-style-type: none"> <li>For OTP based login you can click on <a href="https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp">https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp</a>. You will have to enter your 8-digit DP ID, 8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to eVoting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting &amp; voting during the meeting.</li> <li>Existing IDeAS user can visit the e-Services website of NSDL Viz. <a href="https://eservices.nsdl.com">https://eservices.nsdl.com</a> either on a Personal Computer or on a mobile. On the e-Services home page click on the 'Beneficial Owner' icon under 'Login' which is available under 'IDeAS' section, this will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-Voting services under Value added services. Click on 'Access to e-Voting' under e-Voting services and you will be able to see the e-Voting page. Click on Company name or e-Voting service provider i.e. NSDL and you will be redirected to the e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting &amp; voting during the meeting.</li> <li>If you are not registered for IDeAS e-Services, an option to register is available at <a href="https://eservices.nsdl.com">https://eservices.nsdl.com</a>. Select '<b>Register Online for IDeAS Portal</b>' or click at <a href="https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp">https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp</a>.</li> <li>Visit the e-Voting website of NSDL. Open a web browser by typing the following URL: <a href="https://www.evoting.nsdl.com/">https://www.evoting.nsdl.com/</a> either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon 'Login' which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number held with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to the NSDL Depository site wherein you can see the e-Voting page. Click on Company name or <b>e-Voting service provider i.e. NSDL</b> and you will be redirected to the e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting &amp; voting during the meeting.</li> <li>Shareholders/Members can also download the NSDL Mobile App '<b>NSDL Speede</b>' facility by scanning the QR code mentioned below for seamless voting experience.</li> </ol> <p><b>NSDL Mobile App is available on</b></p> <p>  App Store                  Google Play             </p> <div style="display: flex; justify-content: space-around; align-items: center;">   </div>
<p>Individual Shareholders holding securities in demat mode with CDSL</p>	<ol style="list-style-type: none"> <li>Existing users who have opted for CDSL Easi/Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login Easi/Easiest are requested to visit CDSL website <a href="http://www.cdslindia.com">www.cdslindia.com</a> and click on login icon &amp; New System Myeasi Tab and then use your existing Myeasi username &amp; password.</li> <li>After successful login the Easi/Easiest, user will be able to see the e-Voting option for eligible companies where the e-Voting is in progress as per the information provided by the Company. On clicking the e-Voting option, the user will be able to see the e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting &amp; voting during the meeting. Additionally, there are also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly.</li> <li>If the user is not registered for Easi/Easiest, the option to register is available at CDSL website <a href="http://www.cdslindia.com">www.cdslindia.com</a> and click on login &amp; New System Myeasi Tab and then click on registration option.</li> </ol>

Type of Shareholders	Login Method
Individual Shareholders holding securities in demat mode with CDSL	4. Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from an e-Voting link available on <a href="http://www.cdslindia.com">www.cdslindia.com</a> home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the e-Voting is in progress and also be able to directly access the system of all e-Voting Service Providers.
Individual Shareholders (holding securities in demat mode) login through their depository participants	1. You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. Upon logging in, you will be able to see the e-Voting option. Click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see the eVoting feature. Click on Company name or e-Voting service provider i.e. NSDL and you will be redirected to the e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

**Important note:** Members who are unable to retrieve User ID/ Password are advised to use Forgot User ID and Forgot Password option available at abovementioned website.

[Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e. NSDL and CDSL.](#)

Login Type	Helpdesk details
Individual Shareholders holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at <a href="mailto:evoting@nsdl.com">evoting@nsdl.com</a> or call at 022 – 4886 7000
Individual Shareholders holding securities in demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at <a href="mailto:helpdesk.evoting@cdslindia.com">helpdesk.evoting@cdslindia.com</a> or contact at toll free no. 1800-21-09911.

## B) Login Method for e-Voting and joining virtual meetings for Shareholders other than Individual Shareholders holding securities in demat mode and Shareholders holding securities in physical mode.

### How to Log-in to the NSDL e-Voting website?

1. Visit the e-Voting website of NSDL. Open a web browser by typing the following URL: <https://www.evoting.nsdl.com/> either on a Personal Computer or on a mobile.
2. Once the home page of e-Voting system is launched, click on the icon 'Login' which is available under 'Shareholder/ Member' section.
3. A new screen will open. You will have to enter your User ID, your Password/OTP and a Verification Code as shown on the screen.

Alternatively, if you are registered for NSDL e-services i.e. IDEAS, you can log-in at <https://eservices.nsdl.com/> with your existing IDEAS login. Once you log-in to NSDL e-services after using your log-in credentials, click on e-Voting and you can proceed to Step 2 i.e. Cast your vote electronically.

4. Your User ID details are given below :

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
a) For Members who hold shares in demat account with NSDL.	8 Character DP ID followed by 8 Digit Client ID For example if your DP ID is IN300*** and Client ID is 12***** then your user ID is IN300***12*****



Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
b) For Members who hold shares in demat account with CDSL.	16 Digit Beneficiary ID For example if your Beneficiary ID is 12***** then your user ID is 12*****
c) For Members holding shares in Physical Form.	EVEN Number followed by Folio Number registered with the Company For example if folio number is OO1*** and EVEN is 139715 then user ID is 139715OO1***

5. Password details for Shareholders other than Individual Shareholders are given below:
  - a) If you are already registered for e-Voting, then you can use your existing password to login and cast your vote.
  - b) If you are using the NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.
  - c) How to retrieve your 'initial password'?
    - (i) If your email ID is registered in your demat account or with the Company, your 'initial password' is communicated to you on your email ID. Trace the email sent to you from NSDL from your mailbox. Open the email and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8 digit client ID for NSDL account, last 8 digits of client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.
    - (ii) If your email ID is not registered, please follow steps mentioned below in **process for those Shareholders whose email ids are not registered.**
6. If you are unable to retrieve or have not received the 'Initial password' or have forgotten your password:
  - a) Click on 'Forgot User Details/Password?' (If you are holding shares in your demat account with NSDL or CDSL) option available on [www.evoting.nsdl.com](http://www.evoting.nsdl.com)
  - b) Physical User Reset Password? (If you are holding shares in physical mode) option available on [www.evoting.nsdl.com](http://www.evoting.nsdl.com)
  - c) If you are still unable to get the password by aforesaid two options, you can send a request at [evoting@nsdl.com](mailto:evoting@nsdl.com) mentioning your demat account number/folio number, your PAN, your name and your registered address etc.
  - d) Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL.
7. After entering your password, tick on Agree to 'Terms and Conditions' by selecting on the check box.
8. Now, you will have to click on 'Login' button.
9. After you click on the 'Login' button, Home page of e-Voting will open.

**Step 2: Cast your vote electronically and join the General Meeting on NSDL e-Voting system.**

**How to cast your vote electronically and join the General Meeting on NSDL e-Voting system?**

1. After successful login at Step 1, you will be able to see all the companies 'EVEN' in which you are holding shares and whose voting cycle and General Meeting is in active status.
2. Select 'EVEN' of the Company for which you wish to cast your vote during the remote e-Voting period and cast your vote during the General Meeting. For joining the virtual meeting, you need to click on the 'VC/OAVM' link placed under 'Join Meeting'.
3. Now you are ready for e-Voting as the Voting page opens.
4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on 'Submit' and also 'Confirm' when prompted.
5. Upon confirmation, the message 'Vote cast successfully' will be displayed.
6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.
7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

## General Guidelines for Shareholders

1. Institutional Shareholders (i.e. other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/ JPG Format) of the relevant Board Resolution/Authority letter etc. with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer by e-mail to [scrutinizer@snaco.net](mailto:scrutinizer@snaco.net) with a copy marked to [evoting@nsdl.com](mailto:evoting@nsdl.com). Institutional Shareholders (i.e. other than individuals, HUF, NRI etc.) can also upload their Board Resolution / Power of Attorney / Authority Letter etc. by clicking on 'Upload Board Resolution / Authority Letter' displayed under 'eVoting' tab in their login.
2. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the 'Forgot User Details/Password?' or 'Physical User Reset Password?' option available on [www.evoting.nsdl.com](http://www.evoting.nsdl.com) to reset the password.
3. In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-Voting user manual for Shareholders available at the download section of [www.evoting.nsdl.com](http://www.evoting.nsdl.com) or call on: 022 - 4886 7000 or send a request to (Ms. Prajakta Pawle) at [evoting@nsdl.com](mailto:evoting@nsdl.com)

## THE INSTRUCTIONS FOR MEMBERS FOR e-VOTING ON THE DAY OF THE AGM ARE AS UNDER:-

1. The procedure for e-Voting on the day of the AGM is the same as the instructions mentioned above for remote e-Voting.
2. Only those Members/Shareholders, who have not cast their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system during the course of the AGM and 30 minutes after the close of AGM.
3. Members who have voted through remote e-Voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.
4. The details of the person who may be contacted for any grievances connected with the facility for e-Voting on the day of the AGM are required to follow the same process as given in point no. 3 under general guidelines for Shareholders.

## INSTRUCTIONS FOR MEMBERS FOR ATTENDING THE AGM THROUGH VC/OAVM ARE AS UNDER:

1. Members will be provided with a facility to attend the AGM through VC/OAVM through the NSDL e-Voting system. Members may access by following the steps mentioned above for Access to NSDL e-Voting system. After successful login, you can see a link of 'VC/OAVM' placed under the 'Join meeting' menu against the Company name. You are requested to click on the VC/OAVM link placed under the Join Meeting menu. The link for VC/OAVM will be available in Shareholder/ Member login where the EVEN of the Company will be displayed. Please note that the Members who do not have the User ID and Password for e-Voting or have forgotten the User ID and Password may retrieve the same by following the remote e-Voting instructions mentioned in the notice to avoid last minute rush.
2. Please note that Participants using Mobile Hotspot to connect to the Meeting may experience Audio/Video loss due to fluctuation in their network. It is therefore recommended to use a Laptop with stable Wi-Fi or LAN Connection to mitigate any kind of glitches and better experience. Members can login and join at least 30 minutes before the time scheduled for the AGM.
3. Shareholders who would like to express their views/ have questions may send their questions in advance mentioning their name, demat account number/folio number, email id, mobile number at [cpilagm@colpal.com](mailto:cpilagm@colpal.com). The same will be replied by the Company suitably.
4. Shareholders who wish to express their views/ask questions at the AGM may register themselves as Speaker Shareholders by writing to the Company at [cpilagm@colpal.com](mailto:cpilagm@colpal.com) from Monday, July 20, 2026 (8.00 a.m. IST) to Saturday, July 25, 2026 (5.00 p.m. IST) (both dates inclusive).
5. The Company reserves the right to restrict the number of questions and number of speakers, as appropriate for smooth conduct of the AGM.

**Process for those Shareholders whose email ids are not registered with the Depositories for procuring user id and password and registration of e-mail ids for procuring notice and e-voting for the resolutions set out in this notice:**

1. In case shares are held in physical mode, please provide Name, Folio No., share certificate number, PAN, mobile number and email address and also upload the image of share certificate in PDF or JPEG format (up to 1 MB) at [https://web.in.mpms.mufg.com/EmailReg/Email\\_Register.html](https://web.in.mpms.mufg.com/EmailReg/Email_Register.html).



2. In case shares are held in demat mode, please provide Name, DPID-Client ID (16 digit DPID + Client ID or 16 digit beneficiary ID), PAN, mobile number and email address at [https://web.in.mpms.mufg.com/EmailReg/Email\\_Register.html](https://web.in.mpms.mufg.com/EmailReg/Email_Register.html). If you are an Individual shareholder holding shares in demat mode, you are requested to refer to the login method explained at step 1 (A) i.e. Login method for eVoting for Individual shareholders holding securities in demat mode.
3. Alternatively, shareholder/members may send a request to [evoting@nsdl.com](mailto:evoting@nsdl.com) for procuring user id and password for e-Voting by providing above mentioned documents.

#### OTHER INFORMATION ON E-VOTING AND RESULTS

- A. Any person holding shares in physical form and non-individual Shareholders who acquires shares of the Company after sending the Notice of 85<sup>th</sup> AGM and holding shares as of the cut-off date i.e. Wednesday, July 22, 2026, may obtain the login ID and password by sending a request at [evoting@nsdl.com](mailto:evoting@nsdl.com). If you are already registered with NSDL for remote e-Voting then you can use your existing user ID and password/PIN for casting your vote. If you forgot your password, you can reset your password by using 'Forgot User Details/Password' or 'Physical User Reset Password' option available on [www.evoting.nsdl.com](http://www.evoting.nsdl.com) or call on 022 - 4886 7000. In case of Individual Shareholders holding securities in demat mode who acquire shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date i.e. Wednesday, July 22, 2026 may follow steps mentioned in the Notice of the AGM under 'Access to NSDL e-Voting system'.
- B. The e-Voting period commences on Saturday, July 25, 2026 at 8:00 a.m. IST and ends on Tuesday, July 28, 2026 at 5:00 p.m. IST. During this period, Members of the Company holding shares either in physical form or in dematerialized form, as on the cut-off date, may cast their vote by e-Voting. The e-Voting module shall be disabled by NSDL for voting thereafter. Once the vote on a resolution is cast by the Member, the Member shall not be allowed to change it subsequently. E-Voting shall not be allowed beyond the prescribed date and time.
- C. The voting rights of Members shall be in proportion to their shares of the paid-up equity share capital of the Company as on the cut-off date.
- D. Mr. S. N. Ananthasubramanian, Practising Company Secretary (Membership No. FCS: 4206) or failing him, Mr. S. N. Viswanathan, (Membership No. FCS: 13685)

has been appointed to act as the Scrutinizer for the 85<sup>th</sup> AGM. The Scrutinizer will ensure that the e-Voting process is conducted in a fair and transparent manner.

- E. The results shall be declared after receiving the consolidated Scrutinizer's Report from the Scrutinizer within two working days from the AGM. The results declared along with the Scrutinizer's Report shall be placed on the Company's website at [www.colgate-palmolive.co.in](http://www.colgate-palmolive.co.in) and on the websites of Stock Exchanges where the shares of the Company are listed and National Securities Depository Limited.
- F. The resolutions shall be deemed to be passed on the date of the AGM, subject to receipt of sufficient votes through a compilation of Voting results (i.e. remote e-Voting and the e-Voting held at the AGM). Transcript of the AGM will be hosted on the website of the Company after the AGM.

#### NOTE ON DIRECTOR(S) BEING REAPPOINTED

##### Item No. 2: Ordinary Resolution

Ms. Prabha Narasimhan (DIN: 08822860), joined Colgate-Palmolive (India) Limited as the Managing Director and Chief Executive Officer ('MD & CEO') for a period of five (5) consecutive years with effect from September 1, 2022.

As per the terms of her appointment, she is liable to retire by rotation and being eligible, has offered herself for re-appointment.

As MD and CEO, Ms. Narasimhan has been driving transformative changes and propelling the Company towards further success. Her focus on science-based innovation, digitization, and brand-building initiatives is reshaping the Company's trajectory in the market. Prior to joining Colgate-Palmolive (India) Limited in 2022, Ms. Narasimhan led the Home Care category at Hindustan Unilever Limited (HUL) and served on the HUL Leadership Team. A seasoned leader with a proven track record in the consumer goods industry, she has demonstrated strategic prowess and deep understanding of market dynamics, driving growth and innovation across various categories over the years. An alumnus of IIM Bangalore and Melbourne Business School, she has been named in Business Today's 'Most Powerful Women in Business' list for three consecutive years (2023-2025) and Fortune India's 'Most Powerful Women' list (2024-2026). In 2025, her influence was further celebrated by Businessworld and honored with The Hindu's Excellence in Business Leadership Award.

Ms. Prabha Narasimhan is serving as a Director on the Board of Directors of the Advertising Standards Council of India and is also on the Board of Governors of IIM Bodh Gaya.

Considering her rich experience and invaluable contribution to the Board, the Nomination and Remuneration Committee and the Board of Directors have recommended her re-appointment to the Members of the Company.

Brief details of Ms. Prabha Narasimhan pursuant to Regulation 36(3) of the SEBI Listing Regulations and Secretarial Standard – 2 are provided in **Annexure I**.

The remuneration paid to Ms. Narasimhan during the Financial Year 2025–26 is provided in the Annual and ESG Report –2025–26 on page no. 234.

Except Ms. Prabha Narasimhan, being the appointee, none of the Directors and Key Managerial Personnel of the Company and their relatives are concerned or interested, financially or otherwise, in passing of the resolution set out in Item No. 2 of this Notice. Further, the relatives of Ms. Narasimhan are also deemed to be interested in this resolution, to the extent of their shareholding in the Company, if any.

Based on the recommendation of the Nomination and Remuneration Committee, the Board of Directors considers the appointment of Ms. Prabha Narasimhan in the interest of the Company and recommends the Ordinary Resolution set out at Item No. 2 of this Notice for approval of the Members.

**THE EXPLANATORY STATEMENT SETTING OUT ALL MATERIAL FACTS CONCERNING EACH OF THE BUSINESS TO BE TRANSACTED AT THE 85<sup>th</sup> ANNUAL GENERAL MEETING AS STATED IN THE NOTICE DATED MAY 22, 2026: [Pursuant to Section 102 of the Companies Act, 2013 and Secretarial Standard-2]**

### **Item No. 3: Ordinary Resolution**

In terms of provisions of Sections 196, 197, 203 and other applicable provisions, if any, of the Companies Act, 2013 ("the Act"), and the rules made thereunder (including statutory modification(s) or re-enactment thereof for the time being in force), read with Schedule V to the Act and the Articles of Association of the Company, the Members of the Company at the 76<sup>th</sup> Annual General Meeting held on August 3, 2017 appointed Mr. Jacob Sebastian Madukkakuzy (DIN : 07645510) as the Whole-time Director & Chief Financial Officer ('WTD & CFO') of the Company, for a term of 5 (five) years commencing from October 28, 2016.

Further, at the 80<sup>th</sup> Annual General Meeting of the Company held on July 29, 2021, Mr. Jacob was re-appointed as the Whole-time Director & CFO of the

Company for a term of 5 (five) consecutive years commencing from October 28, 2021 and will expire on October 27, 2026.

The Board of Directors, based on the recommendation of the Nomination & Remuneration and the Audit Committee at their respective meetings held on May 22, 2026, and considering the rich experience and expertise of Mr. Jacob and contributions made by him and based on his positive performance evaluation, approved the re-appointment of Mr. Jacob Sebastian Madukkakuzy (DIN:07645510) for a further period of 5 (five) consecutive years with effect from October 28, 2026, and approved the terms and conditions of his appointment including payment of remuneration, subject to the approval of the Members of the Company.

The Board is of the view that Mr. Jacob's re-appointment as Whole-time Director & Chief Financial Officer will be in the best interest of the Company. In the opinion of the Board, the said re-appointment will also ensure smooth functioning of business and operations.

Mr. Jacob has furnished to the Company a consent to act as a Whole-time Director & Chief Financial Officer of the Company and a declaration of non-disqualification in Form DIR 8 pursuant to Section 164 of the Act. Also, he has not been debarred or disqualified from being appointed or continuing as Director of a Company by the Securities and Exchange Board of India, Ministry of Corporate Affairs or any such other Statutory Authority.

A Notice under Section 160 of the Act has been received from a member proposing Mr. Jacob as a candidate for the office of the Director of the Company. This explanatory statement together with the accompanying resolution and employment agreement entered with Mr. Jacob may also be regarded as an abstract of the terms and conditions of the appointment of Mr. Jacob under Section 190 of the Act. Further, a copy of the agreement referred to in the resolution along with other disclosures would be available for inspection by the Members upon request.

Mr. Jacob attended 6 (six) Board Meetings, 2 (two) Stakeholders' Relationship Committee Meetings and 3 (three) Risk Management Committee Meetings where he is a member during the Financial Year 2025–26. Mr. Jacob was also present at the 84<sup>th</sup> AGM of the Company held during the Financial Year 2025–26.

**Brief Profile of Mr. Jacob is set out as below:**

Mr. Jacob Sebastian Madukkakuzy joined Colgate-Palmolive (India) Limited in 1995 in the Continuous Improvement Group. During his tenure of over 30 years at



Colgate, Mr. Jacob held leadership roles in Finance at Colgate-Palmolive Company's subsidiaries in Thailand, Vietnam and Malaysia as well as at the Asia Pacific Division Headquartered at Hong Kong. Prior to joining Colgate-Palmolive India as Whole-time Director & Chief Financial Officer, his last assignment was as the Finance Director of Colgate-Palmolive Malaysia. As the Chief Financial Officer of Colgate-Palmolive (India) Limited, Mr. Jacob provides overall financial leadership including on Investor Relations matters.

Mr. Jacob is a Chartered Accountant from the Institute of Chartered Accountants of India and holds Bachelor's Degree in Commerce from the University of Mumbai.

The remuneration payable to Mr. Jacob shall be determined by the Board within the below limits as per the Nomination and Remuneration Policy of the Company.

The material terms of the re-appointment and remuneration of Mr. Jacob are as under:

1. Mr. Jacob in his capacity as the Whole-time Director and Chief Financial Officer shall be responsible for the strategic oversight and management of the Company's financial operations and internal controls. Additionally, he shall perform such duties and exercise such powers, authorities and discretions as the Board of Directors may delegate to him from time to time, on such terms and conditions, including such restrictions as the Board may impose. For such purpose, he shall perform all such acts, deeds, matters and things which may be considered usual, necessary, proper and expedient.
2. Remuneration:
  - a) **Salary including allowances and leave travel assistance:** Up to ₹ 45,00,000/- (Rupees Forty-five Lakhs only) per month.
  - b) **Commission or Performance Linked Incentive or Bonus:** Not exceeding 1% of the net profit of the Company in any financial year as the Board or Managing Director may determine from time to time but shall not exceed the amount equivalent to the salary for the relevant period; it may be paid pro-rata on a monthly basis at the absolute discretion of the Board or Managing Director.

This is a discretionary plan offered by the Company to eligible employees, designed to reward their performance in alignment with the Company's strategic priorities. This recognizes contributions towards the performance of the Company and the

Employee. The performance parameters for determination of this comprise financial and non-financial assessment parameters. The performance score based on such parameters is reviewed and approved by the Nomination and Remuneration Committee and the Board of Directors.

- c) **Perquisites:** Mr. Jacob shall be entitled to certain perquisites such as gas, electricity, medical reimbursement, personal accident insurance, Company maintained car, telephone and such other perquisites in accordance with the Company's rules, the monetary value of such perquisites to be determined in accordance with the applicable Income-tax Rules being restricted to ₹ 1,20,00,000/- (Rupees One Crore and Twenty Lakhs only) per annum.
- d) Company's contribution to Provident Fund and Superannuation Fund or Annuity Fund, gratuity payment as per Company's rules and encashment of leave at the end of his tenure shall not be included in the computation of ceiling on remuneration and perquisites as aforesaid.
- e) Participation in stock option scheme of Colgate Palmolive Company, U.S.A., the parent company, pursuant to Colgate-Palmolive Company's global executive compensation program.
- f) **Minimum Remuneration:** Notwithstanding anything contained above, wherein any financial year during Mr. Jacob's tenure as Whole-time Director, the Company has no profits or its profits are inadequate, the remuneration payable to Mr. Jacob shall be subject to Section 197 of the Act, and provisions of Schedule V to the Act, or any other law or enactment for the time being in force.
- g) The Board shall have the discretion and authority to modify the foregoing terms of remuneration within the aforementioned stipulated limits, subject to the applicable provisions of the Companies Act, 2013.
- h) Mr. Jacob shall be entitled to leave in accordance with the rules of the Company for the time being in force and applicable to senior executives of the Company.
- i) Mr. Jacob shall also be entitled for reimbursement of expenses actually and properly incurred by him in or about the business of the Company as per the rules of the Company and as approved by the Managing Director or the Board.

- j) Further, Mr. Jacob shall not be entitled to sitting fees for attending meetings of the Board of Directors of the Company or any Committee(s) thereof.
- k) Mr. Jacob's appointment is for a period of five years and either party shall be entitled to determine this appointment at any time by 3 months' advance notice in writing in that behalf to the other party without the necessity of showing any cause, or in the case of the Company, by payment of three months' salary as compensation in lieu of such notice.

The aforesaid proposed remuneration for Mr. Jacob as the Whole-time Director and CFO has been set based on a benchmarking process against a peer group of leading and well-governed companies in the industry. The

remuneration structure is designed to align with market standards and ensure competitiveness.

Brief details of Mr. Jacob pursuant to Regulation 36(3) of the SEBI Listing Regulations and Secretarial Standard - 2 are provided in **Annexure I**.

Except Mr. Jacob, being the appointee, none of the Directors and Key Managerial Personnel of the Company and their relatives are concerned or interested, financially or otherwise, in passing of the resolution set out in Item No. 3 of this Notice. Further, the relatives of Mr. Jacob are also deemed to be interested in this resolution, to the extent of their shareholding in the Company, if any.

The Board considers that Mr. Jacob's continued association would immensely benefit the Company and accordingly recommends the Ordinary Resolution set out at Item No. 3 of this Notice for approval of the Members.



## DETAILS OF DIRECTOR SEEKING RE-APPOINTMENT AT THE 85<sup>th</sup> ANNUAL GENERAL MEETING

**Annexure I**

[Pursuant to Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard 2 on General Meetings]

Name of the Director	Ms. Prabha Narasimhan	Mr. Jacob Sebastian Madukkakuzy
DIN	08822860	07645510
Date of Birth	October 25, 1972	June 17, 1969
Age	53 years	56 years
Nationality	Indian	Indian
Qualification	Post Graduate Diploma in Business Management, Marketing from Indian Institute of Management, Bangalore	Chartered Accountant from the Institute of Chartered Accountants of India and Bachelor's Degree in Commerce from the University of Mumbai.
Expertise in specific areas	Business Strategy, Sales & Marketing, Consumer Insights, Understanding of Socio-economic environment, Financial Control, Risk Management, Corporate Governance, Customer Development and Marketing.	Functional areas of Finance including Investor Relations matters and Business Strategy, Financial Control and Risk Management.
Date of first appointment on the Board	September 1, 2022	October 28, 2016
Number of shares held in Colgate-Palmolive (India) Limited including beneficial interest	Nil	Nil
Name of other companies in which he/she holds Directorship (along with listed entities from which the person has resigned in the past three years)	The Advertising Standards Council of India	None
Committee Membership in the Company	1. ESG & Corporate Social Responsibility Committee 2. Stakeholders' Relationship Committee 3. Risk Management Committee	1. Stakeholders' Relationship Committee 2. Risk Management Committee
Chairperson/ Member of the Committee(s) of Board of Directors of other Companies in which he/she is a Director	None	None
Relationship between Directors and Key Managerial Personnel inter-se	There is no inter-se relationship between Ms. Prabha Narasimhan, other Members of the Board and Key Managerial Personnel of the Company	There is no inter-se relationship between Mr. Jacob Sebastian Madukkakuzy, other Members of the Board and Key Managerial Personnel of the Company.

Name of the Director	Ms. Prabha Narasimhan	Mr. Jacob Sebastian Madukkakuzy
<p>Terms and conditions of Appointment / Re-appointment along with details of remuneration sought to be paid and remuneration last drawn by such a person, if applicable</p>	<p>Appointed as the Managing Director &amp; Chief Executive Officer of the Company for a period of 5 (five) consecutive years effective September 1, 2022.</p> <p>As per the provisions of Section 152 of the Companies Act, 2013, she retires by rotation at this Annual General Meeting and being eligible offers herself for re-appointment.</p> <p>The remuneration payable for Financial Year 2026-27 shall be in line with the requirement of the Companies Act, 2013 and within the limits as approved by the Members.</p> <p>The remuneration paid to Ms. Narasimhan during the Financial Year 2025-26 is provided in the Annual and ESG Report - 2025-26 on page 234</p>	<p>Re-appointment as a Whole-time Director &amp; Chief Financial Officer of the Company for a period of 5 (five) consecutive years effective October 28, 2026 to October 27, 2031 on terms and conditions as specified in this Notice.</p> <p>Please refer to the Resolution at item no. 3 of this Notice along with the explanatory statement on page no. 201 for further details.</p>
<p>Number of Board meetings attended during Financial Year 2025-26</p>	<p>6 (100% attendance)</p>	<p>6 (100% attendance)</p>

By Order of the Board of Directors  
For **Colgate-Palmolive (India) Limited**

**Jaikishan Shah**

Company Secretary &  
Compliance Officer

Membership No: A34948

Place: Mumbai  
Date: May 22, 2026



# Report of the Directors

To,  
The Members,  
**Colgate-Palmolive (India) Limited**

Your Directors are pleased to present their 85<sup>th</sup> Report and Audited Financial Statements of the Company for the financial year ended March 31, 2026.

## Financial Highlights

Particulars	(₹ in Crores)	
	FY 2025-26	FY 2024-25
Total Revenue (a+b+c)	6,124.16	6,179.01
Sales (a)	5,983.57	5,999.20
Other Operating Revenue (b)	51.47	40.97
Other Income (c)	89.12	138.84
Profit before exceptional items and Tax	1,808.93	1,929.84
Profit before Taxation	1,783.96	1,929.84
Tax Expense	458.65	493.03
Profit for the year	1,325.31	1,436.81
Other Comprehensive Income (net of Tax)	(15.21)	(3.82)
Total Comprehensive Income	1,310.10	1,432.99
Balance brought forward	1,254.07	1,451.93
Profit available for appropriation	2,564.17	2,884.92
Balance transferred to Retained Earnings from Share Options Outstanding Account	0.52	1.07
Appropriation :		
Dividend	(1,387.13)	(1,631.92)
Dividend Distribution Tax	-	-
Balance carried forward	1,177.56	1,254.07

## Business Performance

Reported Net Sales for the financial year 2025-26 stood at ₹ 5,983.57 Crores against ₹ 5,999.20 Crores of previous year reflecting a marginal decrease of 0.3%. Reported Net Profit after tax for the financial year 2025-26 is ₹ 1,325.31 Crores resulting in a decrease of 7.8% over the previous year.

Despite the challenging business and economic environment, your Company continues to sustain its leadership position in both the Toothpaste and Toothbrush categories during the financial year 2025-26.

## Share Capital

During the year under review, the Authorised Share Capital of the Company stood at ₹ 137 Crores divided into 1,37,00,00,000 Ordinary (Equity) Shares of ₹ 1 each.

The issued, subscribed and paid-up Share Capital of the Company stood at ₹ 27.19 Crores divided into 27,19,85,634 Ordinary (Equity) shares of ₹ 1 each. There was no change in the issued, subscribed and paid-up Share Capital of the Company during the year under review.

## Dividend

For the Financial Year under review, the Company has declared the following Dividends on the equity shares of ₹ 1 each:

Sr. No.	Name	Per Share (in ₹)	Date of Declaration	Payment on and from
1.	First Interim Dividend	24	23.10.2025	19.11.2025
2.	Second Interim Dividend	24	22.05.2026	17.06.2026

Considering the declaration of two interim dividends for the financial year 2025–26, the Board of Directors has not recommended a final dividend for the financial year 2025–26.

The Company declares and pays dividend in Indian rupees. In terms of the requirements of the applicable Income Tax Act, the Company has made the payments of Dividend after deducting the Tax at Source, as applicable. The dividend remittance outside of India is governed by Indian laws on Foreign Exchange and is also subject to deduction of Tax at Source, as applicable.

## Transfer to Reserves

During the financial year, no amount was transferred to the general reserves.

## Differential Voting Rights and Sweat Equity Shares

During the financial year, no shares with differential voting rights and sweat equity shares were issued.

## Leading The Way Through Innovation-Led Products

Year after year, our innovation journey continues to evolve in step with changing consumer needs. In Financial Year 2025–26, we introduced a range of products that raised the bar, set new benchmarks, and continued to shape trends across categories.

**Colgate Strong Teeth:** Relaunched nationally, India's most trusted toothpaste was upgraded with a superior sensorial experience and a fresher flavour profile enjoyed by the entire family. Powered by Arginine and Calcium Boost Technology, it continues to deliver 24-hour protection against cavities. The relaunch was phased across regions and supported by a campaign film highlighting its strong, enjoyable taste.

**Brilliant Star Toothbrush:** Strategically expanding our presence in the 'Admirable Impressions' segment, Brilliant Star bridges the gap between core oral care and premium whitening. It features a Polishing Star, multi-height bristles to help remove surface stains, and an integrated tongue cleaner, making it a high-performance upgrade for value-seeking consumers. With strong performance in traditional trade, its beauty-forward appeal and accessible pricing is helping drive premiumization.

**Colgate Visible White Purple Serum:** The launch of the Colgate Visible White Purple Serum marks a category-defining expansion into Oral Beauty, transforming teeth whitening into an on-demand grooming ritual. Grounded in color theory, concentrated purple pigments neutralize yellow tones for an instant color-correcting boost. This non-foaming, enamel-safe formula, enhanced with Mint

and Yuzu notes, integrates seamlessly into any grooming routine or serves as a quick touch-up. Built on the success of the Purple Toothpaste, it reinforces our commitment to premiumization and science-backed aesthetics.

**Palmolive Moments Body Wash Range:** The Palmolive Moments range elevates the daily shower into a therapeutic, sensorial experience through patented fragrance technologies. The three variants, Mindful Awake, Workout Fresh, and Restful Sleep, are powered by VivaScentz™, MoodScentz™, and Meta Sleep Tech™ respectively. With 100% natural extracts and no parabens or silicones, these pH-balanced washes deliver long-lasting signature fragrances of up to 6–8 hours. Designed for modern lifestyles, they help consumers feel energized in the morning, refreshed after workouts, and relaxed at the end of the day.

**Colgate Total Plaque:** Preventive oral care takes a significant step forward with Colgate Total Plaque. Engineered with a powerful Amino Foam and Zinc complex, this formulation releases 3x more plaque along the gumline compared to a regular fluoride toothpaste\*. Additionally, it contains Zinc minerals that contribute to stronger and healthier gums. This product is designed to move Indian consumers toward a more rigorous, science-led oral hygiene ritual.

**Colgate Kids Squeeze Toothpaste:** Designed for children aged 3–6, this range combines effective cavity protection with an engaging brushing experience. Available in Strawberry and Watermelon flavours, it comes in an easy-to-squeeze bottle for small hands. The formula features Colgate's Sugar Acid Shield and is gluten-free, vegan, and paraben-free. Certified by the Indian Dental Association and trusted by parents, it makes brushing an enjoyable daily habit while keeping young smiles fresh and strong.

## Change(s) in the Nature of Business

During the financial year under review, there has been no change in the nature of business of the Company.

## Details of Subsidiary, Joint Venture and Associate Company

Your Company does not have any Subsidiary or Joint Venture or Associate Company.

## Business Responsibility, Social Impact & Sustainability Reporting

As a leading oral care Company in India, your Company champions optimism and amplifies Sustainability efforts to 'reimagine a healthier future for all its people and the planet.' We are dedicated to executing our strategy to create shared, sustainable value for all stakeholders. Our commitment to responsible growth and sustainability

\*Over three months of continuous use



remains unwavering and is visible through social impact initiatives like Colgate Bright Smiles, Bright Futures®, and Keep India Smiling programs on scholarship, women empowerment, water and waste management. We continuously realign our practices to innovate for good as 'everyone deserves a future to smile about.' This is our fifth year of publishing the Environmental, Social and Governance ('ESG') Report and Business Responsibility and Sustainability Report ('BRSR'), showcasing our ESG progress, empowering stakeholders to make informed decisions and reinforcing our dedication to trust and transparency.

**Environment:** Our Company is committed to ensuring that consumers enjoy numerous benefits from using our sustainable products. We validate our product development process through consumer feedback gathered from various channels, constantly improving our processes and systems. Insights from customer satisfaction surveys combined with enhanced employee skills, drive our product innovations. Additionally, we have implemented a follow-up monitoring mechanism to ensure corrective actions are taken, providing safe, sustainable, and high-quality products to all our consumers. To achieve the goal of delivering innovative and sustainable products, we are focused on the following priority areas: Usage of recycled content and eliminate usage of plastics in packaging.

**Social:** Our people are our greatest asset, and we prioritize building strong relationships to create a resilient, innovative, and future-ready workforce. The Company fosters a work culture that encourages creativity and employee-driven innovation, aligning with our purpose of 'reimagining a better future for people and the planet.' Our inclusive HR policies and practices ensure a safe and supportive work environment for all employees. We inspire trust by offering fair and competitive remuneration, rewards, benefits, learning opportunities, career growth, and work flexibility, helping us retain and attract employees who share our values.

Additionally, through our Corporate Social Responsibility initiatives we endeavour to create a meaningful impact on the millions of lives we touch. We organize our CSR initiatives under three thematic areas: Oral Healthcare Education, Keep India Smiling, and Water Access, Augmentation & Waste Management Program. Through these programs, we focus on enlightening school children through oral health education and tobacco prevention sensitization, empowering women through livelihoods, financial and digital literacy and providing communities with access to safe drinking water, water for sanitation, water availability for agriculture and farm-based activities. We also deliver end to end waste management programs, focusing on collection, segregation and responsible disposal along with education to children and communities on responsible waste management practices.

**Governance :** The Company champions long-term value creation for all its stakeholders through robust and fair governance mechanisms. Our governance structures, founded on integrity and transparency, ensure that ethical standards are upheld throughout the business. Acting ethically is imperative as we strive to comply with all applicable laws while conducting business globally. Guided by a highly engaged board and management, we ensure that sustainability is closely integrated with our governance mechanisms, reinforcing our commitment to responsible and ethical business practices.

Our 2026 Sustainability and Social Impact Strategy is guided by three key pillars: **Driving Social Impact, Helping Millions of Homes, and Preserving our Environment, abbreviated as S-MIL-E.** Our focus is on promoting healthier lives, contributing to the communities where we operate, and growing the business with innovative, sustainable products. We are committed to conserving earth's resources, addressing climate change, and ensuring the well-being of our planet for future generations. These principles drive all our plans and actions, reflecting our dedication to sustainability and making a positive impact.

Colgate-Palmolive (India) Limited demonstrates a strong commitment to ESG principles, highlighted by significant achievements across environmental stewardship, social impact, and governance. All four manufacturing sites maintain TRUE® Zero Waste Platinum certification and Net Zero Water status, underscoring a dedication to resource efficiency. The Company is making notable progress towards its 2040 Net Zero Carbon goal, currently utilizing 50.38% renewable electricity and achieving 95% recyclable packaging, with 100% of our toothpaste portfolio, by volume, having transitioned to recyclable tubes.

In line with the requirements of Securities and Exchange Board of India ('SEBI'), your Company took a proactive approach in adopting Business Responsibility and Sustainability Reporting ('BRSR') for the financial year 2021-22, a year in advance of it becoming a mandatory requirement. BRSR ensures that our investors have access to relevant information and disclosures with regard to our performance on ESG parameters. Your Company believes in conducting its business activities in a responsible and sustainable manner.

Your Company has always been steadfast in embedding ESG across all the functions of the Company. To showcase our commitment towards sustainable development, your Company has incorporated transparent reporting practices with regard to ESG responsibilities. BRSR Report illustrates the Company's efforts towards creating a long term value for all stakeholders in a responsible manner. The BRSR Report for the financial year 2025-26 forms an integral part of this Report and is attached as **Annexure 6.**

## BRSR Core Assurance

In terms of the requirements of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('the SEBI Listing Regulations') and SEBI Circular SEBI/HO/CFD/CFD - SEC-2/P/CIR/2023/122 dated July 12, 2023, the Company is required to undertake reasonable assurance of the BRSR Core for the financial year 2025-26.

The Board of Directors at its Meeting held on March 11, 2026 appointed M/s. DNV Business Assurance India Private Limited ('DNV') as the Assurance Provider on BRSR Core for the financial year 2025-26.

A Reasonable Assurance Report on BRSR Core of the Company for the financial year 2025-26 is annexed herewith as **Annexure 7**.

## Corporate Social Responsibility

The Company is committed to ensure the well-being of the community and environment in which it operates. Corporate Social Responsibility ('CSR') forms an integral part of our business activities. The Company's CSR Policy also reflects the Company's commitment towards society and environment. The CSR initiatives are carried out by the Company through a variety of effective programs in accordance with the requirements of Section 135 and Schedule VII of the Companies Act, 2013, and rules made thereunder ('the Act') in partnership with reputed NGOs and agencies. The ESG and Corporate Social Responsibility Committee and the Board of Directors closely review and monitor, from time to time, the various CSR activities undertaken by the Company. The key CSR programs undertaken by your Company during the financial year 2025-26 are:

1. Colgate Bright Smiles, Bright Futures® - with Bharat Cares, Social Network Foundation, Tarq Foundation and Oral Health Promotion Foundation
2. Water Augmentation for Livelihoods & Women Empowerment - with Seva Mandir;
3. Keep India Smiling Scholarship Program - with Buddy4Study India Foundation;
4. Waste Management Program - with Nepra Foundation; and
5. Financial and Digital Literacy Program - with Haqdarshak, NIIT Foundation and Seva Mandir

As per the requirements of Section 135 of the Act, the Company was required to spend an amount of ₹ 34.36 Crore during the financial year 2025-26. During the year, the Company spent an amount of ₹ 34.36 Crore.

A detailed description of the above programs / activities is contained in the Annual CSR Report which forms an integral part of this Report and is annexed as **Annexure 2**.

The contents of the CSR Policy as well as the CSR programs undertaken by the Company are available on the Company's website at <https://www.colgateinvestors.co.in/pdf/csr-policy.pdf>.

## Directors Responsibility Statement

Pursuant to Section 134(5) of the Companies Act, 2013, your Company's Board of Directors, based on the representations received from the Management and to the best of its knowledge and ability, confirm that :

- in the preparation of the Annual Accounts for the financial year ended March 31, 2026, the applicable Accounting Standards have been followed along with proper explanation relating to material departures;
- they have selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company as at March 31, 2026 and of the profit and loss of the Company for that period;
- they have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013 for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- the Annual Accounts have been prepared on a 'going concern' basis;
- they have laid down internal financial controls to be followed by the Company and that such internal financial controls are adequate and operating effectively; and
- they have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems are adequate and operating effectively.

## Human Resources

In the past year, Colgate-Palmolive (India) Limited has upheld its belief that employees are our most valuable asset, fostering a positive, harmonious, and productive environment. Under the SHAPE ('Strategic and Holistic Approach for People Excellence') framework, we have reflected and refreshed our strategic initiatives to enhance communication, engagement, inclusion, and well-being. Our positive and harmonious relationships with the workforce and labor unions reflect this commitment on an ongoing basis.

We continue to maintain open and transparent communication through 'My Voice,' a grievance redressal platform at our plant sites encouraging employee feedback and suggestions. Regular committee meetings



and listening sessions with site leaders further ensure open communication at our plants.

Recognizing the importance of continuous learning, we leveraged training programs focusing on Anti-Bribery, Prevention of Sexual Harassment (POSH), Safety, Quality, and other core areas. AI upskilling became a core focus area this year, including for shop floor employees. Our development program Gurukul RISE has been instrumental in nurturing talent and upgrading skills in the Sales function.

Fostering an Inclusive Culture remains central to our approach. Our life stage support-related counseling framework continues to successfully increase inclusion and address career breaks on the shop floor. Employee health and well-being remain top priorities, with the Employee Assistance Program, Live Better initiatives, and well-being principles offering ongoing support.

As we advance into the next financial year, we are dedicated to further enhancing employee relations through SHAPE, My Voice, listening sessions and additional initiatives.

As on March 31, 2026, the total number of employees were 2,276.

The detailed description of the Employee Initiatives taken by the Company are included in the Management Discussion and Analysis on page no. 252

### Prevention of Sexual Harassment at workplace

Our organization maintains an unwavering stance against all forms of harassment and discrimination, including but not limited to sexual harassment. We strongly encourage employees to voice their concerns and report any incidents of harassment to the Internal Committee (IC) under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH) act or other relevant position holders in the organization without any hesitation.

To further reinforce our commitment on POSH, we have implemented a comprehensive Policy on the Prevention of Sexual Harassment. This Policy is meticulously reviewed and updated by the IC at regular intervals to ensure its continued relevance and effectiveness. When a complaint is lodged with the IC, it is handled with the utmost fairness and confidentiality. We are resolute in our stance against any form of retaliation towards employees who come forward with complaints. Our goal is to foster a safe and respectful workplace where every individual feels secure and valued.

The following is a summary of Sexual Harassment complaint(s) received and disposed of during the Financial

Year 2025-26, pursuant to the POSH Act and Rules framed thereunder:

Particulars	No. of Complaints
Number of Complaints carried forward from last year (FY 2024-25)	0
Number of Complaints filed during the Financial Year (FY 2025-26)	6
Number of Complaints pending for more than 90 Days	0
Number of Complaints disposed of during the Financial Year (FY 2025-26)	5
Number of Complaints pending as on the end of the Financial Year (FY 2025-26)	1*

\*One pending complaint as on March 31, 2026 was resolved as on the date of this Report.

### Disclosure of Maternity Benefit Compliance

The Company is in compliance with the provisions of the Maternity Benefit Act, 1961 for the financial year under review.

### Particulars of Employees

Information as per Section 197 of the Act read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is provided in **Annexure 4** to this Report.

The statement containing the names of top ten employees in terms of remuneration drawn and the particulars of employees as required under Section 197(12) of the Act read with Rule 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 forms an integral part of this Report and will be made available on request sent to the dedicated email address of the Company at [cpilagm@colpal.com](mailto:cpilagm@colpal.com).

### Trade Relations

Your Directors wish to record appreciation of the continued, unstinted support and cooperation from its retailers, stockists, suppliers of goods/ services, clearing and forwarding agents and all others associated with it. Your Company will continue to build and maintain a strong association with its business partners and trade associates.

### Energy Conservation, Technology Absorption and Foreign Exchange

The information required under Section 134(3)(m) of the Act read with the Companies (Accounts) Rules, 2014 with respect to conservation of energy, technology absorption and foreign exchange earnings/outgo is attached as **Annexure 3** to this Report.

## Corporate Governance

A separate report on Corporate Governance laying down the Company Philosophy on the Corporate Governance as well as all the disclosures as required under the SEBI Listing Regulations along with the Auditors' Certificate on its compliance with the corporate governance requirements under the SEBI Listing Regulations forms an integral part of this Report and is annexed as **Annexure 1**.

## Directors and Key Managerial Personnel

As on March 31, 2026, the Board comprised of one Non-Executive Director, two Executive Directors and five Independent Directors. Out of the eight Directors on the Board, there are three Women Directors.

Since April 1, 2025 till the date of this Report, the following changes have taken place in the Board of Directors and the Key Managerial Personnel:

- Cessation of Mr. Surender Sharma (DIN: 02731373) as Whole-time Director – Legal & Company Secretary of the Company with effect from close of business hours on October 27, 2025; and
- Appointment of Mr. Jaikishan Shah (Membership No: A34948) as the Company Secretary and Compliance Officer of the Company designated as Key Managerial Personnel, with effect from November 26, 2025.

The Board places on record its sincere appreciation to Mr. Surender Sharma for his valuable contributions during his tenure as Whole-time Director – Legal & Company Secretary of the Company.

The Board of Directors, upon the recommendation of the Nomination and Remuneration Committee at its meeting held on November 26, 2025 and considering the expertise and experience of Mr. Jaikishan Shah approved his appointment as the Company Secretary and Compliance Officer.

Pursuant to the provisions of Section 152 of the Act, Ms. Prabha Narasimhan (DIN: 08822860), Managing Director & Chief Executive Officer of the Company, retires by rotation at the ensuing Annual General Meeting and being eligible, has offered herself for re-appointment. Based on the recommendation of the Nomination and Remuneration Committee, the Board recommends her re-appointment.

Further, pursuant to the provisions of Sections 196, 197, 203 and other applicable provisions of the Act, it is proposed to re-appoint Mr. Jacob Sebastian Madukkazu (DIN: 07645510) as the Whole-time Director & Chief Financial Officer of the Company, liable to retire by

rotation, for a further period of 5 (five) consecutive years effective October 28, 2026 to October 27, 2031. Based on the recommendation of the Nomination and Remuneration Committee and the Audit Committee, the Board recommends his re-appointment.

The brief profiles of Ms. Prabha Narasimhan and Mr. M. S. Jacob are given on page nos. 200–202 of this Report and are also available on the Company's website at <https://www.colgateinvestors.co.in/>.

Further, details of Ms. Narasimhan and Mr. Jacob as required under Regulation 36(3) of the SEBI Listing Regulations and SS – 2 (Secretarial Standards on General Meetings), are provided at the end of the Notice convening the 85th Annual General Meeting.

As on March 31, 2026, Ms. Prabha Narasimhan, Managing Director and Chief Executive Officer, Mr. M.S. Jacob, Whole-time Director & Chief Financial Officer and Mr. Jaikishan Shah, Company Secretary and Compliance Officer were the Key Managerial Personnel of the Company.

## Declaration of Independence

The Company has received the necessary disclosures under the Act and the SEBI Listing Regulations including declarations from all Independent Directors that they meet the criteria of independence as laid down under Section 149(6) of the Act and the SEBI Listing Regulations. They have complied with the Code for Independent Directors prescribed under Schedule IV to the Act and they have registered themselves with the Independent Directors' Database maintained by the Indian Institute of Corporate Affairs. In the opinion of the Board, the Independent Directors fulfill the conditions specified in the SEBI Listing Regulations and are independent of the management. Further, the Independent Directors possess integrity and necessary expertise and experience (including the proficiency) which bring tremendous value to the Board and to the Company.

## Directors and Officers Liability Insurance Policy

The Company has a Directors and Officers Liability Insurance Policy which protects Directors and Officers of the Company for any breach of fiduciary duty.

## Familiarization Program

The Company conducts familiarization programs for Independent Directors with regard to their roles, rights and responsibilities towards the Company. Detailed presentations are made to the Board and its Committees from time to time.



Gist of familiarization programs conducted during the financial year 2025-26 are as follows:

Sr. No.	Program/Presentation
1.	Business Updates
2.	Regulatory Updates
3.	Update on Key Risks and Mitigation Plans
4.	AI Strategy and Governance Updates
5.	Update on Cybersecurity measures and mitigation plans
6.	CSR & Sustainability Updates
7.	Update on Shareholder Matters
8.	Strategy Meeting
9.	Update on New Labour Codes

Details of the familiarization programs extended to the Independent Directors during the financial year 2025-26 are disclosed on the Company website from time to time at <http://www.colgateinvestors.co.in/policies>. The said details also form part of the Corporate Governance Report annexed to this Report.

### Number of Board Meetings

During the financial year 2025-26, 6 (six) Board meetings were held on May 21, 2025; July 22, 2025; October 23, 2025; November 26, 2025; January 29, 2026; and March 11, 2026. The details of which are provided in the Corporate Governance Report that forms an integral part of the Board's Report. The maximum interval between any two meetings did not exceed 120 days.

### Committees

The Board of Directors of the Company has established various Board committees to assist in discharging their duties. These include the Audit Committee, Stakeholders' Relationship Committee, ESG and Corporate Social Responsibility Committee, Risk Management Committee and Nomination and Remuneration Committee. The Board has approved the terms of reference for each of these committees. All the committees of the Board hold their meetings at regular intervals and make their recommendations to the Board from time to time as per the applicable provisions of the Act and the SEBI Listing Regulations.

The broad terms of reference of the said Committees are stated in the Corporate Governance Report that forms an integral part of this Report.

### Annual Performance Evaluation

Pursuant to the provisions of the Act and the SEBI Listing Regulations, the Board has carried out an Annual Performance Evaluation of its own performance, as well as the performance of its Committees, its Members including Independent Directors, Executive Directors and the Chairperson.

The Annual Performance Evaluation process has been designed in such a manner which helps to measure effectiveness of the entire Board, its Committees, Chairperson and Individual Directors. Such processes help in ensuring overall performance of the Board and demonstrates a high level of Corporate Governance Standards. There are various key performance areas and evaluation criteria which are measured and analyzed during the process, few of them are as below:

Sr. No.	Performance evaluation of	Key performance areas/evaluation criteria
1.	Board as a whole	<ul style="list-style-type: none"> <li>Proper mix of competencies to conduct its affairs effectively.</li> <li>Appropriate mix of independent and non-independent Directors.</li> <li>Number and frequency of Board meetings is adequate to perform its duties effectively.</li> </ul>
2.	Committees	<ul style="list-style-type: none"> <li>Performance of the responsibilities as outlined in the charter and applicable laws and regulations.</li> <li>Composition in terms of size, skills/expertise and experience, if appropriate to perform its responsibilities.</li> <li>Efficiency in conduct of Meetings with sufficient time allocated on significant or emerging issues.</li> </ul>
3.	Chairperson	<ul style="list-style-type: none"> <li>Providing guidance to the Board on delineation of roles of the Board and Management.</li> <li>Providing direction to the Board on aspects that are critical/of strategic significance to the Company.</li> <li>Creating a cohesive environment to allow open and fair discussion.</li> </ul>

Sr. No.	Performance evaluation of	Key performance areas/evaluation criteria
4.	Executive Directors	<ul style="list-style-type: none"> <li>• Understanding and knowledge of the Company and the sector it operates in and staying abreast of the issues, trends, risks, opportunities and competition affecting the Company.</li> <li>• Understanding of duties, responsibilities, qualifications, disqualifications and liabilities as a Director.</li> <li>• Ensuring best Corporate Governance practices and compliance with the applicable laws and regulations.</li> </ul>
5.	Independent Directors	<ul style="list-style-type: none"> <li>• Suitable business knowledge and understanding of the Industry in which the Company operates.</li> <li>• Exercising independent judgement and voicing opinion freely without any influence.</li> <li>• Understanding of governance, regulatory, financial, fiduciary and ethical requirements of the Board / Committee.</li> </ul>

The Board Members are apprised of the detailed requirements of the law and are provided with an overview of the process. The Nomination and Remuneration Committee and the Board discusses the basis & various criteria for the Board, Committees, Chairperson as well as Executive and Independent Directors

The Evaluation for the financial year 2025-26 was conducted through a detailed form capturing responses from each Director, which were then recorded and reported to the Nomination and Remuneration Committee as well as the Board. The Chairperson had necessary discussions with the Board Members about the performance and the outcome of the evaluation process.

The Performance Evaluation results for the year reflected highly satisfactory performance. The specific discussions and feedback were discussed by the Chairperson. The feedback for each of the committees/Board was discussed at the Meetings of Nomination and Remuneration Committee and the Board.

During the year under review, one Meeting of the Independent Directors was held on January 29, 2026 without the presence of the Executive Directors. At the said Meeting, the Independent Directors took note of performance evaluation of Directors, the Board as a whole, the performance of the Chairperson of the Company and its Committees, and the quality, content and timeliness of the flow of information between the Management and the Board, based on the Performance Evaluation framework of the Company. All the Independent Directors were present at the aforesaid Meeting.

## Company Policies

The Board of Directors of your Company, from time to time, has framed and revised various Policies as per the applicable Acts, Rules and Regulations and Standards of

better governance and administration of your Company. Overview of the key policies, as approved by the Board of Directors is as follows :

**Nomination and Remuneration Policy:** This Policy defines the objective, scope, terms of reference and responsibilities of the Nomination and Remuneration Committee in establishing the criteria for qualifications, experience, independence and positive attributes with respect to appointment and remuneration of the Company's Directors, Key Managerial Personnel and Senior Management employees. The same is available on the website of the Company at <https://www.colgateinvestors.co.in/media/2136/nrc-policy.pdf>

**Corporate Social Responsibility ('CSR') Policy:** This Policy sets out the role of the CSR Committee of the Board of Directors, which includes identification of the areas where the CSR activities will be performed, impact assessment, evaluation of CSR activities, review the CSR spending vis-a-vis the activities implemented and monitoring the progress of CSR projects/ programs of the Company.

**Risk Management Policy:** This Policy provides the framework for risk identification, risk assessment and prioritization, prevention measures and other risk management measures for the Company. The purpose of timely risk assessment is to identify the strategic threats, operational issues, compliance with laws and disclosure obligations. In order to deliver value to our customers, distributors, employees, communities, shareholders and other stakeholders, it is inevitable to understand and manage the risks faced by the Company.

**Related Party Transactions Policy:** This Policy regulates the entry into transactions between the Company and its related parties and the required corporate approvals as per the laws and regulations applicable to the Company from time to time.

**Policy on Determination of Materiality of Event or Information:**

The objective of the Policy is to determine the materiality of events or information of the Company and to make disclosures of such events or information to Stock Exchanges in a timely manner to ensure good corporate governance.

**Records Management Policy:** This Policy establishes general guidelines for retaining, preserving and archiving important documents and information. The Archival Policy forms part of the Records Management Policy.

**Code of Conduct for Prevention of Insider Trading:**

Insider trading refers to trading in the securities of a Company by its directors, employees or other persons so as to make a profit or avoid any loss, on the basis of unpublished price sensitive information known only to them and not to the general body of shareholders. In order to deal with insider trading in securities, your Company has framed a Code of Conduct on prohibition of Insider Trading.

**Dividend Distribution Policy:** This Policy sets the parameters & describes the internal and external factors which are considered by the Board of Directors for the purpose of declaration of dividend.

**Policy on Retirement of Directors:** This Policy lays down the age criteria for retirement of Directors on the Board of the Company. The criterion for age is desirable to allow smooth retirement for the purpose of succession planning and further to induct requisite skills and competencies on the Board of the Company with appropriate continuity.

**Public Policy Advocacy:** This Policy deals with laying down a standardized approach while making interactions and /or representations to the Government / Regulatory Authorities. The Company may offer opinions and recommendations to governments on particular issues to support its business goals and needs.

**Board Diversity Policy:** The Company recognizes the importance and benefits of having a diverse Board to enhance the quality of its performance. This Policy encompasses diversity of perspective, experience, skills, education, background, ethnicity, gender and personal attributes. This policy ensures that we have optimum composition of Board Members with diverse experience and skill sets to achieve the objectives of the organization.

The aforesaid Policies are available in the Investors Section on the website of the Company at <https://www.colgateinvestors.co.in/policies>

**Vigil Mechanism**

The Company upholds a robust Vigil Mechanism, seamlessly integrated with its comprehensive Code of Conduct to guide daily business practices. The Code of Conduct of the Company serves as a guide for daily business interactions, reflecting the Company's standard for appropriate behaviour and living corporate values. It holds universal applicability, extending not only to Directors, Officers, and employees but also to every vendor and supplier associated with Colgate. Adherence to the Third Party Code of Conduct is a non-negotiable requirement for any collaborative engagement with the Company. The Code of Conduct Hotline is available on the Company's website to report any concerns about unethical behaviour, any actual or suspected fraud or violation of the Company's Code of Conduct. No adverse action will be taken against anyone for complaining about, reporting, participating or assisting in the investigation of a suspected violation of the Code of Conduct, unless the allegation made or information provided is found to be intentionally false. The Company is committed to continuous education on ethical standards, conducting regular training and awareness programs through both digital and in-person formats. These efforts are complemented by innovative mailers and reinforced through frequent communications from Senior Leadership, who highlight the critical importance of ethical compliance.

The status of the Code of Conduct complaints is provided in the Audit Committee Meetings ('ACM') and appropriate actions along with an Action Taken Report is presented in ACM and are discussed at length. Any specific suggestion/ feedback from the Committee is actioned upon.

The Code of Conduct is available at <https://www.colgatepalmolive.com/en-us/who-we-are/governance/code-of-conduct>

**Public Deposits**

During the financial year 2025-26, your Company has not accepted any Public Deposits under Chapter V of the Act.

**Unpaid/Unclaimed Dividend**

In terms of the provisions of Investor Education and Protection Fund (Accounting, Audit, Transfer and Refund) Rules, 2016, an amount of ₹ 4.33 Crores of unpaid/unclaimed dividends were transferred during the financial year 2025-26 to the Investor Education and Protection Fund (IEPF).

The due date for transfer of unpaid dividend to IEPF for subsequent years is provided in the Corporate Governance Report on page no. 238.

## Loan, Guarantees and Investment

Particulars of loans, guarantees and investment made by the Company pursuant to Section 186 of the Act are given in Note Nos. 4 and 11 to the Financial Statements.

## Related Party Contracts & Arrangements

All related party transactions entered by the Company during the financial year 2025-26 were at arm's length and in the ordinary course of business. All related party transactions were reviewed and approved by the Audit Committee. During the financial year 2025-26, the Company has not entered into any material related party transaction as per the SEBI Listing Regulations with any of its related parties. Disclosures pursuant to the Accounting Standards on related party transactions have been made in the notes to the Financial Statements. To regulate related party transactions, the Company has also framed a Policy on Related Party Transactions and the same is available on the Company's website at <https://www.colgateinvestors.co.in/policies>

The Audit Committee approves the related party transactions and wherever it is not possible to estimate the value, approves the limit for the financial year, based on best estimates. There are no materially significant related party transactions made by the Company with Promoters, Directors, Key Managerial Personnel or other designated persons which may have a potential conflict with the interests of the Company at large.

As there were no related party transactions which were not in the ordinary course of the business or not on arm's length basis and also since there was no material related party transaction as stated above, disclosure under Section 134(3)(h) of the Companies Act, 2013 in Form AOC-2 is not applicable. For more details on Related Party Transactions which are in ordinary course of business and on arm's length basis, please refer Note No. 37 of Financial Statements.

## Statutory Auditor

M/s. S R B C & CO LLP, Chartered Accountants, Mumbai (ICAI Firm Registration No. 324982E / E300003), were appointed as Statutory Auditors of the Company for a second term at the 81<sup>st</sup> Annual General Meeting (AGM) of the Company held on July 28, 2022, for a period of 5 (five) consecutive years from the conclusion of the 81<sup>st</sup> AGM till the conclusion of the 86<sup>th</sup> AGM.

The Audit report for the financial year 2025-26 does not contain any qualification, reservation or adverse remarks. Further, during the financial year 2025-26, the Statutory Auditors have not reported any instances of fraud to the

Audit Committee or Board as per Section 143(12) of the Act. The Audit Committee periodically reviews the independence of Auditors through quarterly affirmations, review of non-audit services, internal checks and balances to mitigate conflict of interest.

## Secretarial Auditor & Secretarial Audit Report

As per Regulation 24A of the SEBI Listing Regulations, on the basis of recommendation of Board of Directors, M/s. Dholakia & Associates LLP (ICSI Unique Code: P2014MH034700, FCS No. 10032, COP No. 12884), were appointed as the Secretarial Auditors of the Company at the 84<sup>th</sup> Annual General Meeting (AGM) of the Company held on July 22, 2025, for a period of 5 (five) consecutive years commencing from the financial year 2025-26 (i.e., April 1, 2025) till the financial year 2029-30.

The Secretarial Audit Report in Form MR-3 is attached as **Annexure 5** to this Report.

The Secretarial Audit Report for the Financial Year 2025-26 does not contain any qualification, reservation or adverse remarks. During the financial year 2025-26, the Secretarial Auditors have not reported any instances of fraud under Section 143(12) of the Act.

## Annual Secretarial Compliance Report

The Company has undertaken an audit for the financial year 2025-26 for all applicable compliances as per SEBI Regulations and Circulars/ Guidelines issued thereunder. The Annual Secretarial Compliance Report has been submitted to the stock exchanges within 60 days from the end of the financial year under review. The Annual Secretarial Compliance Report is available on the Company's website at [https://www.colgateinvestors.co.in/colgateinvestorsadmin/UploadedFile/NotificationToStockExchanges/\\_se-intimation-ascr-220526\\_9e3ec21d66.pdf](https://www.colgateinvestors.co.in/colgateinvestorsadmin/UploadedFile/NotificationToStockExchanges/_se-intimation-ascr-220526_9e3ec21d66.pdf)

## Cost Auditor and Cost Records

Maintenance of cost records and requirement of cost audit as prescribed under the provisions of Section 148 of the Act are not applicable for the business activities carried out by the Company.

## Annual Return

Pursuant to Section 134(3)(a) and Section 92(3) of the Companies Act, 2013 read with Rule 12(1) of the Companies (Management and Administration) Rules, 2014, the Annual Return of the Company has been placed on the website of the Company and can be accessed at <https://www.colgateinvestors.co.in/annual-report>.



## Significant and Material Orders Passed by the Regulators or Courts

During the financial year 2025-26, there were no significant or material orders passed by the Regulators or Courts or Tribunals impacting the going concern status and operations of the Company in the future.

## Material Changes affecting the Company

There have been no material changes and commitments affecting the financial position of the Company between the end of the financial year and date of this report.

## Compliance with Secretarial Standards

Your Company has complied with Secretarial Standards issued by the Institute of Company Secretaries of India on Board and General Meetings.

## Adequacy of Internal Financial Controls

Your Company has an adequate and talented team of internal audit that oversees the internal financial processes, policies, and recommends robust internal financial controls from time to time. These recommendations help to put in place checks on the implementation of the internal financial controls, policies & procedures that are adopted by the Company for ensuring an orderly and efficient conduct of its business.

These internal financial controls help in safeguarding assets, prevention & detection of frauds and/or errors, maintaining the accuracy and completeness of the accounting & financial records. These controls help in the timely preparation of transparent, complete and accurate financial information and statements as per the accounting standards and principles laid down. The Audit Committee of your Company evaluates the internal financial controls system periodically. The detailed note on Internal Controls is provided in Management Discussion and Analysis on page no. 253.

## General

No application has been made under the Insolvency and Bankruptcy Code, 2016. Hence, the requirement to disclose the details of the application made or any proceeding pending under the said Code during the year along with their status as at the end of the financial year is not applicable.

The requirement to disclose the details of the difference between the amount of the valuation done at the time of one-time settlement and the valuation done while taking a loan from the Banks or Financial Institutions along with the reasons thereof, is not applicable.

The Company has not resorted to any buy back of its shares during the year under review.

## Awards and Accolades

During the financial year 2025-26, the Company received several key awards and accolades. For a detailed list of additional awards, please refer to the 'Awards' section of this Report.

- **Research and Development Colgate Visible White Purple**  
Oral Care Product of the Year – Flipkart GlamUp 2025
- **Brand Campaign Awards Colgate Oral Health Movement Abbys 2025**  
Gold-Innovative Use of Integrated Media (Use of Media)  
Gold-Innovative Use of Emerging Technology (Specialist Categories)
- **ET BrandEquity KALEIDO AWARDS 2025**  
Recognized amongst the top three 'Best Integrated PR and Marketing Campaigns' for the year
- **Sustainability Awards**  
Recognized as a Champion of Circular Revolution at the ET Edge GSA Transformation Series Conclave 2025.

## HR AWARDS

- **ET NOW Best Organizations to Work For 2025**  
Recognized under the theme "People. Purpose. Possibility."
- **Ethical Workplace Award: CecureUs Awards 2025-2026**  
The HR team at our Sri City manufacturing unit has been recognized at the CecureUs Awards 2025-2026 under the Ethical Workplace – Code of Conduct category, acknowledging a culture rooted in integrity, trust, and accountability.

## SOCIAL IMPACT AWARDS

- **Flagship CSR initiative of Uttar Pradesh in 2025 – Colgate Bright Smiles, Bright Futures®**  
Recognised by Smt. Anandiben Patel, Hon'ble Governor of Uttar Pradesh State & Invest UP
- **India's Leading ESG Entities 2026**  
Dun & Bradstreet
- **ESG Leader Category 2025**  
National Stock Exchange (NSE) Ranking
- **Best CSR Project – Colgate Bright Smiles, Bright Futures®**  
Bharat CSR & Sustainability Summit & Awards 2025

- **Most Impactful Public Health Programme of the Year 2025 – Colgate Oral Health Movement**  
India CSR Awards 2025
- **Ray of Hope Award – Employee Volunteering**  
Karma Summit Asia 2025
- **Best Water Conservation Initiative (Silver) and Best Livelihood Initiative (Silver)**  
CSR Times 2025
- **Best Waste Management Initiative & Best Women Empowerment Initiatives 2025**  
Global CSR & ESG Awards 2025

- **Best Waste Management Initiative (Gold)**  
CSR Times 2025

## Acknowledgements

Your Directors wish to convey their deepest appreciation for the unstinted dedication, professionalism, commitment and resilience displayed by the Company's employees at all levels and business partners, customers, vendors etc. Your Directors also wish to express their gratitude towards the Shareholders for their continued trust, support and confidence.

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

Place: Mumbai  
Date: May 22, 2026

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

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



# Corporate Governance Report

Annexure 1

The Company is built upon a robust foundation rooted in Colgate's core values and uncompromising ethical standards. These principles guide our everyday conduct, foster enduring trust among stakeholders and safeguard the long-term sustainability of business. For us, exemplary corporate governance is not a static goal but a continuous journey integrated into our daily operations. The Board of Directors, Management and all employees firmly believe that sound governance is foundational to our collective success. Accordingly, the Company proactively reviews and refines its practices to ensure alignment with evolving national benchmarks. The Company remains deeply dedicated to complying with all applicable corporate governance mandates including the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('the SEBI Listing Regulations') upholding them strictly in both letter and spirit.

## Company's philosophy on Code of Governance

Over the years, the Company has consistently championed and embodied a culture of exemplary corporate governance. This unwavering commitment sits at the heart of our daily operations, serving as the foundation for achieving our long-term strategic objectives and maximizing stakeholder value.

Our philosophy is anchored in transparency, accountability and absolute integrity. We uphold the highest ethical standards, driving sustainable growth by embedding these principles into our decision-making and business relationships at every level. Rather than viewing governance as a mere compliance process, the Company treats it as a living philosophy that shapes our operational approach, enhances disclosure and ensures organizational accountability.

To sustain this standard, our diverse and effective Board actively reviews governance frameworks and sets the guiding principles for our daily conduct. All Directors and employees adhere to a comprehensive Code of Conduct governing our engagements with customers, suppliers, contract manufacturers, shareholders and regulatory authorities. Backed by robust internal systems and procedures, we ensure that best-in-class governance practices are seamlessly executed across the organization.

## Corporate Governance and Shareholders

Protecting the interests of our stakeholders and delivering long-term value are central to our corporate governance framework. In alignment with these principles, the Company ensures the facilitation of the following key rights for its shareholders:

- Offering a fair opportunity to consider and approve critical business decisions in alignment with the Companies Act, 2013 ('the Act') and the SEBI Listing Regulations.
- Ensuring the timely and regular dissemination of relevant, sufficient and reliable information, empowering shareholders to actively participate in the corporate governance process.
- Providing opportunities to engage with the Board and Management during the general meetings.
- Maintaining effective vigilance and grievance redressal mechanisms.
- Offering platforms for voting on key resolutions, ensuring shareholders have a voice in major decisions.
- Making timely and pertinent financial and non-financial disclosures.
- Ensuring easy access to critical information for all shareholders.

Further, the Company engages with shareholders through multiple channels, including letters, emails, newspaper, advertisements, newsletters, notices, stock exchange intimations, and website updates, fostering open and transparent communication.

## Governance Structure

The Company operates under a well-defined governance structure that begins with the Board of Directors, extends through its specialized Committees and is executed by the Management team. This robust framework ensures that the Company remains a leader in regulatory compliance, ethical governance and corporate accountability.

**Board of Directors:** The Board of Directors serves as the trustee of the Company, bearing ultimate responsibility for its strategic direction, management and long-term performance. In its primary fiduciary capacity, the Board

provides leadership, strategic oversight and an objective, independent perspective to the management team. It safeguards corporate ethics, transparency and comprehensive disclosure, while formulating organizational policies and overseeing their effective implementation.

**Committees of the Board:** To ensure focused and deep oversight, the Board delegates specific responsibilities to various specialized Committees operating under clear and defined charters. The Company maintains an Audit Committee, Nomination and Remuneration Committee, Stakeholders' Relationship Committee, Risk Management Committee, ESG and Corporate Social Responsibility Committee, Share Transfer Committee and an Administrative Committee. Each committee functions under explicit terms of reference, which are updated or supplemented by the Board from time to time to align with evolving requirements.

**Chairperson:** The Non-Executive Chairperson provides strategic leadership to the Board's processes and governance mechanisms. The Chairperson offers vital guidance for effective decision-making on critical strategic issues, ensures the optimal functioning of the Board, facilitates comprehensive deliberation on all key matters and encourages individual Directors to contribute their diverse & expert insights.

**Managing Director:** The Managing Director is responsible for envisioning the future of the Company and driving business growth. The Managing Director provides strategic direction to the Senior Leadership Team, empowering them to make effective, agile decisions that drive innovation, transformation and operational enhancement. The Managing Director assumes overall responsibility for the strategic management of operations and corporate functions, including governance processes and executive leadership effectiveness.

**Non-Executive, Independent Directors:** Non-Executive, Independent Directors play a critical role in bringing balance and objectivity to the Board's deliberations. They provide independent judgment on vital matters raised during Board meetings, including business strategy, compliance, operational efficiency, financial performance and internal controls. By contributing an invaluable external perspective, they assist the Company in adopting and maintaining industry-best practices.

**Senior Management Team:** Led by the Managing Director, this team comprises functional leaders from across the organization. Their primary mandate is the strategic management of the Company's business within the governance framework approved by the Board. The Senior Management Team serves as the key execution link operationalizing the strategic directives established at the Board level while overseeing the day-to-day management of the Company's affairs.

## Board of Directors

### Composition of the Board:

The Board of Directors of the Company ('the Board') has an optimum combination of Executive, Non-Executive & Independent Directors including Women Directors in conformity with the SEBI Listing Regulations.

All the Executive Directors are liable to retire by rotation. The Chairperson and Independent Directors of the Company are not liable to retire by rotation. There is no inter-se relationship between the Directors of the Company.

As on March 31, 2026, the composition of the Board is as follows :

Particulars	Number	Total number of the Directors
Executive Directors (50% Women)	2	25%
Non-Executive, Non-Independent Director (Chairperson)	1	12.5%
Non-Executive, Independent Directors (40% Women)	5	62.5%

The overall women representation on the Board, as on March 31, 2026 was 37.5%.

The composition of the Board is in compliance with Regulation 17 of the SEBI Listing Regulations and Sections 149 & 152 of the Act.

The Board at the Company represents an optimum mix of professionalism, knowledge, gender and experience. Detailed profile of all the Board members and their positions in other body corporates are available on the Company's website at <https://www.colgatepalmolive.co.in/who-we-are/board-of-directors>

### Board Processes and the flow of information:

The Company follows the board processes in line with the relevant provisions of the Act read with Rules made thereunder, Secretarial Standards on Board Meetings and the requirements of the SEBI Listing Regulations.

The Board and Committee Meetings are pre-scheduled and a tentative annual calendar is aligned with the Directors before the start of the year to ensure their participation. In case of urgent matters, the Resolutions are passed through circulation in between the Meetings.

The Meetings during the Financial Year 2025-26 were conducted through physical mode as well as Video-Conferencing and the same were in compliance with the requirements of the law.



The Board is apprised of all the key matters and there is a proper channel for flow of information between management and the Board. The plant related and other functional matters, supply chain topics, governance and compliance matters, risk mitigation plans, human resources and labor related matters, financial results, ESG and Corporate Social Responsibility, internal controls are all placed before the Committees, as per their roles and before the Board for its deliberations. Annual and long term strategic and operating plans are presented to the Board for their inputs and suggestions. Further, detailed business updates are made at the Audit Committee on a quarterly basis. The Board makes elaborate discussions on these matters and seeks clarifications, wherever required before approving any item. The Committee makes necessary recommendations to the Board which are relevant from the business, statutory and compliance standpoint and the Board takes into account such suggestions and recommendations before approving/ noting the matter placed before them. The action items arising out of the Board and Committee meetings are duly acted upon and a report on the status of the same is placed before the subsequent meetings of the Committees and the Board.

Documents containing Unpublished Price Sensitive Information are submitted to the Board and Committee Members, at a shorter notice, as per the general consent taken from the Board, on a year on year basis.

In case of urgent and important matters, separate notes are circulated to the Board and Committee Members with detailed description of the matter to align and keep them informed of the important developments.

The Company Secretary is responsible for collation, review and distribution of all the papers and information to be presented to the Board and Committees thereof. The notice of the Board and Committee Meetings coupled with Agenda notes and relevant attachments is circulated well in advance. The agenda is structured thoughtfully separating items requiring approval and items which are to be taken note of by the Board and/or are circulated for the information of the members. Considerable time is spent by the Directors on discussions and deliberations at the Board meetings. The Company Secretary also attends all the Board and Committee Meetings, and prepares and circulates the Minutes as per the statutory timelines and finalizes the same after incorporating the comments, if any, from the Directors.

In view of maintaining confidentiality and for ease of transmission, the board notes and agenda papers are circulated to the Board through a web-based application. All the requisite information is placed before the Board as per the requirements of Part A of Schedule II of the SEBI Listing Regulations. The management makes conscious

efforts to update the Board from time to time, with the required information for effective decision making.

The Board shares the dynamics which facilitates rich and open discussions thereby enabling effective decision making.

#### **Board Appointments and Tenure of the Board Members:**

The Company has a detailed process for the appointment of Directors on the Board of the Company as listed down in the Nomination and Remuneration Policy of the Company enumerating the skill set, qualifications, experience and positive attributes required for the appointment. The robust succession planning is in place which is presented before the Nomination and Remuneration Committee and the Board of Directors from time to time.

The Nomination and Remuneration Committee evaluates the candidature basis the requirement of knowledge, experience, skill set, positive attributes and the dynamics of the Board besides ensuring to have the statutorily compliant Board composition. The Nomination and Remuneration Committee also recommends the Board on extension and continuation of the Independent Directors basis their Performance Evaluation.

A formal letter of appointment is issued to the Independent Directors at the time of appointment which apart from the terms and conditions of the appointment contains key policy documents and other relevant information about the Company. A formal induction plan is formulated for onboarding the Independent Directors and to familiarize them with the Company, its business and management.

#### **Criteria for Selection of Independent Directors and Key Skills, Expertise, and Core Competencies of the Board:**

The Board of Directors of the Company comprises eminent personalities and leaders from across the Industry. They specialise in their respective fields. These Directors are nominated based on well-defined selection criteria.

The Nomination and Remuneration Committee considers, inter-alia, experience, qualifications, skill set, expertise and competencies, whilst recommending to the Board the candidature for appointment of an Independent Director. At the time of appointment of Independent Directors, the Nomination and Remuneration Committee also satisfies itself about the independence of the Directors vis-a-vis the Company to enable the Board to function independently of the management and discharge its functions and duties effectively. In case of reappointment of Independent Directors, the Board also takes into consideration, the performance evaluation and engagement level of the Independent Directors.

The candidates identified for appointment as Directors should not be debarred or disqualified from being appointed or continuing as Director of a Company by the Securities and Exchange Board of India, Ministry of Corporate Affairs or any such other Statutory or Regulatory Authority and also should not be disqualified as per the provisions of Section 164 and other applicable provisions of the Act and the SEBI Listing Regulations. As required under Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014, all the Independent Directors have completed the registration with the Independent Directors Databank. Also, they have complied with the Code for Independent Directors prescribed under Schedule IV to the Act.

The Board Members are expected to demonstrate the highest standards of integrity and accountability. The Members should be prominent Members of the society as well as the areas of their professional operation.

### Composition of Board of Directors:

The composition of the Board of Directors, their attendance at the Board Meetings held during the Financial Year under review and at the last Annual General Meeting are given in the table below:

Name of the Director	Category/ Designation	Date of Appointment	No. of the Board Meetings during the Financial Year 2025-26		Attendance at Last AGM (July 22, 2025 - Held Virtually)
			Held	Attended	
Mr. Mukul Deoras	Non Executive & Non-Independent (Chairperson)	01-09-2018	6	6	Yes
Ms. Prabha Narasimhan	Managing Director & CEO	01-09-2022	6	6	Yes
Ms. Sukanya Kripalu	Non Executive & Independent	01-06-2018	6	6	Yes
Mr. Sekhar Natarajan	Non Executive & Independent	21-05-2020	6	6	Yes
Ms. Gopika Pant	Non Executive & Independent	21-05-2020	6	6	Yes
Dr. (Mr.) Indu Bhushan	Non Executive & Independent	26-07-2023	6	6	Yes
Mr. Sanjay Gupta	Non Executive & Independent	22-01-2024	6	5 <sup>^</sup>	Yes
Mr. M. S. Jacob	Whole-time Director & CFO	28-10-2016	6	6	Yes
Mr. Surender Sharma*	Whole-time Director-Legal & Company Secretary	21-05-2020	6	3	Yes

\* Ceased as Whole-time Director-Legal and Company Secretary with effect from close of business hours on October 27, 2025.

<sup>^</sup> Leave of absence was granted

### Number of Board Meetings held during the Financial Year:

During the Financial Year, six (6) Board Meetings were held on the following dates through Physical and / or Video-Conferencing:

May 21, 2025; July 22, 2025; October 23, 2025; November 26, 2025; January 29, 2026 and March 11, 2026.

The necessary quorum was present for all the meetings of the Board and its Committees.

### Attendance records:

During the year, all the Directors have maintained the attendance in the Board and Committee Meetings at 100% except for Mr. Sanjay Gupta, whose attendance is at 83.3%.

### Other listed Company Directorships:

As on March 31, 2026, the Directors of the Company held the following directorships in other listed companies:

Name of the Director	No. of Directorships in other companies <sup>1</sup>	Names of the Entity (Listed and Unlisted Public Companies)	Category of Directorship in the respective entity (Listed and Unlisted Public Companies)	Committee Positions held <sup>2</sup>	
				As a Member	As a Chairperson
Ms. Sukanya Kripalu	7	CEAT Limited	Independent Director	1	-
		The India Cements Limited	Independent Director	1	-
		Aditya Birla Real Estate Limited	Independent Director	1	-



Name of the Director	No. of Directorships in other companies <sup>1</sup>	Names of the Entity (Listed and Unlisted Public Companies)	Category of Directorship in the respective entity (Listed and Unlisted Public Companies)	Committee Positions held <sup>2</sup>	
				As a Member	As a Chairperson
Mr. Sekhar Natarajan	2	Hindalco Industries Limited	Independent Director	-	-
		Hexaware Technologies Limited	Independent Director	2	1
		Entertainment Network (India) Limited	Independent Director	1	-
		Novel Jewels Limited*	Independent Director	1	-
Ms. Gopika Pant	2	IngersollRand (India) Limited	Independent Director	2	1
		Cummins India Limited	Independent Director	2	-
Dr. (Mr.) Indu Bhushan	7	ABB India Limited	Independent Director	2	1
		Tenneco Clean Air India Limited	Independent Director	-	-
		ITC Hotels Limited	Independent Director	1	1
		United Spirits Limited	Independent Director	-	-
		Balrampur Chini Mills Ltd	Independent Director	1	1
		Godrej Properties Limited	Independent Director	1	1
		HDFC Securities IFSC Limited*	Independent Director	-	-
Godrej Projects Development Limited*	Independent Director	-	-		
		Apollo HealthCo Ltd*	Independent Director	1	-

\*Unlisted Public Company

Mr. Mukul Deoras, Ms. Prabha Narasimhan, Mr. M. S. Jacob and Mr. Sanjay Gupta do not hold directorship in any other Company (Listed or Unlisted).

<sup>1</sup> excludes directorships in private companies, foreign companies and bodies corporate.

<sup>2</sup> includes the memberships/chairpersonships of the Audit Committee and Stakeholders' Relationship Committee. Committee Membership(s) includes Chairpersonship(s).

#### Notes:

As per the declarations received, none of the Directors:

- hold office as a Director in more than twenty companies;
- have directorships in more than ten public companies;
- serve as a Director/Independent Director in more than seven listed companies;
- were member in more than ten committees, nor chairperson in more than five committees across all companies in which he/she was a Director;
- are related to each other.
- holds any shares in the Company. The Company has not issued any convertible instruments.
- further, the Managing Director and Executive Director of the Company do not serve as an Independent Director in any other Company. None of the Independent Directors of the Company resigned from the Company during the year.

#### D&O Insurance for Directors:

The Company has taken Directors and Officers Insurance ('D&O') for all its Directors and Members of the Senior Management for such quantum and for such risks as determined by the Board.

**Skills/Expertise/Competencies:**

In terms of requirements of the SEBI Listing Regulations, the Board of Directors have identified the following core skills/expertise/competencies of Directors as required in the context of the Company's business and industry for it to function effectively:

- a. Knowledge of the industry in which the Company operates;
- b. Knowledge on Company's businesses & major risks;
- c. Behavioral skills - attributes & competencies to use

their knowledge and skills to contribute effectively to the growth of the Company.

- d. Understanding of socio-political, economic and Legal & Regulatory environment;
- e. Corporate Social Responsibility;
- f. Business Strategy, Sales & Marketing;
- g. Corporate Governance;
- h. Financial Control, Risk Management;
- i. Digital and IT skills and
- j. Multiple Expertise.

SKILLS/ EXPERTISE/ COMPETENCIES IDENTIFIED BY THE BOARD	M. Deoras	S. Kripalu	S. Natarajan	G. Pant	P. Narasimhan	M.S. Jacob	I. Bhushan	S. Gupta	BOARD AS A WHOLE
Knowledge of the industry in which the Company operates	Y	Y	Y	Y	Y	Y	Y	Y	Y
Knowledge on Company's businesses & major risks	Y	Y	Y	Y	Y	Y	Y	Y	Y
Behavioural skills - attributes & competencies to use their knowledge and skills to contribute effectively to the growth of the Company	Y	Y	Y	Y	Y	Y	Y	Y	Y
Understanding of socio-political, economic and legal & regulatory environment	Y	Y	Y	Y	Y	Y	Y	Y	Y
Corporate Social Responsibility	Y	Y	Y	Y	Y	Y	Y	Y	Y
Business Strategy, Sales & Marketing	Y	Y	Y	Y	Y	Y	Y	Y	Y
Corporate Governance	Y	Y	Y	Y	Y	Y	Y	Y	Y
Financial Control, Risk Management	Y	Y	Y	Y	Y	Y	Y	Y	Y
Digital and IT skills	Y	Y	Y	Y	Y	Y	Y	Y	Y
Multiple Expertise	Y	Y	Y	Y	Y	Y	Y	Y	Y

**Independent Directors:**

The Independent Directors of the Company fulfill the conditions as specified in the SEBI Listing Regulations and the Act and are independent of the management. None of the Independent Directors serve as Independent Directors in more than seven listed companies or as Whole-time Directors in any listed entity.

**Lead Independent Director:**

The Board had appointed Ms. Sukanya Kripalu as a Lead Independent Director w.e.f July 25, 2024.

The role of lead independent director is in line with the requirements of Corporate Governance which is as under:

1. To convene and preside over the meetings of Independent Directors and provide feedback to Chairperson of Board and/or Managing Director & Chief Executive Officer;
2. To communicate to the Chairperson and Management, as appropriate, any decisions reached, suggestions, views or concerns expressed by Independent Directors at their Meetings or outside of the Meetings;
3. To ensure that there is an adequate and timely flow of information to Independent Directors;



4. To provide leadership to the Independent Directors and to liaise between the Chairperson, Executive Directors, Management and Independent Directors;
5. To preside over the meetings of the Board when the Chairperson is not present or where he is an interested party;
6. To ensure Board effectiveness in order to maintain high-quality governance and functioning of the Board; and
7. To perform such other roles as may be assigned.

**A Certificate confirming that none of the Directors are debarred or disqualified:**

In line with the SEBI Listing Regulations, the Company has obtained a certificate from Mr. S. N. Viswanathan, Managing Partner of M/s. S. N. Ananthasubramanian & Co, Company Secretaries (Firm Registration number: P1991MH040400) confirming that none of the directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as Directors of companies by the SEBI/ Ministry of Corporate Affairs or any such Statutory Authority. The said Certificate is attached as **Annexure CG- A** to this Report.

Further, based on the confirmations/disclosures received from the Independent Directors and a certificate from Mr. S. N. Viswanathan, Managing Partner of M/s. S. N. Ananthasubramanian & Co, Company Secretaries in terms of Regulation 25(9) of the SEBI Listing Regulations, the Board is of the opinion that the Independent Directors fulfill the criteria or conditions specified under the Act and the SEBI Listing Regulations and are independent from the Management.

**Meeting of Independent Directors:**

As per the requirements of the Act and the SEBI Listing Regulations, the Independent Directors are required to meet at least once a year to:

- a) review the performance of non-independent directors and the Board as a whole;
- b) review the performance of the Chairperson of the Company, taking into account the views of executive directors and non-executive directors; and
- c) assess the quality, quantity and timelines of flow of information between the Company management and the Board that is necessary for the Board to effectively and reasonably perform their duties.

The Meeting of the Independent Directors was conducted once in the Financial Year 2025-26 through physical means on January 29, 2026 in compliance with the requirements

of the Act, Rules framed thereunder and Regulation 25(3) of the SEBI Listing Regulations. The said Meeting was attended by all the Independent Directors.

The Independent Directors at their Meeting inter-alia, reviewed the performance of Directors and the Board as a whole and the performance of the Chairperson, considering the views of Executive Directors and Non-Executive Directors. They also assessed the quality, quantity and timeliness of flow of information between the Management and the Board of Directors that helps the Board in effective decision making.

**Familiarization Program & Board Induction:**

The Company conducts familiarization programs for Independent Directors with regard to the following:

- Their roles, rights, responsibilities and duties as Independent Directors of the Company;
- Company information such as the business operations of the Company, the industry in which the Company operates in, risks and opportunities, business model, the long and short term strategic goals of the Company, etc.; and
- Company policies and procedures, internal controls as well as risk management mechanisms.

Besides the above, detailed presentations are made to the Board and its Committees from time to time on various matters such as Business updates, Legal & Regulatory updates, Strategic plans, Operating plans, Key product launches, Litigation status updates, Plant update, ESG Framework, CSR update, Key Risks Management and Mitigation plan, Financial and Audit etc. The Functional heads are also invited from time to time to present before the Board on key matters pertaining to their area of expertise. Every year, Board strategy sessions are organized which provides an opportunity to the Board to get updates on the business strategy and interact with the Company's leadership team. These interactions allow the Board members to get a better understanding of the Company and its business and allows the leadership team to solicit different perspectives from the Board.

As and when a new director is inducted on the Company's Board he / she is apprised of the philosophy, vision and mission, working, operations and functioning of the Company. They are made aware of various policies, procedures and codes adopted by the Company. They are also provided with an opportunity to interact with the leadership team to gain insights.

The detailed induction program involving the briefing on the Company's philosophy on Governance, Ethics and Compliance along with interactions with the leadership team is arranged.

Details of the familiarization programs extended to the Independent Directors during the Financial Year are disclosed in detail in the Board's Report on page no. 212 and is available on the Company's website at <https://www.colgateinvestors.co.in/policies>.

### Senior Management:

Particulars of Senior Management during the financial year 2025-26 is as under:

Sr. No.	Name of the Personnel	Designation	Nature of change (Appointment/ Change in designation/ Cessation)
1.	Ms. Prabha Narasimhan	Managing Director & Chief Executive Officer	-
2.	Mr. M. S. Jacob	Whole-time Director & Chief Financial Officer	-
3.	Mr. Balaji Sreenivasan	Executive Vice President - Human Resources	
4.	Mr. Gunjit Jain	Executive Vice President - Marketing	
5.	Mr. Ruchir Bhatnagar	Executive Vice President - Customer Development	-
6.	Ms. Swati Agarwal	Executive Vice President - IGTC	-
7.	Mr. Sriram Venkatasubramanian	Executive Vice President - End to End Supply Chain	-
8.	Mr. Priyan Pillay	Executive Vice President - Legal	Appointed with effect from January 2, 2026
9.	Mr. Surender Sharma	Whole-time Director-Legal & Company Secretary	Ceased with effect from October 27, 2025

### Committees of the Board

The Committees of the Board are set up with clearly defined roles. Minutes of the proceedings of Committee meetings are circulated to the Directors and placed before Board meetings for noting. Following are the Committees constituted by the Board.

#### i) Audit Committee

The composition and terms of reference of the Audit Committee (AC) is in line with the requirements of the Act and SEBI Listing Regulations.

As on March 31, 2026, the AC consists of five Members, all of whom are Independent Directors of the Company.

The Members of the Committee are well versed in finance matters, accounts, Company law and general business practices.

During the Financial Year 2025-26, four (4) AC Meetings were held on May 21, 2025; July 22, 2025; October 23, 2025 and January 29, 2026 through physical means and/or through Video-Conferencing.

The constitution and attendance details of the AC are as under:

Name of the Director	Category	AC Meetings held during Financial Year 2025 -26	
		Entitled to attend	Attended
Mr. Sekhar Natarajan, Chairperson	Non-Executive, Independent Director	4	4
Ms. Sukanya Kripalu	Non-Executive, Independent Director	4	4
Ms. Gopika Pant	Non-Executive, Independent Director	4	4
Dr. (Mr.) Indu Bhushan	Non-Executive, Independent Director	4	4
Mr. Sanjay Gupta	Non-Executive, Independent Director	4	4



Mr. Surender Sharma ceased to be the Whole-time Director-Legal and Company Secretary of the Company effective close of business hours on October 27, 2025 and consequently ceased to be the Secretary to the Audit Committee effective that date.

Mr. Jaikishan Shah, Deputy Company Secretary & Manager - Legal was appointed as the Company Secretary and Compliance Officer with effect from November 26, 2025 and acts as a Secretary to the Committee effective said date.

The Chairperson of the Board, Chief Executive Officer & Managing Director, Wholetime Directors & Chief Financial Officer, Internal Auditor and the Statutory Auditors are regular invitees to the Committee Meetings.

Mr. Sekhar Natarajan, Chairperson of the Committee, attended the Annual General Meeting held on July 22, 2025 in compliance with the requirements of Regulation 18 (1) (d) of the SEBI Listing Regulations.

In accordance with the circular dated January 7, 2026 issued by the National Financial Reporting Authority and upon recommendation of the Audit Committee in consultation with the Statutory Auditors, the Board at its meeting held on May 22, 2026, adopted a framework to ensure effective two-way communication between 'Those Charged with Governance' ("TCWG") and the Statutory Auditors.

The Role/Charter of the Audit Committee in line with the regulatory requirements includes:

1. oversight of the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible;
2. recommendation for appointment, remuneration and terms of appointment of auditors of the Company;
3. approval of payment to statutory auditors for any other services rendered by the statutory auditors;
4. review and examine with the management, the annual financial statements and auditor's report thereon before submission to the board for approval, with particular reference to:
  - a. matters required to be included in the director's responsibility statement to be included in the board's report in terms of clause (c) of sub-section (3) of Section 134 of the Companies Act, 2013;
  - b. changes, if any, in accounting policies and practices and reasons for the same;
  - c. major accounting entries involving estimates

based on the exercise of judgment by management;

- d. significant adjustments made in the financial statements arising out of audit findings;
  - e. compliance with listing and other legal requirements relating to financial statements;
  - f. disclosure of any related party transactions;
  - g. modified opinion(s) in the draft audit report;
5. reviewing, with the management, the quarterly financial statements before submission to the board for approval;
  6. reviewing, with the management, the statement of uses/application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilized for purposes other than those stated in the offer document/ prospectus/ notice and the report submitted by the monitoring agency, monitoring the utilization of proceeds of a public or rights or preferential issue or qualified institutions placement and making appropriate recommendations to the board to take up steps in this matter;
  7. reviewing and monitoring the auditor's independence and performance, and effectiveness of audit process;
  8. approval or any subsequent modification of transactions of the Company with related parties;
  9. scrutiny of inter-corporate loans and investments;
  10. valuation of undertakings or assets of the Company, wherever it is necessary;
  11. evaluation of internal financial controls and risk management systems;
  12. reviewing, with the management, performance of statutory and internal auditors, adequacy of the internal control systems;
  13. reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit;
  14. discussion with internal auditors of any significant findings and follow up there on;
  15. reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the board;

16. discussion with statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern;
17. to check whether there are any qualifications made in the draft Auditors' Report;
18. to look into the reasons for substantial defaults in the payment to the depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors;
19. to review the functioning of the whistle blower mechanism;
20. approval of appointment of Chief Financial Officer after assessing the qualifications, experience and background, etc. of the candidate;
21. reviewing the utilization of loans and/or advances from/ investment by the holding company in the subsidiary exceeding ₹ 100 Crore or 10% of the asset

size of the subsidiary, whichever is lower;

22. consider and comment on rationale, cost-benefits and impact of schemes involving merger, demerger, amalgamation etc., on the Company and its shareholders; and
23. any other item as may be assigned by the Board of Directors, from time to time.

#### ii) ESG & Corporate Social Responsibility Committee

The composition and terms of reference of the ESG and Corporate Social Responsibility Committee ('ECC') is in line with the requirements of the Act and the SEBI Listing Regulations.

As on March 31, 2026, the ECC comprises three Directors of which two are Independent Directors and one is Executive Director.

During the Financial Year 2025-26, two (2) ECC Meetings were held on May 21, 2025 and January 29, 2026 through physical means and/or through video conferencing.

The constitution and attendance details of the ECC are as under:

Name of the Director	Category	ECC Meetings held during the Financial Year 2025 -26	
		Entitled to attend	Attended
Dr. (Mr.) Indu Bhushan, Chairperson	Non-Executive, Independent Director	2	2
Ms. Prabha Narasimhan	Managing Director & Chief Executive Officer	2	2
Mr. Sekhar Natarajan	Non-Executive, Independent Director	2	2

The Company Secretary & Compliance Officer acts as the Secretary to the Committee.

The Role/Charter of the ECC in line with the regulatory requirements is as under:

#### CSR Related:

1. To formulate and recommend to the Board, a Corporate Social Responsibility Policy which shall indicate the activities to be undertaken by the Company in areas or subject specified in Schedule VII;
2. To identify and recommend to the Board, the programs to be carried out during the Financial Year;
3. To carry out evaluation of the CSR activities;
4. To review and monitor the CSR programs undertaken by the Company;
5. To recommend the amount of expenditure to be incurred on the activities;
6. To review and monitor the spending on the CSR activities;
7. To give inputs to enhance quality of the CSR activities;
8. To develop new areas for CSR activities;
9. To seek advice from external experts or consultants on CSR related matters;
10. To review the Corporate Social Responsibility Policy of the Company from time to time;
11. To formulate and recommend to the Board, an annual action plan as per this Policy and the applicable provisions of the Act and the applicable rules thereunder; and
12. Any other item as may be assigned by the Board of Directors, from time to time.


**ESG Related:**

1. To develop relevant ESG policies that support the Company's ESG vision;
2. To oversee and review Company's strategy and policies in line with the macro-developments happening in the ESG space;
3. To identify and assess significant ESG and climate-related risks that might impact long-term business performance, prioritize the sustainability issues;
4. To develop a risk appetite and tolerance level for each ESG goals and targets, within the Company and across the value chain;
5. To develop comprehensive and robust Key Performance Indicators ('KPIs');
6. To establish robust monitoring mechanism to ensure periodic and effective progress against established KPIs, along with identified risks that could hinder the achievement of ESG goals and targets;
7. To develop and review stakeholder engagement plans to enhance long-term value creation for internal and external stakeholders and to incorporate stakeholders' insights into Company's ESG strategy and action plans;
8. To enhance stakeholder interaction across ESG-related parameters to allow for increased opportunities for strategic innovation and trust building;

9. To ensure compliance with ESG regulations / mandates and augment voluntary adoption of global sustainability frameworks;
10. To integrate and review ESG parameters in the internal audit process as well as ensure review of ESG data by an independent third party; and
11. Any other item as may be assigned by the Board of Directors, from time to time.

The Company's CSR Policy can be accessed at the Company's website at <https://www.colgateinvestors.co.in/policies> and the CSR Report for the Financial Year 2025-26 forms part of the Board's Report.

**iii) Risk Management Committee**

The composition and terms of reference of the Risk Management Committee ('RMC') is in line with the requirements of the SEBI Listing Regulations

As on March 31, 2026, the RMC consists of nine Members of which five are Independent Directors, two are Executive Directors and two are Senior Managerial Personnel.

During the Financial Year 2025-26, three (3) RMC Meetings were held on May 21, 2025, October 23, 2025 and March 11, 2026 through physical means and/or through video conferencing.

The constitution and attendance details of the RMC are as under:

Name of the Director/Member	Category	RMC Meetings held during the Financial Year 2025-26		Change in constitution as approved by the Board at its Meeting held on January 29, 2026 / Other changes therein
		Entitled to attend	Attended	
Ms. Gopika Pant, Chairperson	Non-Executive, Independent Director	3	3	
Ms. Prabha Narasimhan	Managing Director & Chief Executive Officer	3	3	-
Mr. M. S. Jacob	Whole-time Director & Chief Financial Officer	3	3	-
Ms. Sukanya Kripalu	Non-Executive, Independent Director	3	3	-
Mr. Sekhar Natarajan	Non-Executive, Independent Director	3	3	-
Dr. (Mr.) Indu Bhushan	Non-Executive, Independent Director	3	3	-
Mr. Sanjay Gupta	Non-Executive, Independent Director	3	2 <sup>^</sup>	-
Mr. Priyan Pillay	Senior Management Personnel	1	1	Appointed as a Member effective January 29, 2026

<sup>^</sup> Leave of absence was granted



Name of the Director	Category	RMC Meetings held during the Financial Year 2025-26		Change in constitution as approved by the Board at its Meeting held on January 29, 2026 / Other changes therein
		Entitled to attend	Attended	
Mr. Balaji Sreenivasan	Senior Management Personnel	3	3	-
Mr. Surender Sharma	Whole-time Director- Legal & Company Secretary	2	2	Ceased as a Member effective October 27, 2025

The Company Secretary & Compliance Officer acts as the Secretary to the Committee.

The Board of Directors have adopted a Risk Management Policy and Enterprise Risk Management Framework to identify, assess and determine the risks and potential threats to the Company and to put in place the mitigation plans. The risk refresh is done periodically and the Board is updated on the same.

The Role/Charter of RMC in line with the regulatory requirements is given as under:

1. To formulate a detailed Risk Management Policy which shall include:
  - a. A framework for identification of internal and external risks specifically faced by the Company, in particular including financial, operational, sectoral, sustainability (particularly, ESG related risks), information or any other risk as may be determined by the Committee;
  - b. Measures for risk mitigation including systems and processes for internal control of identified risks;
  - c. Business Continuity Plan.
2. To identify, assess and mitigate the existing as well as potential risks to the Company and to recommend the strategies to the Board to overcome them;
3. To ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company;
4. To oversee at such intervals as may be necessary, the adequacy of Company's resources to perform its risk management responsibilities and achieve its objectives;
5. To appoint sub-committee(s) comprising of Members from various functions like Finance, Human Resources, Legal, Regulatory, Customer Development, etc. which shall be responsible for coordinating and updating the Risk Management Committee;
6. To periodically review the Company's performance against the identified risks of the Company;
7. To formulate the strategies towards identifying any areas that may materially affect the Company's overall risk exposure and to review the Risk Management Policy at least once in two years considering the changing industry dynamics and evolving complexity;
8. Regularly review the Risk Management Framework for the operations of the Company that are deemed necessary;
9. To monitor & review Cyber Security;
10. To review Disaster Management;
11. To review systems of internal controls and business contingency plans;
12. To keep the Board of Directors informed about the nature and content of its discussions, recommendations and actions to be taken;
13. The appointment, removal and terms of remuneration of the Chief Risk Officer (if any) shall be subject to review by the Risk Management Committee;
14. Perform such other activities related to this Policy as requested by the Board of Directors or to address issues related to any significant subject within its term of reference; and
15. Perform such other roles and responsibilities as prescribed under the SEBI Listing Regulations from time to time.

#### iv) Stakeholders' Relationship Committee

The Composition and terms of reference of the Stakeholders' Relationship Committee ('SRC') is in line with the requirements of the Act and the SEBI Listing Regulations.

As on March 31, 2026, the SRC comprises five Members of which three are Independent Directors and two are Executive Directors.



During the Financial Year 2025-26, two (2) SRC Meetings were held on July 22, 2025 and January 29, 2026, through physical means and/or through video conferencing.

The constitution and attendance details of the SRC are as under:

Name of the Director	Category	SRC Meetings held during the Financial Year 2025-26	
		Entitled to attend	Attended
Mr. Sanjay Gupta, Chairperson	Non-Executive, Independent Director	2	2
Ms. Sukanya Kripalu	Non-Executive, Independent Director	2	2
Ms. Prabha Narasimhan	Managing Director & Chief Executive Officer	2	2
Ms. Gopika Pant	Non-Executive, Independent Director	2	2
Mr. M. S. Jacob	Whole-time Director & Chief Financial Officer	2	2

Mr. Surender Sharma ceased to be the Whole-time Director-Legal and Company Secretary of the Company effective close of business hours on October 27, 2025 and consequently ceased to be the Secretary to the Stakeholders' Relationship Committee effective that date. Mr. Jaikishan Shah, Deputy Company Secretary & Manager-Legal was appointed as the Company Secretary and Compliance Officer with effect from November 26, 2025 and acts as a Secretary to the Committee effective said date.

Mr. Sanjay Gupta, Chairperson of the Committee, attended the Annual General Meeting of the Company held on July 22, 2025 in compliance with the requirements of Regulation 20(3) of the SEBI Listing Regulations.

The Role/Charter of Stakeholders' Relationship Committee is as under which is in line with the regulatory requirements:

- 1) To note the minutes of the Share Transfer Committee Meetings;
- 2) To note the synopsis of the complaints received and redressed;
- 3) To approve allotment of shares, if any;
- 4) To consider and resolve the grievances of the security holders;
- 5) Review of measures taken for effective exercise of voting rights by Shareholders;
- 6) Review of adherence to the service standards adopted by the Company in respect of various services being rendered by the Registrar & Share Transfer Agent;
- 7) Review of the various measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/annual reports/ statutory notices by the Shareholders of the Company;

- 8) To address other important issues related to Shareholders; and
- 9) Any other matter as may be assigned by the Board of Directors from time to time.

#### Name, designation and address of Compliance Officer:

Jaikishan Shah  
Company Secretary and Compliance Officer  
Colgate-Palmolive (India) Limited,  
Colgate Research Centre, Main Street, Hiranandani  
Gardens, Powai, Mumbai - 400 076.  
+91 22 67095050

#### Shareholder's Grievances:

The Company has a robust investor grievance mechanism which provides for various ways through which the Shareholders can reach out to the Company and its RTA with specified turn around time and escalation matrix. The Shareholders have an option to write directly to the Company or its Registrar and Share Transfer Agent ('RTA') - MUFG Intime India Private Limited through letters or emails.

Further, for ease of operations, the Shareholders who are KYC compliant can also use the following portals, hosted by the Company's RTA:

- i. 'SWAYAM' is a secure, user-friendly web-based application with 2 factor authentication, developed by the RTA that empowers Shareholders to effortlessly access various services. SWAYAM can be accessed by clicking on <https://swayam.in.mpms.mufg.com/>. The key features of this portal are ease of accessibility and tracking of service requests, user friendly, ease of tracking Corporate Actions like Dividend/Interest/Bonus/split. It permits to effortlessly raise requests and submit documents. It also provides access to all linked PAN accounts, Company wise holdings and security valuations.

- ii. 'iDIA Chatbot' is a Chatbot developed by RTA, our Corporate Registrar, that utilizes conversational technology to provide investors with a round-the-clock intuitive platform to ask questions and get information about any queries. iDIA access is available on <https://in.mpms.mufg.com/>.

During the Financial Year 2025–26, complaints were received from Investors, the details of which are as under:

Sr. No.	Particulars	No. of Complaints
1.	Investor Complaints pending at the beginning of the Financial Year	3
2.	Investor Complaints received during the Financial Year	51
3.	Investor Complaints resolved during the Financial Year	53
4.	Remaining unresolved at the end of the Financial Year	1*

\*One pending complaint as on March 31, 2026 was subsequently resolved as on date of this report.

The break up of the above complaints data as on March 31, 2026 is as given below:

Nature of Complaints	Number of Complaints Received	Number of Complaints Redressed	Number of Complaints in Process
Non-receipt of Dividends / Redemption Warrant	13	13	0
Non receipt of Share Certificate(s) - Transfer / Exchange / Bonus	9	9	0
Others*	29	28	1
<b>Total</b>	<b>51</b>	<b>50</b>	<b>1</b>

\*Nature of complaints in the Category "Others" include non-receipt of corporate benefits, TDS deductions, name correction and disputed matter, etc.

As on the date of this report, the above pending complaint has been resolved to the satisfaction of the complainant. No investor grievance remained unattended / pending for resolution for more than 30 days and no request for dematerialization received for the financial year under review was pending for more than the time limit prescribed under the SEBI Listing Regulations and SEBI (Depositories and Participants) Regulations, 2018 as applicable.

#### Share Transfer Committee:

The Share Transfer Committee ('STC') of the Company deals with the share related matters such as transmission, name deletion, issuance of duplicate share certificates as well as transfer to and from the unclaimed suspense account and escrow account maintained by the Company in terms of the provisions of the law.

The Committee comprises of the Members of the Board as well as officials of the Company who meet at regular

intervals. The matters approved at the Share Transfer Committee meetings are ratified by the SRC.

During the Financial Year 2025–26, Thirty-Eight (38) STC Meetings were held which were attended by the Members with the requisite quorum.

#### v) Nomination and Remuneration Committee

The composition and terms of reference of the Nomination and Remuneration Committee ('NRC') is in line with the requirements of the Act and SEBI Listing Regulations.

The NRC consists of four Members of which three are Independent Directors and one is Non-Executive Director.

During the Financial Year 2025–26, four (4) NRC Meetings were held on May 21, 2025; August 14, 2025; November 21, 2025 and March 11, 2026 through physical means and/or through video conferencing.

The constitution and attendance details of the NRC are as under:

Name of the Director	Category	NRC Meetings held during the Financial Year 2025–26	
		Entitled to attend	Attended
Ms. Sukanya Kripalu, Chairperson	Non-Executive, Independent Director	4	4
Mr. Sekhar Natarajan	Non-Executive, Independent Director	4	4
Ms. Gopika Pant	Non-Executive, Independent Director	4	4
Mr. Mukul Deoras	Non-Executive Director	4	4



The Company Secretary & Compliance Officer acts as the Secretary to the Committee.

Ms. Sukanya Kripalu, Chairperson of the Committee, attended the Annual General Meeting held on July 22, 2025 in compliance with the requirements of Regulation 19(3) of the SEBI Listing Regulations. The Committee has adopted a Policy relating to the Nomination and Remuneration for the Directors, Key Managerial Personnel and Senior Management employees. The Policy can be accessed at the Company's website at <https://www.colgateinvestors.co.in/leadership-team>.

The Role/Charter of Nomination and Remuneration Committee in line with the regulatory requirements, is given as under:

1. Review the structure, size and composition of the Board and make recommendations to the Board with regard to any changes that are deemed necessary;
2. Setting a formal and transparent procedure for selecting new Directors for appointment to the Board;
3. Developing criteria for selection of candidates for the Board in the context of the Board's existing composition and structure;
4. To devise a policy on diversity of Board of Directors;
5. Identify and nominate for the approval of the Board, candidates to fill Board vacancies as and when they arise;
6. Ensure that the appointment of a new director, key managerial personnel and senior management employees are made on the basis of core competencies, characteristics, independence, experience, and qualifications etc. The Committee before appointment may consider candidates:
  - (i) from a wide range of backgrounds; and
  - (ii) on merit and based on the objective criteria, taking care that appointees have enough time available to devote to the position;
7. For every appointment of an independent director, the Nomination and Remuneration Committee shall evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an independent director. The person recommended to the Board for appointment as an independent director shall have the capabilities identified in such description. For the purpose of identifying suitable candidates, the Committee may:
  - (i) use the services of the external agencies, if required;
  - (ii) consider candidates from a wide range of backgrounds, having due regard to diversity; and
- (iii) consider the time commitments of the candidates.
8. whether to extend or continue the term of appointment of the independent director, on the basis of the report of performance evaluation of independent directors;
9. Assess and undertake an annual performance evaluation of all the Members of the Board by adopting various approaches such as, accomplishment of assigned goals, professional contributions towards the Company, self-evaluation etc,
10. To develop a succession plan for the Board and Senior Management and to regularly review the plan;
11. Review and where appropriate, recommend to the Board, the appropriate policies and programs for compensation and benefits, including compensation to the directors, Key Managerial Personnel, senior management and other employees, with the aim of aligning such policies and programs with the Company's annual and long term goals and the interests of Shareholders. The Committee shall consider following elements of compensation for remuneration to be paid to the Executive Directors, Key Managerial Personnel and other Senior Management namely:
  - (i) Base salary (the Committee shall also consider the pension consequences if basic salary increases);
  - (ii) Bonuses and performance-related payments (including profit-sharing schemes);
  - (iii) Discretionary payments;
  - (iv) Pension contributions;
  - (v) Benefits in kind; and
  - (vi) Share options and their equivalents.
12. Recommend to the Board remuneration of the Executive Directors including Key Managerial Personnel of the Company;
13. To consider the following factors while determining the remuneration for the Non-executive directors:
  - (i) Experience;
  - (ii) Expertise; and
  - (iii) Professional contribution.

The Non-executive, Independent Directors would be entitled to sitting fees for attending each meeting(s) of the Board and Committees thereof as prescribed under the applicable laws/regulation and as approved by the Board from time to time. The Non-executive, Independent Directors would also be entitled to commission and other benefits as prescribed under the applicable laws/regulation and as approved by the Board and/or Shareholders, as the case may be;
14. Recommend to the board, all remuneration, in whatever form, payable to senior management;

15. Review and, where appropriate, recommend to the Board, the Company's incentive compensation and equity based plans as and when required, establishing performance goals;
16. Oversee regulatory compliance with respect to compensation to the directors;
17. Making recommendations to the Board concerning any matters relating to the continuation in office of any Director at any time including the suspension or termination of service of an Executive Director as an employee of the Company subject to the provisions of the law and their service contract;
18. Identifying and recommending Directors who are to be considered for retirement by rotation;
19. The Committee or any Member of the Committee may at the discretion of the Chairperson of the Committee, conduct an exit interview with Key Managerial Personnel and Senior management on resignation/termination of service. The same would be subject to the Guidance Note on the process as approved by the Committee;
20. To ensure that professional indemnity and liability insurance for Directors and senior management is availed;
21. Perform other activities related to this Policy as requested by the Board of Directors or to address issues related to any significant subject within its terms of reference;
22. Making available its terms of reference and review periodically those terms of reference and its own effectiveness and recommend any necessary changes to the Board; and
23. Delegating any of its powers to one or more of its Members or the Secretary of the Committee.

#### vi) Administrative Committee

The Administrative Committee, inter alia, considers and approves opening and closing of bank accounts, execution of powers of attorney and operational and administrative matters. The Committee meets on a regular basis to approve these administrative actions. The Committee comprises the Members of the Board as well as officials of the Company who meet at regular intervals. The minutes of the Administrative Committee are noted at the ensuing Board Meetings. During the Financial Year 2025-26, four (4) Administrative Committee Meetings were held which were attended by Members with the requisite quorum.

## Remuneration of Directors

### a) Executive Directors

The Nomination and Remuneration Policy of the

Company is directed towards rewarding performance. It is aimed at attracting and retaining high potential talent. The Company has an incentive compensation plan which is linked to performance and achievement of the Company's objectives. The Executive Directors of the Company are paid remuneration in accordance with the requirements and within the limits specified under the Act. The Nomination and Remuneration Committee recommends the remuneration for the Members of the Board, which is then approved by the Board of Directors. The stock options of the Parent Company i.e. Colgate-Palmolive Company, USA has been allotted to Executive Directors. Refer Note nos. 37 and 38 to the Financial Statements, for more information on share-based compensation.

### Key Matrix for arriving at the Remuneration payable to the Executive Directors:

The total remuneration for the Executive Directors consists of Fixed Pay, Short Term Incentives, Long Term Incentives and the Benefits Offerings.

The Company takes part in multiple external compensation and benefits surveys to understand the relevant market data and ensure that our fixed pay and benefits are competitive with regards to the market.

The Company does not have any Employee Stock Option Scheme for its Directors and Employees. The Executive Directors and Senior Management Personnel are, however, eligible for the short-term and long-term incentives which are governed by the Global policies of Colgate-Palmolive.

The appointment of the Managing Director and Whole-time Director(s) is governed by the Articles of Association of the Company, Board Resolutions, Members Resolutions and service/employment contracts. The Board Resolutions and Members Resolutions cover the terms and conditions of such appointment read with the service rules of the Company. The service/employment contracts are terminable by either party by serving notice of three months. There is no separate provision for payment of severance fee under the resolutions/contracts governing the appointment of Managing Director and Whole-time Directors.

The short-term incentive payable to the Managing Director and Whole-time Director(s) is covered under the Company's annual bonus plan for senior executives called Executive Incentive Compensation Plan ('EICP'). The EICP payout is based on achievement against performance parameters including Organic Sales Growth ('OSG'), NPAT, Individual Performance and Strategic KPIs, subject to change from time to time based on Company priorities.



The long term incentive plan for Executive Directors include Employee Stock Options ('ESOs') and Restricted Stock Units ('RSUs') of the Global parent Company, typically one third of ESOs/RSUs get vested every year. The stock grant quantum are discretionary and vary every year.

The long term incentive plan of the Managing Director, in addition to the above, also includes the grants and are also linked to multiple performance parameters including our Parent Company i.e. Colgate-Palmolive Company's (US Company) performance, Cash flow productivity, Relative Organic Sales Growth, Relative Net Income growth, etc.

Details of remuneration paid/payable to the Executive Directors of the Company during the Financial Year ended March 31, 2026 are given below:

Sr. No.	Particulars of Remuneration	Name of MD/WTD(s)			Total Amount
		Ms. Prabha Narasimhan	Mr. M. S. Jacob	Mr. Surender Sharma <sup>#</sup>	
1.	Gross Salary				
	(a) Salary as per provisions contained in section 17(1) of the Income-tax Act, 1961	212.86	160.50	68.39	441.75
	(b) Value of perquisites u/s 17(2) of the Income-tax Act, 1961	242.34	143.27	73.96	459.57
	(c) Profits in lieu of salary under section 17(3) of the Income-tax Act, 1961	-	-	-	-
2.	Stock Options/ Restricted Stock Units*	528.95	116.34	113.06	758.35
3.	Sweat Equity	-	-	-	-
4.	Executive Incentive Compensation Plan/Bonus	281.49	156.60	96.70	534.79
5.	Others, please specify: Employer contribution to Provident Fund and other retirals	25.53	18.98	8.21	52.72
	<b>Total</b>	<b>1,291.17</b>	<b>595.69</b>	<b>360.32</b>	<b>2,247.18</b>

(₹ in Lakhs)

The above remuneration is within the limits prescribed under Section 198 of the Companies Act, 2013.

\*Includes exercise of stock options and of restricted stock awards in the current Financial Year, which were granted in prior years by Colgate-Palmolive Company, USA, the Parent Company, pursuant to its incentive compensation plan.

<sup>#</sup>ceased to be Whole-time Director effective close of business hours on October 27, 2025.

**Note:**

- i. The appointment of each of the Executive Directors is as per the employment agreement executed between the Executive Directors and the Company. As per the said agreement, either party shall be entitled to terminate the agreement at any time by giving three months' advance notice in writing to the other party without the necessity of showing any cause, and in case of the Company, by payment of three months' salary as compensation in lieu of such notice.

**b) Non-executive & Independent Directors**

The Company has no materially significant related party transactions, pecuniary relationship or transaction with any of its Non-executive & Independent Directors other than payment of sitting fees to them for attending the meetings of the Board, the Committees, including meetings of Independent Directors and payment of commission. The criteria of making payments to the Non-Executive Directors are disclosed in the Policy and the same is available on <https://www.colgateinvestors.co.in/media/2136/nrc-policy.pdf>. The Board at its meeting held on May 21, 2025 and the Shareholders at their meeting held on July 22, 2025, revised the amount of Commission payable to each Independent Director of the Company from ₹ 20 lakhs per annum to ₹ 35 lakhs per annum with effect from April 1, 2025. The commission of ₹ 35 lakhs for the Financial Year 2025-26 will be paid to all the Independent Directors during the Financial Year 2026-27.

Details of the sitting fees and commission paid to the Non-Executive, Independent Directors in the Financial Year 2025-26 are as under:

(₹ in Lakhs)

Sr. No.	Particulars	Ms. S. Kripalu	Mr. S. Natarajan	Ms. G. Pant	Mr. I. Bhushan	Mr. S. Gupta	Ms. S. Gopinath*	Mr. V.S. Mehta**	Ms. I. Shahani**	Total
a)	Sitting Fees	15.00	15.00	15.00	13.00	11.50	-	-	-	69.50
b)	Commission <sup>^</sup>	20.00	20.00	20.00	20.00	20.00	3.34	6.30	6.30	115.94
	<b>Total</b>	<b>35.00</b>	<b>35.00</b>	<b>35.00</b>	<b>33.00</b>	<b>31.50</b>	<b>3.34</b>	<b>6.30</b>	<b>6.30</b>	<b>185.44</b>
c)	Commission <sup>^^</sup>	35.00	35.00	35.00	35.00	35.00	-	-	-	175.00

\*retired on completion of second term effective close of business hours on May 31, 2024

\*\*retired on completion of second term effective close of business hours on July 24, 2024

<sup>^</sup>Paid during the Financial Year 2025-26 for the Financial Year 2024-25

<sup>^^</sup>Commission for the Financial Year 2025-26 will be paid after the AGM during the Financial Year 2026-27

## Succession Planning

The Company has an effective mechanism for succession planning which focuses on orderly succession of Directors, including Executive Directors, Senior Management team and other key officials.

The Nomination and Remuneration Committee ('NRC') has developed the succession plan and the same is implemented in concurrence with the Board. Regular updates are provided to the NRC and the Board on talent development and succession planning which covers plans for appointments to the Board based on various factors such as current tenure of Directors, outcome of performance evaluation, skill set, experience, diversity as well as business requirements.

A thorough talent review based on drivers like the requirement of the role, talent as well as the business

needs is conducted from time to time for identifying the successors for the senior management as well as certain other key positions.

## Annual Performance Evaluation

Pursuant to provisions of the Act and Regulation 17(10) of the SEBI Listing Regulations, the Board has carried out the annual evaluation of its own performance, as well as the performance of its Committees, its Members including Independent Directors and the Chairperson.

The detailed description of the process, criteria and the manner in which the evaluation was conducted by the Company for the Annual Performance Evaluation is given in the Directors' Report on Page No. 212.

## General Body Meetings

a) A brief summary of the last three Annual General Meetings ('AGM') held and Special resolutions passed, if any, is given below:

Financial Year	Date	Location of the Meeting	Time(IST)	No. of Special Resolution(s) passed at the AGM
2024-25	July 22, 2025	Held through Video-Conferencing (Deemed Venue of the	3:30 p.m	1 (Revision in payment of Commission to each Non-Executive, Independent Directors of the Company, not exceeding ₹ 35 lakhs per annum)
2023-24	July 30, 2024	Meeting -	11:00 a.m	-
2022-23	July 27, 2023	Registered Office - Colgate Research Centre, Main Street, Hiranandani Gardens, Powai, Mumbai - 400 076)	11:00 a.m	1 (Re-appointment of Ms. Sukanya Kripalu (DIN: 06994202) as an Independent Director of the Company)

All the resolutions set out in the respective Notices were passed by the requisite majority of the members.



The following Resolutions were conducted through Postal Ballot in Financial Year 2024-25 which were passed in the Financial Year 2025-26:

Resolution	No. of Votes polled	No. of Votes cast in favour	%	No. of Votes cast against	%	Details of the Scrutinizer	Date of Declaration of Results
Re-appointment of Ms. Gopika Pant (DIN : 00388675) as an Independent Director of the Company	21,03,56,277	20,91,53,176	99.43	12,03,101	0.57	Mr. S. N. Ananthasubramanian, (Membership No. FCS- 4206) of M/s. S.N. Ananthasubramanian & Co., Company Secretaries.	April 25, 2025
Re-appointment of Mr. Sekhar Natarajan (DIN : 01031445) as an Independent Director of the Company	21,03,52,824	20,51,60,405	97.53	51,92,419	2.47		
Re-appointment of Mr. Surender Sharma (DIN: 02731373) as a Whole-time Director of the Company	21,03,52,972	20,66,43,684	98.24	37,09,288	1.76		

The voting for postal ballot process was conducted through electronic means (remote e-voting) only in a fair and transparent manner.

#### Procedure for postal ballot:

The postal ballot procedure for the aforementioned events was carried out as per the provisions of Sections 108 and 110 and other applicable provisions of the Act, read with the Rules framed thereunder and read with Circular No. 09/2024 dated September 19, 2024 issued by the Ministry of Corporate Affairs ("MCA") and other relevant circulars in this regard issued by the MCA.

No special resolution is proposed to be conducted through postal ballot as on the date of this Report.

### Means of Communication

#### a) Publication of quarterly results

Quarterly, half-yearly and Annual Financial Results of the Company are published in widely circulated national newspapers such as the Financial Express and Loksatta in vernacular (Marathi) language as required under Regulation 47 of the SEBI Listing Regulations.

As per the recent SEBI Circular, we are also now publishing a Quick Response code and website details- where complete financial results of the Company are accessible to the investors in newspapers.

The highlights of the aforesaid Financial Results are sent to the Members whose email addresses are registered with the Company/Depositories once the said results are filed with the Stock Exchanges.

#### b) Website

The Company's website contains a separate dedicated section 'Investors' which provides comprehensive information sought by Shareholders like Memorandum of Association and Articles of Association, brief profile of board of directors including directorship and full-time positions in body corporates, copies of the Annual Reports, ESG Reports, quarterly, half-yearly and Annual Financial Results, Stock Exchange filings such as Shareholding Pattern, Integrated Governance, Integrated Financials, Related Party Transactions and Schedule, Presentation and Transcript of Analyst Conference Call, Intimation of Closure of Trading Window, Media

Releases, Intimations under Regulation 30 of SEBI Listing Regulations, Intimation and Outcome of Board Meeting, etc, applicable Corporate Governance policies such as Corporate Social Responsibility Policy, Human Rights Policy, Related Party Transactions Policy, Code of Conduct for Prevention of Insider Trading, Dividend Distribution Policy, Code of Conduct, Risk Management Policy, Vigil Mechanism, Policy on Determination of Materiality of Event or Information and Archival Policy, Nomination and Remuneration Policy, etc. and details about the Company, the Board of Directors, Management and Company's Registrar & Share Transfer Agent. To access the aforesaid details Members may visit the website at [www.colgatepalmolive.co.in](http://www.colgatepalmolive.co.in).

### c) Filing with Stock Exchanges

All periodical compliances required to be filed with the Stock Exchanges, such as the Integrated Filing – Governance & Financial, Shareholding Pattern, Investor Grievance Report, Reconciliation of Share Capital and other corporate announcements are filed electronically with the BSE Limited and National Stock Exchange of India Limited.

### d) Presentation(s) to Analysts and Institutional Investors

All the presentations made to analysts and institutional investors are displayed on the Company's website at <https://www.colgatepalmolive.co.in/>.

## GENERAL SHAREHOLDER INFORMATION:

### a) 85<sup>th</sup> Annual General Meeting

Day, Date and Time	Wednesday, July 29, 2026 at 03.30 p.m. (IST)
Venue	The Company is conducting the meeting through VC / OAVM (Deemed Venue of the Meeting – Registered Office – Colgate Research Centre, Main Street, Hiranandani Gardens, Powai, Mumbai – 400 076) pursuant to the MCA Circulars and other applicable regulatory circulars and as such there is no requirement to have a venue for the AGM.
Record Date	Not Applicable
Date of Book Closure	Thursday, July 23, 2026 to Wednesday, July 29, 2026 (both days inclusive)
Financial Calendar	The Company follows April – March as its Financial Year. The financial results for every quarter beginning from April are declared within 45 days from the end of the quarter except for the last quarter, for which the results are declared within 60 days from the end of the Financial Year i.e., on or before May 30 as permitted under the SEBI Listing Regulations.
E-Voting period	Saturday, July 25, 2026 at 8:00 a.m. IST and ends on Tuesday, July 28, 2026 at 5:00 p.m. IST.

### b) Financial Year:

The financial year of the Company is from 1<sup>st</sup> April to 31<sup>st</sup> March.

#### Financial Calendar (Tentative)

First Quarter Results	On or before August 14, 2026
Second Quarter Results	On or before November 14, 2026
Third Quarter Results	On or before February 13, 2027
Fourth Quarter Results and Annual Results	On or before May 30, 2027

### c) (i) Dividend Payment Dates

For the Financial Year 2025–26, the Company declared the dividends as detailed below:

Dividend for the FY 2025–26	Payment Date	Dividend Per Share (₹)
First Interim	On and from November 19, 2025	24/-
Second Interim*	On and from June 17, 2026	24/-

\*approved at the Board Meeting held on May 22, 2026.

**(ii) Unclaimed Dividends and Shares**

During the Financial Year 2025-26, ₹ 4.33 crores of dividends being unpaid/unclaimed for seven years and 58,334 shares were transferred to the Investor Education and Protection Fund ('IEPF').

The following dividends are transferred/due for transfer to the IEPF. Shareholders are requested to claim their unclaimed dividends, if any, pertaining to the below years:

Financial Year	Dividend	Date of Declaration	Transferred/Due for transfer
2018-19	2 <sup>nd</sup> Interim	March 29, 2019	May 1, 2026 (transferred)
2018-19	3 <sup>rd</sup> Interim (Special)	May 27, 2019	June 27, 2026
2019-20	1 <sup>st</sup> Interim	October 24, 2019	November 24, 2026

Shareholders may write to the Company's Registrar and Share Transfer Agent, M/s. MUFG Intime India Private Limited (Previously known as M/s. Link Intime India Private Limited) on their dedicated email id [rnt.helpdesk@in.mpms.mufg.com](mailto:rnt.helpdesk@in.mpms.mufg.com) to know the process of claiming their unclaimed dividends from the IEPF or from the Company, as the case maybe.

**d) Listing on Stock Exchanges**

The Company's shares are listed on the following Stock Exchanges:

Name and address of the Stock Exchange	Stock Code
BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400001	500830
National Stock Exchange of India Limited Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandra (East), Mumbai - 400051	COLPAL

The Company has paid the Annual Listing fees for the Financial Year 2025-26 to both the Stock Exchanges.

**e) International Securities Identification Number (ISIN) - INE259A01022**

An exclusive e-mail id i.e. [investors\\_grievance@colpal.com](mailto:investors_grievance@colpal.com) is available for redressal of investor complaints and the same is available on the Company's website.

**f) Registrar and Share Transfer Agents**

The Company's share transfer and other related transactions are operated through its Registrar and Share Transfer Agent ('RTA') i.e. M/s. MUFG Intime India Private Limited (Previously known as M/s. Link Intime India Private Limited) having their Office at the following address:

**M/s. MUFG Intime India Private Limited**

C-101, Embassy 247,  
L.B.S Marg, Vikhroli (West) Mumbai- 400 083.  
Tel: 9167779211/8108116767  
Fax: 022 4918 6060  
Toll-free number: 1800 1020 878  
E-mail: [investor.helpdesk@in.mpms.mufg.com](mailto:investor.helpdesk@in.mpms.mufg.com)

For any assistance regarding dematerialization of shares, transmission, change of address, non-receipt of dividend or any other query relating to shares, please write to our RTA at the aforesaid registered address.

Shareholders holding physical shares may visit the website of our RTA to register/ update their email id at [https://web.in.mpms.mufg.com/EmailReg/Email\\_Register.html](https://web.in.mpms.mufg.com/EmailReg/Email_Register.html).

Shareholders holding shares in electronic/demat mode may register/update their email id and bank details with their Depository Participant.

For the benefit of Shareholders, documents will also be accepted at the registered office of the Company during working hours from Monday to Friday (9:00 a.m. IST to 5:00 p.m. IST), except public holidays:

**Colgate-Palmolive (India) Limited**

CIN: L24200MH1937PLCO02700  
Colgate Research Centre, Main Street,  
Hiranandani Gardens, Powai, Mumbai - 400 076  
Tel : 91-22-6709 5050  
Website: [www.colgatepalmolive.co.in](http://www.colgatepalmolive.co.in)

For the convenience of our investors, in addition to the above mentioned registered office address, our RTA will accept the share transfer documents and other related documents at the following locations:

Location	Address
Ahmedabad	5 <sup>th</sup> Floor, 506 TO 508, Amarnath Business Centre – I (ABC– I) Nr St. Xavier's College Corner, Off C G Road, Ellisbridge Ahmedabad – 380006. E-mail: <a href="mailto:investor.helpdesk@in.mpms.mufg.com">investor.helpdesk@in.mpms.mufg.com</a> Tel: 079 – 2646 5179
Coimbatore	Surya 35, Mayflower Avenue, Behind Senthil Nagar, Sowripalayam Road, Coimbatore – 641028 E-mail: <a href="mailto:investor.helpdesk@in.mpms.mufg.com">investor.helpdesk@in.mpms.mufg.com</a> Tel: 0422-2314792 / 4958995 / 2539835/36
Kolkata	Rasoi Court, 5 <sup>th</sup> Floor, 20, Sir R.N Mukherjee Road, Kolkata – 700001 E-mail: <a href="mailto:investor.helpdesk@in.mpms.mufg.com">investor.helpdesk@in.mpms.mufg.com</a> Tel: 033 – 69066200
New Delhi	Noble Heights, 1 <sup>st</sup> Floor, Plot NH 2, C-1 Block LSC, Near Savitri Market, Janakpuri, New Delhi – 110058 E-mail: <a href="mailto:investor.helpdesk@in.mpms.mufg.com">investor.helpdesk@in.mpms.mufg.com</a> Tel: 011 – 49411000
Pune	Block No. 202, 2 <sup>nd</sup> Floor, Akshay Complex, Near Ganesh Temple, Off. Dhole Patil Road, Pune – 411001 E-mail: <a href="mailto:investor.helpdesk@in.mpms.mufg.com">investor.helpdesk@in.mpms.mufg.com</a> Tel: 020 – 4601 4473
Vadodara	"Geetakunj", 1, Bhakti Nagar Society, Behind Abs Tower, Old Padra Road, Vadodara – 390015 E-mail: <a href="mailto:investor.helpdesk@in.mpms.mufg.com">investor.helpdesk@in.mpms.mufg.com</a> Tel: 0265 – 3566768

#### g) Share Transfer System

In terms of the SEBI Listing Regulations, equity shares of the Company can only be transferred in dematerialized form. Requests for dematerialization of shares are processed and confirmation thereof is given to the respective depositories i.e., National Securities Depository Limited ('NSDL') and Central Depository Services (India) Limited ('CDSL'), within the statutory time limit from the date of receipt of share certificates/letter of confirmation after due verification.

Requests for dematerialization of physical shares are processed and completed within the statutory timelines, provided they are in order in every respect. Bad deliveries are immediately returned to Depository Participants under advice to the Members.

Shares held in the dematerialized form are electronically traded through the Depositories. The Registrar & Share Transfer Agent of the Company periodically receives updated beneficiary holdings from the Depositories so as to enable them to update their records and send corporate communications and other documents to beneficiaries.


**h) Shareholding Pattern (as at March 31, 2026)**

Category of Shareholders	Number of Shares	% of Total Shares
Promoter and Promoter Group (A)	13,87,12,672	51.00
<b>Public Shareholding</b>		
Mutual Funds/UTI	2,02,59,569	7.45
Alternate Investment Funds	63,219	0.02
Banks	26,016	0.01
Central Government/State Government	9,058	0.00
Insurance Companies	2,00,38,263	7.37
Provident Funds/Pension Funds	10,88,109	0.40
Sovereign Wealth Funds	7,63,804	0.28
NBFC registered with RBI	625	0.00
Foreign Banks	400	0.00
Foreign Institutional Investor	600	0.00
Foreign Portfolio Investor	3,69,86,120	13.60
Investor Education and Protection Fund (IEPF)	11,40,855	0.42
Individuals	4,69,21,732	17.25
Non-Resident Indians	22,49,436	0.83
Foreign Nationals	6,918	0.00
Bodies Corporate	19,19,634	0.71
Key Managerial Personnel	1	0.00
Any Other (comprises following categories)		
- Trust		
- Hindu Undivided Family		
- Clearing Member		
- Limited Liability Partnership		
- Escrow Account		
- Unclaimed Shares		
Total Public Shareholding (B)	13,32,72,962	49.00
<b>Total Shareholding (A+B)</b>	<b>27,19,85,634</b>	<b>100.00</b>

## Distribution of Shareholding (as at March 31, 2026)

Description	Holders			
	No. of Shareholders	%	Shares	%
1 - 500	326145	94.25	1,58,18,954	5.82
501 - 1000	8510	2.46	63,06,641	2.32
1001 - 2000	5494	1.59	79,11,645	2.91
2001 - 3000	2821	0.82	72,19,780	2.65
3001 - 4000	721	0.21	25,26,502	0.93
4001 - 5000	550	0.16	24,88,905	0.92
5001 - 10,000	1096	0.32	70,33,210	2.59
10,001 & above	699	0.20	22,26,79,997	81.87
<b>Total</b>	<b>3,46,036</b>	<b>100</b>	<b>27,19,85,634</b>	<b>100.00</b>

## i) Dematerialization of shares and liquidity (as at March 31, 2026)

Particulars of Equity Holding	Equity Shares of Re. 1/- each	
	Number	% of Total
Dematerialized form:		
-NSDL	25,57,91,042	94.05
-CDSL	1,45,37,508	5.34
<b>Sub-total</b>	<b>27,03,28,550</b>	<b>99.39</b>
Physical form	16,57,084	0.61
<b>Total</b>	<b>27,19,85,634</b>	<b>100.00</b>

The equity shares of the Company are permitted to be traded on Stock exchanges only in dematerialized form with effect from April 5, 1999.

## j) Outstanding GDRs/ADRs/Warrants or any convertible instruments

There are no outstanding GDRs/ADRs/Warrants or any convertible instruments as at March 31, 2026.

## k) Commodity Price Risk or Foreign Exchange Risk &amp; Hedging activities

Please refer Note No. 40 of the Notes to the Financial Statements.

## l) Plant Locations : The Company has four plant locations, the details of which are as given below:

Location	Address
Baddi, Himachal Pradesh	Plot No 78, EPIP Phase 1, Jharmajri, Baddi, District Solan, [H.P.] 174 103
Kundaim, Goa	Plot Nos. 154, 158 & 160, Kundaim Industrial Estate, Kundaim, Goa 403 115
Sanand, Gujarat	Plot No SM-02, Sanand - II, GIDC Industrial Area, Near BOI, Village Sanand, Gujarat 382 170
Sri City, Andhra Pradesh	6000 Central Expressway, Sricity, Satyavedu, Chittoor, Tirupati District, Andhra Pradesh 517 646



## Management Discussion and Analysis Report

The Management Discussion and Analysis Report is appended to this report, as **Annexure CG-C**

### Disclosures:

#### a) Dividend Distribution Policy

Pursuant to Regulation 43A of the SEBI Listing Regulations, the Company has formulated a Policy on dividend distribution which is placed on the Company's website <https://www.colgateinvestors.co.in/media/1987/dividenddistributionpolicyonly.pdf>

#### b) Related Party Transactions Policy

During the Financial Year, there were no materially significant related party transactions that may have potential conflict with the interests of the Company at large. Refer to Note No. 37 to the Financial Statements for disclosure of related parties. It is further confirmed that these transactions are not in conflict with the interest of the Company at large.

The Company has formulated a Policy on dealing with Related Party Transactions. This Policy is placed on the Company's website <http://www.colgateinvestors.co.in/policies>.

The Company has during the Financial Year 2025-26, revised the Related Party Transaction Policy to bring it in line with the requirements of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

The Company has received disclosures from the Directors, KMP & Senior managerial personnel confirming that they have not entered into any material, financial, and commercial transactions in which they or their relatives may have a personal interest.

#### c) Policy on determination of Materiality of event and information

In accordance with the requirements of the SEBI Listing Regulations, the Company has formulated a Policy on determination of materiality of event or information which is placed on the Company's website <http://www.colgateinvestors.co.in/policies>. This Policy prescribes 'Quantitative' and 'Qualitative' criteria for determining the materiality of an event along with its disclosure requirements.

The Company has during the Financial Year 2025-26, revised the 'Policy on determination of Materiality of event and information' subsequent to the cessation of Mr. Surender Sharma as Whole-time Director - Legal & Company Secretary and appointment of Mr. Jaikishan

Shah as the Company Secretary to reflect these changes in the designation of executives authorized to determine the materiality of events pursuant to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

#### d) Records Management Policy

The Company has framed a Policy for preservation of documents. This Policy prescribes the nature of documents and the period for which the same should be preserved.

The Archival Policy which forms part of the Records Management Policy is placed on the Company's website <http://www.colgateinvestors.co.in/policies>.

The Company has during the Financial Year 2025-26, revised the 'Records Management Policy' pursuant to SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

#### e) Code of practices and procedures for fair disclosure of unpublished price sensitive information

In line with the requirements of the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015, the Company has adopted code of practices and procedures for fair disclosure of unpublished price sensitive information. The objective of the Policy is to ensure the prohibition of insider trading practices in the Company. Mr. Jaikishan Shah, Company Secretary is the Compliance Officer for the purpose of this Policy. This Policy has been placed on the Company's website <http://www.colgateinvestors.co.in/policies>.

The Company has during the Financial Year 2025-26, revised the 'Code of Conduct for Prevention of Insider Trading' to bring it in line with the requirements of the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015.

#### f) Code of Conduct

The Company has adopted a Code of Conduct for its Directors, Senior Management, and Employees. The Code of Conduct of the Company serves as a guide for daily business interactions, reflecting the Company's standards for appropriate behavior and its corporate values. The Code of Conduct has been communicated to the Company's Directors, Senior Management, and Employees, and each of them have affirmed compliance with the same. A certificate from Ms. Prabha Narasimhan, Managing Director & Chief Executive Officer, to this effect has been obtained and is annexed. The Code of Conduct has been placed on the Company's website <http://www.colgateinvestors.co.in/policies>.

**g) Vigil Mechanism**

The Company has an effective Vigil Mechanism system which is embedded in its Code of Conduct. The Code of Conduct of the Company serves as a guide for daily business interactions, reflecting the Company's standard for appropriate behavior and living Corporate Values. The Colgate-Palmolive Ethics Line phone number and email address are available on the Company's website at <http://www.colgateinvestors.co.in/policies> to report any genuine concerns about unethical behavior, any actual or suspected conduct, fraud or violation of the law, or activities in conflict with the Company's Code of Conduct. Further it is affirmed that no personnel has been denied access to the Audit Committee.

**h) Policy for determining 'material' subsidiaries**

The Company does not have any material subsidiaries or affiliates hence the Company does not have a Policy for determining 'material' subsidiaries.

**i) Board Diversity**

The Company recognizes that a Board composed of appropriately qualified members with a broad range of experience relevant to the business is important for effective corporate governance and sustained commercial success. The Company believes that it has a truly diverse Board which leverages on the skills and knowledge, industry or related professional experience, age and gender, which helps the Company to retain our competitive advantage. The Board has adopted the Board Diversity Policy to recognize the benefits of a diverse Board and the said policy is available on the Company's website.

**j) Adherence to Indian Accounting Standards**

The financial statements have been prepared in accordance with Indian Accounting Standards (Ind AS) as per the Companies (Indian Accounting Standards) Rules, 2015 notified under Section 133 of the Companies Act, 2013 and other relevant provisions of the Act. Accounting policies have been consistently applied except where a newly issued accounting standard is initially adopted or a revision to an existing accounting standard requires a change in the accounting policy in use.

**k)** The Company has complied with the requirements of regulatory authorities on capital markets and no penalty/ stricture was imposed on the Company during the last three years.

**l)** The shares of the Company were not suspended from trading during the year under review.

**m)** During the Financial Year 2025-26, the Board of

Directors accepted all recommendations of the Committees of the Board of Directors.

**n)** The total fees for all services paid by the Company to the Statutory Auditor and all entities in the Member firm including network firm/network entity of which the Statutory Auditor is a part for the Financial Year 2025-26 is ₹ 236 Lakhs.

**o)** Disclosure in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act, 2013 for the Financial Year 2025-26 is as under:

Sr. No.	Particular	No. of Complaints
a.	Number of complaints filed during the Financial Year	6
b.	Number of complaints disposed of during the Financial Year	5
c.	Number of complaints pending as on end of the Financial Year	1*

\*One pending complaint as on March 31, 2026 was resolved as on the date of this Report.

**p)** The Company does not have subsidiaries and has not given loans and advances in the nature of loans to firms/companies in which directors are interested.

**q)** The Company does not have any subsidiaries and hence details of material subsidiaries of the listed entity including the date and place of incorporation and the name and date of appointment of the statutory auditors of such subsidiaries is not applicable.

**r)** Independent Auditor's Report on Compliance with the conditions of Corporate Governance as per provisions of Chapter IV of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, is annexed herewith as **Annexure CG-B**.

**s)** No cyber security incidents or breaches or loss of data or documents have taken place in the Company for the Financial Year 2025-26.

**t)** The Company has not raised any funds through preferential allotment or Qualified Institutional Placement for the financial year ended March 31, 2026.

**u)** The Company has not obtained any credit rating for the financial year ended March 31, 2026.

**v)** There has been no instance of any Non-Compliance with the requirements of Corporate Governance Report under Sub para (2) to (10) of Part C of Schedule V to the Listing Regulations. The Company has complied with all mandatory requirements of the SEBI Listing Regulations.



## DISCLOSURES WITH RESPECT TO UNCLAIMED SUSPENSE ACCOUNT

Disclosure with respect to shares held in the Unclaimed Suspense Account of the Company for the Financial Year 2025-26 is as under:

Sr. No.	Particular	No. of Shareholders	No. of share held
a.	Aggregate number of Shareholders and the outstanding shares in the suspense account lying at the beginning of the year	801	72,852
b.	Number of Shareholders who approached listed entity for transfer of shares from suspense account during the year	28	7,095
c.	Number of Shareholders to whom shares were transferred from suspense account during the year	27	6,985
d.	Transfer of shares from suspense account to IEPF during the year	83	4,999
e.	Aggregate number of Shareholders and the outstanding shares in the suspense account lying at the end of the year	<b>691</b>	<b>60,868</b>

The voting rights on these shares shall remain frozen till the rightful owner of such shares claims the shares.

## DISCLOSURE OF CERTAIN TYPES OF AGREEMENTS BINDING LISTED ENTITIES

There are no agreements that require disclosure under clause 5A of paragraph A of Part A of Schedule III of the SEBI Listing Regulations.

## COMPLIANCE WITH DISCRETIONARY REQUIREMENTS

The Company has complied with the mandatory requirements of the SEBI Listing Regulations. The Company has also adopted the following discretionary requirements as provided in the SEBI Listing Regulations:

1. The Chairperson of the Board is a Non-Executive Director and his position is separate from that of the Managing Director.
2. The Chairperson of the Board does not maintain a Chairperson's office at the Company's expense.
3. The Internal auditors of the Company make quarterly presentations to the Audit Committee on their reports.
4. The Financial Statements of the Company are with unmodified audit opinion.
5. The highlights of the quarterly Financial Results are circulated to all the Shareholders through email whose email addresses are registered with the Company/ Depositories.

## CHIEF FINANCIAL OFFICER (CFO) AND CHIEF EXECUTIVE OFFICER (CEO) CERTIFICATION

As required under Regulation 17(8) of the SEBI Listing Regulations, the CFO and CEO of the Company have certified the accuracy of the Financial Statements, the Cash Flow Statement and adequacy of Internal Control Systems for financial reporting for the Financial Year ended March 31, 2026.

### Declaration

The Company has made adequate disclosures as required under Regulations 17 to 27 and Clause (b) to (i) of Sub-Regulation (2) of Regulation 46 of the SEBI Listing Regulations.

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

**Prabha Narasimhan**

Managing Director  
& Chief Executive Officer  
(DIN:08822860)

**M.S.Jacob**

Whole-time Director  
& Chief Financial Officer  
(DIN: 07645510)

Place: Mumbai  
Date: May 22, 2026

### Declaration

Based on the declarations received from all the Members of the Board of Directors and Senior Management team of the Company, I hereby confirm that they are in compliance with the Company's Code of Conduct for the Financial Year ended March 31, 2026.

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

**Prabha Narasimhan**

Managing Director  
& Chief Executive Officer  
(DIN:08822860)

Place: Mumbai  
Date: May 22, 2026



## CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

[Pursuant to Regulation 34(3) and Schedule V Para C Clause (10) (i) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015]

To,  
The Members of  
**Colgate-Palmolive (India) Limited**  
**CIN: L24200MH1937PLC002700**  
Colgate Research Centre, Main Street,  
Hiranandani Gardens Powai,  
Mumbai - 400076.

We have examined the following documents:

- i) Declaration of non-disqualification as required under Section 164 of Companies Act, 2013 ('the Act');
- ii) Disclosure of concern or interests as required under Section 184 of the Act;

(Hereinafter referred to as 'relevant documents')

as submitted by the Directors of **Colgate-Palmolive (India) Limited** ("the Company") having its registered office at Colgate Research Centre, Main Street, Hiranandani Gardens Powai, Mumbai - 400076, to the Board of Directors of the Company ("the Board") for the **Financial Year ended 31<sup>st</sup> March 2026 and Financial Year ending 31<sup>st</sup> March 2027** and relevant registers, records, forms, and returns maintained by the Company and as made available to us for the purpose of issuing this Certificate in accordance with Regulation 34(3) read with Schedule V Para C Clause 10(i)

of SEBI (LODR) Regulations, 2015. We have considered non-disqualification to include non-debarment by Regulatory/ Statutory Authorities.

It is the responsibility of Directors to submit relevant documents with complete and accurate information in accordance with the provisions of the Act.

Ensuring the eligibility for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on our verification.

Based on our examination as aforesaid and such other verifications carried out by us as deemed necessary and adequate (including Directors Identification Number (DIN) status at the portal [www.mca.gov.in](http://www.mca.gov.in)), in our opinion and to the best of our information and knowledge and according to the explanations provided by the Company, its officers and authorized representatives, we hereby certify that none of the Directors on the Board of the Company, as listed hereunder for the **Financial Year ended 31<sup>st</sup> March, 2026** have been debarred or disqualified from being appointed or continuing as Directors of Companies by the Securities and Exchange Board of India/ Ministry of Corporate Affairs or any such statutory authority.

Sr. No.	Name of Director	Director Identification Number (DIN)	Date of Appointment	Date of Cessation
a)	Mr. Jacob Sebastian Madukkakuzy	07645510	28/10/2016	NA
b)	Ms. Sukanya Kripalu	06994202	01/06/2018	NA
c)	Mr. Mukul V Deoras	02869422	01/09/2018	NA
d)	Mr. Sekhar Natarajan	01031445	21/05/2020	NA
e)	Ms. Gopika Pant	00388675	21/05/2020	NA
f)	Ms. Prabha Narasimhan	08822860	01/09/2022	NA
g)	Dr. Indu Bhushan	09302960	26/07/2023	NA
h)	Mr. Sanjay Gupta	05100297	22/01/2024	NA
i)	Mr. Surender Sharma	02731373	21/05/2020	27/10/2025

This Certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

This Certificate has been issued at the request of the Company to make disclosure in its Corporate Governance Report of the Financial Year ended 31<sup>st</sup> March, 2026.

**For S. N. ANANTHASUBRAMANIAN & Co.**

Company Secretaries  
ICSI Unique Code P1991MHO40400  
Peer Review Cert. No.: 5218/2023

**S. N. Viswanathan**

Managing Partner  
FCS: 13685 COP No.: 24335  
ICSI UDIN – F013685H000438252  
22<sup>nd</sup> May, 2026 | Thane

## Annexure CG-B

### INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE WITH THE CONDITIONS OF CORPORATE GOVERNANCE AS PER PROVISIONS OF CHAPTER IV OF SECURITIES AND EXCHANGE BOARD OF INDIA (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015, AS AMENDED

The Members of

**Colgate-Palmolive (India) Limited**

Colgate Research Centre,  
Main Street, Hiranandani Gardens,  
Powai, Mumbai – 400 076.

1. The Corporate Governance Report prepared by Colgate-Palmolive (India) Limited (hereinafter the "Company"), contains details as specified in regulations 17 to 27, clauses (b) to (i) and (t) of sub - regulation (2) of regulation 46 and para C, D, and E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ("the Listing Regulations") ('Applicable criteria') for the year ended March 31, 2026 as required by the Company for annual submission to the Stock exchange.

#### Management's Responsibility

2. The preparation of the Corporate Governance Report is the responsibility of the Management of the Company including the preparation and maintenance of all relevant supporting records and documents. This responsibility also includes the design, implementation, and maintenance of internal control relevant to the preparation and presentation of the Corporate Governance Report.

3. The Management along with the Board of Directors are also responsible for ensuring that the Company complies with the conditions of Corporate Governance as stipulated in the Listing Regulations, issued by the Securities and Exchange Board of India.

#### Auditor's Responsibility

4. Pursuant to the requirements of the Listing Regulations, our responsibility is to provide a reasonable assurance in the form of an opinion whether, the Company has complied with the conditions of Corporate Governance as specified in the Listing Regulations.
5. We conducted our examination of the Corporate Governance Report, annexed herewith, in accordance with the Guidance Note on Reports or Certificates for Special Purposes and the Guidance Note on Certification of Corporate Governance, both issued by the Institute of Chartered Accountants of India ("ICAI"). The Guidance Note on Reports or Certificates for Special Purposes requires that we comply with the ethical requirements of the Code of Ethics issued by ICAI.
6. We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements.



7. The procedures selected depend on the auditor's judgement, including the assessment of the risks associated in compliance of the Corporate Governance Report with the applicable criteria. Summary of procedures performed include:

- Read and understood the information prepared by the Company and included in its Corporate Governance Report;
- Obtained and verified that the composition of the Board of Directors with respect to executive and non-executive directors has been met throughout the reporting period;
- Obtained and read the Register of Directors as on March 31, 2026 and verified that at least one independent woman director was on the Board of Directors throughout the year;
- Obtained and read the minutes of the following committee meetings / other meetings held during April 01, 2025 to March 31, 2026:
  - Board of Directors;
  - Audit Committee;
  - Annual General Meeting (AGM)
  - Nomination and Remuneration Committee;
  - Stakeholders Relationship Committee;
  - Corporate Social Responsibility Committee;
  - Risk Management Committee
- Obtained necessary declarations from the directors of the Company.
- Obtained and read the policy adopted by the Company for related party transactions.
- Obtained the schedule of related party transactions during the year and balances at the year-end. Obtained and read the minutes of the audit committee meeting where in such related party transactions have been pre-approved by the audit committee.
- Performed necessary inquiries with the management and also obtained necessary specific representations from management.

8. The above-mentioned procedures include examining evidence supporting the particulars in the Corporate Governance Report on a test basis. Further, our scope of work under this report did not involve us performing audit tests for the purposes of expressing an opinion on the fairness or accuracy of any of the financial information or the financial statements of the Company taken as a whole.

## Opinion

9. Based on the procedures performed by us, as referred in paragraph 7 above, and according to the information and explanations given to us, we are of the opinion that the Company has complied with the conditions of Corporate Governance as specified in the Listing Regulations, as applicable for the year ended March 31, 2026, referred to in paragraph 4 above.

## Other matters and Restriction on Use

10. This report is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.
11. This report is addressed to and provided to the members of the Company solely for the purpose of enabling it to comply with its obligations under the Listing Regulations with reference to compliance with the relevant regulations of Corporate Governance and should not be used by any other person or for any other purpose. Accordingly, we do not accept or assume any liability or any duty of care or for any other purpose or to any other party to whom it is shown or into whose hands it may come without our prior consent in writing. We have no responsibility to update this report for events and circumstances occurring after the date of this report.

For **SRBC & CO LLP**

Chartered Accountants

**ICAI Firm Registration Number: 324982E/E300003**

**per Govind Ahuja**

Partner

Membership Number: 048966

UDIN: 26048966ZRTLTV2956

Place of Signature: Mumbai

Date: May 22, 2026

# Management Discussion and Analysis

## INDIAN ECONOMY

India upheld its position as the world's fastest-growing major economy, achieving a real GDP growth rate of 7.7%. This strong performance, despite multiple global headwinds, was fueled by steady domestic demand, a resilient manufacturing sector, and significant progress in digital and infrastructure investments. Key factors such as strategic cuts in Income Tax and Goods and Services Tax (GST), a moderating inflation rate, and accommodative monetary policy helped enhance household disposable income, thereby accelerating private consumption.

Bolstered by strengthening domestic demand, India is expected to maintain its robust growth trajectory. Economic activity remains well-supported by various high-frequency indicators, such as robust GST collections, increased auto sales, rising consumer confidence, and a higher volume of E-way bills, alongside modest inflation outlook. However, the near term macroeconomic landscape could be impacted by external shocks such as persisting geopolitical tensions in the Middle-east, supply chain disruptions, fluctuating energy prices coupled with capital outflows from FPIs and currency depreciation.

Despite these hurdles, the long-term prospects for domestic consumption remain strong, underpinned by favorable demographic profile and rapid expansion of digital infrastructure. According to the International Monetary Fund (IMF), India is expected to retain its status as the fastest growing major economy in the current year as well. Driven by policy reforms and a reset in trade outlook, India is on track to become the fourth-largest economy by 2027 and is expected to reach the third position by 2031.

## INDUSTRY OVERVIEW

The Indian oral care sector, valued at over ₹22,000 crore in 2025, continues to offer a long-term growth opportunity. This potential is underpinned by a combination of favorable demographics, increasing health awareness, and rising disposable incomes.

While toothpaste penetration is high, India's per capita consumption lags behind global benchmarks. A significant proportion of consumers do not brush twice daily, indicating continued headroom for volume growth through behavior change and category development. Furthermore, the sector is experiencing a notable shift toward premiumization. This transition is fueled by a growing

emphasis on preventive healthcare and a rising appetite for specialized products, including whitening, gum care, and sensitivity treatments. Growth in adjacent categories such as mouthwash, along with increasing adoption of channels of the future, is contributing to value expansion.

Beyond oral care, the personal care segment continues to present growth opportunities, particularly in categories such as body wash and hand wash, supported by rising hygiene awareness and evolving consumer preferences.

## GOVERNMENT INITIATIVES

Aligned with the Government of India's continued focus on strengthening preventive healthcare and expanding access, Colgate-Palmolive (India) Limited further advanced its support for public-private partnership models in FY 2025-26.

The Company's efforts remain aligned with national priorities such as the National Oral Health Program, which aims to integrate oral healthcare within the primary health system and improve access to affordable, preventive services. During the year, the Company also engaged with national stakeholders through platforms such as the Oral Health Movement Summit, reinforcing the importance of oral health within the broader public health agenda.

The Government's decision to reduce GST rates on oral care products from 18% to 5% during the year marked a significant step in recognizing oral health as a priority and improving affordability for consumers. The Company responded promptly by passing on the full benefit of this reduction.

In parallel, the Company continued to deepen its collaboration with state governments to expand the reach of its flagship Bright Smiles, Bright Futures® (BSBF) program. These efforts remain focused on embedding oral health awareness deeper into the education frameworks, enabling long-term behavioral change at scale.

## COMPANY OVERVIEW

Colgate-Palmolive (India) Limited is a caring, innovative growth Company, committed to reimagining a healthier future for all people and the planet. For nearly 90 years in India, the Company has played a central role in shaping the country's oral care habits, emerging as one of the most preferred and widely penetrated FMCG brands, reaching nine out of ten households.



Its diverse portfolio includes a wide range of oral care products such as toothpastes, toothbrushes, and mouthwashes, along with personal care offerings including hand washes and body washes.

The Company continues to invest in science-driven innovation, supported by a strong ecosystem of scientists, engineers, regulatory specialists, data scientists, and technologists. Its Mumbai-based research center remains integral to Colgate's global R&D capabilities, enabling the development of products tailored to Indian consumer needs. These efforts are backed by robust testing infrastructure, clinical validation, and data-led consumer insights, ensuring consistent product performance and relevance. All of the Company's products are underpinned by best in class science, such as "Arginine plus Calcium boost" in Colgate strong teeth, "Ultra-Freeze Technology" in Max Fresh, "Dual-Zinc plus Arginine Technology" in Colgate Total and "Zinc Citrate plus Fluoride Technology" in PerioGard.

During the year, the Company navigated a challenging operating environment marked by softer demand mainly in the first half, increased competitive intensity, and GST-led disruptions. Maintaining financial rigor, the Company prioritized strategic brand investments, emphasizing innovation and premium portfolio expansion. It remained dedicated to delivering high quality, science backed superior products and brand experiences. The second half of the year witnessed a strong rebound in sales growth with broad based performance across core and premium portfolios. The Company remains focused on driving growth through innovation, execution excellence, and sustained investment in brand building, while continuing its commitment to long-term shareholder value creation.

Key product initiatives within the toothpaste portfolio this year featured the relaunch of Colgate Strong Teeth, enhanced by Arginine and the Calcium boost technology, Colgate Total Plaque engineered with a powerful Amino Foam and Zinc complex, Colgate Kids Squeeze Toothpaste designed for children aged 3-6 and Colgate Visible White Purple Serum that transforms teeth whitening into an on-demand grooming ritual using color theory. The Company strengthened its core portfolio through campaigns such as "Cavity-Proof" under Colgate Strong Teeth brand. The Company also launched MaxFresh Mouthwash Sachet Stick for on-the-go usage, Palmolive Moments body wash range with patented fragrance technologies, and access packs across our premium toothpaste portfolio to drive penetration.

The detailed update on product introductions is provided in the Directors' Report on Page No 207.

## BUSINESS OVERVIEW

Colgate-Palmolive (India) Limited continues to focus on delivering consistent and competitive performance in line with evolving market conditions by leveraging its strong brand equity, science-backed innovation, and disciplined execution. Its strategy remains anchored in sustainable growth, supported by a robust foundation of brands, technology, and people.

### Strategic Pillars that Power Brand Leadership

The Company's strategic direction is guided by four core pillars that shape its operational priorities and growth initiatives:

#### 1. Lead Oral Care Category Growth

With near-universal toothpaste penetration, increasing consumption remains the key growth lever. Low per capita consumption, relative to global benchmarks, is primarily driven by low brushing frequency. The Company continues to drive behavior change through initiatives such as promoting twice-daily brushing and positioning dentists as partners in preventive care.

The Oral Health Movement (OHM), launched in November 2024, expanded significantly, screening millions of individuals and improving awareness at scale. This initiative leverages digital tools, public engagement, and educational outreach to encourage proactive oral care. Building on this, the OHM Summit held in FY 2025-26 brought together policymakers, healthcare leaders, and the Indian Dental Association to reinforce the importance of oral health within the broader public health agenda.

The BSBF® program, now in its fifth decade, remains a cornerstone of the company's efforts to drive positive oral health habits. In 2025 alone, the program reached over 11 million children across 10 states, 80 districts, and 35,000 schools. Since inception, the program has touched 195+ million children, instilling essential foundational habits like twice-daily brushing and timely toothbrush replacement.

A key focus within this pillar is strengthening the core portfolio through product superiority. Colgate Strong Teeth was relaunched with superior formulation powered by arginine plus calcium boost and a revamped communication built around "24 Hours Cavity Protection". Colgate MaxFresh maintains its trajectory as the fastest-growing brand, supported by product superiority and a unique value proposition as the sole brand in India incorporating cooling crystals.

## 2. Transformatively Accelerate Oral Care Premiumization

Driven by advanced technology and a focus on innovation, the Company's premium portfolio remains an important driver of growth. A prime example is Colgate Total, which is the world's most patented toothpaste brand, featuring an advanced formula of "Dual Zinc and Arginine". By partnering with Rahul Dravid and other elite athletes for Colgate Total, the Company is highlighting oral health as a critical "hidden edge" for peak performance and recovery. Significant growth potential also exists within the whitening category in India with penetration at approximately 2% compared to 25% in developed markets. The Company is a pioneer in the whitening segment in India. To capitalize on this opportunity, the Company has introduced various innovative products and formats, with Colgate Visible White Purple being one of the best performing innovative products for the Company.

## 3. Lead Category Growth in Toothbrushes and Devices

Toothbrushes present a major opportunity as urban and rural consumers replace them only every 6 and 15 months, respectively. Since a new toothbrush cleans 95% better than an old & flared one, nudging consumers toward timely replacement offers substantial incremental consumption potential. The Company maintains a comprehensive presence across all segments, including value, mid-tier, premium, and kids' toothbrushes, ensuring the best offerings are available at every price point to drive this behavioral shift. The Company launched the first-ever mid-tier whitening toothbrush "Brilliant Star", featuring a unique polishing star bristle arrangement and an ergonomic handle to improve stain removal and user experience.

## 4. Build Personal Care

In personal care, the Company continues to expand its presence in the Body wash and Hand wash segments through the Palmolive brand. During the year, the Palmolive Moments range was launched featuring 100% natural extracts, no parabens or silicones, and distinctive fragrances positioned to enhance the daily bathing experience.

### Digital Transformation

Colgate-Palmolive (India) Limited continues to advance its digital transformation agenda, leveraging technology to enhance operational efficiency, strengthen distribution, and improve consumer engagement across channels. Digital capabilities remain central to driving scale, precision, and responsiveness across the value chain.

The Company's AI- and ML-powered recommendation engine continues to support assortment planning across approximately 1.7 million outlets, enabling more targeted product availability. Image recognition-led execution through the AmaZing platform has been further scaled across Modern Trade, including independent outlets, supporting improved in-store execution and visibility.

On the distribution front, machine learning models are being used to optimise stock deployment and improve physical availability across both urban and rural markets. Packaging innovations and shelf enhancements continue to strengthen the in-store experience by aligning product presentation with consumer need-states. In digital commerce, the Company continues to build its presence across established and emerging platforms. The Company is also expanding its presence in quick commerce, enabling faster fulfilment and improving responsiveness to evolving consumer purchasing behaviour.

### Risk Management

At Colgate-Palmolive (India) Limited, risk management is a fundamental component of its long-term strategy and a key driver in achieving its strategic objectives. The Company believes that a robust risk management framework is essential for creating sustainable value for its customers, distributors, employees, shareholders, and the communities in which it operates. The approach focuses on navigating the uncertainties of an evolving business landscape and varying regulatory requirements through a structured and disciplined Enterprise Risk Management framework.

The Risk Management Framework not only aims to ensure timely identification and mitigation of potential risks but also supports the development of a risk-aware business approach that leverages emerging opportunities. A Risk Management Committee has been set up to proactively address emerging risks and potential threats. The Committee convenes regularly to evaluate the Company's risk profile, devise mitigation strategies, and ensure that our risk exposure remains within established appetite levels.

The Company follows a structured process that begins with identifying a comprehensive range of strategic, operational, financial, and emerging risks. These risks are analysed based on their impact, likelihood, and velocity to be prioritized into High, Medium, and Low Alert categories. This prioritization ensures that key residual risks receive focused management attention and appropriate resource allocation. Following this, specific response plans are implemented to reduce the probability or impact of risk events. Finally, the process is sustained through continuous monitoring, with the status of key residual risks and the progress of mitigation plans formally reviewed by the Risk Management Committee and the Board on a periodic basis.



## Opportunities

Colgate-Palmolive (India) Limited remains well positioned to capitalize on growth opportunities across its key segments. In oral care, despite near-universal toothpaste penetration, per capita consumption in India continues to remain low, indicating significant headroom for volume growth through sustained behaviour-change initiatives such as the Oral Health Movement.

The Company's portfolio-spanning everyday protection, freshness, whitening, and gum care-provides a clear pathway for value growth. Premium offerings such as Colgate Visible White and Colgate Total continue to grow ahead of the broader category, supported by science-led innovation.

In the toothbrush segment, the Company sees continued opportunity to drive higher replacement frequency and premiumization. Regime-based solutions, pairing toothbrushes with complementary toothpaste variants, further support category development and consumer upgrade.

Beyond oral care, the Palmolive brand presents a meaningful opportunity in the personal care segment. With awareness levels of approximately 65%, the brand remains under-penetrated relative to its potential. This creates scope to expand its presence, particularly in body wash and hand wash categories, within a fragmented market.

Further details on these opportunities, along with associated risks, are provided in the Business Responsibility and Sustainability Report forming part of the Board's Report.

## MATERIAL DEVELOPMENTS IN HUMAN RESOURCES

Colgate-Palmolive (India) Limited continued its strategic focus on building a high-performing, inclusive, and future-ready workforce. During the year, several initiatives were strengthened to support employee well-being, further inclusivity, and enhance capability development, contributing to organizational resilience and agility.

### Employee Well-being

Advancing its Culture of Caring, the Company continued to invest in employee benefits that support physical, mental, and financial well-being, while enabling better work-life integration. The Supporting Caregiver Leave reinforces the Company's commitment to equal parenting, providing employees with 12 weeks of leave within one year of childbirth, which can be availed in up to three tranches across reporting periods.

## Workplace Inclusivity (WIN) Policies

The Company's WIN Policy framework continued to promote inclusion:

- **New & Expectant Parents:** To support a smooth transition back to work, enhanced flexibility measures, including remote working provisions, were introduced. These initiatives help retain talent during critical life stages while supporting employee well-being.
- **Employees with Disabilities:** The Company continued to strengthen support through reimbursement for assistive technologies, enabling a more accessible and inclusive workplace.

These initiatives reflect the Company's belief that an inclusive environment drives engagement and performance.

## Diversity, Equity and Inclusion (DE&I)

The Company remained focused on improving gender diversity across functions, with particular emphasis on Field Force, a traditionally male-dominated area. The introduction of the 'JetSetGo Hygiene Kit' provided a practical solution to support women employees in managing on-the-go requirements. Each kit is complemented with a gift card for replenishment, ensuring continued access to essential products.

## Capability Building and Career Development

The Company continued to invest in capability building and career development to strengthen internal talent pipelines:

- **Gurukul Rise:** A self-paced learning and assessment platform enabling employees to build skills and prepare for future roles.
- **Leadership Acceleration:** We partnered with IIM-A to create a program to develop capability of Regional Managers in Sales.
- **Colgate Career Framework:** A structured framework to provide clarity on career paths, role expectations, and development opportunities, supporting informed career progression.
- **Alchemist:** We have built a program for mid level managers to develop them for senior leadership roles focused on our values of care and courage.
- **BetterUp:** A global partnership providing personalized leadership coaching for Colgate leaders.
- We have global partnerships with Stanford, Wharton and INSEAD to develop senior leaders in the organization.

Regular career conversations and half-yearly performance reviews continue to provide clarity on goals and development priorities, reinforcing a culture of continuous improvement.

By strengthening inclusivity, enabling equal opportunities, and building future-ready capabilities, the Company continues to develop an agile and engaged workforce aligned with business priorities. These initiatives support the Company's ability to respond to evolving market conditions, drive innovation, and deliver sustained growth.

The total number of employees as on March 31, 2026 were 2,276.

## Sustainability

Sustainability remains a core strategic priority for the Company, embedded across its operations and aligned with its purpose-led mission. The Company continues to drive progress across environmental stewardship, social impact, and governance excellence, while transitioning from its 2025 to its 2030 Sustainability and Social Impact Strategy.

In FY 2025–26, the Company strengthened its commitment to circularity by maintaining TRUE® Certification for Zero Waste across all Colgate-owned plants. Additionally, 95% of its total packaging, by weight, was recyclable, while 100% of its toothpaste portfolio, by volume, transitioned to recyclable tubes. This patented technology, open-sourced globally, reflects the Company's intent to enable industry-wide change.

The Company also continues to invest in energy efficiency, water conservation, and renewable energy adoption, alongside leveraging IoT-based predictive maintenance to reduce resource use and waste. In FY 2025–26, the share of renewable energy in total consumption increased to 50.38%. As part of its Net Zero Water ambition, Colgate Palmolive India is water positive at a country level.

On the social front, the Company scaled its flagship Bright Smiles, Bright Futures® (BSBF) program. Since 1991, the Program has empowered 195+ million children across India, and the Company is committed to reaching 10 million more each year. The AI-powered Oral Health Movement is further improving access to preventive dental care at scale. Community initiatives remain focused on women's empowerment, water augmentation, and waste management.

As part of its transparency agenda, the Company continues to publish its Environmental, Social and Governance (ESG) Report for the fifth consecutive year, reinforcing its commitment to responsible growth and stakeholder trust.

## KEY FINANCIAL RATIOS

Details of changes in key financial ratios as compared to immediate previous financial year.

Particulars	FY 2025–26	FY 2024–25
Debtors Turnover	27.48	30.48
Inventory Turnover	4.88	5.40
Interest Coverage Ratio <sup>^</sup>	456.17	431.92
Current Ratio	1.28	1.38
Debt Equity Ratio*	0.03	0.04
Return on Capital Employed (%)	119%	121%
Operating Profit Margin (%)	29%	30%
Net Profit Margin (%) (after tax)	22%	24%
Return on Net worth (%)**	81%	81%

<sup>^</sup>Interest expenses appearing in the Financial Statements for the current year relate to the lease liability as per Ind AS 116.

\*Debt mainly pertains to lease liabilities as per Ind AS 116 which are on reducing balance.

\*\*The Return on Net Worth is computed as percentage of Net Income by Average Shareholders' Equity.

A comprehensive analysis of the Company's financial performance, including operational performance, adequacy of internal control systems, product-wise performance, and the use of innovation & technology is included in the Board's Report.

## INTERNAL CONTROL SYSTEMS

Internal control systems remain integral to strengthening governance and ensuring adherence to established processes. The Company has a dedicated internal audit function that oversees financial processes and policies and provides recommendations to enhance control effectiveness. These systems support compliance with internal policies and procedures, enabling efficient and consistent operations.

The Company's internal controls are designed to safeguard assets, prevent and detect fraud or errors, and ensure the accuracy and completeness of financial records.

To maintain their effectiveness and relevance, the internal control framework is subject to periodic review. The Audit Committee regularly evaluates the adequacy and performance of these systems and provides oversight to ensure continuous improvement.



## OUR APPROACH

Colgate-Palmolive (India) Limited's approach to long-term value creation remains purpose-led and focused on delivering sustainable and profitable growth. This approach builds on a strategy that has supported consistent performance over recent years, while adapting to evolving market conditions and near-term volatility.

A key element of this strategy is continued investment in brand equity and portfolio development. The Company remains focused on strengthening the Colgate and Palmolive brands through sustained investments in advertising, omnichannel media, and enhancements in shopper experience, with the objective of driving preference and improving consumer engagement.

Alongside brand investments, the Company continues to advance its portfolio strategy by strengthening core categories while expanding into adjacencies such as personal care. Flagship brands, including Colgate Strong Teeth, remain a priority, supported by targeted investments in communication, packaging, and rural reach.

The Company continues to prioritize innovation and premiumization to drive category growth. Recent communication on the Colgate Total and the Visible White Purple reflects a combination of scientific capability and consumer insight. In parallel, initiatives in digital engagement, education, and consumer activation are

aimed at increasing usage frequency and strengthening brand trust.

Growth investments are supported by ongoing efficiency initiatives across the organization. Through its Revenue Growth Management and Funding the Growth programs, the Company focuses on improving realization, reducing costs, and optimizing asset utilization. These efforts span multiple areas, including materials, supply chain, distribution, and marketing, and include initiatives such as formulation simplification, packaging optimization, supplier consolidation, automation, and localization of sourcing.

While macroeconomic conditions may remain uncertain, the Company believes it is well positioned to manage volatility, supported by its financial strength, operational experience, and disciplined execution. Key priorities continue to include driving sales through improved consumer engagement, accelerating innovation, leveraging digital capabilities, and strengthening partnerships across the value chain.

The Company remains focused on improving efficiency across its cost structure to support margin expansion, while maintaining strong cash flows and disciplined capital allocation to enhance shareholder returns. Guided by its purpose of reimagining a healthier future for all, the Company continues to align its investments and operations with long-term value creation.

# Annual CSR Report

Annexure 2

## 1. Brief outline on CSR Policy of the Company

Founded in 1937, Colgate–Palmolive (India) Limited ('Colgate–Palmolive') has always focused on 'Building a future to Smile about'. Colgate–Palmolive continues to make progress towards this long-standing commitment, through various programs and partnerships that bring its brands and values to life, across the nation.

Guided by our 2030 Sustainability & Social Impact Strategy, which is built upon three overarching ambitions: Driving Social Impact, Helping Millions of Homes and Preserving our Environment, our CSR initiatives are helping children, their families and the community to thrive, in line with national requirements and United Nations Sustainable Development Goals (UNSDGs). With a dedicated ESG and CSR Committee (ECC) steering our efforts, we prioritise meaningful impact areas, evaluate programs rigorously and craft annual action plans aimed at fostering long-term community well-being.

The CSR Committee has the onus to formulate an annual action plan, identify impact areas, evaluate programs and periodically review modalities of funds utilisation.

Colgate–Palmolive is committed to building lasting relationships with local stakeholders, and is constantly leveraging its expertise and innovation-centric approach to empower underserved communities.

An overview of the Company's CSR programs/projects are available on the Company's website at <https://www.colgateinvestors.co.in/policies> and appended hereto.

## 2. Composition of CSR Committee

Sr. No.	Name of Director	Designation / Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1.	Dr. (Mr.) Indu Bhushan	Chairperson - Independent Director	2	2
2.	Mr. Sekhar Natarajan	Member-Independent Director	2	2
3.	Ms. Prabha Narasimhan	Member- Managing Director	2	2

- Provide the web-link(s) where Composition of CSR Committee, CSR Policy and CSR Projects approved by the board are disclosed on the website of the Company. - <https://www.colgateinvestors.co.in/pdf/csr-policy.pdf>
- Provide the executive summary along with web-link(s) of Impact Assessment of CSR Projects carried out in pursuance of sub-rule (3) of rule 8, if applicable. - <https://www.colgateinvestors.co.in/shareholder-information/social-impact-assessment-reports>
- Average net profit of the Company as per sub-section (5) of section 135 - ₹ 1,717.91 Crore
  - Two percent of average net profit of the Company as per sub-section (5) of section 135 - ₹ 34.36 Crore
  - Surplus arising out of the CSR Projects or programmes or activities of the previous financial years - N.A.
  - Amount required to be set-off for the financial year, if any - N.A.
  - Total CSR obligation for the financial year (b)+(c)-(d) - ₹ 34.36 Crore
- Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project) - ₹ 33.76 Crore
  - Amount spent in Administrative Overheads - ₹ 0.49 Crore
  - Amount spent on Impact Assessment, if applicable - ₹ 0.11 Crore
  - Total amount spent for the financial year (a)+(b)+(c) - ₹ 34.36 Crore
  - CSR amount spent or unspent for the financial year: Nil.



Total Amount Spent for the Financial Year. (in ₹ Crore)	Amount Unspent				
	Total Amount transferred to Unspent CSR Account as per sub-section (6) of section 135.		Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of section 135.		
	Amount (in ₹ Crore)	Date of Transfer	Name of the Fund	Amount (in ₹ Crore)	Date of Transfer
34.36			Nil		

(f) Excess amount for set-off, if any:

Sr. No.	Particulars	Amount (in ₹ Crore)
(1)	(2)	(3)
(i)	Two percent of average net profit of the company as per sub-section (5) of section 135	34.36
(ii)	Total amount spent for the financial year	34.36
(iii)	Excess amount spent for the financial year	1,491 <sup>^</sup>
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	-
(v)	Amount available for set off in succeeding financial years	-

<sup>^</sup>This is in absolute figure.

7. Details of Unspent Corporate Social Responsibility amount for the preceding three Financial Years:

1	2	3	4	5	6	7	8
Sr. No.	Preceding Financial Year(s)	Amount transferred to Unspent CSR Account under sub-section (6) of section 135 Amount (in ₹ Crore)	Balance Amount in Unspent CSR Account under sub-section (6) of section 135 Amount (in ₹ Crore)	Amount Spent in the financial year Amount (In ₹ Crore)	Amount transferred to a Fund as specified under Schedule VII as per second proviso to sub-section (5) of section 135, if any Amount (in ₹ Crore)      Date of Transfer	Amount remaining to be spent in succeeding Financial Years Amount (in ₹ Crore)	Deficiency if any
1.	2024-25				Not Applicable		
2.	2023-24	2.80	0	0	2.80      12.04.2024	0	Nil
3.	2022-23	5.53	0	0	5.53      26.04.2023	0	Nil

8(a). Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the financial year -

If yes, enter the number of Capital assets created/ acquired

As a part of Colgate-Palmolive's social impact program on Water Augmentation for Livelihoods and Women Empowerment, we repaired multiple Anicuts, Water Stations, Wells, to provide for water for agriculture and other needs, as well as constructed water tanks for providing access to safe drinking water for people in the communities, All the assets are used to support the communities and the ownership lies with the beneficiaries.

8(b).Furnish the details relating to such asset(s) so created or acquired through Corporate Social Responsibility amount spent in the financial year

Sr. No.	Short particulars of the property or asset(s)[including complete address and location of the property]	Pincode* of the property or asset(s)	Date of creation	Amount of CSR amount spent (In ₹ Crore)	Details of entity/ Authority/ beneficiary of the registered owner		
					(6)		
(1)	(2)	(3)	(4)	(5)	CSR Registration Number, if applicable	Name	Registered Address
1.	Water Augmentation for livelihoods and women empowerment Jhadol Block, Udaipur Rajasthan  Please refer to point 8(a) for explanation on Assets	313702	NA	0.05	CSR00000288	Seva Mandir	Fatehpura, Udaipur, Rajasthan 313004
<b>Total</b>				<b>0.05</b>			

\* There are multiple PIN Codes as work was carried out in multiple villages in Udaipur.

9. Specify the reason(s), if the Company has failed to spend two per cent of the average net profit as per sub- section (5) of section 135.

Not applicable

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

**Indu Bhushan**  
Chairperson of ESG &  
CSR Committee  
(DIN: 09302960)

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

Place: Mumbai  
Date : May 22, 2026



## DETAILS OF PROGRAMMES

### Thematic Area : Oral Health Education : Committed to powering a billion smiles

**Colgate Bright Smiles, Bright Futures® (BSBF) with Bharat Cares, Social Network Foundation, Tarq Foundation & Others.**

**About the Program :** Colgate's commitment to illuminating a billion smiles radiates through its flagship program, Bright Smiles, Bright Futures® (BSBF). Since 1991, this transformative initiative has enriched the lives of over 195 million children across India. BSBF has evolved into a comprehensive educational platform that engages children aged 6-15 in rural and urban schools, using curated materials, interactive sessions, animations and competitions to make learning about hygiene a fun and memorable experience.

We have further strengthened the program through landmark statewide partnerships with the governments of Uttar Pradesh, Bihar, Kerala, Maharashtra, Assam, Goa and Haryana. Additionally, ImPAct4Nutrition, a platform incubated by UNICEF India, has curated our nutritional insights on oral health in their education material. Our consolidated efforts continue to scale our impact nationwide following our successful milestone of reaching 11 million children in school through BSBF. Our Program aligns with the United Nations Sustainable Development Goals (UNSDGs) and the World Health Organization's (WHO) Global Strategy on Oral Health, which aims for universal coverage by 2030.

Building on the program's long-standing success, this year marked a significant strategic evolution with the launch of targeted engagements within the Anganwadi network in the state of Uttar Pradesh. By leveraging this grassroots infrastructure, we reach children in their most formative years (ages 3-6), fostering essential oral hygiene awareness before they enter the primary school system. This initiative focused on empowering the Anganwadi workers through capacity building workshops, equipping them with the tools to lead daily hygiene sessions and distributing tailored dental kits to children. By integrating these practices into existing community health frameworks, we have bridged the "last-mile" gap in public health.

The program emphasizes essential habits such as regular brushing, correct techniques, and the importance of routine dental check-ups, empowering children to become proactive advocates within their families. Beyond basic care, the initiative covers three critical pillars:

- **Tobacco Prevention:** Educating children on the harmful effects of tobacco to help them make informed choices and resist peer pressure.

- **WASH (Water, Sanitation, and Hygiene):** Advocating for clean water and hand hygiene, reinforcing that a healthy mouth requires a sanitary environment to prevent infections.
- **Nutrition:** Underscoring the link between balanced diets and dental health, equipping children with the knowledge to choose nutritious foods and maintain adequate hydration for overall physical well-being.

**Cumulative Impact – 195 Million Children positively impacted since inception**

**Impact Financial Year (FY) 2025-26:** We successfully implemented the program PAN India, reaching 1,10,00,000 children across more than 35,000 schools.

### Thematic Area: Keep India Smiling

#### 1. Keep India Smiling Scholarship Program with Buddy4Study Foundation

**Need:** The educational landscape in India faces a critical challenge each year as millions of deserving and academically talented students are forced to abandon their formal education due to financial limitations. As per the Gross Enrolment Ratio (GER), India has a drop out ratio of 73% for high school students. This alarming statistic underscores the concerning trend of declining enrolment rates at the secondary and higher education levels, highlighting the urgent need for intervention to address dropout rates across the country.

There is a need for a program tailored to support students from underserved communities or those facing crisis situations such as the death of the family's primary earner or critical illnesses. Such a program should aim to provide holistic assistance to ensure that these students can continue their education uninterrupted despite challenging circumstances. To address this issue, Colgate initiated a Scholarship program in 2019. One of the distinguishing features of this program is its comprehensive approach. Beyond offering financial support in the areas of Education, Sports, and Community betterment, the program also includes an innovative LMS-based Mentorship program.

**Cumulative Impact:** More than 8,300 Scholarship awards given till date ensuring continuity in their education journeys and serving as a catalyst for their personal and professional aspirations. The program has a 60% diversity ratio. 55% of parents have an annual income below ₹ 2 Lakhs.

**FY 2025-26:** This fiscal year we covered 1,000+ students under our scholarship program

## 2. Digital & Financial Literacy Program with Haqdarshak, NIIT Foundation & Seva Mandir

**Need:** As India accelerates its digital transformation across education, healthcare, manufacturing, and financial services, digital and financial literacy have become essential life skills. Under the umbrella of the Digital India mission, the country has made significant strides in expanding digital access. However, many people in rural and underserved communities still lack the knowledge and confidence needed to fully participate in the digital economy and to safely access and use financial services. This gap is particularly pronounced amongst women and Persons with Disabilities (PwDs).

To address this, initiatives such as the Digital Saksharta Abhiyan (DISHA) have focused on equipping vulnerable groups with foundational digital and financial skills. Building on this momentum, Colgate-Palmolive, in collaboration with Haqdarshak, NIIT Foundation and Seva Mandir, launched a comprehensive Digital & Financial Literacy Program tailored to the needs of women and PwDs.

As women beneficiaries began to earn an income through various livelihood and entrepreneurship initiatives, it became increasingly important to ensure that they were able to manage their money wisely, avoid fraud, and plan for the future. A targeted assessment was therefore conducted to understand their current levels of financial and digital literacy, and to design interventions that respond directly to their needs.

The resulting program focuses on building practical, usable skills in:

- Household and business financial management
- Digital safety and fraud prevention
- Informed decision-making on savings, credit, insurance and entrepreneurship

The partnership between Colgate-Palmolive, Haqdarshak, NIIT Foundation and Seva Mandir represents a strategic effort to promote holistic empowerment of women and PwDs through digital and financial literacy in five key locations: Baddi (Himachal Pradesh), Sri City (Andhra Pradesh), Sanand (Gujarat), Raigad, Mumbai and Thane (Maharashtra) and Udaipur (Rajasthan).

Key elements of the program include: Training and Empowerment

Women are trained as Colgate Digital Sakhis, enabling them to:

- Support community members in accessing and

applying for relevant schemes

- Deliver digital and financial literacy sessions within their communities
- Act as trusted local resource persons, fostering self-reliance, confidence and peer learning
- Access to Welfare Schemes and Services

By building awareness of government welfare schemes and guiding community members through digital modes of access and application, the program:

- Enhances last-mile delivery of entitlements
- Reduces information and access barriers for marginalized groups
- Contributes to greater financial inclusion and social security for underprivileged households

**Cumulative IMPACT:** Till date the program has reached 6 states and 650+ villages, trained 1,000+ Colgate Digital Sakhis, and empowered 2,37,000+ beneficiaries. By facilitating access to welfare schemes worth ₹ 615 Crore, the initiative is unlocking inclusive growth and long-term resilience in underserved communities. In addition the program had covered 800+ Person with Disabilities beneficiaries for Financial and Digital Literacy Sessions

### Impact FY 2025-26

- 380+ Colgate Digital Sakhis
- 1,00,000+ Women & PwD Trained in Financial & Digital Literacy
- ₹ 435 Crore worth of Government Scheme Linkages Achieved
- 366 Person with Disabilities beneficiaries for Financial and Digital Literacy Sessions

## Thematic Area : Water & Waste Management

Colgate Palmolive India Limited's CSR Policy focuses on its long term sustainability strategy – reimagining a healthier future for people and the planet, on our efforts towards protecting the environment, improving and enhancing the quality of life of individuals and the communities we serve and help building sustainable habits.

### 1. Water Augmentation for Livelihood & Women Empowerment Program with Seva Mandir :

**Need:** In FY 2017-18, Colgate embarked on a transformative journey with Seva Mandir by conducting a comprehensive feasibility study in Udaipur, Rajasthan. The primary objective was to assess the socio-economic needs of nine tribal villages, with a particular emphasis on understanding the challenges faced by women. The assessment



revealed a range of critical issues that were adversely affecting the communities' overall well-being and prosperity.

Drawing on these insights, Colgate laid the foundation for a long-term program aimed not only at addressing immediate challenges, but also at creating sustainable pathways for socio-economic empowerment. The program's holistic approach includes the formation and strengthening of women's self-help groups (SHGs), livelihood-oriented capacity-building initiatives to enhance financial literacy and entrepreneurial skills, and strategic interventions to improve water infrastructure and management practices.

A key highlight of the program is its success in water augmentation efforts, which have led to the restoration of multiple anicuts and wells, along with the construction of several water tanks. These interventions have significantly improved access to safe drinking water for households and ensured reliable water availability for agriculture. With water now available for longer periods, villagers have been able to transition from monocropping to cultivating 2-3 crops, diversifying their agricultural practices and substantially boosting income levels.

Moreover, the improved availability and accessibility of water have led to a substantial reduction in drudgery—particularly for women—freeing up valuable time to engage in income-generating activities and to spend quality time with their families, thereby reinforcing both livelihood security and women's empowerment.

**Cumulative Impact:** Over the years, the program has reached over 160 villages, positively impacting 1,65,000+ individuals and empowering more than 2,800+ women through SHG and livelihood initiatives. To date, it has successfully repurposed 460 million liters of water, contributing to long-term water security and community resilience.

#### Impact FY 2025-26

- 10 New Villages Added
- 18 SHGs Strengthened
- 1,000+ Livelihood Beneficiaries Trained
- 30 Mn Liters Water Repurposed
- 35% Average Rise in Annual Income Among Livelihood Beneficiaries

## 2. Rural Waste Management Program with Nepra Foundation:

The rural areas of Sri City (Andhra Pradesh), Baddi (Himachal Pradesh) and Sanand (Gujarat) continue to face significant challenges in waste management, particularly with respect to dry and plastic waste. These regions largely lack organized waste collection

systems, recycling infrastructure, and sustainable disposal mechanisms. As a result, harmful practices such as open burning, landfilling, littering, and dumping in water bodies remain prevalent—contributing to environmental degradation and posing serious health risks to local communities.

Need assessments conducted in these geographies highlighted the urgency of targeted intervention and sustainable solutions to address the escalating waste management crisis. The key challenges identified include:

1. Improper Waste Disposal
2. Lack of awareness and behavioral change
3. Absence of a robust waste management value chain

Our flagship CSR initiative continues to drive impactful, sustainable waste management practices across 25 villages in Andhra Pradesh, Himachal Pradesh, and Gujarat, benefitting over 88,700 citizens. The program's core strategy centers on community education and awareness through workshops, training sessions, and targeted campaigns that promote proper waste segregation, recycling, and waste reduction.

Infrastructure development remains a key pillar, with ongoing efforts to establish and strengthen waste collection centers and segregation facilities, while encouraging eco-friendly disposal methods such as composting for organic waste. By equipping local communities with the knowledge and tools for sustainable waste management, the program fosters a strong sense of ownership and responsibility among residents, helping to ensure its long-term success and sustainability.

Our continued collaboration with the Nepra Foundation and local stakeholders underscores our commitment to driving lasting positive change—village by village—and building a more resilient, eco-conscious society.

To date, the program has created 100 green jobs; collected over 2,23,000 kg of dry waste; diverted more than 1,54,000 kg of carbon emissions; saved upwards of 17,72,615 kWh of energy; and reached more than 2,32,685 beneficiaries across 48 villages.

#### Impact FY 2025-26

- 25 Villages
- 88,700 Beneficiaries
- 100 Green Jobs (Safai Saathis) Created
- 90,000+ Kg Dry Waste Collected & Segregated
- 63,900+ Kg Carbon Emissions Diverted
- 7,53,679 kWh Energy Saved
- 600 Households Annual Electricity Saved

## CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS AND OUTGO [PURSUANT TO PROVISIONS OF SECTION 134 OF THE COMPANIES ACT, 2013 READ WITH THE COMPANIES (ACCOUNTS) RULES, 2014.]

### A) Conservation of Energy and Water:

Your Company continues its endeavor to improve energy & water conservation and utilization. Some of the steps taken by the Company for conservation of energy & water at its manufacturing plants during the financial year 2025–26 are outlined below:

#### Sanand Plant

- Conservation of Energy:
  - The Company is having a high priority focus on energy saving, through 360 degree energy conservation programs including lighting, energy efficiency methods, analytics to monitor and reduce energy consumption, etc. At regular intervals, the plant conducts a workshop viz. 'Energy Treasure Hunt' to encourage ideas on energy conservation from its employees. Last year the Company conducted a third party audit for Energy conservation. The ideas generated for energy conservation are being implemented, which has generated savings of 2.92% energy, quantified to 4,87,205 KiloWatt Hour (KWh) of energy saving in the year.
  - The Company has set up a 1 Mega Watt (MW) solar energy plant at the site. In addition, the Company has renewed a Power Purchase Agreement for Hybrid Power generation. In 2025 total electricity bought from hybrid power plus the inhouse solar contributes to 46.47% of total power consumption.
  - During the year, the plant has invested ₹ 1.43 Crores on identified projects viz. additional on site solar, Brushless DC (BLDC) motor for cooling towers & auto tube cleaning for chillers with a potential saving of 5,01,188 KWh energy on an annual basis.
- Conservation of Water:
  - The Company is having a 360 degree program to conserve water through reducing consumption, reusing the water & harvesting the rainwater.
  - Net Zero Water – Site has achieved Net Zero Water in 2023, 2024 & 2025. Last year the plant harvested about 74,376 Cubic Meters (Cu M) of rain water, based on 2025 rainfall data. Further, the plant reuses 31,139 Cu M waste water after treating it in the Effluent

Treatment Plant for gardening. The plant has reused and recycled 10,945 Cu M of water viz. water of online quality monitoring, boiler condensate, etc.

- During the year, the plant has conducted a Water Treasure Hunt and also, a third party audit for water conservation to identify the projects.

#### Goa Plant

- Conservation of Energy:
  - Maglev Chillers and Demand Flow Optimization: Goa has become the first Colgate–Palmolive site in India to operate with a 100% magnetic levitation (maglev) chiller system, fully integrated with Siemens Demand Flow technology for chiller plant optimization. By centralizing the chilled water system for Units 1 and 3, the site is achieving an estimated 6% energy savings, equivalent to a reduction of 5,64,748 kWh per year with an investment of ₹ 2.4 Crores.
  - Underground HT Incomer Cable Reliability Project: By replacing overhead conductors with underground HT incomer cables, the site has dramatically improved power reliability, reducing power failures from 657 hours in 2024 to just 110 hours in 2025, particularly during the monsoon season. As a result, diesel consumption dropped from 46.8 KL to 7 Kilo litre (KL), and natural gas use fell from 27,947 Standard Cubic Meter (SCM) to 1,888 SCM (May–Dec 2025)—an overall fuel reduction of more than 80%, cutting both cost of ₹ 50 Lakhs and emissions of 156.95 metric tons of CO<sub>2</sub>e.
- Conservation of Water:
  - RO System for ETP Treated Water Reuse: A Reverse Osmosis (RO) system has been installed to treat effluent from the Effluent Treatment Plant (ETP) and reuse it in the cooling towers. This initiative is projected to cut freshwater consumption by 40–50 Kilo litres per day, delivering a 11,000 KL (20–25%) reduction in the factory's total water use, significantly advancing water stewardship and resource circularity with an investment of ₹ 50 Lakhs.

**Baddi Plant**

- Conservation of Energy:
  - Electronically commutated blower installation at cooling towers which leads to approximate saving of 26,200 kilowatt-hour (KWH)/year. The total capital Investment was ₹ 6.61 lakhs.
  - Motion sensor installed at secondary water treatment plant resulted in approximate saving of 150 KWH/year. The total non capital Investment was ₹ 25,000.
  - New energy efficient ozonator installed as a replacement of old obsolete one resulting in approximate saving of 12,590 Kwh/year. The total capital Investment was ₹ 77 lakhs.
- Conservation of Water:
  - Steam condensate recovery and reuse as feed water boiler resulted in approximate saving of 3,589 Kilo Liters (KL) /year.
  - Multi-Grade Filter/Oxidation - Reduction Potential/chlorine sensor water recovery from primary water treatment plants has resulted in approximate savings of 9,530 KL/year.
  - Ozone/chlorine sensor and RO reject water recovery from secondary water treatment plants has resulted in approximate savings of 6,704 KL/year.

**Sri City Plant**

- Conservation of Energy:
  - Through our in-house 1.79 Megawatt (MW) solar plant we saved on 1,831 MWH units from the electricity board.
  - Through power purchase agreements, from renewable sources we have accounted for 5,691 MWH energy. The inhouse solar generation, Power Purchase Agreement from renewable sources and International Renewable Energy Certificates contributes to 71 % Renewable Energy.
  - During the year, the plant has invested ₹ 47 Lakhs on the capital project of Aero seal duct sealing. With this project Air Handling Unit duct leakages are arrested using aereoseal technology resulting in saving of 20,000 CFM (Cubic Feet per Minute) translating to energy savings of 206 MWH.
- Conservation of Water:
  - Usage of Reverse Osmosis (RO) Plants reject water in domestic flushing, a savings of 300 Kilo Liters (KL) has been achieved.
  - Water efficient Aerators fixed for taps in the

washrooms and kitchen resulted in a savings of 300 KL.

- 13,025 KL of Rainwater harvested in the financial year 2025-26 from the roof resulted in savings of purchased water from Sri City Authority.

**B) Technology Absorption:**

The Company continues its efforts on various Research & Development (R&D) activities using technology received from Colgate-Palmolive Company, U.S.A., for development and manufacture of oral care and personal care products. The technology received by the Company is being absorbed and adapted to the demands of the local market.

The following are some R&D and technology absorption efforts made by the Company during the year:

1. Adapted technology for products using both local and/or imported raw materials and flavours.
2. Prepared laboratory and pilot plant batches and set tentative product specifications.
3. Completed product stability tests, microbiological tests, analytical tests and method validation.
4. Optimized various manufacturing processes and filling trials.
5. Tested new product or formula among sensory expert panel members and consumer.
6. Finalized product formulations, process and product quality specifications.
7. Identified alternate local raw material vendors.
8. Reviewed and approved product claims and provided clinical documentation support.
9. Worked in partnership with the Research & Innovation and Product Development partners in the U.S. to bring new actives/ingredients into the oral and personal care formulations.
10. Worked with the cross category research team in the U.S. on highly advanced instrumentation techniques.
11. Worked in partnership with a global clinical group to conduct clinical Research on various oral and skin care formulations.

New technologies imported, allowed the Company to have a strong presence in key benefit segments of the Oral Care market viz., Cavity Protection, Gum Health, Anti-Sensitivity, Freshness and Personal Care market

In case of imported technology (imported during the last 3 years reckoned from the beginning of the financial year) are as below:

Technology Imported	Year of Import	Has the technology been fully absorbed?	If not fully absorbed, areas where absorption has not taken place, and reasons thereof
MaxFresh Mouthwash Sachet	2025-26	Yes	Not Applicable
Total Plaque Release TP	2025-26	Yes	Not Applicable
Colgate Strong Teeth TP Relaunch	2025-26	Yes	Not Applicable
Cibaca Relaunch	2025-26	Yes	Not Applicable
Kids Squeezy	2025-26	Yes	Not Applicable
Purple Serum	2025-26	Yes	Not Applicable
Visible white base Relaunch	2025-26	Yes	Not Applicable
Kids Premia Relaunch	2025-26	Yes	Not Applicable
Kids Regular Relaunch	2024-25	Yes	Not Applicable
Visible White O2 Relaunch	2024-25	Yes	Not Applicable
Maxfresh Blue Relaunch	2024-25	Yes	Not Applicable
Visible White Booster Gel	2024-25	Yes	Not Applicable
Visible White Purple	2024-25	Yes	Not Applicable
Maxfresh Watermelon	2024-25	Yes	Not Applicable
Maxfresh Rainbow	2024-25	Yes	Not Applicable
Colgate Total Anti-tartar	2024-25	Yes	Not Applicable
Visible White Overnight Pen	2024-25	Yes	Not Applicable
Colgate Lemon	2024-25	Yes	Not Applicable
Colgate Pro-Argin	2024-25	Yes	Not Applicable
Colgate Strong Teeth Relaunch	2024-25	Yes	Not Applicable
Colgate Maxfresh Relaunch	2023-24	Yes	Not Applicable
Colgate Active Salt Relaunch	2023-24	Yes	Not Applicable
Colgate Cibaca Relaunch	2023-24	Yes	Not Applicable
Colgate Total Sensitive	2023-24	Yes	Not Applicable
Colgate Visible White O2 Relaunch	2023-24	Yes	Not Applicable
Palmolive Coconut Joy	2025-26	Yes	Not Applicable
Improved Formula – Aroma Relax	2025-26	Yes	Not Applicable
Palmolive Improved Formula – Bodywash	2024-25	Yes	Not Applicable
Palmolive Mood Boosting Range	2023-24	Yes	Not Applicable

Details of expenditure on R&D are given below:

Expenditure on R&D	Financial Year 2025-26 (₹ in Crores)
Capital	0
Recurring	0
<b>Total</b>	<b>0</b>

### C) Foreign Exchange Earnings and Outgo:

During the financial year, the Company was able to generate export earnings of ₹ 278.11 Crore and the Foreign exchange outgo was ₹ 706.16 Crores.

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

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

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

Place: Mumbai  
Date: May 22, 2026



## Annexure 4

**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 Director to the median remuneration of the employees of the Company for the financial year and the percentage increase in remuneration of each Executive Director and KMP in the financial year is as follows:**

Sr. No.	Name of the Director/KMP	Ratio	% increase of remuneration in the Financial Year 2025-26
1.	Ms. Prabha Narasimhan, Managing Director & Chief Executive Officer	62.1	10.0%
2.	Mr. M.S. Jacob, Whole-Time Director & Chief Financial Officer	28.7	7.0%
3.	Mr. Surender Sharma, Whole-Time Director- Legal & Company Secretary*	N.A.	N.A.
4.	Mr. Jaikishan Shah, Company Secretary**	N.A.	N.A.

\*Mr. Surender Sharma ceased to be the Whole-time Director - Legal & Company Secretary effective close of business hours on October 27, 2025.

\*\*Mr. Jaikishan Shah was appointed as the Company Secretary and Compliance Officer w.e.f. November 26, 2025.

Employees for the above purpose include all employees as on March 31, 2026 excluding Associates at the manufacturing locations of the Company.

2. **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. Accordingly, the details with respect to Ratio and Percentage increase under Sr. No. 1 are not applicable

to Independent Directors. The details of remuneration of Non-Executive Directors are provided in the Corporate Governance Report. The Non-Executive Non-Independent Director of the Company does not receive any remuneration from the Company.

3. **The percentage increase in the median remuneration of employees in the financial year:**

On a like-for-like basis, median remuneration for Salaried & Clerical (S&C) employees increased by 5.0%.

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, 2026 is 2,276.

5. **Average percentage increase already made in the salaries of employees other than the managerial personnel in the last financial year and its comparison with the percentage 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 2025-26 there is an average increase of 11.46% in the fixed remuneration of all the employees\* (other than the key managerial personnel) as compared to an increase of 8.5% in the fixed remuneration of all the Key Managerial Personnel. The increase every year is an outcome of Company market competitiveness as against its peer companies as well as financial performance.

\*Employees for the above purpose include all employees who have served for entire financial year and excludes 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

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

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

Place: Mumbai  
Date: May 22, 2026

**FORM NO. MR-3****SECRETARIAL AUDIT REPORT****FOR THE FINANCIAL YEAR ENDED 31<sup>ST</sup> MARCH, 2026**

[Issued in Pursuance to Section 204(1) of the Companies Act, 2013 and Rule No. 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 with modifications as deemed necessary, without changing the substance of format given in MR-3]

To,  
The Members,  
**Colgate-Palmolive (India) Limited**  
Colgate Research Centre, Main Street,  
Hiranandani Gardens, Powai,  
Mumbai 400076

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **Colgate-Palmolive (India) Limited (CIN: L24200MH1937PLC 002700)** (hereinafter called 'the Company') for the financial year ended 31<sup>st</sup> March, 2026. Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/ statutory compliances and expressing our opinion thereon.

A. In expressing our opinion, it must be noted that-

- i. Maintenance of secretarial records is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
- ii. We have followed the audit practices and processes as were appropriate to obtain reasonable assurances about the correctness of the contents of the secretarial records. The verification was done on a test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices we followed provide a reasonable basis of our opinion.
- iii. We have not verified correctness and appropriateness of financial records and books of accounts of the Company.
- iv. Wherever required, we have obtained the management representation about the compliance of laws, rules and regulations and happening of events etc.
- v. The compliance of provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of the management.

Our examination was limited to the verification of procedures on a test basis.

- vi. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.
- B. Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on 31<sup>st</sup> March, 2026 complied with the statutory provisions listed hereunder and also that the Company has proper Board-process (duly evolved) and compliance-mechanism in place to the extent and as applicable to the Company in the manner and subject to the reporting made hereinafter:
- C. We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on 31<sup>st</sup> March, 2026 according to the provisions of:
- I. The Companies Act, 2013 ('Act') and the rules made thereunder;
  - II. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;
  - III. The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
  - IV. Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings (During the year under review not applicable to the Company);
  - V. A. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'): -



- (a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
  - (b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
  - (c) The Securities and Exchange Board of India (Registrars to an issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act, 2013 and dealing with client;
- V. B. The Company has not undertaken any of the activities during the audit period as envisaged in the following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act') and hence are not relevant for the purpose of audit: -
- a. The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;
  - b. The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;
  - c. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021;
  - d. The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018;
  - e. The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018.
- VI. We further report that, having regard to the compliance system prevailing in the Company and on the examination of the relevant documents and records in pursuance thereof, on test-check basis the Company has complied with the following specific laws to the extent applicable to the Company :
- a. The Hazardous Waste (Management, Handling and Transboundary Movement) Rules, 2008;
  - b. Factories Act, 1948;
  - c. The Drugs and Cosmetics Act, 1940;
  - d. The Legal Metrology Act, 2009;
  - e. Plastic Waste Management Rules, 2016;
  - f. The Legal Metrology (Packaged Commodities) Rules, 2011 as amended;

- g. Local laws as applicable to various offices and plants.

We have also examined compliance with the applicable clauses of the following:

- (i) Secretarial Standards in respect of Meetings of the Board of Directors (SS-1) and General Meetings (SS-2) as amended from time to time issued by The Institute of Company Secretaries of India;
- (ii) Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations 2015;

During the period under review, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards etc. mentioned above.

- D. We further report that--
- I. The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act;
  - II. Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda (except agenda items having Unpublished Price Sensitive Information (UPSI)) were sent at least seven days in advance, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting;
- For the agenda notes which were sent at a notice of less than seven days, the requisite consent of the Board/Committee was taken.
- III. Majority decision is carried through and there was no instance of any director expressing any dissenting views.
- E. We further report that there are adequate systems and processes in the Company commensurate with its size and operations to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

F. We further report that during the audit period none of the following events has taken place-

- I. Public/Rights/Preferential Issue of Shares/ Debentures/sweat equity etc.
- II. Redemption/Buy-back of securities.
- III. Major decision taken by the members in pursuance to section 180 of the Companies Act, 2013.
- IV. Merger/Amalgamation/Reconstruction, etc.
- V. Foreign Technical Collaborations.

**For DHOLAKIA & ASSOCIATES LLP**  
(Company Secretaries)

Place: Mumbai  
Date: May 22, 2026

Peer Review Certificate No: 2404/2022  
FRN: P2014MHO34700  
UDIN: FO10032H000443289

**CS Nrupang B. Dholakia**  
Managing Partner  
FCS-10032 CP No. 12884



# Business Responsibility and Sustainability Report

## Annexure 6

### Introduction

Colgate-Palmolive (India) Limited is a caring, innovative growth company reimagining a healthier future for all people and our planet. We seek to deliver sustainable, profitable growth and superior shareholder returns, as well as provide Colgate people with an innovative and inclusive work environment. We do this by developing and selling science-led products that make people's lives healthier and more enjoyable and by embracing our sustainability, social impact and diversity, equity and inclusion strategies across our organization.

We are dedicated to fostering long-term value creation for all stakeholders through robust and equitable governance mechanisms. Grounded in principles of integrity and transparency, our governance structures ensure the dissemination of ethical standards throughout our Operations. We are committed to ensuring the well-being of those we serve, building a culture of inclusivity and creating meaningful opportunities for all people to succeed inside and outside Colgate. Holistic wellbeing for us is an organizational priority.

With the Colgate brand in more homes than any other, we are presented with great opportunities and new challenges as we work to integrate sustainability into all aspects of our business and create positive social impact. We are determined to position ourselves for further growth as we act on our 2030 Sustainability & Social Impact Strategy.

In our pursuit of inspiring trust and transparency, we are proud to enter the fifth year of publishing our Business Responsibility and Sustainability Report (BRSR), which showcases our progress in ESG initiatives. This report empowers stakeholders to make informed decisions as we collectively work towards a sustainable future.

### Section A: General Disclosures

#### I. Details of the Listed Entity

1. Corporate Identity Number (CIN) of the Company	L24200MH1937PLC002700
2. Name of the Company	Colgate-Palmolive (India) Limited
3. Year of incorporation	1937
4. Registered office address	Colgate Research Centre, Main Street, Hiranandani Gardens, Powai, Mumbai - 400 076, Maharashtra, India
5. Corporate address	Colgate Research Centre, Main Street, Hiranandani Gardens, Powai, Mumbai - 400 076, Maharashtra, India
6. E-mail	<a href="mailto:investors_grievance@colpal.com">investors_grievance@colpal.com</a>
7. Telephone	+(91) 22-6709 5050
8. Website	<a href="http://www.colgatepalmolive.co.in">www.colgatepalmolive.co.in</a>
9. Financial year for which reporting is being done	April 1, 2025 - March 31, 2026
10. Name of the Stock Exchange(s) where shares are listed	1. BSE Limited (BSE) 2. National Stock Exchange of India Limited (NSE)
11. Paid-up Capital (₹)	2,720 Lakhs
12. Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report	<b>Name:</b> Ms. Prabha Narasimhan <b>Designation:</b> Managing Director & Chief Executive Officer <b>Telephone:</b> +(91) 22-6709 5050 <b>Email address:</b> <a href="mailto:investors_grievance@colpal.com">investors_grievance@colpal.com</a>
13. Reporting boundary- Are the disclosures under this report made on a standalone basis (i.e., only for the entity) or on a consolidated basis (i.e., for the entity and all the entities that form a part of its consolidated financial statements taken together)	Standalone basis
14. Name of assurance provider	M/s. DNV Business Assurance India Private Limited
15. Type of assurance obtained	Reasonable Assurance of BRSR Core Indicators

## II. Products/Services

### 16. Details of business activities (accounting for 90% of the turnover):

Description of Main Activity	Description of Business Activity	% of turnover
Manufacturing	Personal Care (including oral care)	98.05%

### 17. Products/Services sold by the entity (accounting for 90% of the entity's Turnover):

Product/Service	NIC Code	NIC Code Description	% of Turnover of the entity
Toothpaste and toothbrush	Group 202	Manufacture of other chemical products	97.10%

## III. Operations

### 18. Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of Plants	Number of offices	Total
National	4	4	8
International	-	-	-

### 19. Markets served by the entity:

#### a. Number of Locations:

Location	Number
National (No. of States)	28 States and 8 Union Territories
International (No. of Countries)	14

#### b. What is the contribution of exports as a percentage of the total turnover of the entity?

5%

#### c. A brief on types of customers

Colgate-Palmolive (India) caters to a wide range of oral care needs that consumers may have. To ensure that all the products are easily accessible to customers, the Company collaborates through its distributor network or otherwise with a wide network of diverse wholesalers, modern trade stores and other retailers. The Company's end users belong to all age groups, diverse geographical locations (urban and rural), and households of varying sizes and types.

## IV. Employees

### 20. Employees at the end of the Financial Year:

#### a. Employees and workers (including differently abled):

Particulars	Total	Male		Female	
	(A)	No. (B)	% (B/A)	No. (C)	% (C/A)
<b>Employees</b>					
Permanent (D)	875	655	75%	220	25%
Other than permanent (E)	1,831	1,094	60%	737	40%
<b>Total employees (D + E)</b>	<b>2,706</b>	<b>1,749</b>	<b>65%</b>	<b>957</b>	<b>35%</b>
<b>Workers</b>					
Permanent (F)	1,401	1,335	95%	66	5%
Other than permanent (G)	1,020	800	78%	220	22%
<b>Total workers (F + G)</b>	<b>2,421</b>	<b>2,135</b>	<b>88%</b>	<b>286</b>	<b>12%</b>



b. Differently abled Employees and workers:

Particulars	Total	Male		Female	
	(A)	No. (B)	% (B/A)	No. (C)	% (C/A)
<b>Differently Abled Employees</b>					
Permanent (D)	Nil	Nil	-	Nil	-
Other than Permanent (E)	Nil	Nil	-	Nil	-
<b>Total differently abled employees (D + E)</b>	<b>Nil</b>	<b>Nil</b>	<b>-</b>	<b>Nil</b>	<b>-</b>
<b>Differently Abled Workers</b>					
Permanent (F)	8	8	100%	Nil	-
Other than Permanent (G)	26	26	100%	Nil	-
<b>Total differently abled workers (F + G)</b>	<b>34</b>	<b>34</b>	<b>100%</b>	<b>Nil</b>	<b>-</b>

21. Participation/Inclusion/Representation of women:

Particulars	Total	No. and percentage of Females	
	(A)	No. (B)	% (B/A)
Board of Directors	8	3	38%
Key Management Personnel	3	1	33%

22. Turnover rate for permanent employees and workers (Disclose trends for the past 3 years)

Particulars	FY 2025-26			FY 2024-25			FY 2023-24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	15%	16%	16%	15%	20%	17%	13%	16%	14%
Permanent Workers	1%	5%	2%	3%	2%	3%	6%	11%	7%

V. Holding, Subsidiary and Associate Companies (including Joint Ventures)

23. Names of holding / subsidiary / associate companies / joint ventures:

Name of the holding / subsidiary / associate companies / joint ventures (A)	Indicate whether holding/ Subsidiary/ Associate/ Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
Colgate-Palmolive Company, USA	Holding Company	Nil	No
Colgate-Palmolive (Asia) Pte. Ltd	Holding Company	Nil	No
Norwood International Incorporated	Holding Company	Nil	No

VI. CSR Details

24. (i) Whether CSR is applicable as per section 135 of the Companies Act, 2013: Yes

(ii) Turnover: ₹ 5,98,357 lakhs

(iii) Net worth: ₹ 1,60,193 lakhs

## VII. Transparency and Disclosures Compliances

### 25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No)  (If Yes, then provide web-link for grievance redress policy)	FY 2025-26			FY 2024-25		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes <a href="https://www.colgatepalmolive.co.in/contact-us">https://www.colgatepalmolive.co.in/contact-us</a>	Nil	Nil	-	Nil	Nil	-
Shareholders	Yes <a href="https://www.colgateinvestors.co.in/investor-contacts">https://www.colgateinvestors.co.in/investor-contacts</a>	51	1	Pending complaint as on March 31, 2026 was subsequently resolved.	84	3	Pending complaints as on March 31, 2025 were subsequently resolved.
Investors (Other than shareholders)	NA	-	-	-	-	-	-
Employees and workers	Yes (Available on Intranet)	17	2	Pending complaints as on March 31, 2026 were subsequently resolved.	8	0	-
Consumers	Yes <a href="https://www.colgatepalmolive.co.in/contact-us">https://www.colgatepalmolive.co.in/contact-us</a>	4,201	Nil	Consumers reach out to the Company to report product related experiences that could vary from manufacturing, pricing, and adverse event complaints through the Company Consumer contact channels (Details printed on the product packaging as well as on the Company Website). All grievances are addressed in a timely manner in accordance with the Colgate-Palmolive (India)'s Consumer Satisfaction Policy	3,569	Nil	Consumers reach out to the Company to report product related experiences that could vary from manufacturing, pricing, and adverse event complaints through the Company Consumer contact channels (Details printed on the product packaging as well as on the Company Website). All grievances are addressed in a timely manner in accordance with the Colgate-Palmolive (India) Limited's Consumer Satisfaction Policy
Value Chain Partners	Yes (Third Party Code of Conduct Document)	Nil	Nil	-	Nil	Nil	-
Other: NGO	Yes <a href="https://www.colgatepalmolive.co.in/contact-us">https://www.colgatepalmolive.co.in/contact-us</a>	Nil	Nil	-	Nil	Nil	-

### 26. Overview of the entity's material responsible business conduct issues:

Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format:

Materials issue identify	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/ opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
Responsible supply chain	Risk	Adverse events across the supply chain can hamper the Company's reputation as a responsible business	Implementation of Supplier Responsible Sourcing Assessment (SRSA). Suppliers are assessed on four ESG parameters (labour standards, health and safety, ethics and integrity and environment)	Any adverse instances with supply chain can disrupt operations and availability of products across India



Materials issue identify	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/ opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
			In case of any deviation, the suppliers are asked to take necessary corrective actions	
Community development	Opportunity	Aligning CSR initiatives with the needs of the community can create a positive impact which can unlock goodwill and social license to operate	All Social impact initiatives have been implemented based on local need assessments, interventions are planned in alignment with local govt bodies, panchayats and communities, to avoid risks and gain partnerships	Being a responsible corporate citizen, community upliftment is a critical aspect for elevating brand value among local bodies and communities
Business ethics, governance and transparency	Risk & Opportunity	<p><b>Risk:</b> Building a culture of integrity and transparency is linked with fulfillment of mandates as well as strengthening relationships with stakeholders</p> <p><b>Opportunity:</b> Values-based decision making promotes accountability and helps ensure that integrity, safety, transparency and ethics are foundational to all we do</p>	<ul style="list-style-type: none"> <li>i. Development and training on Code of Conduct</li> <li>ii. Development of policies, programs and mechanisms for avoiding workplace discrimination, harassment, and corruption, among others</li> </ul>	<p><b>Negative:</b> Any instances of unethical practices have the risk of tarnishing Company reputation and attracting fines/penalty which can in turn affect business continuity</p> <p><b>Positive:</b> The Company is committed to conducting business responsibly and acting ethically, in accordance with all applicable laws and regulations. Ethical decisions promote trust and accountability for doing the right thing, both internally and externally. In doing so, we demonstrate our continued commitment to living our Values and earning the trust of our consumers</p>
Consumer health and safety and Product Stewardship	Risk	<p>Consumer health and safety is critical for gaining consumer trust and for transparency.</p> <p>Non-compliance regarding product information and labeling as well as marketing and communications can have adverse effects</p>	<ul style="list-style-type: none"> <li>i. Robust protocols for design, packaging and consumer safety at product development stages</li> <li>ii. Implementation of Quality Management System (QMS)</li> <li>iii. Effective product recall management</li> <li>iv. Transparent communication</li> </ul>	Any health and safety incident can reduce customer trust and adversely impact the demand of products. Moreover, instances of non-compliance with product marketing and labeling can attract monetary fines/punishments
Health and safety of our people	Risk and opportunity	<b>Risk:</b> Occupational health and safety is a critical aspect for ensuring employee welfare. Non-compliance with appropriate safety standards can attract high frequency of health and safety incidents	<ul style="list-style-type: none"> <li>i. Implementation of a Company-wide robust technical standards &amp; EHS management system</li> <li>ii. Ensuring periodic internal and external audits</li> <li>iii. Training &amp; retraining all employees and workers on safe working practices</li> </ul>	Incidents of occupational health and safety management system may cause loss in man-days and further impact productivity of operations. It can also demoralize employees and workers which can reduce motivation and productivity

Materials issue identify	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/ opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
		<p><b>Opportunity:</b> A robust EHS management system with appropriate hazard identification, mitigation plan and root cause analysis will showcase Company's commitments towards employee safety, increased productivity and motivation</p>	<p>iv. Investigation of each reported case and preparation of remedial plan</p>	
Human rights	Risk	<p>Instances of human rights violation or non-compliance of statutory norms can lead to adverse financial and reputational implications and deteriorate employee morale &amp; retention</p>	<p>Comprehensive Human Rights Policy and procedures in place</p>	<p>Company's reputation and relationships with stakeholders can be adversely affected in case of any instances of non-compliance</p>
Diversity and inclusion	Opportunity	<p>Fostering a culture which is inclusive and integrates diversity, employee well being, training and development will strengthen the culture, performance and will attract &amp; retain employees</p>	<ol style="list-style-type: none"> <li>i. Diversity inclusion policy and training</li> <li>ii. Employee and worker skill development training programs</li> <li>iii. Utilization of digital platforms such as WYSA and Employee Assistance Programs (EAP) for improving mental well-being</li> </ol>	<p>Investing in human capital has the ability to improve employee productivity, spur innovation and attract employees with similar organizational value</p>
Water stewardship	Risk	<p>Unavailability of surface water during summer can adversely hamper operations. Mismanagement of wastewater can attract legal complications</p>	<ol style="list-style-type: none"> <li>i. Implementation of Zero Liquid Discharge facility at three sites</li> <li>ii. Water saving initiatives in the supply chain</li> <li>iii. Water access, augmentation and conservation programs for communities in water stressed regions</li> </ol>	<p>Shortage of water can slow down plant productivity. Incidents of non-compliance regarding wastewater can lead to monetary loss in terms of fines and penalties</p>
Energy and emissions management	Opportunity	<p>Enhancing and utilizing green energy to reduce carbon footprint of the organization</p>	<ol style="list-style-type: none"> <li>i. Transition towards greener options such as onsite solar projects, hydroelectricity, and wind energy</li> <li>ii. Switched to CNG from Diesel in our boilers</li> <li>iii. Minimizing emissions throughout the value chain by adopting greener alternatives, such as utilizing CNG-based trucks, shifting to high-tonnage heavy-duty vehicles (HCVs), and employing multimodal shipments</li> </ol>	<p>Increasing self-reliance on sustainable and green energy can reduce Company costs and attract investment opportunities</p>



Materials issue identify	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/ opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
Waste Management	Risk	Substandard waste management may result in non-compliance with statutory disposal regulations	<ul style="list-style-type: none"> <li>i. Two of our sites are LEED certified</li> <li>ii. Implementation of robust waste management system incorporating initiatives that ensure hazardous waste management and responsible disposal to ensure adherence with zero waste to landfill program</li> </ul>	Non-compliance with prescribed waste management standards may result in fines and penalties and adversely affect the Company's operating cost structure
Sustainable packaging	Opportunity	Adopting renewable resources and increasing the use of recycled packaging materials helps reduce reliance on virgin inputs, supporting more sustainable use of natural resources	<ul style="list-style-type: none"> <li>i. Transition towards renewable materials reduces the waste going to landfill</li> <li>ii. Increasing usage of reused materials has reduced the dependency on virgin materials</li> <li>iii. This has an ability to implement a circular economy within the Company</li> </ul>	Switching to sustainable packaging has enhanced circular economy and helped reduce overall carbon footprint of the Company

## Section B: Management and Process Disclosures

The National Guidelines for Responsible Business Conduct (NGRBC) as prescribed by the Ministry of Corporate Affairs (MCA) advocates nine principles referred as P1-P9. Through the existence of various policies and procedures, Colgate-Palmolive (India) Limited aims to provide robust governance around the given nine NGRBC Principles and Core Elements.

### PRINCIPLE 1

Businesses should conduct and govern themselves with integrity, and in a manner that is ethical, transparent, and accountable

### PRINCIPLE 2

Businesses should provide goods and services in a manner that is sustainable and safe

### PRINCIPLE 3

Businesses should respect and promote the wellbeing of all employees, including those in their value chain

### PRINCIPLE 4

Businesses should respect the interests of and be responsive to all its stakeholders

### PRINCIPLE 5

Businesses should respect and promote human rights

### PRINCIPLE 6

Businesses should respect and make efforts to protect and restore the environment

### PRINCIPLE 7

Businesses when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

### PRINCIPLE 8

Businesses should promote inclusive growth and equitable development

### PRINCIPLE 9

Businesses should engage with and provide value to their consumers in a responsible manner

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core Elements.

Disclosures	P	P	P	P	P	P	P	P	
	1	2	3	4	5	6	7	8	
	Ethics & Transparency	Product Responsibility	Human Resources	Stakeholders Engagement	Respect for Human Rights	Responsible Manufacturing	Public Policy Advocacy	Inclusive Growth	Customer Engagement
<b>Policy and Management Processes</b>									
1. a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
b. Has the policy been approved by the Board? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
c. Web Link of the Policies, if available	Colgate-Palmolive (India) Limited's sustainability policies can be accessed at: <a href="https://www.colgatepalmolive.com/en-us/sustainability">https://www.colgatepalmolive.com/en-us/sustainability</a>								
2. Whether the Company has translated the policy into procedures. (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3. Do the enlisted policies extend to the Company's value chain partners? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4. Name of the national and international codes/ certifications/ labels/ standards (e.g., Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustee) standards (e.g., SA 8000, OHSAS, ISO, BIS) adopted by the Company and mapped to each principle.	Colgate-Palmolive (India) has developed Environment, Health and Safety standards in line with OHSAS and EPA for all the owned manufacturing sites. All the sites continue to be TRUE® certified for Zero Waste to landfill (Platinum level) by the Green Business Certification Inc. Additionally, the manufacturing site in Sri City is ISO 9000 certified. Sanand and Sri City Phase 1 & 2 are LEED - Gold certified sites.								
5. Specific commitments, goals and targets set by the Company with defined timelines, if any.	The Company has defined 2030 Sustainability & Social Impact Strategy which has specific goals and targets covering aspects of the nine principles. For more information, please refer to Page No. 42 Sustainability & Social Impact Strategy' section of this report								
6. Performance of the Company against the specific commitments, goals, and targets along with reasons, in case the same are not met.	Please refer to Page No. 42 Sustainability & Social Impact Strategy' section of this Report.								
<b>Governance, leadership and oversight</b>									
7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)	I am pleased to present our fifth edition of Business Responsibility and Sustainability Report (BRSR), which showcases our ESG progress and empowers stakeholders to make informed decisions. For more information please refer to Page No. 42 of the Annual and ESG Report for FY 2025-26.								
8. Details of the highest authority responsible for the implementation and oversight of the Business Responsibility policy (ies).	<p style="text-align: center;"><b>Name:</b> Ms. Prabha Narasimhan</p> <p style="text-align: center;"><b>Designation:</b> Managing Director and Chief Executive Officer</p> <p style="text-align: center;"><b>DIN:</b> 08822860</p>								
9. Does the entity have a specified Committee of the Board/ Director responsible for decision-making on sustainability-related issues? (Yes / No). If yes, provide details.	Yes, the Company has formed an ESG & Corporate Social Responsibility Committee which is responsible for the decision-making on sustainability-related issues. For more details on the ECC please refer to the 'ESG-Our Governance Approach' section of the Annual and ESG Report for FY 2025-26.								



10. a) Performance against above policies and follow up action

b) Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances.

Subject for Review	Indicate whether review was undertaken by Director/Committee of the Board/ Any other Committee									Frequency (Annually/Half-yearly/Quarterly/ Any other-please specify)								
	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	
	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
Performance against above policies and follow up action	The policies are reviewed internally on a periodic basis.																	
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances	Colgate-Palmolive (India) Limited is in compliance with all applicable statutory requirements.																	

Governance, leadership and oversight

Particulars	P1	P2	P3	P4	P5	P6	P7	P8	P9
11. Has the entity carried out independent assessment/evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.	The policies are assessed / evaluated internally by local and global team periodically. No independent assessment/evaluation review is conducted through external partners.								

12. If the answer to question (1) above is "No" i.e., not all Principles are covered by a policy, reasons to be stated

Particulars	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the principles material to its business (Yes/No)	N.A.								
The entity is not a stage where it is in position to formulate and implement the policies on specific principles (Yes/No)									
The entity does not have the financial or/human and technical resources available for the task (Yes/No)									
It is planned to be done in the next financial year (Yes/No)									
Any other reason (please specify)									

## Section C: Principle Wise Performance Disclosure

**PRINCIPLE 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent, and Accountable**

### Essential Indicators

**1. Percentage coverage by training and awareness programmes on any of the principles during the financial year:**

Segment	Total number of training and awareness programmes held	Topics / principles covered under the training and its impact	% age of persons in respective category covered by the awareness programs
Board of Directors	18	Principles covered include safe and sustainable provision of goods, employee well-being, human rights, stakeholder inclusion, environment stewardship, equitable and inclusive growth.	100%
Key Managerial Personnel	22	Curated training programs covering wide gamut of topics such as safe and sustainable provision of goods, employee well-being, stakeholder inclusion, environment stewardship, equitable and inclusive growth, Code of Conduct, anti-bribery and corruption, human rights and prevention of sexual harassment (POSH).	100%
Employees other than BoD and KMPs	5	Curated training programs covering wide gamut of topics such as Code of Conduct, anti-bribery and corruption, human rights and prevention of sexual harassment (POSH).	100%
Workers	4	Training and awareness programs conducted on human rights, Minimum Safe Behavior, Plant Floor Operator Micro Awareness and Code of Conduct.	100%

**2. Details of fines/penalties/punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format**

Particulars	Monetary				Has an appeal been preferred? (Yes/No)
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (in ₹)	Brief of the Case	
Penalty/Fine	1	Chhattisgarh VAT authority	7,11,042	Payment made on completion of VAT assessment	No
	1	Uttarakhand GST authority	20,000	Payment made on completion of GST assessment	No
	1	Kerala GST authority	20,000	Payment made on completion of GST assessment	No
	1	Tamil Nadu GST authority	206	Payment made on completion of GST assessment	No
	1	Gujarat GST authority	72,894	Payment made on completion of GST assessment	No
	1	Maharashtra GST authority	2,21,684	Payment made on completion of GST assessment	No
	1	Gujarat GST authority	40,000	Payment made on completion of GST assessment	No



Monetary					
Particulars	NGRBC Principle	Name of the regulatory/enforcement agencies/judicial institutions	Amount (in ₹)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Settlement	Nil	Nil	Nil	Nil	Nil
Compounding fee	1	Legal Metrology dept, Sultanpur, UP	50,000	Payment made on completion of legal assessment	No

Note: None of these penalties were material in terms of the requirements of SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015.

Non-Monetary					
Particulars	NGRBC Principle	Name of the regulatory/enforcement agencies/judicial institutions	Amount (in ₹)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Imprisonment			Nil		
Punishment			Nil		

3. Of the instances disclosed in Question 2 above, details of the Appeal/ Revision are preferred in cases where monetary or non-monetary action has been appealed.

Case Details	Name of the regulatory/enforcement agencies/judicial institutions
Nil	Nil

4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web link to the policy.

Yes, Colgate-Palmolive (India) Limited has an anti-bribery policy which recognizes and adheres to the local anti-bribery laws in all the countries where it does business. Through the policy, the Company prohibits its employees and any third parties acting on its behalf or in connection with the business, from offering anything of value, either directly or indirectly, to any government officials or private individuals/parties with the aim of achieving prompt service or business advantage.

The policy reflects Colgate-Palmolive (India) Limited's ethos of maintaining high ethical standards and regular compliance with all applicable laws. The Company ensures strict adherence by its people and provides them online training on the policy, its expectations and reporting mechanism on an annual basis. Colgate-Palmolive (India) Limited expects all third parties to reinforce compliance of anti-bribery policy among their employees and subcontractors. Colgate-Palmolive (India) Limited has a robust anti-bribery due diligence process for its vendors, suppliers and other stakeholders dealing with any Government or statutory authorities on behalf of the Company, in accordance with its anti-bribery policy. The Company has a zero tolerance for any breach of its policy. Failure to comply with any listed anti-bribery laws can lead to termination of employment or business relationship.

To know further, the policy can be accessed at <https://www.colgatepalmolive.com/en-us/who-we-are/our-policies#tabs-47c50ef4b5-item-2f20798ce2-tab>

5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:

Particulars	FY 2025-26	FY 2024-25
Directors	Nil	Nil
KMPs		
Employees		
Workers		

**6. Details of complaints with regard to conflict of interest:**

Particulars	FY 2025-26		FY 2024-25	
	Number of complaints received in relation to issues of Conflict of Interest of the Directors	Nil	-	Nil
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	Nil	-	Nil	-

**7. Provide details of any corrective action taken or underway on issues related to fines/penalties/action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest: N.A.****8. Number of days of accounts payables (Accounts payable \*365) / Cost of goods/services procured) in the following format:**

Particulars	FY 2025-26	FY 2024-25
	Number of days of accounts payables	138

**9. Open-ness of business**

Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along with loans and advances & investments, with related parties, in the following format:

Parameter	Metrics	FY 2025-26	FY 2024-25
Concentration of Purchases	a. Purchases from trading houses as % of total purchases	1.07%	1.19%
	b. Number of trading houses where purchases are made from	9	9
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	100.00%	100.00%
Concentration of Sales	a. Sales to dealers / distributors as % of total sales	67.14%	70.78%
	b. Number of dealers / distributors to whom sales are made	2,353	2,281
	c. Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	4.48%	5.04%
Shares of RPTs in	a. Purchases (Purchases with related parties / Total Purchases)	6.98%	4.30%
	b. Sales (Sales to related parties / Total Sales)	3.04%	2.97%
	c. Loans & advances (Loans & advances given to related parties / Total loans & advances)	N.A.	N.A.
	d. Investments (Investments in related parties / Total Investments made)	N.A.	N.A.

**PRINCIPLE 1:****Leadership Indicators****1. Awareness programs conducted for value chain partners on any of the principles during the financial year:**

Total number of awareness programs held	Topics / principles covered in the training	% age of value chain partners covered (by the value of business done with such partners) under the awareness programs
Nil		N.A.

**2. Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board?**

Yes, Directors do not participate in agenda items at the Board/ Committee Meetings in which they are interested or deemed to be interested party. Disclosures are also made by Directors regarding their Directorship/Committeeship/ Shareholding/Association on a timely basis.



**PRINCIPLE 2: Businesses should provide goods and services in a manner that is sustainable and safe**

**Essential Indicators**

- Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively:**

Particulars	FY 2025-26	FY 2024-25	Details of improvements in environmental and social impacts
R&D	-	24.70%	R&D expenses have been reported as nil considering bill out to Colgate-Palmolive Company, U.S.A. However, the installation of the Liyuan Mixer has significantly reduced product wastage and incineration levels, while the ETP upgrade has enhanced effluent treatment efficiency and strengthened PCB compliance.
Capex	17.30%	-	

- Does the entity have procedures in place for sustainable sourcing?**

Yes, Colgate-Palmolive (India) Limited has procedures in place for sustainable sourcing. The Company selects its suppliers through strictly laid down procedures and engages with them according to the business standards described in the Third-Party Code of Conduct. In 2012, the Company launched 4-pillar audit and risk assessment tools.

Under "SUSTAINABLE SOURCING PROGRAMS", Colgate is running two programs which helps us in identifying such Gaps. The names of these two Programs are as under:

- Supplier Responsible Sourcing Assessment Program (SRSA)
- Enhanced Supplier Management (ESM) Program.

Both these programs are well structured & Colgate doesn't work with suppliers if the Risk is very significant.

- If yes, what percentage of inputs were sourced sustainably?**

100% of the inputs sourced from assessed suppliers (94 suppliers contributing to 82% of the spends) were sourced sustainably.

- Describe the processes in place to safely reclaim your products for reusing, recycling, and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.**

- Plastics (including packaging)**

All the pre-consumer plastic waste generated at the manufacturing site is sent for responsible recycling through an authorized waste handler only. The Company has partnered with authorized waste management service providers for responsible collection, sorting, and recycling/co-processing of the uncontaminated post-consumer plastic packaging.

- E-waste**

The Company disposes all e-waste through a government approved e-waste recycler.

- Hazardous waste**

Each type of hazardous waste is disposed off, in line with the stipulated guidelines through authorized vendors and requisite Annual returns are filed with respective State Pollution Control Board.

- Other waste**

All the plants (4 manufacturing sites) and head office generate more of non-hazardous waste (including plastic waste, paper waste, metal waste, etc.) and majority of which is segregated at the source and sent for responsible recycling or co-processing.

#### 4. Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes/ No).

- If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards?
- If not, provide steps taken to address the same.

Yes, Colgate–Palmolive (India) is registered as 'Brand Owner' with the Central Pollution Control Board (CPCB) and the EPR activities are managed centrally. The Company has partnered with four Waste Management Agencies (WMAs) to collect all the Post Consumer Multi Layered Plastics (MLPs) generated from sale of products. The Company has achieved plastic positivity in FY 2025–26 by collecting ~101% of the Category I, II and III\* type of plastic that was introduced in the market.

\* Category – I refers to Rigid plastic packaging, Category-II refers to flexible plastic packaging of single layer or multilayer (more than one layer with different types of plastic) and Category-III refers to multilayered plastic packaging (at least one layer of plastic and at least one layer of material other than plastic)

## PRINCIPLE 2:

### Leadership Indicators

1. Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?

NIC Code	Name of Product/ Service	% of total turnover contributed	Boundary for which the life cycle perspective/ Assessment was conducted	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No) If yes, provide the web-link
N.A.					

2. If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same:

Name of product/service	Description of the risk/concern	Action taken
N.A.		

3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).

Indicate input material	Recycled or re-used input material to total material	
	FY 2025–26	FY 2024–25
Recycled PP Material	1.71%	1.05%

Note: Percentages are calculated by volume, not by value.



4. Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format.

Particulars	FY 2025-26			FY 2024-25		
	Re-Used	Recycled	Safely Disposed	Re-Used	Recycled	Safely Disposed
Plastics (including packaging)	-	7,965.58	7,216.69	-	8,013.80	6,784.81
E-waste	-	-	-	-	-	-
Hazardous waste	-	-	-	-	-	-
Other waste	-	-	-	-	-	-

5. Reclaimed products and their packaging materials (as percentage of products sold) for each product category.

Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
Oral care, toothbrushes, and personal care (Plastic Packaging)	100%

**PRINCIPLE 3: Businesses should respect and promote the well-being of all employees, including those in their value chains.**

**Essential Indicators**

1. a. Details of measures for the well-being of employees:

Category	Total (A)	% of employees covered by									
		Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		No. (B)	% (B/A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
<b>Permanent employees</b>											
Male	655	655	100%	655	100%	Nil	-	655	100%	655	100%
Female	220	220	100%	220	100%	220	100%	Nil	-	220	100%
<b>Total</b>	<b>875</b>	<b>875</b>	<b>100%</b>	<b>875</b>	<b>100%</b>	<b>220</b>	<b>25%</b>	<b>655</b>	<b>75%</b>	<b>875</b>	<b>100%</b>
<b>Other than permanent employees</b>											
Male	1,094	1,094	100%	1,094	100%	Nil	-	Nil	-	Nil	-
Female	737	737	100%	737	100%	737	100%	Nil	-	Nil	-
<b>Total</b>	<b>1,831</b>	<b>1,831</b>	<b>100%</b>	<b>1,831</b>	<b>100%</b>	<b>737</b>	<b>40%</b>	<b>Nil</b>	<b>-</b>	<b>Nil</b>	<b>-</b>

b. Details of measures for the well-being of workers:

Category	Total (A)	% of workers covered by									
		Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		No. (B)	% (B/A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
<b>Permanent workers</b>											
Male	1,335	1,335	100%	1,335	100%	Nil	-	1,076	81%	Nil	-
Female	66	66	100%	66	100%	66	100%	Nil	-	66	100%
<b>Total</b>	<b>1,401</b>	<b>1,401</b>	<b>100%</b>	<b>1,401</b>	<b>100%</b>	<b>66</b>	<b>5%</b>	<b>1,076</b>	<b>77%</b>	<b>66</b>	<b>5%</b>
<b>Other than permanent workers</b>											
Male	800	721	90%	800	100%	Nil	-	104	13%	Nil	-
Female	220	187	85%	220	100%	220	100%	Nil	-	193	88%
<b>Total</b>	<b>1,020</b>	<b>908</b>	<b>89%</b>	<b>1,020</b>	<b>100%</b>	<b>220</b>	<b>22%</b>	<b>104</b>	<b>10%</b>	<b>193</b>	<b>19%</b>

- c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format -

Particulars	FY 2025-26	FY 2024-25
Cost incurred on well-being measures as a % of total revenue of the company	0.18%	0.16%

## 2. Details of retirement benefits, for the Current Financial Year and Previous Financial Year.

Benefits	FY 2025-26			FY 2024-25		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100%	100%	Yes	100%	100%	Yes
Gratuity	100%	100%	N.A.	100%	100%	N.A.
ESI	-	3.64%	Yes	-	8.25%	Yes
Other: Life Insurance/ Death Benefits	100%	100%	N.A.	100%	100%	N.A.

## 3. Accessibility of workplaces

**Are the premises/ offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016?**

Yes, the Company's DE&I Council partnered with key agencies to conduct PwD job mapping as well as facility access audit to facilitate a comfortable work environment for all and made locations accessible.

## 4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web- link to the policy.

Yes, the Company has an equal opportunity policy which fosters an environment where all our people feel like they can learn, contribute and grow. It is the policy and practice of Colgate-Palmolive (India) Limited to comply with all applicable fair employment practices in line with Right of Persons with Disabilities Act, 2016. The Company does not indulge in discrimination of any employee or applicant for employment on the basis of race, color, religion, sex, national origin, ethnicity, age, disability, veteran status, marital status, sexual orientation, gender identity, or any other characteristic protected by law.

The policy document can be accessed at the following weblink - <https://www.colgatepalmolive.com/en-us/who-we-are/our-policies/equal-opportunity-employer-info>

## 5. Return to work and retention rates of permanent employees and workers who took parental leave.

Particulars	Permanent Employees		Permanent Workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	100%	71%	-	-
Female	100%	50%	100%	100%
<b>Total</b>	<b>100%</b>	<b>69%</b>	<b>100%</b>	<b>100%</b>



6. Is there a mechanism available to receive and redress grievances for the following categories of employees and workers?

Particulars	Yes/No	(If yes, then give details of the mechanism in brief)
Permanent Workers	Yes	Colgate-Palmolive (India) believes in ensuring a strong connect with all its employees and addressing their issues in a timely manner through regular one-on-one connects. All employees can also utilize the HR Chatbot which is available 24X7 to answer queries. The Company also encourages all employees and workers to raise concerns and feedback through key forums, like the quarterly townhall, my voice etc. where they can interact with the leadership team and get answers to their concerns and queries. Global Ethics and Compliance helpline is implemented for employees to report concerns. The case once raised is assessed by a trained investigator and basis that a timely and fair resolution is provided. Colgate-Palmolive (India) further has a zero-retaliation policy in order to ensure zero adverse actions against the complainant. For workers, plant lead or the Human Resource lead is the nodal point of contact to clarify questions and raise concerns.
Other than Permanent Workers	Yes	
Permanent Employees	Yes	
Other than Permanent Employees	Yes	

7. Membership of employees and worker in association(s) or Unions recognized by the listed entity:

Category	FY 2025-26			FY 2024-25		
	Total employees / workers in respective category (A)	No. of employees/ workers in respective category, who are part of association(s) or Union (B)	% (B/A)	Total employees/ workers in respective category (C)	No. of employees/ workers in respective category, who are part of association(s) or Union (D)	% (D/C)
<b>Total Permanent Employees</b>	875	Nil	-	816	Nil	-
Male	655	Nil	-	601	Nil	-
Female	220	Nil	-	215	Nil	-
<b>Total Permanent Workers</b>	1,401	387	28%	1,382	388	28%
Male	1,335	387	29%	1,328	388	29%
Female	66	Nil	-	54	Nil	-

8. Details of training given to employees and workers:

Category	FY 2025-26					FY 2024-25				
	Total (A)	On health and safety measures		On Skill Upgradation		Total (D)	On health and safety measures		On Skill Upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
<b>Employees</b>										
Male	655	655	100%	655	100%	601	601	100%	601	100%
Female	220	220	100%	220	100%	215	215	100%	215	100%
<b>Total Permanent Employees</b>	875	875	100%	875	100%	816	816	100%	816	100%
<b>Workers</b>										
Male	1,335	1,335	100%	1,335	100%	1,328	1,328	100%	1,328	100%
Female	66	66	100%	66	100%	54	54	100%	54	100%
<b>Total Permanent Workers</b>	1,401	1,401	100%	1,401	100%	1,382	1,382	100%	1,382	100%

## 9. Details of performance and career development reviews of employees and worker

Benefits	FY 2025-26			FY 2024-25		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
<b>Employees</b>						
Male	655	655	100%	601	601	100%
Female	220	220	100%	215	215	100%
<b>Total</b>	<b>875</b>	<b>875</b>	<b>100%</b>	<b>816</b>	<b>816</b>	<b>100%</b>
<b>Workers</b>						
Male	1,335	948	71%	1,328	940	71%
Female	66	66	100%	54	54	100%
<b>Total</b>	<b>1,401</b>	<b>1,014</b>	<b>72%</b>	<b>1,382</b>	<b>994</b>	<b>72%</b>

## 10. Health and safety management system:

<p><b>a. Whether an occupational health and safety management system has been implemented by the entity? If yes, the coverage such system?</b></p>	<p>Yes, Colgate-Palmolive (India) Ltd has a robust Program to manage occupational health and safety management systems which are implemented and constantly reviewed in accordance with regulations, and global internal standards. These programs ensure Human and Organizational Performance (HOP) minimum safety behaviour/ foundational safety expectations, sound occupational health, visible leadership, performance recognition initiatives, labour practices, regulatory requirements and compliances, inspections and self-assessments, audits (internal &amp; external) and employee engagement.</p>
<p><b>b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?</b></p>	<p>The Company follows a forward-looking approach to risk management, focusing on the identification, mitigation, and elimination of potential safety hazards. Comprehensive procedures are in place across facilities to address risks associated with work practices, equipment, behavior, and processes, encompassing routine as well as non-routine tasks. Periodic risk assessments and job hazard analyses are undertaken to evaluate current and emerging risks, including chemical, mechanical, and ergonomic hazards.</p>
<p><b>c. Whether you have processes for workers to report work-related hazards and to remove themselves from such risks.</b></p>	<p>Yes, all employees, visitors and contractors are encouraged to report situations, behaviours, and conditions that are perceived to be of risk or have hazardous elements. Such situations can be brought to notice through both formal and informal processes. The Company has also implemented several programs which require employees to report "unsafe conditions and unsafe behaviour".</p>
<p><b>d. Do the employees/ workers of the entity have access to non-occupational medical and healthcare services?</b></p>	<p>Yes, the Company has a medical officer/physician visiting the plant or tie-up with nearby hospitals where each and every employee can consult the doctor for all non-occupational medical illnesses experienced during working hours. All employees are also covered under a medical insurance.</p>

## 11 Details of safety related incidents, in the following format:

Safety Incident/Number	Category	FY 2025-26	FY 2024-25
<b>Lost Time Injury Frequency Rate (LTIFR)</b> (per one million-person hours worked)	Employees	Nil	Nil
	Workers	Nil	0.22
<b>Total recordable work-related injuries</b>	Employees	1	Nil
	Workers	1	3
<b>No. of fatalities</b>	Employees	Nil	Nil
	Workers	Nil	Nil
<b>High consequence work-related injury or ill-health</b> (excluding fatalities)	Employees	Nil	Nil
	Workers	Nil	Nil



**12. Describe the measures taken by the entity to ensure a safe and healthy workplace.**

Colgate-Palmolive (India) has laid down Environment Health and Safety Standard Operating Procedures (SOPs) highlighting the roles and responsibilities of individuals, groups, and committees along with dos and don'ts. Regular job hazard analysis is performed along with other safety related risk assessment exercises to identify potential safety challenges. Internal and external safety audits are carried out as planned to ensure compliance, identify areas of improvement, and implement appropriate actions, as required to strengthen the safety measures at the workplace. The Company engages and communicates all EHS expectations through periodic trainings.

**13. Number of Complaints on the following made by employees and workers.**

Particulars	FY 2025-2026			FY 2024-2025		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	Nil	Nil	-	Nil	Nil	-
Health & Safety	Nil	Nil	-	Nil	Nil	-

**14. Assessments for the year.**

Particulars	Percentage of your plants and offices that were assessed (by entity or statutory authorities or third parties) (%)
Health and safety practices	80%*
Working Conditions	80%*

\*100% of the manufacturing facilities underwent an assessment for the working conditions and health and safety practices

**15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.**

The Company has robust systems in place to proactively address any actual or potential concerns which have the ability to cause an adverse impact. Colgate-Palmolive (India) Limited has a dedicated process to identify unsafe work conditions and behaviour. The Company encourages its employees and workers to report near miss incidents, all first aid cases, recordable accidents, and other work-related illness openly and in a timely manner. These complaints (if any) are thoroughly investigated using tools like root cause analysis to gauge the level and intensity of the concern. Based on the findings, appropriate forward action plan is prepared. As a good practice, the Company focuses on timely closure of the gaps with appropriate actions and follow ups. Colgate Palmolive (India) takes a step further to systematically close all the identified gaps.

**PRINCIPLE 3**

**Leadership Indicators**

**1. Does the entity extend any life insurance or any compensatory package in the event of death of: (Y/N)?**

A) Employees	Yes
B) Workers	Yes

**2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners:**

All our key suppliers undergo routine assessments where compliance with statutory dues is tracked. Currently, there are no pending complaints of statutory dues not being paid by the suppliers as corroborated by the assessment done by an independent third-party audit agency.

3. Provide the number of employees/workers having suffered high consequence work-related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment.

Particulars	Total no. of affected employees/ workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2025-26	FY 2024-25	FY 2025-26	FY 2024-25
	Employees	Nil	Nil	Nil
Workers	Nil	Nil	Nil	Nil

4. Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment?

Yes, the Company has associated with a leading counseling partner (SilverOak) to provide employee assistance. This can be availed by employees who are close to retirement so that they can get help and tips on how to manage their post retirement life. We also provide outplacement services to employees on a case to case basis as well as retirement benefits to retirees.

5. Details on assessment of value chain partners

Particulars	% of value chain partners (by value of business done with such partners) that were assessed (%)
Health and Safety Practices	94 suppliers which contribute to 82.5% of the spends
Working Conditions	

6. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from assessments of Health and safety practices and working conditions of value chain partners.

Based on SEDEX assessment, a detailed action plan is currently being sought from all the respective suppliers in a timely manner. The Company diligently tracks actions and publishes corresponding reports to ensure 100% adherence.

#### PRINCIPLE 4: Businesses should respect the interests of and be responsive to all its stakeholders

##### Essential Indicators

1. Describe the processes for identifying key stakeholder groups of the entity.

Colgate-Palmolive (India) is committed to collaborative growth and sustainable value creation for all its stakeholders. The Company engages regularly and extensively with stakeholders to understand their concerns, complaints, and suggestions, and integrates this feedback into its decision-making processes. Stakeholder groups are identified based on the impact they have on the Company and the impact the Company has on them. Once identified, these groups are further prioritized according to their criticality to the business, considering their level of influence, the Company's responsibility towards them, and their degree of dependence on the Company.



2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.

Stakeholder group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others - please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Shareholders	No	Newsletters, letters, newspaper publications, emails, annual reports, website and stock exchanges	Quarterly and Annually	Communication on financial performance, business strategy and any other material information
Employees	No	Email, townhall, departmental meetings, conferences	Monthly and Quarterly	Communicate on occupational health and safety, human rights, new products, Company strategy, policy changes, among others
Contractual workers	Yes	Meetings and Notice board	Monthly	Communication on materials, services, pricing and commodities' trends
Vendors and suppliers	No <i>(However, we do have certain MSME supply partners)</i>	Emails and meetings	Monthly	Communication on new launches, schemes and retailer engagement programs
Retailers	No	SMS, Newspaper, advertisements, pamphlets	Monthly	Understand challenges, testimonials and scope for improvements
Communities	Yes <i>(Tribal, rural, women, low economic groups)</i>	NGO networks, Community meetings and focus group discussions	Quarterly	Understand challenges, testimonials and scope for improvements
NGOs	No	Review meetings reports and sharing impact stories	Quarterly	Understand challenges, testimonials and scope for improvements

**PRINCIPLE 4**

**Leadership indicators**

1. Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board?

The Company firmly believes that stakeholder engagement is critical for building long-term relationships and identifying potential risks and opportunities. Colgate-Palmolive (India) Limited has established various channels to engage with the identified stakeholders on issues pertaining to Economic, Environmental, and Social topics. The relevant information is shared with the board level ESG and Corporate Social Responsibility Committee (ECC) on a regular basis. The Committee is responsible for recognizing and addressing all ESG risks and impacts, reviewing policies to improve processes and accelerating communication channels to balance the interests of key stakeholders.

**2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topics. Yes**

**If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into the Policies and activities of the entity.**

The stakeholder consultation and materiality assessment exercise is leveraged to identify the impacts of business activities, operations and external environment on the economy, environment and stakeholders. It enables the Company to enhance its understanding of various impacts and their influence over Colgate-Palmolive (India) Limited's value-creation business model. The materiality assessment, guided by the GRI 2021 standards, is a systematic 5-step approach that provides a holistic overview of prioritized material topics and reflects the Company's efforts to ensure stakeholder inclusivity in decision-making.

For more details, please refer 'Stakeholder-inclusive Materiality Assessment' section of the Annual and ESG Report for FY 2025-26.

**3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/marginalized stakeholder groups.**

All CSR Projects/initiatives are implemented based on local need assessments, interventions are planned in alignment with local govt bodies, panchayats and communities, to avoid risks and gain partnerships. Also community contributions in the form of planning, labour, nominal charges on infrastructure maintenance are done in the programs to build ownership. If program scope provides for training local communities, than it is designed and implemented accordingly, this spreads positive sentiment for our programs.

**PRINCIPLE 5: Businesses should respect and promote human rights**

**Essential Indicators**

**1. Employees and workers who have been provided training on human rights issues and policy (ies) of the entity, in the following format:**

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. of employees/ workers covered (B)	% (B/A)	Total (C)	No. of employees/ workers covered (D)	% (D/C)
<b>Employees</b>						
Permanent	875	875	100%	816	816	100%
Other than permanent	1,831	1,831	100%	1,707	1,707	100%
<b>Total Employees</b>	<b>2,706</b>	<b>2,706</b>	<b>100%</b>	<b>2,523</b>	<b>2,523</b>	<b>100%</b>
<b>Workers</b>						
Permanent	1,401	1,401	100%	1,382	1,382	100%
Other than permanent	1,020	1,020	100%	1,164	1,164	100%
<b>Total Workers</b>	<b>2,421</b>	<b>2,421</b>	<b>100%</b>	<b>2,546</b>	<b>2,546</b>	<b>100%</b>

**2. Details of minimum wages paid to employees and workers, in the following format:**

Category	FY 2025-26					FY 2024-25				
	Total (A)	Equal to minimum wage		More than minimum wage		Total (D)	Equal to minimum wage		More than minimum wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
<b>Permanent employees</b>										
Male	655	Nil	-	655	100%	601	Nil	-	601	100%
Female	220	Nil	-	220	100%	215	Nil	-	215	100%
<b>Total</b>	<b>875</b>	<b>Nil</b>	<b>-</b>	<b>875</b>	<b>100%</b>	<b>816</b>	<b>Nil</b>	<b>-</b>	<b>816</b>	<b>100%</b>



2. Details of minimum wages paid to employees and workers, in the following format (cont.):

Category	FY 2025-26					FY 2024-25				
	Total (A)	Equal to minimum wage		More than minimum wage		Total (D)	Equal to minimum wage		More than minimum wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
<b>Other than permanent employees</b>										
Male	1,094	Nil	-	1,094	100%	1,009	Nil	-	1,009	100%
Female	737	Nil	-	737	100%	698	Nil	-	698	100%
<b>Total</b>	<b>1,831</b>	<b>Nil</b>	<b>-</b>	<b>1,831</b>	<b>100%</b>	<b>1,707</b>	<b>Nil</b>	<b>-</b>	<b>1,707</b>	<b>100%</b>
<b>Permanent workers</b>										
Male	1,335	Nil	-	1,335	100%	1,328	Nil	-	1,328	100%
Female	66	Nil	-	66	100%	54	Nil	-	54	100%
<b>Total</b>	<b>1,401</b>	<b>Nil</b>	<b>-</b>	<b>1,401</b>	<b>100%</b>	<b>1,382</b>	<b>Nil</b>	<b>-</b>	<b>1,382</b>	<b>100%</b>
<b>Other than permanent workers</b>										
Male	800	110	14.00%	690	86.25%	929	218	23.47%	711	76.53%
Female	220	6	3.00%	214	97.27%	235	19	8.09%	216	91.91%
<b>Total</b>	<b>1,020</b>	<b>116</b>	<b>11.00%</b>	<b>904</b>	<b>88.63%</b>	<b>1,164</b>	<b>237</b>	<b>20.36%</b>	<b>927</b>	<b>79.64%</b>

3. Details of remuneration/salary/wages

a. Median remuneration/wages:

Particulars	Male		Female	
	Number	Median remuneration/salary/wages of respective category (₹)	Number	Median remuneration/salary/wages of respective category (₹)
<b>Board of Directors (BoD)*</b>	1	5,95,69,984	1	12,91,16,927
<b>Key Managerial Personnel (KMP)</b>	2	3,25,55,111	1	12,91,16,927
<b>Employees other than BoD and KMP</b>	653	20,73,846	219	20,92,439
<b>Workers</b>	1,335	7,18,128	66	3,36,241

\*Only the BoD on the Company's payroll are considered.

Note: Mr. Surender Sharma ceased to be the Whole-time Director and Company Secretary effective close of business hours on October 27, 2025. Mr. Jaikishan Shah was appointed as the Company Secretary and Compliance Officer of the Company, effective November 26, 2025.

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

Particulars	FY 2025-26	FY 2024-25
Gross wages paid to females as % of total wages	20.30%	22.12%

4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or Contributed to by the business?

Yes, the Company has instituted a robust and efficient grievance mechanism with a defined escalation matrix. At the apex, we have the Leadership Team, comprising of functional heads, which ensures efficacious oversight of human rights compliance.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

Colgate-Palmolive (India) Limited encourages all employees to raise concerns and report any situation which they deem is in contravention to the Code of Conduct or the law. Diverse formal and informal channels such as dedicated email, web tool, internal helpline are available to report potential incidents to the Manager, Human Resources, Global Ethics and Compliance or the Global Legal Organization.

Additionally, manufacturing facilities are equipped with employee engagement initiatives and platforms such as workers committee meetings which encourage employees and workers to share ideas, grievances through plant performance reviews and suggestion schemes including employee welfare.

Colgate-Palmolive (India) Limited has Internal Committees (IC) which overlook Prevention of Sexual Harassment at Head Office, All plants and branches. Any case that is raised is thoroughly and confidentially investigated. If found guilty, appropriate action is taken against the accused.

**6. Number of Complaints on the following made by employees and workers:**

Category	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	6	1	One pending complaint as on March 31, 2026 was resolved as on the date of this Report	4	Nil	Complaints resolved & awareness session conducted
Discrimination at workplace	3	Nil	-	Nil	N.A.	-
Child Labour	Nil	N.A.	-	Nil	N.A.	-
Forced Labour / Involuntary Labour	Nil	N.A.	-	Nil	N.A.	-
Wages	Nil	N.A.	-	Nil	N.A.	-
Other human rights related issues	Nil	N.A.	-	Nil	N.A.	-

**7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:**

Particulars	FY 2025-26	FY 2024-25
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	6	4
Complaints on POSH as a % of female employees / workers	2.10%	1.49%
Complaints on POSH upheld	5	4

Note: Considering non-permanent/contractual female staff, the % for FY 2025-26 would be 0.48%. The FY 2024-25 data has been restated for consistency with the revised methodology.

**8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.**

Colgate-Palmolive (India) Limited upholds the values of trust, transparency and respect across all internal and external interactions. The Company safeguards the privacy of all discrimination and harassment cases through a stringent zero-retaliation policy which ensures no adverse action is taken against an individual for complaining, reporting, participating or assisting in an investigation. We strongly believe that individuals should be able to raise concerns without the fear of retaliation. Any violations against the policy are investigated by the relevant committee and appropriate remedial action is undertaken. We ensure regular communication to increase awareness regarding ethics and compliance issues, relevant policies and available mechanisms that can be availed to raise concerns on retaliation.

**9. Do human rights requirements form part of your business agreements and contracts?**

Yes, our Human Rights Policy is an integral component of all agreements and contracts that are entered by the Company.



10. Assessments for the year:

Particulars	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child Labour	100%
Forced / involuntary Labour	
Sexual harassment	
Discrimination at workplace	
Wages	

11. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question above.

During the assessment, there were no concerns observed.

**PRINCIPLE 5**

**Leadership Indicators**

1. Details of a business process being modified/introduced as a result of addressing human rights grievances/complaints:

Although no instances were observed that required modification of the existing process, we continually monitor and remain vigilant for any potential need of modification.

2. Details of the scope and coverage of any Human rights due diligence conducted:

Human Rights Due Diligence is carried out for all direct business operations including manufacturing plants, sales branch offices and Head Office. Our due diligence process assesses human rights risks in freedom of association, health & safety, child labor, forced labor, discrimination & harassment, diversity & inclusion and wages & working hours. For suppliers and third-party vendors, Colgate-Palmolive (India) Limited's SRSA program assesses risks across human rights, health and safety, ethics, and legal aspects.

3. Is the premise/office of the entity accessible to differently-abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Yes, the Company has undertaken an access audit to determine level of modifications required for upgrading infrastructure in line with the needs of Person with Disability (PwD) individuals. In certain locations of Colgate-Palmolive (India) Limited, office premises and infrastructure continues to modify to enable a comfortable working environment for differently abled visitors and employees.

4. Details on assessment of value chain partners.

Particulars	% of value chain partners (by value of business done with such partners) that were assessed
Sexual harassment	82.5%
Discrimination at workplace	82.5%
Child Labour	82.5%
Forced/ involuntary Labour	82.5%
Wages	82.5%

5. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question above.

Based on SEDEX assessment, a detailed action plan is currently being sought from all the respective suppliers in a timely manner. The Company diligently tracks actions and publishes corresponding reports to ensure 100% adherence.

**PRINCIPLE 6: Businesses should respect and make efforts to protect and restore the environment****Essential Indicators****1. Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format.**

Parameter	Unit	FY 2025-26	FY 2024-25
<b>From Renewable Sources</b>			
Total electricity consumption (A)	GJ	55,098.86	53,195.27
Total fuel consumption (B)	GJ	Nil	Nil
Energy consumption through other sources (C)	GJ	Nil	Nil
<b>Total energy consumed from renewable sources (A+B+C)</b>	<b>GJ</b>	<b>55,098.86</b>	<b>53,195.27</b>
<b>From Non-Renewable Sources</b>			
Total electricity consumption (D)	GJ	1,41,166.19	1,37,420.04
Total fuel consumption (E)	GJ	38,120.58	41,848.56
Energy consumption through other sources (F)	GJ	Nil	Nil
<b>Total energy consumed from Non-renewable sources (D+E+F)</b>	<b>GJ</b>	<b>1,79,286.78</b>	<b>1,79,268.61</b>
<b>Total energy consumed (A+B+C+D+E+F)</b>	<b>GJ</b>	<b>2,34,385.64</b>	<b>2,32,463.88</b>
Energy intensity per rupee of turnover (Total energy consumed / Revenue from operations)	(GJ/ ₹ Lakhs)	0.39	0.39
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed / Revenue from operations adjusted for PPP)	(GJ/million US\$)	78.66	79.05
Energy intensity in terms of physical output	(GJ/tonne of production)	1.77	1.62
Energy intensity (optional) – the relevant metric may be selected by the entity		N.A.	N.A.

The table does not include the attributes of IRECs procured to convert non-renewable to renewable energy, based on RE100 guidelines. After including that, the renewable energy will become 1,18,075.81 GJ, and non-renewable energy will become 1,16,309.83 GJ.

**Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency. (Y/N) If yes, the name of the external agency.** Yes. Assurance was carried out by DNV Business Assurance India Private Limited.

**2. Does the entity have any sites/facilities identified as designated consumers (DCs) under the Performance, Achieve, and Trade (PAT) Scheme of the Government of India? No**

**If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.** Not Applicable

**3. Provide details of the following disclosures related to water, in the following format.**

Parameter	FY 2025-26	FY 2024-25
<b>Water withdrawal by source (in kilolitres)</b>		
(i) Surface water	Nil	Nil
(ii) Ground water	1,02,678.00	1,00,257.00
(iii) Third-party water	1,21,907.00	1,36,861.42
(iv) Seawater / desalinated water	Nil	Nil
(v) Others (Rain water harvested and used)	17,960.20	21,589.80
<b>Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)</b>	<b>2,42,545.20</b>	<b>2,58,708.22</b>
<b>Total volume of water consumption (in kilolitres)</b>	<b>1,98,221.31</b>	<b>2,06,763.22</b>
<b>Water intensity per rupee of turnover (Water consumed/turnover (in ₹ Lakhs))</b>	<b>0.33</b>	<b>0.34</b>
<b>Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP) (KL/million US\$)</b>	<b>66.52</b>	<b>70.31</b>
<b>Water intensity in terms of physical output (Water consumed / tonne of production)</b>	<b>1.50</b>	<b>1.45</b>
<b>Water intensity (optional) the relevant metric may be selected by the entity</b>	<b>N.A.</b>	<b>N.A.</b>



**Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency. (Y/N) If yes, the name of the external agency.** Yes. Assurance was carried out by DNV Business Assurance India Private Limited.

**4. Provide the following details related to water discharged:**

Parameter	FY 2025-26	FY 2024-25
<b>Water discharge by destination and level of treatment (in kilolitres)</b>		
<b>(i) Into Surface Water</b>		
No treatment	Nil	Nil
With treatment ( <i>please specify level of treatment</i> )	Nil	Nil
<b>(ii) To Groundwater</b>		
No treatment	Nil	Nil
With treatment ( <i>please specify level of treatment</i> )	Nil	Nil
<b>(iii) To Seawater</b>		
No treatment	Nil	Nil
With treatment ( <i>please specify level of treatment</i> )	Nil	Nil
<b>(iv) Sent to third-parties</b>		
No treatment	20,389.89	10,986.00
With treatment ( <i>Secondary treatment</i> )	23,934.00	26,160.00
<b>(v) Others (Common Water Treatment Plant)</b>		
No treatment	Nil	14,799.00
With treatment ( <i>Tertiary treatment</i> )	Nil	Nil
<b>Total water discharged (in kilolitres)</b>	<b>44,323.89</b>	<b>51,945.00</b>

**Note: Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency. (Y/N) If yes, the name of the external agency.** Yes. Assurance was carried out by DNV Business Assurance India Private Limited.

**5. Has the entity implemented a mechanism for Zero Liquid Discharge?**

Yes, the manufacturing sites located at Sanand and Goa recycle and reuse 100% of the wastewater generated within the premises. The treated water is used for gardening, toilet flushing, and in utilities.

**If yes, Provide details of its coverage and implementation.**

Two sites (Sanand and Goa) of the Company are covered to showcase its efforts towards ensuring zero liquid discharge outside the site boundary.

The Baddi manufacturing site treats 100% of the wastewater, which is further sent to a common industrial wastewater treatment plant as per the mandatory requirement in its consent to operate.

The Sri City manufacturing site and Head office recycles some water as per the norms stipulated by the local government. The recycled water is used for gardening purposes.

**6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format.**

Parameter	Unit	FY 2025-26	FY 2024-25
NOx	Kg	2,271.71	5,456.70
SOx	Kg	355.99	768.77
Particulate matter (PM)	Kg	2,259.88	2,941.15
Persistent organic pollutants (POP)		Nil	Nil
Volatile organic compounds (VOC)		Nil	Nil
Hazardous air pollutants (HAP)		Nil	Nil
Others (Please specify)		Nil	Nil

**Note: Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency. (Y/N) If yes, name of the external agency.** No.

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format.

Parameter	Unit	FY 2025-26	FY 2024-25
<b>Total Scope 1 emissions</b> (tCO <sub>2</sub> e) (Break-up of the GHG into CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , if available)	Metric tonnes of CO <sub>2</sub> equivalent	2,395.83	2,651.93
<b>Total Scope 2 emissions</b> (tCO <sub>2</sub> e) market-based*	Metric tonnes of CO <sub>2</sub> equivalent	15,420.66	23,048.46
<b>Total Scope 1 and Scope 2 emissions per rupee of turnover</b> (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	(tCO <sub>2</sub> e/ ₹ Lakhs)	0.03	0.04
<b>Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)</b> (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)	(tCO <sub>2</sub> e/million US\$)	5.98	8.74
<b>Total Scope 1 and Scope 2 emission intensity in terms of physical output</b>	(tCO <sub>2</sub> e/tonne of production)	0.13	0.18
<b>Total Scope 1 and Scope 2 emission intensity (optional)</b> the relevant metric may be selected by the entity		N.A.	N.A.

\*Scope 2 emissions have been updated from location-based to market-based as Colgate-Palmolive (India) Ltd has purchased iRECs as part of its GHG emissions reduction initiative.

**Note: Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency. (Y/N) If yes, name of the external agency.** Yes. Assurance was carried out by DNV Business Assurance India Private Limited.

8. Does the entity have any project related to reducing Green House Gas emissions?

In addition to CNG piped gas at Goa and Sanand sites, Baddi site also started using CNG piped gas, to further reduce CO<sub>2</sub> emission. Sricity and Sanand sites have onsite Solar power generating plants. All the sites use environment-friendly refrigerants. The Company ensures that all new machines and equipment are energy efficient and has replaced old equipment with energy efficient equipment thereby optimizing energy usage and strives to reduce the carbon footprint of the product.

9. Provide details related to waste management by the entity, in the following format.

Parameter	FY 2025-26	FY 2024-25
<b>Total Waste generated (in metric tonnes)</b>		
Plastic waste (A)	3,127.76	2,810.92
E-waste (B)	5.30	3.87
Bio-medical waste (C)	9.83	9.68
Construction and demolition waste (D)	631.61	0.46
Battery waste (E)	15.92	14.67
Radioactive waste (F)	Nil	Nil
Other Hazardous waste (G)	1,046.50	435.11
Other Non-hazardous waste generated (H)	2,820.39	3,168.63
<b>Total (A+B+C+D+E+F+G+H)</b>	<b>7,657.31</b>	<b>6,443.34</b>
<b>Waste intensity per rupee of turnover</b> (Total waste generated / Revenue from operations in ₹ Lakhs)	0.01	0.01
<b>Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)</b> (Total waste generated / Revenue from operations adjusted for PPP) (MT/million US\$)	2.57	2.19
<b>Waste intensity in terms of physical output</b> (Total waste generated/Tonne of production)	0.06	0.05
<b>Waste intensity (optional)</b> – the relevant metric may be selected by the entity	N.A.	N.A.



9. Provide details related to waste management by the entity, in the following format. (cont.)

Parameter	FY 2025-26	FY 2024-25
<b>For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)</b>		
<b>Category of waste</b>		
(i) Recycled	4,120.02	4,049.71
(ii) Re-used	2,716.00	2,345.57
(iii) Other recovery operations	771.32	Nil
<b>Total</b>	<b>7,607.34</b>	<b>6,395.28</b>
<b>For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)</b>		
<b>Category of waste</b>		
(i) Incineration	44.84	39.05
(ii) Landfilling	5.13	9.01
(ii) Other disposal operations	Nil	Nil
<b>Total</b>	<b>49.98</b>	<b>48.06</b>

**Note:** Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency. (Y/N) If yes, the name of the external agency. Yes. Assurance was carried out by DNV Business Assurance India Private Limited.

10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce the usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

The Company is committed to responsible waste management and environmentally sound operational practices. Hazardous waste generated from operations is managed and disposed of through authorized government-approved agencies in compliance with applicable regulations. Used batteries are channelized to Pollution Control Board-authorized recyclers/manufacturers under buy-back arrangements to support responsible recycling practices.

The Company also endeavors to optimize product development and operational processes to minimize hazardous waste generation and reduce dependence on hazardous chemicals wherever feasible. In addition, efficient laboratory testing equipment and process improvements have been adopted to optimize chemical usage and support waste minimization efforts.

11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones, etc.) where environmental approvals/clearances are required, please specify details in the following format:

Location of operations/offices	Type of operations	Whether the conditions of environmental approval/clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
	Nil	

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
			Nil		

13. Is the entity compliant with the applicable environmental law/regulations/guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment Protection Act, and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:

Specify the law/regulation /guidelines which was not complied with	Provide details of the non-compliance	Any fines/penalties/action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
All the Colgate- Palmolive (India) Limited manufacturing sites are compliant to all the mentioned norms			

## PRINCIPLE 6

### Leadership Indicators

1. Water withdrawal, consumption, and discharge in areas of water stress (in kilolitres): For each facility/plant located in areas of water stress, provide the following information:

- (i) Name of the area

Country: India

City: Sri City (Andhra Pradesh), Sanand (Gujarat), and Baddi (Himachal Pradesh)

- (ii) Nature of operations: Manufacturing

- (iii) Water withdrawal, consumption, and discharge in the following format:

Parameter	FY 2025-26	FY 2024-25
<b>Water withdrawal by source (in kiloliters)</b>		
(i) Into Surface Water	Nil	Nil
(ii) Groundwater	57,236.00	65,519.00
(iii) Third Party Water	98,655.00	1,01,741.42
(iv) Seawater/Desalinated Water	Nil	Nil
(v) Others	12,427.20	12,125.00
<b>Total Volume of Water Withdrawal (KL)</b>	<b>1,68,318.20</b>	<b>1,79,385.42</b>
<b>Total Volume of Water Consumption (KL)</b>	<b>1,37,239.20</b>	<b>1,42,239.42</b>
<b>Water intensity per rupee of turnover</b> (Water consumed/Turnover)	0.23	0.24
<b>Water intensity (optional)</b> the relevant metric may be selected by the entity	N.A.	N.A.
<b>Water discharge by destination and level of treatment (in kiloliters)</b>		
<b>(i) Into Surface Water</b>		
No treatment	Nil	Nil
With treatment (please specify level of treatment)	Nil	Nil
<b>(ii) Into Groundwater</b>		
No treatment	Nil	Nil
With treatment (please specify level of treatment)	Nil	Nil
<b>(iii) Into Seawater</b>		
No treatment	Nil	Nil
With treatment (please specify level of treatment)	Nil	Nil
<b>(iv) Sent to third-parties</b>		
No treatment	7,145.00	10,986.00
With treatment (Secondary treatment)	23,934.00	26,160.00
<b>(v) Others</b>		
No treatment	Nil	Nil
With treatment (please specify level of treatment)	Nil	Nil
<b>Total water discharged (in KL)</b>	<b>31,079.00</b>	<b>37,146.00</b>

**Note:** Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency. No.



2. Please provide details of total Scope 3 emissions & its intensity, in the following format:

Parameter	Unit	FY 2025-26	FY 2024-25
<b>Total Scope 3 emissions</b> (Break-up of the GHG into CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , if available)	Metric tonnes of CO <sub>2</sub> equivalent	-	-
<b>Total Scope 3 emissions per rupee of turnover</b>		-	-
<b>Total Scope 3 emission intensity</b> (optional) - the relevant metric may be selected by the entity		-	-

**Note:** Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency. No.

3. With respect to the ecologically sensitive areas reported in Question of Essential Indicators above, provide details of the significant direct & indirect impact of the entity on biodiversity in such areas along with prevention and remediation activities.

N.A.

4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions/effluent discharge/waste generated, please provide details of the same as well as the outcome of such initiatives, as per the following format.

Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
AHU Duct Sealing Activity	AHU duct sealing activities were undertaken at the Sri City facility between June 2025 and March 2026 to reduce air leakage, improve airflow efficiency, and optimize HVAC system performance.	Reduction in HVAC air leakage and improved airflow management contributed to estimated annual electricity savings of 206,320 kWh.
Auto Tube Cleaning System for HVAC Chiller	An automated tube cleaning system was installed for HVAC chillers at the Sanand facility to improve heat transfer efficiency, reduce scaling losses, and enhance chiller performance.	Improved heat transfer efficiency and reduced scaling losses enabled estimated annual energy savings of 28,182 kWh.
NPD Power Saving Initiative	Five No Production Days (NPDs) were implemented at the Sanand facility during 2025 to minimize non-essential electricity consumption during periods of low operational activity.	Controlled shutdown of non-essential operations during NPDs resulted in estimated annual electricity savings of 97,797 kWh.
Compressor Optimizer 4.0	Compressor Optimizer 4.0 was deployed at the Sanand facility in August 2025 to optimize compressor loading and improve compressed air system efficiency.	Optimization of compressor loading and compressed air usage led to estimated annual electricity savings of 107,799 kWh.
BLDC Motor Installation for HVAC Cooling Tower Fans	Conventional motors in HVAC cooling tower fans at the Sanand facility were replaced with energy-efficient BLDC motors to reduce electricity consumption and improve operational reliability.	Adoption of high-efficiency BLDC motors reduced power consumption and achieved estimated annual electricity savings of 121,759 kWh.

Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
Magnetic Levitation Chiller Installation	A magnetic levitation (Maglev) chiller was installed at the Goa facility to improve cooling efficiency through oil-free and high-efficiency chiller technology.	Deployment of energy-efficient Maglev chiller technology significantly reduced cooling energy demand, resulting in estimated annual electricity savings of 564,748 kWh.
Finishing Oil Ring Vacuum Pump	An energy-efficient finishing oil ring vacuum pump was installed at the Goa facility to optimize vacuum generation processes and reduce power consumption.	Improved efficiency in vacuum generation processes contributed to estimated annual electricity savings of 104,886 kWh.
IE2 to IE4 Motor Replacement	Existing IE2 motors at the Goa facility were replaced with high-efficiency IE4 motors to enhance equipment performance and reduce electrical energy consumption.	Replacement with IE4 motors enhanced motor efficiency and delivered estimated annual electricity savings of 67,170 kWh.
Underground Cable Energy Saving Initiative	Underground cable optimization measures were implemented at the Goa facility to improve power transmission efficiency and reduce diesel consumption associated with operations.	Improved transmission efficiency reduced diesel consumption by approximately 39,800 liters, contributing to an estimated emissions reduction of 106.89 MT of CO <sub>2</sub> e.
EC+ Fan Installation at Cooling Towers	EC+ fans were installed at cooling towers at the Baddi facility to improve airflow efficiency and reduce electricity consumption in cooling operations.	Enhanced airflow efficiency in cooling tower operations resulted in estimated annual electricity savings of 26,200 kWh.
New Technology Ozonator Installation	A new technology-based ozonator was installed at the Baddi facility to improve process efficiency and optimize energy utilization in treatment operations.	Improved operational efficiency and optimized energy utilization resulted in estimated annual electricity savings of 12,590 kWh.
Rain water Collection	Collection of roof rain water	Rainwater harvesting at Sricity, Sanand, and Goa saves 17,941 KL of water annually. These initiatives reduce consumption and enhance groundwater recharge as part of broader water conservation efforts.

**5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/web link.**

Yes, all manufacturing sites have a comprehensive Business Continuity Plan (BCP) and Disaster Management Plan to effectively manage any emergency, disaster and crisis. The identified risks and the corresponding remedial actions are covered in the plan. A line of command and procedure to be followed is established. The resilience of these plans under different disruption scenarios are tested on an on-going basis. The Company has also ensured that each site can also produce products from other locations in case of any production delay, disruption, or local disaster.



**6. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard?**

No adverse impacts are identified to the environment arising from the value chain. All plants have a comprehensive Business Continuity Plan in case of any adverse impacts or disasters. Moreover, the Company has Enhanced Supplier Management (ESM) processes in place. ESM is the Company's global audit and risk assessment process to identify potential risks and ensure preventive and mitigation measures to ensure minimal damage.

**7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.**

94 Suppliers which contribute to 82.5% of the spends.

**8. How many Green Credits have been generated or procured:**

**a. By the listed entity**

As part of **Colgate-Palmolive (India)**'s environmental stewardship and decarbonization strategy, the company undertook the voluntary acquisition of carbon credits to mitigate its greenhouse gas emissions. Specifically, 23,312 International Renewable Energy Certificates (I-RECs) were secured during the reporting period to promote renewable energy infrastructure. The company relies on these globally recognized, market-based mechanisms to meet its current climate targets, while continuously evaluating upcoming domestic frameworks like the MoEFCC's Green Credit Program (GCP) for strategic alignment.

**b. By the top ten (in terms of value of purchases and sales, respectively) value chain partners**

N.A.

**PRINCIPLE 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent**

**Essential Indicators**

**1. a. Number of affiliations with trade and industry chambers/associations.**

9

**b. List the top 10 trade and industry chambers/associations (determined based on the total members of such body) the entity is a member of/affiliated to.**

Name of the trade and industry chambers/associations	Reach of trade and industry chambers/associations (State/National)
Federation of Indian Chambers of Commerce and Industry - FICCI	National
The Associated Chambers of Commerce and Industry of India - ASSOCHAM	National
American Chamber of Commerce in India - AMCHAM	National
Indian Beauty & Hygiene Association - IBHA	National
Confederation of Indian Industry - CII WESTERN REGION	National
The Advertising Standards Council of India - ASCI	National
Bombay Chamber of Commerce and Industry - BCCI	State
Indian Society of Advertisers - ISA	National
Confederation of Indian Industry - CII National Medical Technology	National

**2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.**

Name of authority	Brief of the case	Corrective action taken
N.A.		

**PRINCIPLE 7****Leadership Indicators****1. Details of public policy positions advocated by the entity:**

Public policy advocated	Method resorted for such advocacy	Whether information available in public domain? (Yes/No)	Frequency of review by Board (Annually/ Half yearly/ Quarterly/Others - please specify)	Web Link, if available
Colgate-Palmolive (India) Limited pursues its advocacy agenda independently and also through trade associations such as CII, FICCI and IBHA. The topics covered under these initiatives include notifications and circulars under Data Privacy Laws, Drugs & Cosmetics Act, Legal Metrology Laws, Bureau of Indian Standards etc.	The Company makes written submissions and participates in meetings (virtually and in person) through delegations as per the requirements for better expression of concerns and viewpoints	Yes	Annually	<a href="https://www.colgateinvestors.co.in/media/2938/public-policy-advocacy.pdf">https://www.colgateinvestors.co.in/media/2938/public-policy-advocacy.pdf</a>

**PRINCIPLE 8: Businesses should promote inclusive growth and equitable development.****Essential Indicators****1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.**

Name and brief details of project	SIA Notification No.	Date of notification	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No)	Web Link, if available
Water Augmentation for Livelihoods & Women Empowerment	N.A.	N.A.	Yes	Yes	<a href="https://www.colgateinvestors.co.in/shareholder-information/2024-25">https://www.colgateinvestors.co.in/shareholder-information/2024-25</a>
Financial and Digital Literacy Program	N.A.	N.A.	Yes	Yes	
KIS Scholarship Program	N.A.	N.A.	Yes	Yes	
Bright Smiles, Bright Futures®	N.A.	N.A.	Yes	Yes	
Waste Management	N.A.	N.A.	Yes	Yes	

**2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity:**

Name and brief details of project	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY (in ₹)
			N.A.		



**3. Describe the mechanisms to receive and redress grievances of the community.**

The Company extensively engages with the community on a regular basis during annual program review, community meetings, and focused group discussions. These exercises provide a platform for any individual or groups to raise their concerns. All meetings between the CSR representatives and teams along with NGOs and communities are recorded in a structured manner to gauge impacts, strengths, challenges and scope for improvement.

**4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:**

Particulars	FY 2025-26	FY 2024-25
Directly sourced from MSMEs/small producers	8.84%	15.26%
Directly from within India	92.70%	91.60%*

\*FY 2024-25 data has been restated based on a revised methodology to ensure consistency in reporting and align with Industry Standards.

**5. Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost.**

Location	FY 2025-26	FY 2024-25
Rural	-	-
Semi-Urban	40.46%	36.71%
Urban	8.32%	5.79%
Metropolitan	51.23%	57.50%

Note: Data represents only permanent employees and workers

**PRINCIPLE 8**

**Leadership Indicators**

**1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):**

Details of negative social impact identified	Corrective action taken
No negative impacts have been identified	

**2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:**

State	Aspirational District	Amount spent ₹	Number of Students Impacted
<b>Keep India Smiling Scholarship Program – Data on Aspirational District</b>			
Andhra Pradesh	Visakhapatnam, Vizianagaram, YSR (Kadapa)	11,00,000	20
Bihar	Begusarai, Muzaffarpur, Sitamarhi	2,25,000	3
Gujarat	Narmada	25,000	1
Jammu and Kashmir	Kupwara	75,000	1
Jharkhand	East Singhbhum	75,000	1
Karnataka	Bijapur, Gadag, Raichur	3,45,000	8
Maharashtra	Chhatrapati Sambhajnagar, Jalgaon	3,45,000	7
Rajasthan	Baran, Karauli	90,000	2
Tamil Nadu	Virudhunagar	40,000	2
Uttar Pradesh	Bahraich, Balrampur	75,000	5
Uttarakhand	Haridwar	75,000	1
West Bengal	Nadia	1,05,000	3

3. a. Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized/vulnerable groups? : No
- b. From which marginalized/vulnerable groups do you procure? : None
- c. What percentage of total procurement (by value) does it constitute? : N.A.

4. **Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge**

Intellectual Property based on traditional knowledge	Owned/Acquired (Yes/No)	Benefit shared (Yes/No)	Basis of calculating benefit share
N.A.			

5. **Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved**

Name of authority	Brief of the Case	Corrective action taken
Nil		

6. **Details of beneficiaries of CSR Projects:**

Particulars	Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalized groups
<b>Bright Smiles, Bright Futures®</b> (Improve oral health through education and awareness amongst children)	Bright Smiles, Bright Futures	1,10,00,000	Through its diverse programs, the Company plans to reach larger number of beneficiaries belonging from vulnerable and marginalized groups. Currently, more than 95% of the beneficiaries include children, youth, women and men belonging from tribal, rural, semi-urban and urban communities who are economically marginalized and underserved. The Company has initiatives in areas with lack of access to natural resources like water
<b>Keep India Smiling</b> (Promote Education, Women Empowerment and support District specific developmental needs)	Keep India Smiling Scholarship Program	1,000	
	Financial & Digital Literacy Program	1,00,000+	
<b>Water &amp; Waste Management</b> (Environmental Sustainability and Livelihoods Program)	Waste Management Program	88,700+	
	Water Augmentation for Livelihoods & Women Empowerment Program	40,000	



**PRINCIPLE 9: Businesses should engage with and provide value to their consumers in a responsible manner**

**Essential Indicators**

**1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.**

At Colgate-Palmolive (India), we lead with a consumer-first mindset, believing that open communication is the foundation of long-term trust. To stay connected, we offer multiple touchpoints for feedback, including our website, social media, WhatsApp, and the contact details found on every product label. All concerns are handled by a dedicated team committed to providing efficient and timely resolutions. To ensure excellence, we utilize a validated Consumer Data Management System to document every interaction, ensuring all matters are resolved in strict accordance with our global consumer satisfaction policy.

**2. Turnover of products and/services as a percentage of turnover from all products/services that carry information about:**

Colgate-Palmolive (India) Limited is committed to providing consumers with accurate information related to product safety and regulatory compliance. Relevant details are clearly communicated on the packaging across its product portfolio.

Particulars	As a percentage to total turnover
Environmental and social parameters relevant to the product	100%
Safe and responsible usage	100%
Recycling and/or safe disposal	100%

**3. Number of consumer complaints in respect of the following:**

Category	FY 2025-26			FY 2024-25		
	Received during the year	Pending resolution at end of year	Remarks	Received during the year	Pending resolution at end of year	Remarks
Data privacy	Nil	-	The Company receives and resolves all consumer queries in a timely and efficient manner. In FY 2025-26 there were no complaints reported in respect of the identified matters.	Nil	-	The Company receives and resolves all consumer queries in a timely and efficient manner. In FY 2024-25 there were no complaints reported in respect of the identified matters.
Advertising	Nil	-		Nil	-	
Cyber-security	Nil	-		Nil	-	
Delivery of essential services	Nil	-		Nil	-	
Restrictive Trade Practices	Nil	-		Nil	-	
Unfair Trade Practices	Nil	-		Nil	-	
Other	Nil	-		Nil	-	

**4. Details of instances of product recalls on account of safety issues:**

Particulars	Number	Reasons for recall
Voluntary recalls	Nil	N.A.
Forced recalls	Nil	N.A.

**5. Does the entity have a framework/policy on cyber security and risks related to data privacy?**

Yes, The Company has a global cybersecurity policy which is available on the intranet to all its employees. The policy establishes a well-defined escalation process that employees can follow in case of suspicious behaviour. The Company also places the utmost priority on safeguarding customer privacy as reflected in the consumer privacy policy. This policy outlines responsible practices related to customer data, their rights, and privacy mechanisms.

If available, provide a web link to the policy.

<https://www.colgatepalmolive.co.in/legal-privacy-policy>

6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty/action taken by regulatory authorities on safety of products/services. N.A.
7. Provide the following information relating to data breaches:
  - a. Number of instances of data breaches: Nil
  - b. Percentage of data breaches involving personally identifiable information of customers: Nil
  - c. Impact, if any, of the data breaches: Nil

## PRINCIPLE 9

### Leadership Indicators

1. Channels/platforms where information on products and services of the entity can be accessed (provide web link, if available)

Information regarding all products of Colgate-Palmolive (India) Limited is available on the Company's website and can be accessed at [www.colgate.com/en-in](http://www.colgate.com/en-in). Additionally, the Company publishes product information on several social media and e-commerce platforms.

2. Steps were taken to inform and educate consumers about the safety and responsible usage of products and/or services:

Colgate-Palmolive (India) Limited ensures safe and responsible usage of the products through informative labeling. The packaging provides information regarding safe usage and disposal for the majority of products including tubes, cartons, brush packets, and bottle labels, among others. The Company's labelling and packaging also include information and symbols related to its initiatives to promote recycling. Additionally, product information is also available on the Company website and e-commerce sites.

3. Mechanisms are in place to inform consumers of any risk of disruption/discontinuation of essential services.

In case of any adverse scenario, the Company can leverage various mass media tools such as live TV, radio, print, social media platforms, e-commerce pages, and brand stores for communication. Additionally, the Company can send out emails and SMS to consumers who have opted for regular communication from Colgate-Palmolive (India) Limited.

- 4 a. Does the entity display product information on the product over and above what is mandated as per local laws?

Yes, the Company has a proactive approach to providing information on usage directions including information on the recommended quantity to be used and age limits, which are over and above the current regulatory requirements.

- b. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products/services of the entity, significant locations of operation of the entity, or the entity as a whole?

Yes

**If yes, provide details in brief.**

Colgate-Palmolive (India) Limited regularly conducts consumer satisfaction surveys to gauge consumer satisfaction in collaboration with the services of an independent provider. The scores of surveys are thoroughly analyzed to identify areas of improvement. This feedback provides valuable insights into enhancing processes, systems, and employee's skill capacity. To ensure that the corrective actions are undertaken efficiently, the Company has also implemented a follow-up monitoring mechanism.

For Colgate-Palmolive (India) Limited

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

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

Place : Mumbai  
Date : May 22, 2026



## INDEPENDENT ASSURANCE STATEMENT to the Management of Colgate-Palmolive (India) Limited

Colgate-Palmolive (India) Limited (Corporate Identity Number L24200MH1937PLC002700, hereafter referred to as 'Colgate-Palmolive (India)' or 'the Company') has commissioned DNV Business Assurance India Private Limited ('DNV', 'us' or 'we') to undertake an independent reasonable level of assurance of the Company's disclosures in its Business Responsibility and Sustainability Report (hereafter referred to as 'BRSR') for the Financial Year (FY) 25-26. The disclosures include BRSR Core as per Annexure 17A of SEBI's Master Circular for BRSR (Master Circular No. HO/49/14/14(7)2025-CFD-POD2/1/3762/2026, dated January 30, 2026).

### Our Conclusion:

Based on our review and procedures followed for reasonable level of assurance, DNV is of the opinion that, in all material aspects, the BRSR Core Key Performance Indicators (KPIs) under 9 ESG attributes (as listed in Annexure I of this statement) for FY 2025-26 are reported in accordance with reporting requirements outlined in Industry Standard on Reporting of BRSR Core.

### Scope of Work and Boundary

The scope of our engagement includes a reasonable level of assurance of the '9 BRSR Core Attributes' for the period FY 2025-26.

Boundary for the engagement covers the performance of Colgate-Palmolive (India)'s operations in India that fall under the direct operational control of the Company's Legal structure. Based on the agreed scope with the Company, the boundary of reasonable assurance covers the operations of Colgate-Palmolive (India) across all locations in India for BRSR core attributes 5-9. For BRSR core attributes 1-4, the boundary is limited to 4 manufacturing plants and head office in India.

### Reporting Criteria and Standards

The disclosures have been prepared by Colgate-Palmolive (India) in reference to:

- Industry Standard on Reporting of BRSR Core, Circular No.: SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177 dated Dec 20, 2024.

- BRSR Core (Annexure 17A) as per Master Circular No. HO/49/14/14(7)2025-CFD-POD2/1/3762/2026, "Master circular for compliance with the provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 by listed entities", dated January 30, 2026.
- Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.

### Our competence, and Independence

DNV applies its own management standards and compliance policies for quality control, which are based on the principles enclosed within ISO/IEC 17029:2019- Conformity Assessment General principles and requirements for validation and verification bodies and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. DNV has complied with the Code of Conduct during the assurance engagement. DNV's established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements.

This engagement work was carried out by an independent team of sustainability assurance professionals. During the reporting period i.e., FY 2025-26, DNV, to the best of its knowledge, was not involved in any non-audit/non-assurance work with the Company and its Group entities which could lead to any Conflict of Interest. DNV was not involved in the preparation of any statements or data included in the Report except for this Assurance Statement. DNV maintains complete impartiality toward stakeholders interviewed during the assurance process.



### Assurance Methodology/Standard and Level of Assurance

The assurance engagement has been carried out in accordance with DNV's VeriSustain™ protocol, V6.0, which is based on our professional experience and international assurance practice, and the international standard in Assurance Engagements, ISAE 3000 (revised) – Assurance Engagements other than Audits or Reviews of Historical Financial Information. DNV's VeriSustain™ Protocol, V6.0 has been developed in accordance with the most widely accepted reporting and assurance standards. Apart from DNV's VeriSustain™ protocol (V6.0), DNV team has also followed ISO 14064-3 – Specification with guidance for the verification and validation of greenhouse gas statements to evaluate disclosures w.r.t. Greenhouse gases.

### Basis of our conclusion

As part of our independent assurance engagement, we have evaluated the reported environmental, social, and governance (ESG) information against the agreed criteria. Throughout the engagement, we exercised rigorous professional judgment and maintained a high level of professional skepticism to ensure the integrity and reliability of our conclusions.

As part of the assurance process, a multi-disciplinary team of assurance specialists performed assurance work for selected sites of Colgate-Palmolive (India). We carried out the following activities:

- Reviewed the disclosures under BRSR Core, encompassing the framework for assurance consisting of a set of Key Performance Indicators (KPIs) under 9 ESG attributes. The Industry Standard on Reporting of BRSR Core used a basis of reasonable level of assurance.
- Evaluation of the design and implementation of key systems, processes and controls for collecting, managing and reporting the BRSR Core indicators. Assessment of operational control and reporting boundaries.
- Seek extensive evidence across all relevant areas, ensuring a detailed examination of BRSR Core indicators. Engaged directly with internal stakeholders to gather insights and corroborative evidence for each disclosed indicator.
- DNV audit team conducted on-site audits for data

testing and also, to assess the uniformity in reporting processes and also, quality checks at different locations of the Company. Sites for data testing and reporting system checks were selected based on the percentage contribution each site makes to the reported indicator, complexity of operations at each location (high/low/medium) and reporting system within the organization. Sites selected for audits are listed in Annexure II.

- Interviews with selected senior managers responsible for management of disclosures and review of selected evidence to support environmental KPIs and metrics disclosed in the Report. We were free to choose interviewees and interviewed those with overall responsibility of monitoring, data collation and reporting the selected indicators.
- Verification of the consolidated reported performance disclosures in context to the Principle of Completeness as per VeriSustain™ Protocol, V6.0 for reasonable level of assurance for the disclosures.

### Inherent Limitations

DNV's assurance engagement assume that the data and information provided by the Company to us as part of our review have been provided in good faith, is true, complete, sufficient, and authentic, and is free from material misstatements. The assurance scope has the following limitations:

- The assurance engagement considers an uncertainty of  $\pm 5\%$  based on materiality threshold for estimation/measurement errors and omissions.
- DNV has not been involved in evaluation or assessment of any financial data/performance of the Company. DNV opinion on specific BRSR Core indicators (for total revenue from operations; Principle 3, Question 1(c) of Essential Indicators for Spending on measures towards well-being of employees and workers – cost incurred as a % of total revenue of the company; Principle 8, Question 4 of Essential Indicators, Principle 1, Question 8 of Essential Indicators and Principle 1, Question 9 of Essential Indicators) relies on the third party audited financial reports of the Company. DNV does not take any responsibility of the financial data reported in the audited financial reports of the Company.



- The assessment is limited to data and information within the defined Reporting Period. Any data outside this period is not considered within the scope of assurance.
- Data outside the operations specified in the assurance boundary is excluded from the assurance, unless explicitly mentioned otherwise in this statement.
- The assurance does not cover the Company's statements that express opinions, claims, beliefs, aspirations, expectations, aims, or future intentions. Additionally, assertions related to Intellectual Property Rights and other competitive issues are beyond the scope of this assurance.
- The assessment does not include a review of the Company's strategy or other related linkages expressed in the Report. These aspects are not within the scope of the assurance engagement.
- The assurance does not extend to mapping the Report with reporting frameworks other than those specifically mentioned. Any assessments or comparisons with frameworks beyond the specified ones are not considered in this engagement.
- Aspects of the Report that fall outside the mentioned scope and boundary are not subject to assurance. The assessment is limited to the defined parameters.
- The assurance engagement does not include a review of legal compliances. Compliance with legal requirements is not within the scope of this assurance, and the Company is responsible for ensuring adherence to relevant laws.

### Responsibility of the Company

Colgate-Palmolive (India) has the sole responsibility for the preparation of the BRSR and is responsible for all information disclosed in the BRSR Core and BRSR. The

Company is responsible for maintaining processes and procedures for collecting, analyzing and reporting the information and also, ensuring the quality and consistency of the information presented in the Report. Colgate-Palmolive (India) is also responsible for ensuring the maintenance and integrity of its website and any referenced BRSR disclosures on their website.

### DNV's Responsibility

In performing this assurance work, DNV's responsibility is to the Management of the Company; however, this statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of the Company. DNV disclaims any liability or co-responsibility for any decision a person or entity would make based on this assurance statement.

#### Use and distribution of Assurance statement

This assurance statement, including our conclusion has been prepared solely for the exclusive use and benefit of management of the company and solely for the purpose for which it is provided. TO the fullest extent permitted by law, DNV does not assume responsibility to anyone other than company for DNV's work or this assurance statement. We have not performed any work, and do not express any conclusion, on any other information that may be published outside of the Report and/or on Company's website for the current reporting period.

The use of this assurance statement shall be governed by the terms and conditions of the contract between DNV and Colgate-Palmolive (India). DNV does not accept any liability if this assurance statement is used for any purpose other than its intended use, nor does it accept liability to any third party in respect of this assurance statement.

For **DNV Business Assurance India Private Limited**,

**Jas Sahib Singh Chadha**

Lead Verifier

**Anjana Sharma**

Assurance Reviewer

**Assurance Team:** Ankita Parab, Sudharshan K, Himanshu Babbar, Poornachander Maratha

23/06/2026, Bengaluru, India.



## Annexure I

### BRSR Core KPIs – Reasonable level of assurance

- Section C: Principle Wise Performance Disclosure–
  - Principle 1- Essential Indicator 8, 9
  - Principle 3- Essential Indicator 1-c, 11
  - Principle 5- Essential Indicator 3-b, 7
  - Principle 6- Essential Indicator 1\*, 3, 4, 7\*\*, 9
  - Principle 8- Essential Indicator 4, 5
  - Principle 9- Essential Indicator 7

\* Energy consumption data is reported as per the BRSR core Industry Standard requirements. Colgate-Palmolive (India) has purchased I-RECs to convert their non-renewable energy to renewable as per US EPA and RE100 guidelines. DNV's assurance boundary is limited to the data reported as per the requirements outlined in the Industry Standard on Reporting of BRSR Core.

\*\* Scope 1 GHG emissions are calculated based on 2006 IPCC Guidelines for National Greenhouse Gas Inventories, IPCC sixth assessment report and GHG Protocol 2024. Scope 2 GHG emissions for India operations are calculated based on the emission factor for Grid Electricity in Central Electricity Authority, Govt. of India, CO<sub>2</sub> baseline database for Indian Power Sector, version 21. Scope 2 emission data have been calculated by market-based approach.

## Annexure II

### Sites selected for audits

S.no	Site	Location
1.	Head Office (remote)	Mumbai, Maharashtra
2.	Manufacturing plants (on-site)	Baddi, Himachal Pradesh Sanand, Gujarat Sri City, Andhra Pradesh
3.	Manufacturing plants (remote)	Goa



# Independent Auditor's Report

To the Members of **Colgate-Palmolive (India) Limited**

## Report on the Audit of the Financial Statements

### Opinion

We have audited the financial statements of Colgate-Palmolive (India) Limited ("the Company"), which comprise the Balance sheet as at March 31 2026, the Statement of Profit and Loss, including the statement of Other Comprehensive Income, the Cash Flow Statement and the Statement of Changes in Equity for the year then ended, and notes to the financial statements, including a summary of material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give the information required by the Companies Act, 2013, as amended ("the Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2026, its profit including other comprehensive income, its cash flows and the changes in equity for the year ended on that date.

### Basis for Opinion

We conducted our audit of the financial statements in accordance with the Standards on Auditing (SAs), as specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of our report. We are independent of the Company in accordance with the

'Code of Ethics' issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the financial statements.

### Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements for the financial year ended March 31, 2026. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have determined the matters described below to be the key audit matters to be communicated in our report. We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit's opinion on the accompanying financial statements.

**Key audit matters****How our audit addressed the key audit matter****Revenue recognition** (as described in Note 25 of the financial statements)

Revenue from the sale of goods is measured net off discounts and rebates that are given to the customers (i.e., to the Wholesale traders and Retail traders) as a part of sales promotion, comprising of primary and secondary schemes.

Of the total discounts and rebates passed on to the customers, certain discounts and rebates are passed on to the customers on the basis of secondary sales made by customers i.e., secondary schemes

Significant judgement is required in estimating accruals relating to secondary schemes recognized, based on sales made during the year.

Our audit procedures included the following:

- Assessing the appropriateness of the Company's revenue recognition accounting policies including those relating to discounts and rebates for primary and secondary sales.
- Obtained an understanding, assessed and tested the operating effectiveness of internal control relating to the identification, recognition and measurement of discounts and rebates for secondary schemes.
- Tested on sample basis, the underlying documentation and assumptions, for discount and rebate provisions accrued during the year in relation to secondary sales.
- Tested on sample basis, the subsequent claims accounted by the company, to assess the adequacy and appropriateness of accruals outstanding as at year end.
- Performed an analysis between historical accrual and actual expenses incurred for the previous periods.
- Obtained reasons from management to ascertain reasonableness in relation to ageing of outstanding accruals and verified subsequent settlement of provisions.

We assessed the adequacy of the disclosures in respect of revenue to be disclosed as per Ind AS 115.

**Contingent liabilities / provisions in relation to tax Litigations** (as described in Note 24(A), and 31(e) and 32 of the Financial statements)

The Company has received various demand orders and notices under various tax laws which the Company is contesting. In cases where the outflow of resources embodying economic benefits is probable, the company has made provision and in cases where outflow of resources embodying economic benefits is possible, then such items are disclosed as contingent liabilities.

Significant judgements and estimates are required to assess impact of these litigations on the financial position, results of operations and cash flows.

Our audit procedures included the following:

- Obtained an understanding, assessed and tested the internal control environment relating to the identification, recognition and measurement of provisions for disputes and disclosures of contingent liabilities in relation to tax litigations.
- Obtained details of completed tax assessments and demands issued by tax authorities, from the management.
- Read the orders/notices received from tax authorities and held discussion with management to understand management's assessment of the quantification and likelihood of significant exposures and the provision required for specific cases.
- We engaged our tax specialists to evaluate the current status of tax assessments and management's position in relation to on-going disputes with regard to likelihood assessment of exposure done by the management.
- Analyzed the management's estimates related to the recognized provisions for disputes and disclosures of contingent liabilities in relation to tax litigations and uncertain tax positions in the financial statements.



## Other Information

The Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether such other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Responsibilities of Management and Those Charged with Governance for the Financial Statements

The Company's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these financial statements that give a true and fair view of the financial position, financial performance including other comprehensive income, cash flows and changes in equity of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to

continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those Board of Directors are also responsible for overseeing the Company's financial reporting process.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements for the financial year ended March 31, 2026 and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

## Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central

Government of India in terms of sub-section (11) of section 143 of the Act, we give in the **"Annexure 1"** a statement on the matters specified in paragraphs 3 and 4 of the Order.

2. As required by Section 143(3) of the Act, we report, to the extent applicable, that:
  - (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
  - (b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books and daily back up of such books of accounts have been maintained on servers physically located in India;
  - (c) The Balance Sheet, the Statement of Profit and Loss including the Statement of Other Comprehensive Income, the Cash Flow Statement and Statement of Changes in Equity dealt with by this Report are in agreement with the books of account;
  - (d) In our opinion, the aforesaid financial statements comply with the Accounting Standards specified under Section 133 of the Act, read with Companies (Indian Accounting Standards) Rules, 2015, as amended;
  - (e) On the basis of the written representations received from the directors as on March 31, 2026 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164 (2) of the Act;
  - (f) With respect to the adequacy of the internal financial controls with reference to these financial statements and the operating effectiveness of such controls, refer to our separate Report in **"Annexure 2"** to this report;
  - (g) In our opinion, the managerial remuneration for the year ended March 31, 2026 has been paid / provided by the Company to its directors in accordance with the provisions of section 197 read with Schedule V to the Act;
  - (h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our



information and according to the explanations given to us:

- i. The Company has disclosed the impact of pending litigations on its financial position in its financial statements – Refer Note 32 to the financial statements;
- ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses;
- iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company
- iv. a) The management has represented that, to the best of its knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;
- b) The management has represented that, to the best of its knowledge and belief, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and
- c) Based on such audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (a) and (b) contain any material misstatement.
- v. The interim dividend declared and paid by the Company during the year and until the date of this audit report is in accordance with section 123 of the Act.
- vi. Based on our examination which included test checks, the Company has used accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit we did not come across any instance of audit trail feature being tampered with. Additionally, the audit trail of prior years has been preserved by the Company as per the statutory requirements for record retention to the extent it was enabled and recorded in the respective years.

**For S R B C & CO LLP**

Chartered Accountants

ICAI Firm Registration Number: 324982E/E300003

**per Govind Ahuja**

Partner

Membership Number: 048966

UDIN: 26048966VFKVUJ1832

Place of Signature: Mumbai, Maharashtra

Date: May 22, 2026

# Annexure 1

## to the Independent Auditor's Report of Even Date on the Annexure I Financial Statements of Colgate-Palmolive (India) Limited

In terms of the information and explanations sought by us and given by the Company and the books of account and records examined by us in the normal course of audit and to the best of our knowledge and belief, we state that:

- (i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.
- (B) The Company has maintained proper records showing full particulars of intangibles assets.
- (b) All Property, Plant and Equipment were physically verified by the management in the previous year in accordance with a planned programme of verifying them once in three years, which is reasonable having regard to the size of the Company and the nature of its assets.
- (c) The title deeds of all the immovable properties (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee) are held in the name of the Company.
- (d) The Company has not revalued its Property, Plant and Equipment (including Right of use assets) or intangible assets during the year ended March 31, 2026.
- (e) There are no proceedings initiated or are pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.
- (ii) (a) Physical verification of inventory has been conducted at reasonable intervals during the year by the management. Inventories lying with third parties have been confirmed by such third parties as at March 31, 2026. In our opinion, the coverage and procedure of such verification by the management is appropriate. There were no discrepancies of 10% or more noticed, in the aggregate for each class of inventory.
- (b) The Company has not been sanctioned working capital limits in excess of INR five crores in aggregate from banks or financial institutions during any point of time of the year on the basis of security of current assets. Accordingly, the requirement to report on clause 3(ii)(b) of the Order is not applicable to the Company.

- (iii) (a) During the year the Company has provided loans to companies and other parties as follows:

Particulars	Loans (₹ Lakhs)
Aggregate amount provided during the year	
- Company	2,500.00
- Loans to Employees	21.10
Balance outstanding as at balance sheet date in respect of above cases	
Company	625.00
- Loans to Employees	122.70

During the year the Company has not made investments, provided guarantees, provided security and granted advances in the nature of loans to companies, firms, Limited Liability Partnerships or any other parties.

- (b) During the year terms and conditions of the grant of all loans to companies and other parties are not prejudicial to the Company's interest. During the year the Company has not made investments, provided guarantees, provided security and granted advances in the nature of loans to companies, firms, Limited Liability Partnerships or any other parties
- (c) The Company has granted loan during the year to companies and other parties where the schedule of repayment of principal and payment of interest has been stipulated and the repayment or receipts are regular.
- (d) There are no amounts of loans and advances in the nature of loans granted to companies, firms, limited liability partnerships or any other parties which are overdue for more than ninety days
- (e) There were no loans or advance in the nature of loan granted to companies, firms, Limited Liability Partnerships or any other parties which was fallen due during the year, that have been renewed or extended or fresh loans granted to settle the overdues of existing loans given to the same parties.
- (f) The Company has not granted any loans or advances in the nature of loans, either repayable on demand or without specifying any terms or period of repayment to companies, firms, Limited Liability Partnerships or any other parties. Accordingly, the requirement to report on clause 3(iii)(f) of the Order is not applicable to the Company.



- (iv) There are no loans, investments, guarantees, and securities given in respect of which provisions of section 185 of the Companies Act 2013 are applicable and hence not commented upon. Further, according to the information and explanations given to us, provisions of sections 186 of the Companies Act, 2013 in respect of loans have been complied with by the Company.
- (v) The Company has neither accepted any deposits from the public nor accepted any amounts which are deemed to be deposits within the meaning of sections 73 to 76 of the Companies Act and the rules made thereunder, to the extent applicable. Accordingly, the requirement to report on clause 3(v) of the Order is not applicable to the Company.
- (vi) The Central Government has not specified the maintenance of cost records under Section 148(1) of

the Companies Act, 2013, for the products/services of the Company.

- (vii) (a) The Company is regular in depositing with appropriate authorities undisputed statutory dues including goods and services tax, provident fund, employees' state insurance, income-tax, sales-tax, service tax, duty of customs, duty of excise, cess and other statutory dues applicable to it. According to the information and explanations given to us and based on audit procedures performed by us, no undisputed amounts payable in respect of these statutory dues were outstanding, at the year end, for a period of more than six months from the date they became payable.
- (b) The dues of goods and services tax, income-tax, sales-tax, service tax, duty of custom, duty of excise, value added tax and cess have not been deposited on account of any dispute, are as follows:

**Income Tax**

Sr. No.	Name of the Statute	Period to which the amount relates	Forum where dispute is pending	Amount (₹ Lakhs)*
1.	Income Tax Act, 1961	AY 2014-15, AY 2015-16, AY 2017-18, AY 2018-19 AY 2020-21 to AY 2022-23 AY 1996-97 to AY 2000-01	Income Tax Appellate Tribunal High Court	1,41,560.42 1,100.21
<b>Total</b>				<b>1,42,660.63</b>

**Sales tax/ Value Added Tax**

Sr. No.	Name of the Statute	Period to which amount relates	Forum where dispute is pending	Amount (₹ Lakhs)*
1.	Statute applicable in Maharashtra, Uttar Pradesh and Kerala	1993-94, 2004-05 and 2016-17	High court	431.97
2.	Statute applicable in Maharashtra, Uttar Pradesh, Andhra Pradesh, Kerala, Bihar, Odisha	1987-88, 1990-91, 1995-96 to 1997-98, 1999-00 to 2001-02, 2003-04	Sales Tax Appellate Tribunal of various States	210.61
3.	Statute applicable in Maharashtra, Uttar Pradesh, Madhya Pradesh, Andhra Pradesh, Kerala, Rajasthan, Uttaranchal, Delhi, Tripura, West Bengal, Bihar, Odisha, Assam, Gujarat, Jharkhand, Chandigarh, Haryana, Tamil Nadu and Jammu & Kashmir	1988-89, 1995-96 to 1998-99, 2000-01 to 2017-18 and 2019-20	Assessing authorities and First Appellate Authorities of various states	871.13
<b>Total</b>				<b>1,513.71</b>

**Service tax**

Sr. No.	Name of the Statute	Period to which the amount relates	Forum where dispute is pending	Amount (₹ Lakhs)*
1.	Service Tax (Finance Act, 1994)	July 2007 to October 2008	Customs, Excise and Service Tax Appellate Tribunal	15.20
		2003-2010 and 2017	First appellate authorities	13.11
	<b>Total</b>			<b>28.31</b>

**Excise Related Matter**

Sr. No.	Name of the Statute	Period to which the amount relates	Forum where dispute is pending	Amount (₹ Lakhs)*
1.	The Central Excise Act, 1944	Excise duty liability 1994-95, 2005-06 to 2010-11 and Jun'14 - Jun'17	Customs, Excise and Service Tax Appellate Tribunal	2,007.50
		1999-2000 to 2004-05 and 2006-07 to 2016-17	First appellate authorities	792.69
	<b>Total</b>			<b>2,800.19</b>

**Goods & Service Tax**

Sr. No.	Name of the Statute	Period to which the amount relates	Forum where dispute is pending	Amount (₹ Lakhs)*
1.	Goods & Service Tax Act, 2017	2017-18	Goods and Services Tax Appellate Tribunal	75.98
2.	Goods & Service Tax Act, 2017	2017-18 to 2021-22	First Appeal	1,218.34
3.	Goods & Service Tax Act, 2017	2017-18, 2018-19 and 2022-23	Assessing Officer	72.43
	<b>Total</b>			<b>1,366.66</b>

**Customs Act**

Sr. No.	Name of the Statute	Period to which the amount relates	Forum where dispute is pending	Amount (₹ Lakhs)*
1.	Customs Act, 1962	June 2022	Customs, Excise and Service Tax Appellate Tribunal	209.45
	<b>Total</b>			<b>209.45</b>

\*Amount presented net of deposits made under protest in connection with respective disputed.

- (viii) The Company has not surrendered or disclosed any transaction, previously unrecorded in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year. Accordingly, the requirement to report on clause 3(viii) of the Order is not applicable to the Company.
- (ix) (a) The Company did not have any outstanding loans or borrowings or interest thereon due to any lender during the year. Accordingly, the requirement to report on clause ix(a) of the Order is not applicable to the Company.
- (b) The Company has not been declared willful defaulter by any bank or financial institution or government or any government authority.
- (c) The Company did not have any term loans outstanding during the year hence, the requirement to report on clause (ix)(c) of the Order is not applicable to the Company.
- (d) The Company did not raise any funds during the year hence, the requirement to report on clause (ix)(d) of the Order is not applicable to the Company.
- (e) & (f) The Company does not have any subsidiary, associate or joint venture. Accordingly, the requirement to report on clause 3(ix)(e) and 3(ix)(f) of the Order is not applicable to the Company.



- (x) (a) The Company has not raised any money during the year by way of further public offer (including debt instruments) hence, the requirement to report on clause 3(x)(a) of the Order is not applicable to the Company.
- (b) The Company has not made any preferential allotment or private placement of shares /fully or partially or optionally convertible debentures during the year under audit and hence, the requirement to report on clause 3(x)(b) of the Order is not applicable to the Company.
- (xi) (a) No fraud by the Company and no material fraud on the Company has been noticed or reported during the year.
- (b) During the year, no report under sub-section (12) of section 143 of the Companies Act, 2013 has been filed by us in Form ADT - 4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government. Further, as represented to us by the management, no report under sub-section (12) of section 143 of the Companies Act, 2013 has been filed by secretarial auditor in Form ADT- 4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government.
- (c) We have taken into consideration the whistle blower complaints received by the Company during the year while determining the nature, timing and extent of audit procedures.
- (xii) The Company is not a Nidhi Company as per the provisions of the Companies Act, 2013. Therefore, the requirement to report on clause 3(xii) of the Order is not applicable to the Company.
- (xiii) Transactions with the related parties are in compliance with sections 177 and 188 of Companies Act, 2013 where applicable and the details have been disclosed in the notes to the financial statements, as required by the applicable accounting standards.
- (xiv) (a) The Company has an internal audit system commensurate with the size and nature of its business.
- (b) The internal audit reports of the Company issued till the date of the audit report, for the period under audit have been considered by us.
- (xv) The Company has not entered into any non-cash transactions with its directors or persons connected with its directors and hence requirement to report on clause 3(xv) of the Order is not applicable to the Company.
- (xvi) (a) The provisions of section 45-IA of the Reserve Bank of India Act, 1934 (2 of 1934) are not applicable to the Company. Accordingly, the requirement to report on clause (xvi)(a) of the Order is not applicable to the Company.
- (b) The Company is not engaged in any Non-Banking Financial or Housing Finance activities. Accordingly, the requirement to report on clause (xvi)(b) of the Order is not applicable to the Company.
- (c) The Company is not a Core Investment Company as defined in the regulations made by Reserve Bank of India. Accordingly, the requirement to report on clause 3(xvi) of the Order is not applicable to the Company.
- (d) There are no other Companies part of the Group, hence, the requirement to report on clause 3(xvi)(d) of the Order is not applicable to the Company.
- (xvii) The Company has not incurred cash losses in the current financial year and immediately preceding financial year.
- (xviii) There has been no resignation of the statutory auditors during the year and accordingly requirement to report on Clause 3(xviii) of the Order is not applicable to the Company.
- (xix) On the basis of the financial ratios disclosed in note 43 to the financial statements, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the financial statements, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not

an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

- (xx) (a) In respect of other than ongoing projects, there are no unspent amounts that are required to be transferred to a fund specified in Schedule VII of the Companies Act, 2013 in compliance with second proviso to sub section 5 of section 135 of the Act. This matter has been disclosed in note 30(B) to the financial statements.
- (b) There are no unspent amounts in respect of ongoing projects, that are required to be transferred to a special account in compliance of

provision of sub section (6) of section 135 of Companies Act, 2013. This matter has been disclosed in Note 30(B) to the financial statements.

**For S R B C & CO LLP**

Chartered Accountants

ICAI Firm Registration Number: 324982E/E300003

**per Govind Ahuja**

Partner

Membership Number: 048966

UDIN: 26048966VFKVUJ1832

Place of Signature: Mumbai, Maharashtra

Date: May 22, 2026



## Annexure 2

to the Independent Auditor's Report of Even Date on the Annexure I Financial Statements of Colgate-Palmolive (India) Limited

### Report on the Internal Financial Controls under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

We have audited the internal financial controls with reference to financial statements of Colgate-Palmolive (India) Limited ("the Company") as of March 31, 2026 in conjunction with our audit of the financial statements of the Company for the year ended on that date.

### Management's Responsibility for Internal Financial Controls

The Company's Management is responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India ("ICAI"). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

### Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to these financial statements based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") and the Standards on Auditing, as specified under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls, both issued by ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to these financial

statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to these financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to these financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to these financial statements.

### Meaning of Internal Financial Controls with Reference to these Financial Statements

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

## Inherent Limitations of Internal Financial Controls With Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial control with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

### Opinion

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to

financial statements and such internal financial controls with reference to financial statements were operating effectively as at March 31, 2026, based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

#### For S R B C & CO LLP

Chartered Accountants

ICAI Firm Registration Number: 324982E/E300003

#### per Govind Ahuja

Partner

Membership Number: 048966

UDIN: 26048966VFKVUJ1832

Place of Signature: Mumbai, Maharashtra

Date: May 22, 2026



# Balance Sheet

as at March 31, 2026

	Note	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property, plant and equipment	3(A)	71,825	77,646
Capital work-in-progress	3(B)	2,718	3,841
Financial assets			
(i) Loans	4	92	120
(ii) Other financial assets	5	1,986	1,783
Deferred tax assets (net)	19	8,197	6,795
Other non-current assets	6	1,387	897
Income tax assets (net)	31(d)	31,506	34,502
		<b>1,17,711</b>	<b>1,25,584</b>
<b>Current assets</b>			
Inventories	7	37,630	37,726
Financial assets			
(i) Trade receivables	8	20,923	22,625
(ii) Cash and cash equivalents	9	1,42,604	66,810
(iii) Bank balances [other than (ii) above]	10	4,278	42,703
(iv) Loans	11	661	667
(v) Other financial assets	12	478	648
Other current assets	13	16,537	5,092
		<b>2,23,111</b>	<b>1,76,271</b>
<b>Total assets</b>		<b>3,40,822</b>	<b>3,01,855</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>			
Equity share capital	14	2,720	2,720
Other equity	15	1,55,691	1,63,727
<b>Total equity</b>		<b>1,58,411</b>	<b>1,66,447</b>
<b>Liabilities</b>			
<b>Non-current liabilities</b>			
Financial liabilities			
(i) Lease liabilities	16	3,345	4,543
(ii) Other financial liabilities	17	-	130
Provisions	18	4,738	2,991
Other Non-Current Liabilities	20	24	30
		<b>8,107</b>	<b>7,694</b>
<b>Current liabilities</b>			
Financial Liabilities			
(i) Lease liabilities	16	1,396	1,541
(ii) Trade Payables	21		
- Total outstanding dues of micro enterprises and small enterprises		719	931
- Total outstanding dues of creditors other than micro enterprises and small enterprises		1,37,893	91,148
(iii) Other financial liabilities	22	5,328	4,693
Other current liabilities	23	14,325	13,550
Provisions	24	10,942	10,155
Income tax liabilities (net)	31(e)	3,701	5,696
		<b>1,74,304</b>	<b>1,27,714</b>
<b>Total liabilities</b>		<b>1,82,411</b>	<b>1,35,408</b>
<b>Total equity and liabilities</b>		<b>3,40,822</b>	<b>3,01,855</b>
Material accounting policies	1B		
The accompanying notes are an integral part of these financial statements.			

As per our report of even date.

**For S R B C & CO LLP**

Chartered Accountants  
Firm Registration No. 324982E/E300003

**per Govind Ahuja**

Partner  
Membership number - 048966

Place : Mumbai  
Date : May 22, 2026

**For and on behalf of the Board of Directors of Colgate-Palmolive (India) Limited**  
**CIN: L24200MH1937PLC002700**

**M. S. Jacob**

Whole-time Director &  
Chief Financial Officer  
(DIN : 07645510)

Place : Mumbai  
Date : May 22, 2026

**Prabha Narasimhan**

Managing Director &  
Chief Executive Officer  
(DIN : 08822860)

**Jaikishan Shah**

Company Secretary  
(A34948)

# Statement of Profit and Loss

for the year ended March 31, 2026

	Note	(₹ in Lakhs)	Year Ended March 31, 2026 (₹ in Lakhs)	Year Ended March 31, 2025 (₹ in Lakhs)
Revenue from operations	25		6,03,504	6,04,017
Other income	26		8,912	13,884
<b>(A) Total income</b>			<b>6,12,416</b>	<b>6,17,901</b>
<b>Expenses</b>				
Cost of materials consumed		1,53,844		1,57,911
Purchases of stock-in-trade		27,573		30,986
Changes in inventories of finished goods, stock-in-trade and work-in-progress	27	2,290		(7,070)
Employee benefits expense	28	47,490		44,678
Finance costs	29	379		432
Depreciation and amortisation expense	3A	14,606		16,274
Other expenses	30	1,85,341		1,81,706
<b>(B) Total expense</b>			<b>4,31,523</b>	<b>4,24,917</b>
<b>(C) Profit before exceptional item and tax (A-B)</b>			<b>1,80,893</b>	<b>1,92,984</b>
<b>(D) Exceptional items</b>	47		<b>2,497</b>	<b>-</b>
<b>(E) Profit before tax (C-D)</b>			<b>1,78,396</b>	<b>1,92,984</b>
<b>Tax expense:</b>	31			
Current tax		47,465		49,654
Adjustment of tax relating to earlier periods	19	(710)		(161)
Deferred tax	19	(890)		(190)
<b>(F) Total tax expense</b>			<b>45,865</b>	<b>49,303</b>
<b>(G) Profit for the year (E-F)</b>			<b>1,32,531</b>	<b>1,43,681</b>
<b>Other comprehensive loss/ (income) (net of tax)</b>				
<b>Items that will not be reclassified to Profit and Loss</b>				
Re-measurement loss/(gains) on defined benefit plans			2,033	511
Tax adjustment on above	19		(512)	(129)
<b>(H) Re-measurement loss/(gains) on defined benefit plans (Net of tax)</b>			<b>1,521</b>	<b>382</b>
<b>(I) Total Comprehensive Income (net of tax) (G-H)</b>			<b>1,31,010</b>	<b>1,43,299</b>
<b>Earnings Per Equity Share (Rupees)</b>	36			
Face Value of ₹ 1 per Equity Share (March 31, 2025: ₹ 1 per Equity Share)				
Basic and Diluted			48.73	52.83
Material accounting policies	1B			
The accompanying notes are an integral part of these financial statements.				

As per our report of even date.

#### For S R B C & CO LLP

Chartered Accountants  
Firm Registration No. 324982E/E300003

#### per Govind Ahuja

Partner  
Membership number - 048966

Place : Mumbai  
Date : May 22, 2026

For and on behalf of the Board of Directors of Colgate-Palmolive (India) Limited  
CIN: L24200MH1937PLC002700

#### M. S. Jacob

Whole-time Director &  
Chief Financial Officer  
(DIN : 07645510)

#### Prabha Narasimhan

Managing Director &  
Chief Executive Officer  
(DIN : 08822860)

#### Jaikishan Shah

Company Secretary  
(A34948)

Place : Mumbai  
Date : May 22, 2026



# Statement of Changes in Equity

for the year ended March 31, 2026

## (A) Equity Share Capital (Note 14)

	Number of Shares (in Lakhs)	Amount (₹ in Lakhs)
<b>As at April 1, 2024</b>	<b>2,720</b>	<b>2,720</b>
Increase / (Decrease) during the year	-	-
<b>As at March 31, 2025</b>	<b>2,720</b>	<b>2,720</b>
Increase / (Decrease) during the year	-	-
<b>As at March 31, 2026</b>	<b>2,720</b>	<b>2,720</b>

## (B) Other Equity (Note 15)

Particulars	Reserves and Surplus				Total
	Securities Premium	General Reserve	Share Options Outstanding Account	Retained Earnings	
<b>Balance as at April 1, 2024</b>	<b>1,280</b>	<b>38,437</b>	<b>(194)</b>	<b>1,45,193</b>	<b>1,84,716</b>
Profit for the year	-	-	-	1,43,681	1,43,681
Other Comprehensive Income	-	-	-	(511)	(511)
Tax Adjustment on Other Comprehensive Income	-	-	-	129	129
<b>Total Comprehensive Income for the year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,43,299</b>	<b>1,43,299</b>
Dividend paid [Refer Note 15 (iv)]	-	-	-	(1,63,192)	(1,63,192)
Employee stock option expense [Refer Note 38 (c)]	-	-	1,254	-	1,254
Transferred from Share Options Outstanding account for employees transferred during the year	-	-	(107)	107	-
Employee stock option exercised during the year	-	-	(2,761)	-	(2,761)
Tax Adjustment on Employee stock option [Refer Note 31 (c)]	-	-	411	-	411
<b>Balance as at March 31, 2025</b>	<b>1,280</b>	<b>38,437</b>	<b>(1,397)</b>	<b>1,25,407</b>	<b>1,63,727</b>
Profit for the year	-	-	-	1,32,531	1,32,531
Other Comprehensive Income	-	-	-	(2,033)	(2,033)
Tax Adjustment on Other Comprehensive Loss	-	-	-	512	512
<b>Total Comprehensive Income for the year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,31,010</b>	<b>1,31,010</b>

(₹ in Lakhs)

# Statement of Changes in Equity

for the year ended March 31, 2026 (contd.)

## (B) Other Equity (Note 15) (contd.)

(₹ in Lakhs)

Particulars	Reserves and Surplus				Total
	Securities Premium	General Reserve	Share Options Outstanding Account	Retained Earnings	
Dividend paid [Refer Note 15 (iv)]	-	-	-	(1,38,713)	(1,38,713)
Employee stock option expense [Refer Note 38 (c)]	-	-	1,111	-	1,111
Transferred from Share Options Outstanding account for employees transferred during the year	-	-	(52)	52	-
Employee stock option exercised during the year	-	-	(1,617)	-	(1,617)
Tax Adjustment on Employee stock option [Refer Note 31 (c)]	-	-	173	-	173
<b>Balance as at March 31, 2026</b>	<b>1,280</b>	<b>38,437</b>	<b>(1,782)</b>	<b>1,17,756</b>	<b>1,55,691</b>

Material accounting policies (Refer Note 1B)

The accompanying notes are an integral part of these financial statements.

As per our report of even date.

### For S R B C & CO LLP

Chartered Accountants

Firm Registration No. 324982E/E300003

### per Govind Ahuja

Partner

Membership number - 048966

Place : Mumbai

Date : May 22, 2026

For and on behalf of the Board of Directors of Colgate-Palmolive (India) Limited  
CIN: L24200MH1937PLC002700

### M. S. Jacob

Whole-time Director &

Chief Financial Officer

(DIN : 07645510)

### Prabha Narasimhan

Managing Director &

Chief Executive Officer

(DIN : 08822860)

### Jaikishan Shah

Company Secretary

(A34948)

Place : Mumbai

Date : May 22, 2026



# Statement of Cash Flow

for year ended March 31, 2026

	Year Ended March 31, 2026 (₹ in Lakhs)	Year Ended March 31, 2025 (₹ in Lakhs)
<b>Cash flow from Operating Activities</b>		
<b>Profit before tax</b>	<b>1,78,396</b>	<b>1,92,984</b>
<b>Adjustments for:</b>		
Unrealised foreign exchange loss/(gain)	37	(215)
Depreciation and amortisation expenses	14,606	16,274
Lease rentals	(266)	(266)
Net loss/(gain) on disposal of property, plant and equipment	25	(36)
Interest income on financial assets at amortized cost	(6,243)	(6,693)
Finance cost	379	432
Bad debts written off/ provision for bad and doubtful debts	432	305
Interest income from unwinding of discount on security deposits	(119)	(249)
Employee share-based payment expense	1,111	1,254
<b>Operating profit before working capital changes</b>	<b>1,88,358</b>	<b>2,03,790</b>
<b>Adjustment for increase/decrease in working capital:</b>		
Decrease/(Increase) in inventories	96	(8,085)
Decrease/(Increase) in financial assets	1,389	(6,625)
(Increase)/Decrease in other assets	(11,399)	235
Increase in financial liabilities	46,497	3,733
Increase in other liabilities and provisions	1,270	2,594
<b>Cash flow generated from operations</b>	<b>2,26,211</b>	<b>1,95,642</b>
Direct taxes paid (net)	(45,581)	(56,196)
<b>Net cash flow generated from operating activities (A)</b>	<b>1,80,630</b>	<b>1,39,446</b>
<b>Cash flow from investing activities:</b>		
Purchase of property, plant and equipment	(7,646)	(7,142)
Proceeds from disposal of property, plant and equipment	13	3
Proceeds from redemption of deposits (net off deposits made)	38,911	5,482
Lease rentals	266	266
Interest received	5,818	6,988
<b>Net cash flow generated from investing activities (B)</b>	<b>37,362</b>	<b>5,597</b>
<b>Cash flow from financing activities:</b>		
Dividends paid	(1,38,713)	(1,62,621)
Payment of principal portion of lease liabilities	(1,489)	(1,318)
Payment of interest portion of lease liabilities	(379)	(432)
Employee share-based payments	(1,617)	(2,761)
<b>Net cash flow used in financing activities (C)</b>	<b>(1,42,198)</b>	<b>(1,67,132)</b>
<b>Net Increase/(Decrease) in cash and cash equivalents (A+B+C)</b>	<b>75,794</b>	<b>(22,089)</b>
<b>Cash and cash equivalents at the beginning of the year</b>	<b>66,810</b>	<b>88,899</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>1,42,604</b>	<b>66,810</b>
<b>Bank balances in:</b>		
Current accounts	3,296	4,012
Deposit accounts (with less than 3 months original maturity)	1,39,308	62,798
<b>Cash and cash equivalents as at March 31, 2026 (Refer Note 9)</b>	<b>1,42,604</b>	<b>66,810</b>

# Statement of Cash Flow

for year ended March 31, 2026 (contd.)

	Year Ended March 31, 2026 (₹ in Lakhs)	Year Ended March 31, 2025 (₹ in Lakhs)
<b>Changes in liabilities arising from financing activities:</b>		
<b>Lease liabilities</b>		
Lease liabilities as at beginning of the year	6,084	7,175
Additions during the year	180	598
Deletions during the year	(34)	(371)
Finance charges paid under lease liabilities during the year	379	432
Payment of lease liabilities during the year	(1,868)	(1,750)
Lease liabilities as at year end	<b>4,741</b>	<b>6,084</b>

## Notes:

- The cash flow statement has been prepared under the "Indirect method" as set out in Ind AS 7 on statement of cash flow as notified under Companies (Indian Accounting Standard) Rules, 2015 as amended from time to time.

As per our report of even date.

### For S R B C & CO LLP

Chartered Accountants

Firm Registration No. 324982E/E300003

### per Govind Ahuja

Partner

Membership number - 048966

Place : Mumbai

Date : May 22, 2026

**For and on behalf of the Board of Directors of Colgate-Palmolive (India) Limited**

**CIN: L24200MH1937PLC002700**

### M. S. Jacob

Whole-time Director &

Chief Financial Officer

(DIN : 07645510)

Place : Mumbai

Date : May 22, 2026

### Prabha Narasimhan

Managing Director &

Chief Executive Officer

(DIN : 08822860)

### Jaikishan Shah

Company Secretary

(A34948)



# Notes to the Financial Statements

for the year ended March 31, 2026

## 1A. Corporate Information:

Colgate-Palmolive (India) Limited (the Company) (CIN - L24200MH1937PLC002700) is a subsidiary of Colgate-Palmolive, USA and a listed Company in India. The Company was incorporated on September 23, 1937 under the provisions of The Companies Act. The registered office of the company is located at Colgate Research Center, Main street, Hiranandani Gardens, Powai, Mumbai - 400076. Its shares are listed on two recognized stock exchanges in India. The Company is engaged in manufacturing/trading of toothpaste, tooth powder, toothbrush, mouthwash and personal care products.

These financial statements for the year ended March 31, 2026 were approved by the Board of Directors on May 22, 2026.

## 1B. Material Accounting Policies:

The material accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

### (a) Basis of Preparation

#### i. Compliance with Ind AS

The financial statements comply in all material aspects with Indian Accounting Standards (Ind AS) notified under Section 133 of the Companies Act, 2013 (the Act) and Companies (Indian Accounting Standards) Rules, 2015 (as amended from time to time) and presentation requirements of Division II of Schedule III to Companies Act, 2013, (Ind AS compliant Schedule III), as applicable to financial statements.

The financial statements are presented in ₹ and all values are rounded to the nearest lakhs (₹ 00,000), except when otherwise indicated.

#### ii. Historical Cost Convention

These financial statements have been prepared on a historical cost basis, except as disclosed in the accounting policies below:

- Certain financial assets and liabilities are measured at fair value;

- Defined Benefit Plans - plan assets measured at fair value; and
- Share-Based payments.

#### iii. Current Versus Non-current Classification

The Company presents assets and liabilities in the balance sheet based on current/ non-current classification. An asset is treated as current when it is:

- Expected to be realized or intended to be sold or consumed in normal operating cycle
- Held primarily for the purpose of trading
- Expected to be realized within twelve months after the reporting period, or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in normal operating cycle
- It is held primarily for the purpose of trading
- It is due to be settled within twelve months after the reporting period, or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

The Company classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

Based on the nature of products and the time between the acquisition of assets for processing and their realization in cash and cash equivalents, the Company has ascertained its operating cycle as twelve months for the purpose of current / non-current classification of assets and liabilities.

# Notes to the Financial Statements

for the year ended March 31, 2026

## (b) Foreign Currency Translation

### i. Functional and Presentation Currency

Items included in the financial statements of the Company are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The financial statements are presented in Indian currency (INR), which is the Company's functional and presentation currency.

### ii. Transactions and Balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Realized gains and losses on settlement of foreign currency transactions are recognized in the Statement of Profit and Loss. Foreign currency denominated monetary assets and liabilities at the year-end are translated at the year-end exchange rates, and the resultant exchange difference is recognized in the Statement of Profit and Loss. Non-monetary items are carried at cost.

## (c) Property, Plant and Equipment

Property, plant and equipment (except Capital Work in Progress) are stated at historical cost less depreciation and impairment loss, if any. Historical cost includes expenditure that is directly attributable to the acquisition of the items including capital spares which are identified as a part of property, plant and equipment.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognized when replaced. All other repairs and maintenance are charged to the Statement of Profit and Loss during the reporting period in which they are incurred.

An item of property, plant and equipment and any significant part initially recognized is derecognized upon disposal or when no future economic

benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit and loss when the asset is derecognized.

### Capital Work-In-Progress

Cost and direct expenses incurred for construction of assets or assets to be acquired, which are not ready to use in the manner intended by the management are disclosed under Capital Work-In-Progress.

### Depreciation Methods, Estimated useful Lives and Residual Value

The useful lives of the assets are based on technical estimates approved by the Management, and are lower than or same as the useful lives prescribed under schedule II to the Companies Act, 2013 in order to reflect the period over which depreciable assets are expected to be used by the Company. Depreciation is calculated on a pro-rata basis on the straight line method so as to write-down the cost of property, plant and equipment to its residual value systematically over its estimated useful life based on useful life of the assets as prescribed under Part C of Schedule II to the Companies Act, 2013 except in case of following assets, wherein based on internal assessment and technical evaluation, a different useful life has been determined.

Asset Class	Useful Life
Residential and Office Buildings	40 years
Factory Buildings	20 years
Plant and Equipment	7 to 15 years
Dies and Moulds (included in Plant and Equipment)	3 years
Furniture and Fixtures	5 years
Office Equipment (including Computer Servers)	5 years

Estimated useful lives, residual values and depreciation methods are reviewed annually, taking into account commercial and technological obsolescence as well as normal wear and tear and adjusted prospectively, if appropriate.



# Notes to the Financial Statements

for the year ended March 31, 2026

## (d) Leases

### As a Lessee

The Company assesses whether a contract is or contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether:

- (i) the contract involves the use of an identified asset
- (ii) the Company has substantially all of the economic benefits from use of the asset through the period of the lease and
- (iii) the Company has the right to direct the use of the asset.

At the commencement date of a lease, the Company recognizes a liability to make lease payments (i.e., the lease liability) and an asset representing the right to use the underlying asset during the lease term (i.e., the right-of-use asset). Right-of-use assets are measured at cost, less any accumulated depreciation, impairment losses and adjusted for any re-measurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized and lease payments made at or before the commencement date. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets. If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The Company recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company. In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date.

After the commencement date, the amount of

lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is re-measured if there is a modification or a change in the lease term. The Company separately recognizes the interest expense on the lease liability as finance cost and the depreciation expense on the right-of-use asset.

The Company accounts for a lease modification as a separate lease when both of the following conditions are met:

- The modification increases the scope of the lease by adding the right to use one or more underlying assets.
- The consideration for the lease increases commensurate with the standalone price for the increase in scope and any adjustments to that stand-alone price reflects the circumstances of the particular contract.

For a lease modification that fully or partially decreases the scope of the lease the Company decreases the carrying amount of the right-of-use asset to reflect partial or full termination of the lease. Any difference between those adjustments is recognized in profit or loss at the effective date of the modification.

The Company has elected to use the exemptions proposed by the standard on lease contracts for which the lease terms ends within 12 months as of the date of initial application, and lease contracts for which the underlying asset is of low value which is considered to be ₹ 3.5 Lakhs.

### As a Lessor

Leases in which the Company does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income. Contingent rents are recognized as revenue in the period in which they are earned.

# Notes to the Financial Statements

for the year ended March 31, 2026

## (e) Investment Property

Property that is held for long-term rental yields or for capital appreciation or both, and that is not occupied by the Company, is classified as investment property. Investment property is measured initially at its cost, including related transaction costs and where applicable borrowing costs. Subsequent expenditure is capitalized to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Company and the cost of the item can be measured reliably. All other repairs and maintenance costs are expensed when incurred.

Investment properties are depreciated using the straight-line method over their estimated useful lives which are 40 years.

Though the Company measures investment property using cost based measurement, the fair value of investment property is disclosed in the notes. Fair values are determined based on an annual evaluation performed by an accredited external independent valuer.

Investment properties are derecognized either when they have been disposed of or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognized in profit or loss in the period of de-recognition.

## (f) Intangible Assets

Intangible Assets are stated at acquisition cost, net of accumulated amortization and accumulated impairment loss, if any.

### Amortization

Intangible assets comprise Goodwill, Trademarks, Copyright and Technical Know-how. Intangible assets (other than Goodwill) are amortized over the useful life of assets, not exceeding 10 years.

The estimated useful life and amortization methods are reviewed at the end of each annual reporting period, with the effect of any changes in the estimate being accounted for on a prospective basis.

Expenditure on research is recognized as an expense when it is incurred. Development costs of products are also charged to the Statement of Profit and Loss unless all the criteria for capitalization have been met by the Company. Development expenditures on an individual project are recognized as an intangible asset when the Company can demonstrate:

- The technical feasibility of completing the intangible asset so that the asset will be available for use or sale
- Its intention to complete and its ability and intention to use or sell the asset
- How the asset will generate future economic benefits
- The availability of resources to complete the asset
- The ability to measure reliably the expenditure during development

## (g) Impairment of Non-financial Assets

At each balance sheet date, the Company reviews whether there is an indication that an asset may be impaired. If any indication exists, the company estimates the recoverable amount of its assets other than inventory and deferred tax. An impairment loss is recognized when the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is determined as higher of the asset's fair value less costs of disposal and value in use. For the purpose of assessing impairment, assets are grouped at the levels for which there are separately identifiable cash flows (cash generating unit). Assessment is done at each Balance Sheet date as to whether there is any indication that an impairment loss recognized for an asset in the prior accounting period may no longer exist or may have decreased. An impairment loss is reversed to the extent that the assets carrying amount does not exceed the carrying amount that would have been determined if no impairment loss had previously been recognized.

## (h) Inventories

Inventories of raw and packing materials, stores, work-in-progress, finished goods and stock in trade are valued at lower of cost or net realizable value.



# Notes to the Financial Statements

for the year ended March 31, 2026

- Cost is determined using standard cost method that approximates actual cost.
- Cost of work-in-progress and finished goods includes materials, labour and manufacturing overheads and other costs incurred in bringing the inventories to their present location and condition.

Spares that do not qualify to be recognized as Property, Plant and Equipment are included in stores and spares.

Net realizable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

## (i) Trade Receivables

Trade receivables are measured at contracted price and subsequently measured at amortized cost net of any expected credit losses, if any. The Company provides for expected credit loss using simplified approach based on the probability of defaults which are possible over the lifetime of assets.

## (j) Cash and Cash Equivalents

For the purpose of presentation in the Statement of cash flows, cash and cash equivalents include cash in hand, demand deposits with banks and other short-term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

## (k) Financial Assets:

### i. Initial Recognition and Measurement

All financial assets are recognized initially at fair value plus transaction costs that are attributable to the acquisition of the financial asset, except in the case of financial assets not recorded at fair value through profit or loss. Transaction costs of financial assets carried at fair value through profit or loss are expensed through the Statement of Profit and Loss.

### Subsequent Measurement

For purposes of subsequent measurement, the Company classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income, or through profit or loss), and
- those measured at amortized cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows. For assets measured at fair value, gains and losses will either be recorded in the Statement of Profit and Loss or other comprehensive income. For investments in debt instruments, this will depend on the business model in which the investment is held. For investments in equity instruments, this will depend on whether the Company has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income.

### Amortized Cost

Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortized cost. A gain or loss on a debt investment that is subsequently measured at amortized cost is recognized in Statement of Profit and Loss when the asset is derecognized or impaired. Interest income from these financial assets is included in finance income using the effective interest rate method.

### Fair Value through Other Comprehensive Income (FVOCI)

Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets cash flows represent solely payments of principal and interest, are measured at fair value through other comprehensive income (FVOCI). Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognized in the Statement of Profit and Loss. When the financial asset is derecognized, the cumulative gain or loss previously recognized in OCI is reclassified from equity to Statement of Profit and Loss. Interest income from these financial assets is included in other income using the effective interest rate method.

# Notes to the Financial Statements

for the year ended March 31, 2026

## Fair Value Through Profit or Loss (FVTPL)

Assets that do not meet the criteria for amortized cost or FVOCI are measured at fair value through profit or loss. A gain or loss on a debt investment that is subsequently measured at fair value through Profit or Loss is recognized in the Statement of Profit and Loss in the period in which it arises. Interest income from these financial assets is included in other income.

### ii. Derecognition

A financial asset is derecognized only when:

- the rights to receive cash flows from the financial asset have expired, or
- the Company has transferred its rights to receive cash flows from the financial asset or has assumed an obligation to pay the received cash flows to one or more recipient

Where the entity has transferred an asset, the Company evaluates whether it has transferred substantially all risks and rewards of ownership of the financial asset. In such cases, the financial asset is derecognized. Where the entity has not transferred substantially all risks and rewards of ownership of the financial asset, the financial asset is not derecognized.

Where the entity has neither transferred a financial asset nor retains substantially all risks and rewards of ownership of the financial asset, the financial asset is derecognized if the company has not retained control of the financial asset. Where the Company retains control of the financial asset, the asset is continued to be recognized to the extent of continuing involvement in the financial asset. Expected credit losses are recognized for all financial assets subsequent to initial recognition.

## (I) Financial Liabilities

### i. Classification as Liability or Equity

Financial liabilities and equity instruments issued by the Company are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

### ii. Initial Recognition and Measurement

Financial liabilities are recognized when the Company becomes a party to the contractual provisions of the instrument. Financial liabilities are initially measured at the amortized cost unless at initial recognition, they are classified as fair value through profit or loss.

### iii. Subsequent Measurement

Financial liabilities are subsequently measured at amortized cost using the effective interest rate method. Financial liabilities carried at fair value through profit or loss is measured at fair value with all changes in fair value recognized in the Statement of Profit and Loss.

### iv. Derecognition

A financial liability is derecognized when the obligation specified in the contract is discharged, cancelled or expires.

## Trade and Other Payables

These amounts represent liabilities for goods and services provided to the Company prior to the end of financial year which are unpaid. The amounts are usually unsecured. Trade and other payables are presented as current liabilities unless payment is not due within twelve months after the reporting period. They are recognized initially at their fair value.

## Provisions

The Company recognizes a provision when there is a present legal or constructive obligation as a result of a past event that probably requires an outflow of resources and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognized as an interest expense.



# Notes to the Financial Statements

for the year ended March 31, 2026

## Contingent Liability

A disclosure for a contingent liability is made when there is a possible obligation or a present obligation that may, but probably will not, require an outflow of resources. Where there is a possible obligation or a present obligation that the likelihood of outflow of resources is remote, no provision or disclosure is made.

## (m) Revenue from Operations

### i. Sale of Goods

The Company's revenue contracts represent a single performance obligation to sell its products to trade customers. Sales are recorded at the time control of the products is transferred to trade customers, in an amount that reflects the consideration the Company expects to be entitled to in exchange for the products. Control is the ability of trade customers to direct the use of and obtain the benefit from our products. In evaluating the timing of the transfer of control of products to trade customers, the Company considers transfer of significant risks and rewards of products and the probability of flowing of future economic benefit to the Entity as per the terms of the Contract which usually coincide with the delivery of the goods. The Company has generally concluded that it acts as the principal in its revenue arrangements, as it typically maintains control over the goods or services prior to their transfer to the customer.

Revenue is measured on the basis of contracted price and reduced by variable consideration. Variable consideration includes sales returns, trade discounts, volume based incentives, and cost of promotional programs, indirect taxes as may be applicable.

The Company provides volume based incentives to certain customers once the quantity of products purchased during the period exceeds a threshold specified in the contract. Incentives are offset against amounts payable by the customer. To estimate & recognize a liability for the incentives, the Company applies methods which best predicts the amount of incentive and is primarily driven by the number of volume thresholds contained in the contract. The volume incentive is estimated at contract inception and recognized when it is highly probable that significant revenue reversal will not occur.

Company's contracts with trade customers do not have significant financing components or non-cash consideration and the Company does not have unbilled revenue or significant amounts of prepayments from customers.

The company pays sales commission to its employees for contract that they obtain for sales of goods and immediately expensed out sales commissions (included under employee benefits).

## Contract Balances

### Contract Liabilities

A contract liability is the obligation to transfer goods or services to a customer for which the Company has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is recognized when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognized as revenue when the Company performs its obligation to transfer goods or services under the contract.

### ii. Service Income

Service Income is recognized on cost plus basis as per the terms of the contract with customers, as and when the service is performed.

### iii. Interest Income

Interest income from debt instruments is recognized using the effective interest rate method. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the gross carrying amount of a financial asset. When calculating the effective interest rate, the Company estimates the expected cash flows by considering all the contractual terms of the financial instrument but does not consider the expected credit losses.

### iv. Rental Income

Rental income from operating leases where the Company is a lessor is recognized in income on a straight-line basis over the lease term unless the receipts are structured to increase in line with expected general inflation to compensate for the expected inflationary cost increases. The respective leased assets are included in the balance sheet based on their nature.

# Notes to the Financial Statements

for the year ended March 31, 2026

## v. Government Grant

Government grants are recognized where there is reasonable assurance that the grant will be received, and all attached conditions will be complied with. When the grant relates to an expense item, it is recognized as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. Ind AS 20 permits the grant to be recognized in profit or loss. The Company has chosen to present grants related to an expense item as other operating income in the statement of profit and loss.

## (n) Employee Benefits

### i. Short Term Employee Benefits

Liabilities for salaries, wages and performance incentives including non-monetary benefits that are expected to be settled wholly within twelve months after the end of the period in which the employees render the related service are recognized in respect of employees services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefits obligations in the Balance Sheet.

### ii. Long Term Employee Benefits

#### • Defined Contribution Plans

##### Provident Fund, Superannuation Fund and Employee's State Insurance:

The Company has Defined Contribution Plans for its employees such as Provident Fund, Superannuation Fund, Employee's State Insurance etc. and contribution to these plans are charged to the Statement of Profit and Loss as incurred, as the Company has no further obligation beyond making the contributions.

#### • Defined Benefit Plans

##### Gratuity:

The Company provides for gratuity, a defined benefit plan (the "Gratuity Plan") covering eligible employees in accordance with the Payment of Gratuity Act, 1972. The Gratuity Plan provides a lump sum payment to vested employees at retirement, death, incapacitation

or termination of employment, of an amount based on the respective employee's salary and the tenure of employment. The Company's liability is determined by the Actuary (using the Projected Unit Credit method) at the end of each year. The benefits are discounted using the market yields at the end of the reporting period that have terms approximating to the terms of the related obligation. Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognized in the period in which they occur directly in other comprehensive income. They are included in retained earnings in the Statement of changes in Equity and in the Balance Sheet. Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognized immediately in the Statement of profit and loss as past service cost. Remeasurements are not reclassified to Profit or Loss in subsequent periods.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the Statement of Profit and Loss.

##### Provident Fund:

In respect of certain employees, Provident Fund contributions are made to a Trust administered by the Company. The interest rate payable by the trust to the beneficiaries every year is notified by the Government. The Company has an obligation to make good the shortfall, if any, between the return from the investment of the trust and interest as per the notified rate. The Company's liability is determined by the Actuary (using the Projected Unit Credit Method) at the end of the year. Measurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognized in the period in which they occur directly in other comprehensive income. They are included in retained earnings in the Statement of changes in Equity and in the Balance Sheet. Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognized immediately in the Statement of profit and loss as past service cost. Remeasurements are not reclassified to Profit or Loss in subsequent periods.



# Notes to the Financial Statements

for the year ended March 31, 2026

## Compensated Absences:

Accumulated compensated absences, which are expected to be availed or encashed within 12 months from the end of the year and are treated as short term employee benefits. The obligation towards the same is measured at the expected cost of accumulating compensated absences as the additional amount expected to be paid as a result of the unused entitlement as at the year end.

Accumulated compensated absences, which are expected to be availed or encashed beyond 12 months from the end of the year end are treated as other long term employee benefits. The Company's liability is actuarially determined (using the Projected Unit Credit method) at the end of each year. Actuarial losses/gains are recognized in the Statement of Profit and Loss in the year in which they arise.

## Voluntary Retirement Scheme:

Expenditure on voluntary retirement scheme is charged to the Statement of Profit and Loss in the year in which incurred.

## Share Based Payments

The Company does not provide any equity-based compensation to its employees. However, the parent Company, Colgate Palmolive Company, U.S.A. ("the grantor") maintains equity incentive plans that provide for the grant of stock-based awards to its executive directors and certain categories of officers and employees. The 2009 Executive Incentive Compensation Plan and 2013 Incentive Compensation Plan ("Incentive Plan") provides for the grant of non-qualified and incentive stock options, as well as restricted stock units which are together referred to as employee stock options. Exercise prices in the case of non-qualified and incentive stock options are not less than the fair value of the underlying common stock of the grantor on the date of grant.

A stock option gives an employee, the right to purchase shares of Colgate Palmolive Company common stock at a fixed price for a specific period of time. Stock options generally have a term of six years and vest over three years.

A restricted stock unit (RSU) provides an employee with a share of Colgate Palmolive Company common stock upon vesting. Restricted stock units vest in annual installments generally over a period of three years. Dividends will accrue with each restricted stock unit award granted subsequent to grant date.

Employee Stock Options (ESOPs) issued by the parent entity are accounted for as equity-settled as the Company has no obligation to settle the share-based payment transaction and also the shares are of parent Company.

Company recognizes the expense over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied, as determined on the grant date, based on the fair value of the options/RSUs. At the end of each period, the entity revises its estimates of the number of options that are expected to vest based on the non-market vesting and service conditions. It recognizes the impact of the revision to original estimates, if any, in the Statement of Profit and Loss, with a corresponding adjustment to equity.

In case where there is a clear link between the recharge from the parent company and the expense, Company accounts for the recharge as capital distribution even if the amount of recharge is more than the expense recognized over the vesting period (as the recharge is based on the intrinsic value).

In case where the employee has not served the Company during the vesting period and for which they get the debit note from parent, the cost is debited to management recharge expense.

Further, where the management recharge is not expected from the parent entity as the employee has been relocated to another group company i.e. the employee is not expected to render future services to the Company at the time of exercise of option, the Company transfers the proportionate amount of share options outstanding account related to such employees to Retained Earnings, after taking into consideration the probability of employees re-locating back to the Company.

# Notes to the Financial Statements

for the year ended March 31, 2026

## (o) Income Tax

Tax expense for the period, comprising current tax and deferred tax, are included in the determination of the net profit or loss for the period. Current tax is measured at the amount expected to be paid to the tax authorities in accordance with prevailing income tax law. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

The Company evaluates whether it has any uncertain tax positions which requires adjustments to provision for current tax. The Company has ongoing disputes with Income Tax Authorities on various matters. In respect of certain allowance / deductions, it is probable that such positions will not be accepted by Tax authorities and hence the same has been considered and adequately provided for while calculating current tax provision of the respective years. In respect of certain allowances / deductions taken by the Company, it is probable that such disputes will be accepted by Tax authorities and hence the same have been considered and disclosed as a part of Contingent Liability.

### • Current Tax

Current tax assets and current tax liabilities are offset when there is a legally enforceable right to set off the recognized amounts and there is an intention to settle the asset and the liability on a net basis.

### • Deferred Tax

Deferred tax is recognized for all the deductible temporary differences by using the balance sheet approach, only to the extent that there is a reasonable certainty that sufficient future taxable income will be available against which such deferred tax assets can be realized. Deferred tax assets and liabilities are measured using the tax rates and tax laws that have been enacted or substantively enacted by the Balance Sheet date. At each Balance Sheet date, the Company reassesses unrecognized deferred tax assets, if any.

Deferred tax relating to items recognized

outside profit or loss is recognized either in other comprehensive income or in equity. Deferred tax items are recognized in correlation to the underlying transaction either in OCI or directly in equity. Unrecognized deferred tax assets are re-assessed at each reporting date and are recognized to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and deferred tax liabilities are offset when there is a legally enforceable right to set off assets against liabilities representing current tax and where the deferred tax assets and deferred tax liabilities relate to taxes on income levied by the same governing taxation laws.

## (p) Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker ("CODM"). The CODM, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Managing Director and Chief Financial Officer of the Company. The Company has identified 'Personal Care (including Oral Care)' as its only primary reportable segment, which primarily includes products such as Soaps, Cosmetics and Toiletries.

## (q) Statement of Cash Flow

Cash flows are reported using the indirect method, whereby profit before tax is adjusted for the effects of transactions of non-cash nature and any deferrals or accruals of past or future cash receipts or payments.

## (r) Offsetting Financial Instruments

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis, or realize the asset and settle the liability simultaneously.

## (s) Contributed Equity

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax.



# Notes to the Financial Statements

for the year ended March 31, 2026

## (t) Earnings Per Share

### i. Basic Earnings Per Share

Basic earnings per share are calculated by dividing:

- the profit attributable to owners of the Company
- By the weighted average number of equity shares outstanding during the financial year.

### ii. Diluted Earnings Per Share

Diluted earnings per share adjust the figures used in the determination of basic earnings per share to take into account:

- the after income tax effect of interest and other financing costs associated with dilutive potential equity shares, and
- The weighted average number of additional equity shares that would have been outstanding assuming the conversion of all dilutive potential equity shares.

## 2. Significant Accounting Estimates and Judgments

The preparation of financial statements requires the use of accounting estimates which, by definition, will seldom equal the actual results. This note provides an overview of the areas that involved a higher degree of judgment or complexity, and of items which are more likely to be materially adjusted due to estimates and assumptions turning out to be different than those originally assessed. Detailed information about each of these estimates and judgments is included in relevant notes.

The areas involving significant estimates or judgments are:

- Estimation of defined benefit obligation (Refer Note 1B(n) and Note 28)
- Estimation of Useful life of Property, plant and equipment and intangibles (Refer Note 1B(c) and Note 3)
- Estimation of taxes (Refer Note 1B(o), Note 19 and 31)

- Estimation of provision and contingent liabilities (Refer Note 1B(l)(iv), Note 24 and 32)
- Estimation of variable consideration in respect of revenue recognition (Refer Note 1B(m) and Note 25)

Estimates and judgments are continually evaluated. They are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Company and that are believed to be reasonable under the circumstances.

## 3. Standards Notified but not yet Effective

The new and amended standards that are notified by the Ministry of Corporate Affairs (MCA), but not yet effective, up to the date of issuance of the Company's financial statements are disclosed below. The Company will adopt these amendments to the standards, when they become effective.

- (i) Amendments to Ind AS 1 – Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants

In accordance with Ind AS 1 currently applicable, breach of an immaterial covenant is ignored deciding in current vs. non-current classification of liabilities. Also, in case of breach of a material covenant of a non-current loan on or before the reporting date, the entity can obtain waiver from the lender after the reporting date and continue to classify the loan as non-current liability.

In accordance with changes to Ind AS 1 already notified by the MCA, the above relaxations to classify loan as non-current liability will not be available from FY 2026-27 onward and need to be applied retrospectively. Consequently:

- A breach of either material or immaterial covenant will trigger current classification of liability.
- To continue classifying loan as non-current liability, entities will need to obtain waiver from the breach on or before the reporting date.

The Company has reviewed the new pronouncements and based on it's evaluation has determined that it is not likely to have any significant impact in it's financial statements.

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 3 (A) (I) : Property, Plant and Equipment

Particulars	Gross carrying amount				Accumulated depreciation				(₹ in Lakhs) Net carrying amount
	Cost / Gross carrying value as at April 1, 2025	Additions/ Adjustments	Disposals	As at March 31, 2026	As at April 1, 2025	Depreciation for the year	Disposals	As at March 31, 2026	As at March 31, 2026
	Right-of-use assets [Refer Note 3 (D) (I)]	25,398	180	34	25,544	12,866	1,795	-	14,661
Buildings [Refer Note (i) and (iii) below]	51,872	918	60	52,730	22,197	2,769	59	24,907	27,823
Plant and equipment	1,45,116	6,044	1,896	1,49,264	1,12,782	8,726	1,861	1,19,647	29,617
Furniture and fixtures	2,187	10	336	1,861	2,159	22	335	1,846	15
Office equipment	11,638	1,706	1,566	11,778	8,561	1,294	1,564	8,291	3,487
<b>Total assets</b>	<b>2,36,211</b>	<b>8,858</b>	<b>3,892</b>	<b>2,41,177</b>	<b>1,58,565</b>	<b>14,606</b>	<b>3,819</b>	<b>1,69,352</b>	<b>71,825</b>
<b>Capital work-in-progress [Refer Note 3 B below]</b>									<b>2,718</b>

- (i) Buildings include : (a) Research Centre at Powai, Mumbai, (b) Factory Building at Baddi, (c) Factory Buildings at Goa, (d) Factory Buildings at Sanand and (e) Factory Building at Sricity.
- (ii) Refer to Note 34 for disclosures of capital commitments for the acquisition of property, plant and equipment.
- (iii) Buildings include investment property with net carrying value of ₹ 151 Lakhs (March 31, 2025 : ₹ 164 Lakhs) and fair value of ₹ 3,701 Lakhs (March 31, 2025 : ₹ 3,544 Lakhs). Fair value is determined based on an annual evaluation performed by an accredited external independent valuer using the sales comparison method of valuation under market approach in which due weightages have been given to factors such as right to sell/transfer the property, demand and prospective buyers for such type of commercial offices etc. The significant unobservable inputs considered includes total of Weighted reconciliation is ₹ 23,500/- per square feet (March 31, 2025: ₹ 22,500/-). The rental income and depreciation expense for the year ended March 31, 2026 are ₹ 266 Lakhs (March 31, 2025 : ₹ 266 Lakhs) and ₹ 13 lakhs (March 31, 2025 : ₹ 13 Lakhs) respectively. (Refer Note 16).
- (iv) All the immovable properties (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee) are held in the company's name and there are no issues with respect to the title deeds of such immovable properties.



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 3 (A) (II) : Property, plant and equipment

Particulars	Gross carrying amount			Accumulated depreciation				Net carrying amount	
	Cost / Gross carrying value as at April 1, 2024	Additions/ Adjustments	Disposals	As at March 31, 2025	As at April 1, 2024	Depreciation for the year	Disposals	As at March 31, 2025	As at March 31, 2025
	(₹ in Lakhs)								
Right-of-use assets [Refer Note 3 (D) (II)]	25,114	619	335	25,398	11,102	1,764	-	12,866	12,532
Buildings [Refer Note (i) and (iii) above]	44,562	7,311	1	51,872	19,448	2,750	1	22,197	29,675
Plant and equipment	1,39,433	5,785	102	1,45,116	1,02,832	10,050	100	1,12,782	32,334
Furniture and fixtures	2,199	35	47	2,187	2,107	99	47	2,159	28
Office equipment	10,569	1,100	31	11,638	6,981	1,611	31	8,561	3,077
<b>Total assets</b>	<b>2,21,877</b>	<b>14,850</b>	<b>516</b>	<b>2,36,211</b>	<b>1,42,470</b>	<b>16,274</b>	<b>179</b>	<b>1,58,565</b>	<b>77,646</b>
<b>Capital work-in-progress [Refer Note 3 B below]</b>									<b>3,841</b>

## Note 3 (B) : Capital work-in-progress (CWIP)

### Capital work-in-progress movement during the year

Particulars	(₹ in Lakhs)	
	As at March 31, 2026	As at March 31, 2025
Opening	3,841	11,028
Add - Addition during the year	7,373	6,983
Less - Capitalised during the year	8,496	14,170
<b>Closing</b>	<b>2,718</b>	<b>3,841</b>

Capital work-in-progress includes salary of ₹ 7 Lakhs (March 31, 2025 - ₹ 13 Lakhs) and other expenses of ₹ Nil (March 31, 2025 - ₹ Nil) incurred towards capital projects. Salary and other expenses disclosed in Note 28 and Note 30 respectively are net of amounts included in CWIP.



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 3 (B) : Capital work-in-progress (CWIP) (contd.)

### Capital work-in-progress ageing schedule

(₹ in Lakhs)

As at 31 March, 2026 Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress*	2,581	137	0	-	2,718
Projects temporarily suspended	-	-	-	-	-
<b>Total</b>	<b>2,581</b>	<b>137</b>	<b>0</b>	<b>-</b>	<b>2,718</b>

\*0 represents amount less than ₹ 1 Lakh

(₹ in Lakhs)

As at 31 March, 2025 Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	3,105	679	57	-	3,841
Projects temporarily suspended	-	-	-	-	-
<b>Total</b>	<b>3,105</b>	<b>679</b>	<b>57</b>	<b>-</b>	<b>3,841</b>

## Note 3 (C): Other intangible assets

The gross carrying value of intangible assets of ₹ Nil have been fully amortised and the carrying value as at March 31, 2026 is ₹ Nil (March 31, 2025 - ₹ Nil). Intangible assets comprise goodwill, trademarks, copyright and technical know-how.

## Note 3 (D) (I): Right-of-use assets recognized and the movements during the year

(₹ in Lakhs)

Particulars	Plant and equipment	Vehicles	IT equipment	Buildings	Others	Right-of- use assets (excluding land) (A)		Leasehold land (B)	Total (A+B)
As at April 01, 2025	4,265	41	73	1,168	7	5,554	6,978	12,532	
Addition/Modification	31	-	-	149	-	180	-	180	
Depreciation	1,133	41	64	474	7	1,719	76	1,795	
Deletion	-	-	-	34	-	34	-	34	
<b>As at March 31, 2026</b>	<b>3,163</b>	<b>-</b>	<b>9</b>	<b>809</b>	<b>-</b>	<b>3,981</b>	<b>6,902</b>	<b>10,883</b>	

Land - Leasehold includes lease rights in respect of the land in the possession of the Company under Lease with Industrial Area Development Agency at Baddi, Goa Industrial Development Corporation at Goa and Sri city (P) Limited at Sricity, Andhra Pradesh, Gujarat Industrial Development Corporation (GIDC) at Sanand.

## Note 3 (D) (II): Right-of-use assets recognized and the movements for the previous year

(₹ in Lakhs)

Particulars	Plant and equipment	Vehicles	IT equipment	Buildings	Others	Right-of- use assets (excluding land) (A)		Leasehold Land (B)	Total (A+B)
As at April 01, 2024	5,132	-	181	1,631	7	6,951	7,061	14,012	
Addition/Modification	249	121	22	227	-	619	-	619	
Depreciation	1,116	80	130	355	-	1,681	83	1,764	
Deletion	-	-	-	335	-	335	-	335	
<b>As at March 31, 2025</b>	<b>4,265</b>	<b>41</b>	<b>73</b>	<b>1,168</b>	<b>7</b>	<b>5,554</b>	<b>6,978</b>	<b>12,532</b>	



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 4: Non-current loans (at amortised cost)

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Secured and considered good:		
- Loans to employees	92	120
	<b>92</b>	<b>120</b>

## Note 5: Other non-current financial assets (at amortised cost)

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Security deposits	1,734	1,531
Deposits with banks (with maturity period of more than 12 months)*	252	252
	<b>1,986</b>	<b>1,783</b>

\* Held as lien by Banks against Bank Guarantees issued to Regulatory authorities in the normal course of business.

## Note 6: Other non-current assets

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Capital advances (Refer Note 34)	675	139
Deposits with government and other authorities	697	726
Prepaid expenses	15	32
	<b>1,387</b>	<b>897</b>

## Note 7: Inventories

(Lower of cost or net realisable value)

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Raw and packing materials	9,968	8,183
Work-in-progress	3,337	3,661
Finished goods	18,297	19,769
Stock-in-trade	2,654	3,148
[includes goods in transit ₹ 498 Lakhs (March 31, 2025: ₹ 1,156 Lakhs)]		
Stores and spares	3,374	2,965
	<b>37,630</b>	<b>37,726</b>

During the year ended March 31, 2026, ₹ 96 lakhs (March 31, 2025: ₹ 679 lakhs) has been charged to the statement of profit and loss on account of slow moving and obsolete inventory, which is included as a part of cost of material consumed.

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 8: Trade receivables (at amortised cost)

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Trade receivables	16,070	17,355
Receivables from related parties (Refer Note 37)	5,946	6,118
Less : Allowance for bad and doubtful debts	(1,093)	(849)
	<b>20,923</b>	<b>22,625</b>
Unsecured and considered good	20,923	22,625
Trade receivables which have significant increase in credit risk	1,093	849
Allowance for bad and doubtful debts	(1,093)	(849)
	<b>20,923</b>	<b>22,625</b>

### Trade receivables ageing schedule\*

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
<b>Undisputed Trade receivables – considered good</b>		
Current but not due	12,863	11,005
less than 6 months	7,317	11,068
6 months – 1 year	457	465
1-2 years	273	43
2-3 years	9	6
More than 3 years	4	38
	<b>20,923</b>	<b>22,625</b>
<b>Undisputed Trade receivables – which have significant increase in credit risk</b>		
Current but not due	-	-
less than 6 months	-	-
6 months – 1 year	209	288
1-2 years	347	225
2-3 years	220	50
More than 3 years	317	286
	<b>1,093</b>	<b>849</b>
<b>Total Trade receivables</b>		
Current but not due	12,863	11,005
less than 6 months	7,317	11,068
6 months – 1 year	666	753
1-2 years	620	268
2-3 years	229	56
More than 3 years	321	324
<b>Total</b>	<b>22,016</b>	<b>23,474</b>

There are no disputed or unbilled trade receivables.

For terms and conditions with customers refer to Note 25 and Note 37

\* Outstanding for the above periods are based on due date of payment.



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 9: Cash and cash equivalents

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Bank balances in:		
- Current accounts	3,296	4,012
- Deposit accounts (with less than 3 months original maturity)	1,39,308	62,798
	<b>1,42,604</b>	<b>66,810</b>

## Note 10: Other bank balances

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Earmarked balances with banks in:		
- Unpaid dividend account	4,187	4,128
- Unpaid share capital reduction account	91	89
Deposits with maturity more than 3 month but less than 12 months	-	38,486
	<b>4,278</b>	<b>42,703</b>

## Note 11: Current loans (at amortised cost)

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Secured and considered good:		
- Loans to employees	31	37
Unsecured and considered good:		
- Inter-corporate deposits*	630	630
	<b>661</b>	<b>667</b>

\*Inter-corporate deposits includes amounts with maturity period of 91 days, rate of interest at 10% (March 31, 2025: Maturity period of 91 days, rate of interest at 10%)

## Note 12: Other current financial assets (at amortised cost)

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Receivables from related parties (Refer Note 37)	340	224
Security deposits	138	424
	<b>478</b>	<b>648</b>

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 13: Other current assets

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Balances with government authorities	10,722	118
Prepaid expenses	1,213	971
Advances to suppliers	4,315	3,771
Employee advances	217	162
Fringe benefit advance tax	70	70
	<b>16,537</b>	<b>5,092</b>

## Note 14: Equity Share Capital

### Authorised Equity Share Capital:

	Number of shares	Amount (₹ in Lakhs)
<b>As at April 1, 2024</b>	<b>1,37,00,00,000</b>	<b>13,700</b>
Increase / (Decrease) during the year	-	-
<b>As at March 31, 2025</b>	<b>1,37,00,00,000</b>	<b>13,700</b>
Increase / (Decrease) during the year	-	-
<b>As at March 31, 2026</b>	<b>1,37,00,00,000</b>	<b>13,700</b>

### Issued, Subscribed and Paid-up:

#### (A) Movement in Equity Share Capital

	Number of shares	Equity Share Capital (par value ₹ in Lakhs)
<b>As at April 1, 2024</b>	<b>27,19,85,634</b>	<b>2,720</b>
Increase / (Decrease) during the year	-	-
<b>As at March 31, 2025</b>	<b>27,19,85,634</b>	<b>2,720</b>
Increase / (Decrease) during the year	-	-
<b>As at March 31, 2026</b>	<b>27,19,85,634</b>	<b>2,720</b>

#### (B) Rights, Preferences and Restrictions attached to Equity Shares:

The Company has one class of Equity Shares having par value of ₹ 1 per share. Each Shareholder is eligible for one vote per share held. The dividend proposed by the Board of Directors is subject to the approval of the Shareholders in the ensuing Annual General Meeting, except in case of interim dividend. In the event of liquidation, the Equity Shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 14: Equity Share Capital (contd.)

### (C) Shares held by Ultimate Holding Company and its Subsidiaries:

(₹ in Lakhs)

	As at March 31, 2026	As at March 31, 2025
Colgate-Palmolive Company, U.S.A., the Ultimate Holding Company <b>10,89,52,694</b> (March 31, 2025 - 10,89,52,694) equity shares.	1,090	1,090
Colgate-Palmolive (Asia) Pte Ltd., Singapore, Subsidiary of the Ultimate Holding Company <b>2,97,58,852</b> (March 31, 2025 - 2,97,58,852) equity shares.	298	298
Norwood International Incorporated, U.S.A., Subsidiary of the Ultimate Holding Company <b>1,126</b> (March 31, 2025 - 1,126) equity shares	0*	0*

\*Less than ₹ 1 Lakh

### (D) Details of Shareholders holding more than 5% of the aggregate Shares in the Company:

	As at March 31, 2026	As at March 31, 2025
<b>Colgate-Palmolive Company, U.S.A.</b>		
Number of Shares	10,89,52,694	10,89,52,694
% of Holding	40.06	40.06
<b>Colgate-Palmolive (Asia) Pte Ltd., Singapore</b>		
Number of Shares	2,97,58,852	2,97,58,852
% of Holding	10.94	10.94

### (E) Details of shares held by promoters

	As at March 31, 2026	As at March 31, 2025
<b>Colgate-Palmolive Company, U.S.A.</b>		
Number of Shares at the beginning of the year	10,89,52,694	10,89,52,694
Change during the year	-	-
Number of Shares at the end of the year	10,89,52,694	10,89,52,694
% of Total shares	40.06	40.06
% of change during the year	-	-
<b>Colgate-Palmolive (Asia) Pte Ltd., Singapore</b>		
Number of Shares at the beginning of the year	2,97,58,852	2,97,58,852
Change during the year	-	-
Number of Shares at the end of the year	2,97,58,852	2,97,58,852
% of Total shares	10.94	10.94
% of change during the year	-	-
<b>Norwood International Incorporated, U.S.A</b>		
Number of Shares at the beginning of the year	1,126	1,126
Change during the year	-	-
Number of Shares at the end of the year	1,126	1,126
% of Total shares	0.00	0.00
% change during the year	-	-

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 14: Equity Share Capital (contd.)

### (E) Details of shares held by promoters (contd.)

	As at March 31, 2026	As at March 31, 2025
<b>Total Promoters Shareholding</b>		
Number of Shares at the beginning of the year	13,87,12,672	13,87,12,672
Change during the year	-	-
Number of Shares at the end of the year	13,87,12,672	13,87,12,672
% of Total shares	51.00	51.00
% change during the year	-	-

## Note 15: Other Equity

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Securities Premium Account [Refer (i) below]	1,280	1,280
General Reserve [Refer (ii) below]	38,437	38,437
Share Options Outstanding Account [Refer (iii) below]	(1,782)	(1,397)
Retained Earnings [Refer (iv) below]	1,17,756	1,25,407
	<b>1,55,691</b>	<b>1,63,727</b>

### (i) Securities Premium

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Balance at the beginning of the year	1,280	1,280
<b>Balance at the end of the year</b>	<b>1,280</b>	<b>1,280</b>

(Securities Premium reserve is used to record the premium on issue of shares. The reserve can be utilised in accordance with the provisions of the Companies Act, 2013)

### (ii) General Reserve

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Balance at the beginning of the year	38,437	38,437
<b>Balance at the end of the year</b>	<b>38,437</b>	<b>38,437</b>

(Under the erstwhile Companies Act 1956, general reserve was created through an annual transfer of net income at a specified percentage in accordance with applicable regulations. Consequent to introduction of Companies Act 2013, the requirement to mandatorily transfer a specified percentage of the net profit to general reserve has been withdrawn. However, the amount previously transferred to the general reserve can be utilised only in accordance with the specific requirements of Companies Act, 2013)



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 15: Other Equity (contd.)

### (iii) Share Options Outstanding account (Refer Note 38)

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Balance at the beginning of the year	(1,397)	(194)
Add: Employee stock option expense	1,111	1,254
Less: Transferred to Retained Earnings for employees transferred during the year/relocated to another group companies	(52)	(107)
Less: Employee stock option exercised during the year	(1,617)	(2,761)
Add: Tax Adjustment on above	173	411
<b>Balance at the end of the year</b>	<b>(1,782)</b>	<b>(1,397)</b>

(Reserve created for all outstanding employee stock options and RSUs granted by the parent company, Colgate-Palmolive Company, U.S.A. This reserve is being used for recognising the value of equity-settled share-based payments provided to employees.)

### (iv) Retained Earnings

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Balance at the beginning of the year	1,25,407	1,45,193
Add: Profit for the year	1,32,531	1,43,681
Add: Other Comprehensive (Loss)/ Income	(1,521)	(382)
Add: Transferred from Share Options Outstanding account for employees transferred during the year	52	107
Less: Appropriations		
- Second Interim Dividend FY 24-25 - ₹ 27/- per share (FY 23-24 - ₹ 26/- per share)	(73,436)	(70,716)
- Special Dividend FY 23-24 - ₹ 10/- per share	-	(27,199)
- First Interim Dividend FY 25-26 - ₹ 24/- per share (FY 24-25 - ₹ 24/- per share)	(65,277)	(65,277)
<b>Total Appropriations</b>	<b>(1,38,713)</b>	<b>(1,63,192)</b>
<b>Balance at the end of the year</b>	<b>1,17,756</b>	<b>1,25,407</b>
	<b>1,55,691</b>	<b>1,63,727</b>

(Retained earnings are the profits that a company has earned to date, after appropriation for dividends payouts)

## Note 16: Lease liabilities (at Amortised Cost)

### As a Lessee

The Company has lease contracts for various items of plant and equipments, vehicles, IT equipments, offices and residential buildings. Leases of plant and equipments has lease term of 5 to 8 years, while other leases have lease terms ranging from 2 to 10 years. The Company's obligations under its leases are secured by the lessor's title to the leased assets. The Company has lease contracts that includes extension option, however the lease term in respect of such extension option is not defined in the contract.

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 16: Lease liabilities (at Amortised Cost) (contd.)

The Company also has certain leases with lease terms of 12 months or less and leases of low value. The Company applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.

The carrying amounts of right-of-use assets recognised and the movements during the year are given in Note 3(D)

### Carrying amounts of lease liabilities and the movements during the year

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
<b>As at April 01</b>	6,084	7,175
Addition	180	598
Interest	379	432
Payment	(1,868)	(1,750)
Deletion	(34)	(371)
<b>As at March 31</b>	<b>4,741</b>	<b>6,084</b>
<b>Non current</b>	3,345	4,543
<b>Current</b>	1,396	1,541
Depreciation expense of right-of-use assets (Refer Note 3D)	1,795	1,764
Interest expense on lease liabilities (Refer Note 29)	379	432
Expense relating to leases of low-value assets (included in Note 30 under lease rentals)	717	685

The effective interest rate for lease liabilities is 7.86% with maturity between 2026-2031.

The Company had total cash outflows for leases of ₹ 1,868 lakhs for the year ended March 31, 2026 and ₹ 1,750 lakhs for the year ended March 31, 2025.

The maturity analysis of lease liabilities are disclosed in Note 40.

### As a lessor

The Company has given office premise space under non-cancellable operating lease for a period of 3 years ending on May 31, 2026. The rental income from the asset given on lease of ₹ 266 Lakhs (March 31, 2025 : ₹ 266 Lakhs) has been disclosed as "Lease Rentals" under Other Income in Note 26 to the Statement of Profit and Loss.

Description of significant operating lease arrangements in respect of premises:

- The Company has taken refundable interest free security deposit under the lease agreements.
- Agreement contain provision for renewal at the option of either party.
- Agreement provide for restriction on sub lease.

Future minimum lease payments that the Company is expected to receive under the non-cancellable lease are as under:

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Within one year	-	-

Beyond one year future minimum lease payments that the Company is expected to receive under the non-cancellable lease is ₹ Nil. (Previous Year: ₹ Nil)



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 17: Other Non-Current Financial Liabilities (at Amortised Cost)

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Security Deposits	-	130
	-	130

## Note 18: Non-Current Provisions

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Provision for Employee Benefits:		
- Gratuity [Refer Note 28 II (B) (iii)(a)]	2,215	1,528
- Compensated Absences [Refer Note 28 III]	923	853
- Provident Fund [Refer Note 28 II (B) (iii)(b)]	1,600	610
	<b>4,738</b>	<b>2,991</b>

## Note 19: Deferred Tax Assets [Net]

The balance comprises temporary differences attributable to:

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
<b>Deferred Tax Assets [Net]</b>		
Difference between carrying value of Property, plant and equipment and written down value as per tax	1,156	536
Voluntary retirement obligation	196	294
Expenses allowable on payment basis for tax purposes	4,586	4,526
Employee benefits	1,984	1,364
Impairment of Trade receivables	275	75
<b>Net Deferred Tax Assets</b>	<b>8,197</b>	<b>6,795</b>
<b>Movement in Deferred Tax Assets [Net]</b>		
<b>Opening balance as at beginning of the year</b>	6,795	6,476
Tax income during the year recognised in profit or loss [Refer Note 31 (a)]	890	190
Tax income during the year recognised in OCI	512	129
<b>Closing balance as at year end</b>	<b>8,197</b>	<b>6,795</b>

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 20: Other Non-Current Liabilities

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Payable under Voluntary Retirement Scheme	24	30
	<b>24</b>	<b>30</b>

## Note 21: Trade Payables (at Amortised Cost)

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
- Total outstanding dues of micro enterprises and small enterprises (Refer Note 42)	719	931
- Total outstanding dues of creditors other than micro enterprises and small enterprises	1,37,893	91,148
	<b>1,38,612</b>	<b>92,079</b>
Trade Payables	1,21,755	79,629
Trade Payable to related parties (Refer Note 37)	16,857	12,450
	<b>1,38,612</b>	<b>92,079</b>

### Trade payables ageing schedule\*

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
<b>Total outstanding dues of micro enterprises and small enterprises</b>		
Unbilled	-	-
Current but not due	-	885
Less than 1 year	680	45
1-2 years	38	1
2-3 years	1	-
More than 3 years <sup>#</sup>	0	-
<b>Total</b>	<b>719</b>	<b>931</b>

#0 represents amount less than ₹ 1 Lakh



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 21: Trade Payables (at Amortised Cost) (contd.)

### Trade payables ageing schedule\* (contd.)

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
<b>Total outstanding dues of creditors other than micro enterprises and small enterprises</b>		
Unbilled	80,108	58,089
Current but not due	31,218	16,182
Less than 1 year	26,367	16,534
1-2 years	6	259
2-3 years	118	12
More than 3 years	76	72
<b>Total</b>	<b>1,37,893</b>	<b>91,148</b>
<b>Total Undisputed Trade payables</b>		
Unbilled	80,108	58,089
Current but not due	31,218	17,067
Less than 1 year	27,047	16,579
1-2 years	44	260
2-3 years	119	12
More than 3 years	76	72
<b>Total</b>	<b>1,38,612</b>	<b>92,079</b>

There are no disputed trade payables.

\* Outstanding for the above periods are based on due date of payment

### Terms & conditions for the above financial liabilities:

- Trade payables are not interest bearing and are normally settled as per payment terms aligned with vendors at the time of purchase agreements. (Payment terms varies from due immediate to 90 days)
- MSME vendors are paid within 45 days once goods/services are received.
- For terms and conditions with related parties, refer to Note 37

## Note 22: Other Current Financial Liabilities (at Amortised Cost)

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Security Deposit	130	-
Dividends* :		
- Other Unpaid Dividends	4,187	4,128
Unpaid Balance for Share Capital Reduction	91	89
Capital Creditors	920	476
	<b>5,328</b>	<b>4,693</b>

\*There are no amounts due for payment to the Investor Education and Protection Fund (IEPF) under Section 125 of the Companies Act, 2013 as at the year end as per the Company records.

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 23: Other Current Liabilities

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Payable towards Statutory Liabilities	1,533	4,355
Employee Benefits Payable	8,772	8,304
Payable under Voluntary Retirement Scheme	6	3
Advances from Customers	4,014	888
	<b>14,325</b>	<b>13,550</b>

## Note 24: Current Provisions

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Provision for Employee Benefits :		
- Provident Fund [Refer Note 28 II (B) (iii) (b)]	453	-
- Compensated Absences [Refer Note 28 III]	135	100
Others :		
- Provision for Statutory Liabilities [Refer below Note (A)]	4,492	4,546
- Other Matter [Refer below Note (B)]	5,862	5,509
	<b>10,942</b>	<b>10,155</b>

### (A) Provision for statutory liabilities

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Opening Balance	4,546	4,350
Add: Provision made	97	209
Less: Provision Utilised/Reversed	(151)	(13)
<b>Closing Balance</b>	<b>4,492</b>	<b>4,546</b>

### (B) Other Matter

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Opening Balance	5,509	5,027
Add: Provision made	353	482
Less: Provision Utilised/Reversed	-	-
<b>Closing Balance</b>	<b>5,862</b>	<b>5,509</b>

Provision for other matter represents claim against the Company not acknowledged as debt that may materialise in respect of matter of a Leased Property in dispute (Refer Note 33).



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 25: Revenue from Operations

	Year Ended March 31, 2026 (₹ in Lakhs)	Year Ended March 31, 2025 (₹ in Lakhs)
Revenue from Contract with Customers :		
- Sale of Products (net of GST)	5,98,357	5,99,920
Other Operating Revenue		
- Service Income	4,542	3,445
- Scrap Sales	605	652
	<b>6,03,504</b>	<b>6,04,017</b>
<b>Disaggregated revenue information</b>		
<b>1) Type of goods or service</b>		
Personal Care (Including Oral Care)	5,98,357	5,99,920
Research and Development Service Income	4,542	3,445
Scrap Sales	605	652
	<b>6,03,504</b>	<b>6,04,017</b>
<b>2) Geographical</b>		
India	5,75,693	5,77,837
Outside India	27,811	26,180
	<b>6,03,504</b>	<b>6,04,017</b>
<b>3) Timing of revenue recognition</b>		
Sale on transfer of goods to customer at a point in time	5,98,962	6,00,572
Service Income as and when services rendered	4,542	3,445
	<b>6,03,504</b>	<b>6,04,017</b>
<b>4) Revenue</b>		
External customer	5,80,774	5,82,732
Related Party	22,730	21,285
	<b>6,03,504</b>	<b>6,04,017</b>
<b>Contract balances</b>		
Trade receivables* (Refer Note 8)	20,923	22,625
Contract Liability - Advances from Customers** (Refer Note 23)	4,014	888

\*Trade receivables are non-interest bearing and on credit allowed to certain customers. As on March 31, 2026, ₹ 1,093 lakhs (March 31, 2025 - ₹ 849 lakhs) is recognised as allowance for doubtful debts.

\*\*Contract Liability represents short term advances received from customer to deliver the goods. The company has recognised revenue of ₹ 888 lakhs (March 31, 2025 - ₹ 1,196 lakhs) that was included in contract liability balance at the beginning of the year.

	Year Ended March 31, 2026 (₹ in Lakhs)	Year Ended March 31, 2025 (₹ in Lakhs)
<b>Reconciling the amount of revenue recognised in the statement of profit and loss with the contracted price at net of discount and rebates</b>		
<b>Revenue (Refer Note below) net of invoice discount</b>	6,94,529	6,69,690
Sales return	(5,267)	(3,791)
Variable Consideration - off invoice	(85,758)	(61,882)
Revenue from contract with customers	<b>6,03,504</b>	<b>6,04,017</b>

Note - Sales as per contracted price before discounts ₹ 7,19,279 Lakhs (March 31, 2025 ₹ 6,96,844 Lakhs)

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 25: Revenue from Operations (contd.)

### Performance obligation

The Company's revenue contracts represent a single performance obligation to sell its products to trade customers. Sales are recorded at contracted price at the time control of the products is transferred to trade customers, in an amount that reflects the consideration the Company expects to be entitled to in exchange for the products. Control is the ability of trade customers to direct the use of and obtain the benefit from our products. In evaluating the timing of the transfer of control of products to trade customers, the Company considers transfer of significant risks and rewards of products and the probability of flowing of future economic benefit to the entity as per the terms of the Contract which usually co-incide with the delivery of the goods. The performance obligation for service income is satisfied as and when the service is performed.

The payment terms include advance payment and credit given to certain customers.

The nature of goods includes personal care (including oral care) and Research and Development service income.

### Variable consideration

Variable consideration includes sales returns, trade discounts, volume based incentives, and cost of promotional programs, indirect taxes as may be applicable.

## Note 26: Other Income

	Year Ended March 31, 2026 (₹ in Lakhs)	Year Ended March 31, 2025 (₹ in Lakhs)
Interest income on Financial Assets at Amortised cost	6,243	6,693
Interest income from Unwinding of discount on security deposits	119	249
Lease Rentals (Refer Note 16)	266	266
Net gain on disposal of property, plant and equipment	-	36
Interest on Income Tax Refund (Refer Note 32)	2,178	6,478
Miscellaneous Income	106	162
	<b>8,912</b>	<b>13,884</b>

## Note 27: Changes in inventories of Finished Goods, Stock-in-Trade and Work-in-Progress:

		Year Ended March 31, 2026 (₹ in Lakhs)	Year Ended March 31, 2025 (₹ in Lakhs)
<b>Opening Stock</b>			
Finished Goods	19,769		15,070
Stock-in-Trade	3,148		1,667
Work-in-Progress	3,661		2,771
		<b>26,578</b>	<b>19,508</b>
<b>Less: Closing Stock</b>			
Finished Goods	18,297		19,769
Stock-in-Trade	2,654		3,148
Work-in-Progress	3,337		3,661
		<b>24,288</b>	<b>26,578</b>
		<b>2,290</b>	<b>(7,070)</b>



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 28: Employee Benefits Expense

	Year Ended March 31, 2026 (₹ in Lakhs)	Year Ended March 31, 2025 (₹ in Lakhs)
Salaries, Wages and Bonus	41,685	39,337
Contribution to Provident Fund, Gratuity and Other Funds	3,907	3,216
Share Based Payments to Employees [Refer Note 38 (c)]	1,111	1,254
Compensated Absences [Refer III below]	126	209
Staff Welfare Expenses	661	662
	<b>47,490</b>	<b>44,678</b>

### I Defined Contribution Plans

	Year Ended March 31, 2026 (₹ in Lakhs)	Year Ended March 31, 2025 (₹ in Lakhs)
Charge to Statement of Profit and Loss for Defined Contribution Plans:		
- Employers' Contribution to Provident Fund	342	286
- Employers' Contribution to Superannuation Fund	98	112
- Employers' Contribution to Employee's State Insurance	31	29
- Employers' Contribution to Employee's Pension Scheme 1995	320	309
- Employers' Contribution to National Pension Scheme	186	154
<b>Total</b> (Included in Employee Benefits Expense - Contribution to Provident Fund, Gratuity and Other Funds)	<b>977</b>	<b>890</b>

### II Defined Benefit Plans

Contribution to Gratuity Fund (Funded Scheme), Provident Fund (Funded Scheme) and accrued liability towards Pension Scheme (Non-Funded Scheme). In accordance with Ind AS 19, Actuarial valuation was performed in respect of the aforesaid defined benefit plans.

#### A) Significant actuarial assumptions were as follows:

	Year Ended March 31, 2026	Year Ended March 31, 2025
Discount Rate (per annum)	7.15%	6.80%
Rate of increase in Compensation levels	7.00%	7.00%

#### B) Balance Sheet Amounts

##### i) Balance sheet amounts- Gratuity

The Company provides for gratuity for full time and fixed term employees as per the Company policy in accordance to the 'New Labour Code'. Full time employees who are in continuous service for a period of 5 years and fixed term employees who are in continuous service for 1 year are eligible for Gratuity. The amount of Gratuity is payable on retirement/termination of the employees based on their last drawn wages as prescribed under the 'New Labour Code'. The Company has established 'Colgate-Palmolive India Gratuity Fund for Workmen' and 'Colgate-Palmolive India Gratuity Fund for Non-Workmen' to which the Company makes contributions.

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 28: Employee Benefits Expense (contd.)

### i) Balance sheet amounts- Gratuity (contd.)

(₹ in Lakhs)

Particulars	Present Value of Obligation (A)	Fair Value of Plan Assets (B)	Net Amount (A)-(B)
<b>Opening Balance as at April 1, 2024</b>	<b>10,905</b>	<b>9,931</b>	<b>974</b>
Current service cost (i)	873	-	873
Interest expense/(income) (ii)	772	716	56
<b>Total amount recognised in the Statement of Profit and Loss (i+ii)</b>	<b>1,645</b>	<b>716</b>	<b>929</b>
Remeasurements:			
Return on plan assets, excluding amounts included in interest expense/(income)	-	176	(176)
(Gains)/ loss from change in financial assumptions	566	-	566
Experience Gains	209	-	209
<b>Total amount recognised in other comprehensive loss</b>	<b>775</b>	<b>176</b>	<b>599</b>
Employers contributions (Refer Note 37)	-	974	(974)
Benefit payments	(1,361)	(1,361)	-
<b>Closing Balance as at March 31, 2025</b>	<b>11,964</b>	<b>10,436</b>	<b>1,528</b>

(₹ in Lakhs)

Particulars	Present Value of Obligation (A)	Fair Value of Plan Assets (B)	Net Amount (A)-(B)
<b>Opening Balance as at April 1, 2025</b>	<b>11,964</b>	<b>10,436</b>	<b>1,528</b>
Current service cost (i)	978	-	978
Past service cost (ii)*	583	-	583
Interest expense/(income) (iii)	817	730	87
<b>Total amount recognised in the Statement of Profit and Loss (i+ii+iii)</b>	<b>2,378</b>	<b>730</b>	<b>1,648</b>
Remeasurements:			
Return on plan assets, excluding amounts included in interest expense/(income)	-	(663)	663
(Gain)/loss from change in demographic assumptions	(79)	-	(79)
(Gains)/loss from change in financial assumptions	(412)	-	(412)
Experience gains	395	-	395
<b>Total amount recognised in other comprehensive loss</b>	<b>(96)</b>	<b>(663)</b>	<b>567</b>
Employers contributions (Refer Note 37)	-	1,528	(1,528)
Benefit payments	(804)	(804)	-
<b>Closing Balance as at March 31, 2026</b>	<b>13,442</b>	<b>11,227</b>	<b>2,215</b>

\*Amount has been shown as an Exceptional Item in the Statement of Profit and Loss



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 28: Employee Benefits Expense (contd.)

### ii) Balance sheet amounts- Provident Fund

The Company has established 'Colgate-Palmolive (India) Limited Provident Fund' in respect of certain employees to which both the employee and the employer make contribution. Such contribution to the provident fund for all employees, are charged to the Statement of Profit and Loss. In case of any liability arising due to shortfall between the return from its investments and the guaranteed specified interest rate, the same is provided for by the Company. The actuary has provided an actuarial valuation and the interest shortfall liability if any has been provided in the books of accounts after considering the assets available with the Company's Provident Fund Trust. The guaranteed rate of return (p.a) is 8.25% (March 31, 2025 - 8.25%).

(₹ in Lakhs)

Particulars	Present Value of Obligation (A)	Fair Value of Plan Assets (B)	Net Amount (A)-(B)
<b>Opening Balance as at April 1, 2024</b>	<b>38,371</b>	<b>37,497</b>	<b>874</b>
Current service cost (i)	1,432	-	1,432
Interest expense (ii)	2,777	2,713	64
<b>Total amount recognised in the Statement of Profit and Loss (i + ii)</b>	<b>4,209</b>	<b>2,713</b>	<b>1,496</b>
Remeasurements:			
Gain from change in financial assumptions	414	-	414
Experience losses	(12)	-	(12)
Return on plan assets, excluding amounts included in interest expense/(income)	-	490	490
<b>Total amount recognised in other comprehensive income</b>	<b>402</b>	<b>490</b>	<b>(88)</b>
Contributions:			
Employers (Refer Note 37)	-	1,672	(1,672)
Employees	2,024	2,024	-
Payment for plan:			
Benefit payments	(3,044)	(3,044)	-
Settlements	(561)	(561)	-
<b>Closing Balance as at March 31, 2025</b>	<b>41,401</b>	<b>40,791</b>	<b>610</b>

(₹ in Lakhs)

Particulars	Present Value of Obligation (A)	Fair Value of Plan Assets (B)	Net Amount (A)-(B)
<b>Opening Balance as at April 1, 2025</b>	<b>41,401</b>	<b>40,791</b>	<b>610</b>
Current service cost (i)	1,574	-	1,574
Interest expense (ii)	2,829	2,787	42
<b>Total amount recognised in the Statement of Profit and Loss (i+ii)</b>	<b>4,403</b>	<b>2,787</b>	<b>1,616</b>
Remeasurements:			
Gain from change in financial assumptions	922	-	922
Experience losses	(646)	-	(646)
Return on plan assets, excluding amounts included in interest expense/(income)	-	(1,189)	1,189
<b>Total amount recognised in other comprehensive loss</b>	<b>276</b>	<b>(1,189)</b>	<b>1,465</b>

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 28: Employee Benefits Expense (contd.)

### ii) Balance Sheet Amounts– Provident Fund (contd.)

(₹ in Lakhs)

Particulars	Present Value of Obligation (A)	Fair Value of Plan Assets (B)	Net Amount (A)–(B)
Contributions:			
Employers (Refer Note 37)	-	1,638	(1,638)
Employees	2,073	2,073	-
Payment for Plan:			
Benefit Payments	(2,506)	(2,506)	-
Settlements	(746)	(746)	-
<b>Closing Balance as at March 31, 2026</b>	<b>44,901</b>	<b>42,848</b>	<b>2,053</b>

### (iii) Amount recognised in the Balance Sheet (Funded Scheme)

#### a) Gratuity

	Year Ended	
	March 31, 2026 (₹ in Lakhs)	March 31, 2025 (₹ in Lakhs)
Present Value of Obligation as at the end of the year	13,442	11,964
Fair Value of Funded Plan Assets as at the end of the year	(11,227)	(10,436)
<b>Liability recognised in the Balance Sheet</b>	<b>2,215</b>	<b>1,528</b>

[Included in Non Current Provisions ₹ 2,215 Lakhs (March 31, 2025 - ₹ 1,528 Lakhs) (Refer Note 18)]

#### b) Provident Fund (Funded Scheme)

	Year Ended	
	March 31, 2026 (₹ in Lakhs)	March 31, 2025 (₹ in Lakhs)
Present Value of Obligation of Funded Plan as at the end of the year	44,901	41,401
Fair Value of Funded Plan Assets as at the end of the year	(42,848)	(40,791)
<b>Liability Recognised in the Balance Sheet</b>	<b>2,053</b>	<b>610</b>

[Included in Non Current Provisions ₹ 1,600 lakhs (March 31, 2025 - ₹ 610 lakhs) (Refer Note 18) and in Current Provisions ₹ 453 (March 31, 2025 ₹ Nil) (Refer Note 24)]

### (iv) Percentage of each category of Plan Assets to Total Fair Value of Plan Assets

#### a) Gratuity

Category of Assets (% Allocation)	Year Ended	
	March 31, 2026 %	March 31, 2025 %
Insurer Managed Funds	99.61	99.77
Others	0.39	0.23
<b>Total</b>	<b>100.00</b>	<b>100.00</b>



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 28: Employee Benefits Expense (contd.)

### (iv) Percentage of each category of Plan Assets to Total Fair Value of Plan Assets (contd.)

#### b) Provident Fund

	Year Ended	
	March 31, 2026	March 31, 2025
	%	%
<b>Category of Assets (% Allocation)</b>		
Government of India Securities	45.75	46.80
Other Debt Instruments	33.82	33.80
Equity Instruments	16.93	16.87
Others	3.50	2.53
<b>Total</b>	<b>100.00</b>	<b>100.00</b>

### C) Sensitivity Analysis

#### i) Gratuity

	Year Ended	
	March 31, 2026	March 31, 2025
Discount Rate:		
Impact of Increase in 50 bps on DBO	-4.13%	-5.23%
Impact of Decrease in 50 bps on DBO	4.43%	5.67%
Salary Escalation Rate:		
Impact of Increase in 50 bps on DBO	4.06%	5.44%
Impact of Decrease in 50 bps on DBO	-3.96%	-5.17%

#### ii) Provident Fund

	Year Ended	
	March 31, 2026	March 31, 2025
Guaranteed Rate of Return:		
Impact of Increase in 100 bps on DBO	5.35%	4.97%
Impact of Decrease in 100 bps on DBO	-3.17%	-2.30%
Discount Rate:		
Impact of Increase in 100 bps on DBO	-3.22%	-2.30%
Impact of Decrease in 100 bps on DBO	5.79%	5.39%

### D) Projected Plan Cash Flow:

The expected contribution payable to the Gratuity plan for the next year is ₹ 1,530 Lakhs. The expected contribution payable to the Provident Fund plan for the next year is ₹ 169 lakhs.

The weighted average duration to the payment of these cash flows for Gratuity is 8.55 years (March 31, 2025: 10.89 years). The weighted average duration to the payment is for Provident Fund plan is 9.64 years (March 31, 2025 : 12.37 years)

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 28: Employee Benefits Expense (contd.)

### D) Projected Plan Cash Flow: (contd.)

(₹ in Lakhs)

Expected cash flow profile of the benefits to be paid to the current membership of the plan: Gratuity	Year Ended	
	March 31, 2026	March 31, 2025
Less Than a Year	1,503	934
Between 1-2 Years	849	498
Between 2-5 Years	3,837	2,323
Between 5-9 Years	4,784	3,798
10 Years and Above	17,593	21,551

### III Other Employee Benefit – Compensated Absences

The liability for Compensated Absences as at the year end is ₹ 1,058 Lakhs (March 31, 2025 : ₹ 953 Lakhs).

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Included in :		
Non-Current Provisions (Refer Note 18)	923	853
Current Provisions (Refer Note 24)	135	100
	<b>1,058</b>	<b>953</b>
<b>Movement of Compensated Absences:</b>		
Balance at the beginning of the year	953	799
Add: Charge during the year	126	209
Less: Amount paid during the year	21	55
<b>Balance at the end of the year</b>	<b>1,058</b>	<b>953</b>

## Note 29 : Finance Costs

	Year Ended March 31, 2026 (₹ in Lakhs)	Year Ended March 31, 2025 (₹ in Lakhs)
Interest expense (Refer Note 16)	379	432
	<b>379</b>	<b>432</b>



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 30: Other Expenses

		Year Ended March 31, 2026 (₹ in Lakhs)	Year Ended March 31, 2025 (₹ in Lakhs)
Consumption of Stores and Spares		3,487	3,474
Processing Charges		1,034	840
Power and Fuel		4,960	5,118
Freight and Forwarding Charges		16,074	16,720
Lease Rentals (Refer Note 16)		717	685
Rates and Taxes		229	172
Insurance		800	706
Repairs and Maintenance			
- Plant and Machinery	4,890		5,122
- Buildings	444		403
- Others	123		45
		<b>5,457</b>	<b>5,570</b>
Advertising		81,940	82,246
Auditors' Remuneration [Refer Note (A) below]		139	133
Royalty			
- Royalty Expense	25,076		23,986
- Withholding Tax on Royalty	4,425		4,232
		<b>29,501</b>	<b>28,218</b>
Expenditure Towards Corporate Social Responsibility [Refer Note (B) below]		3,436	3,087
Bad Debts Written Off		188	53
Provision for bad and doubtful debts		244	253
Net Loss on Disposal of Property, Plant and Equipment		25	-
Foreign Exchange Loss (Net)		95	225
Travel and Conference Expenses		3,336	3,433
Outside Services		17,785	17,544
Miscellaneous		15,894	13,229
		<b>1,85,341</b>	<b>1,81,706</b>
<b>(A) Auditors' Remuneration (Excluding Goods and Services Tax) :</b>			
As Auditor :			
- Statutory Audit		81	81
- Limited Review		35	32
- Tax Audit		12	12
Reimbursement of Expenses		11	8
		<b>139</b>	<b>133</b>

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 30: Other Expenses (contd.)

### (B): Corporate Social Responsibility Expenditure

	Year Ended March 31, 2026 (₹ in Lakhs)	Year Ended March 31, 2025 (₹ in Lakhs)
(I) Gross amount required to be spent by the Company during the year	3,436	3,087
(II) Amount approved by the Board to be spent during the year	3,436	3,087
(III) CSR expenditure during the year:		
Amount spent during the year -		
(i) Construction/acquisition of any asset	-	-
(ii) On purposes other than (i) above:		
- Administrative Overheads	49	30
- Social Impact Assessment of CSR Programs	11	28
- Promoting Preventive Health Care	2,236	1,871
- Water Access and Water Augmentation for Livelihoods and Women Empowerment	180	190
- Empowering Youth through Education/Career Building Opportunities /Sports program	500	508
- Waste Management	260	260
- Financial & Digital Literacy for Women & PwD & Community Support	200	200
	<b>3,436</b>	<b>3,087</b>

(IV) Details of unspent amount along with details of ongoing projects as per Section 135(6)

(i) Details of unspent amount for ongoing projects as per Section 135(6)

(₹ in Lakhs)

Opening Balance		Amount required to be spent during the year	Amount spent during the year		Closing Balance	
With Company	In Separate CSR Unspent A/c		From Company's bank A/c	From Separate CSR Unspent A/c	With Company	In Separate CSR Unspent A/c
-	-	3,436	3,436	-	-	-

(ii) Details of movement in provisions

(₹ in Lakhs)

Opening Provision	Spent during the year	Current Year Provision	Closing Provision
-	-	-	-

(V) There are no amounts contributed to any trust, society or Section 8 company which controlled by the Company in relation to CSR expenditures as per Indian Accounting Standard 24 - Related Party Disclosures (Ind AS 24).



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 31: Income Tax Expenses

	Year Ended March 31, 2026 (₹ in Lakhs)	Year Ended March 31, 2025 (₹ in Lakhs)
<b>(a) Income tax expense</b>		
<b>Current tax</b>		
Current tax on profit for the year	47,465	49,654
Adjustments for current tax relating to earlier periods	(710)	(161)
<b>Total current tax expenses</b>	<b>46,755</b>	<b>49,493</b>
<b>Deferred tax</b>		
Relating to origination and reversal of temporary differences	(890)	(190)
<b>Income tax expenses</b>	<b>45,865</b>	<b>49,303</b>
<b>(b) Reconciliation of tax expense and the accounting profit multiplied by India's tax rate:</b>		
Profit before income tax expense	1,78,396	1,92,984
Tax at the Indian tax rate of 25.168% (March 31, 2025 - 25.168%)	44,899	48,570
Tax effect of amounts which are not deductible (allowable) in calculating taxable income:		
Expenses not deductible for tax purposes	988	916
Income considered under separate head of income	(22)	(22)
Reversal of deferred tax assets	710	-
Adjustments for current tax relating to earlier periods	(710)	(161)
<b>Income Tax Expense</b>	<b>45,865</b>	<b>49,303</b>
<b>(c) Amounts recognised directly in equity</b>		
Current tax impact arising in the reporting period in respect of distribution of employee stock option directly recognised in equity	173	411
<b>(d) Current tax assets (net)</b>		
Current tax assets (Net) [Net of provision of tax ₹ 307,792 Lakhs, March 31, 2025 : ₹ 294,244 Lakhs]	31,506	34,502
<b>(e) Current tax liabilities (net)</b>		
Current tax liabilities (net) [Net of advance tax payments ₹ 187,102 lakhs, March 31, 2025 : ₹ 111,849 lakhs]	3,701	5,696

## Note 32: Contingent Liabilities

(To the extent not provided for)

	As at March 31, 2026 (₹ in Lakhs)	As at March 31, 2025 (₹ in Lakhs)
Claims against the Company not acknowledged as debts:		
- Excise and related matters	2,372	2,372
- GST matters	825	149
- Custom matters	222	222
- Service tax matters	1,399	1,399
- Sales tax matters	695	831
- Income tax matters	1,66,444	1,57,999
- Commercial matters	15	15

The future cash flow related to the above matters can only be determined upon receipt of judgments or decisions pending with the relevant authorities. During the year, the Company received refund along with interest on the income tax refund amounting to ₹ 2,178 Lakhs, which has been recognized as income in the current year.

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 32: Contingent Liabilities (contd.)

In the earlier years, the Company has received favourable orders from the Income Tax Appellate Tribunal (ITAT) for certain years quashing an outstanding demand of ₹ 54,020 Lakhs. Further, the income tax department has preferred appeal with the high court for the same which are yet to be admitted in the High Court.

## Note 33: Demand Notices in Relation to Leased Property

As of March 31, 2026, the Company has an outstanding demand from Bombay Port Trust (BPT) for ₹ 13,914 Lakhs due to increased rentals on the three leased properties, applied retrospectively from October 1, 2012 till March 29, 2024. Pursuant to the litigation initiated against BPT, all the three plots have been surrendered to BPT successfully. The outstanding demand has been challenged before the Hon'ble Bombay High Court vide Writ Petition No. 39499 of 2024. The said petition has been clubbed together with similar petitions filed before the Hon'ble Court which are being heard together. The Court has reserved its orders on the petitions.

## Note 34: Capital Commitments

	Year Ended March 31, 2026 (₹ in Lakhs)	Year Ended March 31, 2025 (₹ in Lakhs)
Estimated amount of contracts remaining to be executed on capital account and not provided for [net of capital advances of ₹ 675 Lakhs (March 31, 2025: ₹ 139 Lakhs) (Refer Note 6)]	339	90

## Note 35: Segment Information

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker ("CODM") of the Company. The CODM, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Managing Director and Chief Financial Officer of the Company. The Company operates only in one Business Segment i.e. 'Personal Care (including Oral Care)' which primarily includes products such as Soaps, Cosmetics and Toiletries and the activities incidental thereto within India, hence does not have any reportable Segments as per Ind AS 108 "Operating Segments". The performance of the Company is mainly driven by sales made locally and hence, no separate geographical segment is identified.

## Note 36: Earnings Per Share (EPS)

	Year Ended March 31, 2026	Year Ended March 31, 2025
i) Basic and diluted earnings per share (₹)		
Profit for the year (₹ in Lakhs)	1,32,531	1,43,681
Weighted average number of outstanding shares for Basic and Diluted EPS (Nos.)	27,19,85,634	27,19,85,634
Nominal Value of shares outstanding (₹)	1	1
Basic and diluted earnings per share (₹)	48.73	52.83
ii) Weighted average number of shares used as the denominator for calculating basic and diluted earnings per share		
Opening balance	27,19,85,634	27,19,85,634
Increase / (Decrease) during the year	-	-
Closing balance	27,19,85,634	27,19,85,634



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 37: Disclosure of Related Parties

<b>A) Ultimate Holding Company</b>	: Colgate-Palmolive Company, U.S.A.
<b>B) Group Companies where common control exists</b>	: Colgate-Palmolive Marketing SDN BHD, Malaysia : Colgate-Palmolive East Africa Ltd., Kenya : Colgate-Palmolive Pty. Ltd., South Africa : Colgate-Palmolive (Thailand) Ltd., Thailand : Colgate-Palmolive Asia Pacific Ltd., Wan Chai, Hongkong : Colgate-Palmolive (China) Co. Ltd., China : Colgate Palmolive (Vietnam) Ltd, Vietnam : Colgate-Palmolive Ukraine TOV : Colgate Palmolive Temizlik Urunleri Sanayi ve Ticaret S.A., Turkey : Colgate-Palmolive Indústria Ltda., Brazil : Colgate-Palmolive (Asia) Pte. Ltd. Singapore : Norwood International Incorporated, U.S.A. : Colgate-Palmolive Tanzania Limited, Tanzania : Colgate-Palmolive Pty. Ltd., Boksburg, South Africa : Colgate Global Business Services Pvt Ltd, India : Colgate Philippines Inc., Philippines* : Colgate-Palmolive Europe Sarleu Div : Colgate-Palmolive Arabia Ltd. : Colgate-Palmolive Pty. Ltd., Australia : Colgate-Palmolive (Russia) Ltd., Russia : Colgate Tolaram LFTZ Enterprise : Colgate- Palmolive ACI Bangladesh Private Limited
<b>C) Key Managerial Personnel of the Company</b>	
<b>(i) Executive Directors</b>	: Prabha Narasimhan : M. S. Jacob : Surender Sharma (ceased to be a director w.e.f October 27, 2025)
<b>(ii) Non-Executive and Non Independent Directors</b>	: Mukul Deoras
<b>(iii) Non-Executive and Independent Directors</b>	: Sukanya Kripalu : Gopika Pant : Sekhar Natarajan : Indu Bhushan : Sanjay Gupta : Indu Shahani (ceased to be a director w.e.f July 24, 2024) : Shyamala Gopinath (ceased to be a director w.e.f May 31, 2024) : Vikram Singh Mehta (ceased to be a director w.e.f July 24, 2024)
<b>(iv) Company Secretary</b>	: Jaikishan Shah (appointed as Company Secretary w.e.f November 26, 2025) : Surender Sharma (ceased to be Company Secretary w.e.f October 27, 2025)
<b>D) Post Employment Benefit Funds</b>	: Colgate-Palmolive (India) Limited Provident Fund : Colgate-Palmolive India Gratuity Fund for Workmen : Colgate-Palmolive India Gratuity Fund for Non-Workmen

\* There are no transactions with the Company during the current year

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 37: Disclosure of Related Parties (contd.)

### (I) Transactions Entered into with Parties Referred to in Category A and B

(₹ in Lakhs)

Nature of Transaction	Parties referred to in Category A		Parties referred to in Category B		Total	
	Year Ended		Year Ended		Year Ended	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
<b>Purchase of Goods/Materials</b>						
Colgate-Palmolive Asia Pacific Ltd., Wan Chai, Hongkong	-	-	2,594	2,730	2,594	2,730
Colgate-Palmolive Company, U.S.A.	7,838	4,642	-	-	7,838	4,642
Colgate-Palmolive (China) Co. Ltd., China	-	-	1,434	207	1,434	207
Others	-	-	917	572	917	572
<b>Sub-Total</b>	<b>7,838</b>	<b>4,642</b>	<b>4,945</b>	<b>3,509</b>	<b>12,783</b>	<b>8,151</b>
<b>Sale of Goods/Materials</b>						
Colgate-Palmolive Europe Sarleu Div	-	-	12,592	10,754	12,592	10,754
Colgate-Palmolive East Africa Ltd., Kenya	-	-	557	824	557	824
Colgate-Palmolive Pty. Ltd., South Africa	-	-	369	1,385	369	1,385
Colgate-Palmolive Pty. Ltd., Boksburg	-	-	1,828	1,568	1,828	1,568
Colgate-Palmolive Arabia Ltd	-	-	239	676	239	676
Colgate Tolaram LFTZ Enterprises	-	-	307	378	307	378
Colgate- Palmolive ACI Bangladesh Private Limited	-	-	1,642	1,521	1,642	1,521
Others	-	-	653	734	653	734
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>18,187</b>	<b>17,840</b>	<b>18,187</b>	<b>17,840</b>
<b>Purchase of Property Plant &amp; Equipment / Spares</b>						
Colgate-Palmolive Company, U.S.A.	346	61	-	-	346	61
<b>Sub-Total</b>	<b>346</b>	<b>61</b>	<b>-</b>	<b>-</b>	<b>346</b>	<b>61</b>
<b>Services Rendered (inclusive of Goods and Service Tax)</b>						
Colgate-Palmolive Company, U.S.A.	5,094	3,855	-	-	5,094	3,855
Colgate Global Business Services Pvt Ltd, India	-	-	308	308	308	308
<b>Sub-Total</b>	<b>5,094</b>	<b>3,855</b>	<b>308</b>	<b>308</b>	<b>5,402</b>	<b>4,163</b>
<b>Services Received</b>						
Colgate-Palmolive Company, U.S.A.	10,786	12,019	-	-	10,786	12,019
Colgate Global Business Services Pvt Ltd, India	-	-	867	1,035	867	1,035
<b>Sub-Total</b>	<b>10,786</b>	<b>12,019</b>	<b>867</b>	<b>1,035</b>	<b>11,653</b>	<b>13,054</b>



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 37: Disclosure of Related Parties (contd.)

### (i) Transactions Entered into with Parties Referred to in Category A and B (contd.)

(₹ in Lakhs)

Nature of Transaction	Parties referred to in Category A		Parties referred to in Category B		Total	
	Year Ended		Year Ended		Year Ended	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
<b>Reimbursement of Expenses Charged by the Company/(on the Company)</b>						
Colgate-Palmolive Company, U.S.A.	(5,211)	(4,982)	-	-	(5,211)	(4,982)
Colgate-Palmolive Asia Pacific Ltd., Wan Chai, Hongkong	-	-	(366)	(112)	(366)	(112)
Others	-	-	127	158	127	158
<b>Sub-Total</b>	<b>(5,211)</b>	<b>(4,982)</b>	<b>(239)</b>	<b>46</b>	<b>(5,450)</b>	<b>(4,936)</b>
<b>Dividend Paid</b>						
Colgate-Palmolive Company, U.S.A.	55,566	65,372	-	-	55,566	65,372
Colgate-Palmolive (Asia) Pte. Ltd. Singapore	-	-	15,177	17,855	15,177	17,855
Norwood International Incorporated, U.S.A.	-	-	1	1	1	1
<b>Sub-Total</b>	<b>55,566</b>	<b>65,372</b>	<b>15,178</b>	<b>17,856</b>	<b>70,744</b>	<b>83,228</b>
<b>Royalty [exclusive of withholding tax of ₹ 4,425 lakhs (March 31, 2025 - ₹ 4,232 lakhs)]</b>						
Colgate-Palmolive Company, U.S.A.	25,076	23,986	-	-	25,076	23,986
<b>Sub-Total</b>	<b>25,076</b>	<b>23,986</b>	<b>-</b>	<b>-</b>	<b>25,076</b>	<b>23,986</b>

### (ii) Transactions Entered into with Parties Referred to in Category C

(₹ in Lakhs)

	Year Ended	
	March 31, 2026	March 31, 2025
<b>Executive Directors</b>		
Remuneration	1,436	1,364
Contribution to Provident and Other Funds*	53	53
Share Based Payments	758	922
<b>Sub Total</b>	<b>2,247</b>	<b>2,339</b>
*As the liabilities for defined benefit plan are provided based on actuarial valuation for the Company as a whole, the amount pertaining to key managerial persons are not included.		
<b>- Executive Directors</b>		
Prabha Narasimhan	1,291	1,208
M. S. Jacob	596	757
Surender Sharma	360	374
<b>Sub Total</b>	<b>2,247</b>	<b>2,339</b>
<b>- Independent Directors</b>		
Sitting Fees and Commission		
Vikram Singh Mehta	-	9
Indu Shahani	-	10
Shyamala Gopinath	-	6

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 37: Disclosure of Related Parties (contd.)

### (ii) Transactions Entered into with Parties Referred to in Category C (contd.)

#### - Independent Directors (contd.)

(₹ in Lakhs)

	Year Ended	
	March 31, 2026	March 31, 2025
Sukanya Kripalu	50	33
Gopika Pant	50	33
Indu Bhushan	48	32
Sekhar Natarajan	50	33
Sanjay Gupta	47	28
<b>Sub Total</b>	<b>245</b>	<b>184</b>
Directors commission payable for FY 25-26 is ₹ 175 lakhs (Liability for FY 24-25: ₹ 116 lakhs)		
<b>- Company Secretary</b>		
Remuneration and Contribution to Provident and Other Funds		
Jaikishan Shah	18	-
<b>Sub Total</b>	<b>18</b>	<b>-</b>

### (iii) Transactions Entered into with Parties Referred to in Category D

(₹ in Lakhs)

	Year Ended	
	March 31, 2026	March 31, 2025
<b>Contribution made by the Company in the following funds*:</b>		
Colgate-Palmolive (India) Limited Provident Fund [Refer Note 28 (II) (B) (ii)]	1,638	1,672
Colgate-Palmolive India Gratuity Fund for Workmen [Refer Note 28 (II) (B) (i)]	331	202
Colgate-Palmolive India Gratuity Fund for Non-Workmen [Refer Note 28 (II) (B) (i)]	1,197	772

\* Payable towards Gratuity for March 31, 2026 ₹ 2,215 lakhs (for March 31, 2025 ₹ 1,528 lakhs) and Provident fund for March 31, 2026 ₹ 2,053 lakhs (for March 31, 2025 is ₹ 610 Lakhs).

### Outstanding Balances

(₹ in Lakhs)

	Parties Referred to in Category A		Parties Referred to in Category B		Total	
	As at		As at		As at	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
<b>Trade Receivables</b>						
Colgate-Palmolive Company, U.S.A.	1,302	969	-	-	1,302	969
Colgate-Palmolive Pty. Ltd., South Africa	-	-	121	1,176	121	1,176
Colgate-Palmolive Europe SARL, Italy	-	-	2,761	2,171	2,761	2,171
Colgate-Palmolive ACI Bangladesh Private Limited	-	-	28	167	28	167
Colgate-Palmolive Asia Pacific Ltd., Wan Chai, Hongkong	-	-	7	14	7	14
Colgate-Palmolive (PTY) Ltd, Boksburg	-	-	638	240	638	240
Colgate-Palmolive Arabia Ltd.	-	-	118	356	118	356
Colgate Tolaram LFTZ Enterprises	-	-	415	388	415	388
Colgate-Palmolive (Russia) Ltd., Russia	-	-	240	231	240	231
Others	-	-	316	406	316	406
<b>Sub-Total (Refer Note 8)</b>	<b>1,302</b>	<b>969</b>	<b>4,644</b>	<b>5,149</b>	<b>5,946</b>	<b>6,118</b>



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 37: Disclosure of Related Parties (contd.)

### Outstanding Balances (contd.)

(₹ in Lakhs)

	Parties Referred to in Category A		Parties Referred to in Category B		Total	
	As at		As at		As at	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
<b>Trade Payables</b>						
Colgate-Palmolive Company, U.S.A.	15,401	11,402	-	-	15,401	11,402
Colgate-Palmolive Asia Pacific Ltd., Wan Chai, Hongkong	-	-	751	710	751	710
Colgate Global Business Services Pvt Limited, India	-	-	237	203	237	203
Others	-	-	468	135	468	135
<b>Sub-Total (Refer Note 21)</b>	<b>15,401</b>	<b>11,402</b>	<b>1,456</b>	<b>1,048</b>	<b>16,857</b>	<b>12,450</b>
<b>Other Receivables (included in Other Current Financial Assets)</b>						
Colgate-Palmolive Company, U.S.A.	146	55	-	-	146	55
Colgate-Palmolive Asia Pacific Ltd., Wan Chai, Hongkong	-	-	180	157	180	157
Others	-	-	14	12	14	12
<b>Sub-Total (Refer Note 12)</b>	<b>146</b>	<b>55</b>	<b>194</b>	<b>169</b>	<b>340</b>	<b>224</b>

### Terms and conditions:

Transactions relating to dividends are on the same terms and conditions that apply to other shareholders.

Goods and Services procured or provided from/ to related parties are generally priced at arm's length. Other reimbursement of expenses to/ from related parties is on Cost basis.

All other transactions were made on normal commercial terms and conditions and at arm's length.

All outstanding balances are unsecured and are repayable/ receivable in cash.

## Note 38: Share Based Payments

### (a) Employee Option Plan

The Company does not provide any equity-based compensation to its employees. However, the parent company, Colgate-Palmolive Company, U.S.A. ('the grantor') maintains equity incentive plans that provide for the grant of stock-based awards to its executive directors and certain categories of officers and employees. The Parent's Incentive Plan provides for the grant of non-qualified and incentive stock options, as well as restricted stock units. Exercise prices in the case of non-qualified and incentive stock options are not less than the fair value of the underlying common stock on the date of grant.

A stock option gives an employee, the right to purchase shares of Colgate-Palmolive Company common stock at a fixed price for a specific period of time. Stock options generally have a term of six years from the date of grant and vest over a period of three years.

A restricted stock unit provides an employee with a share of Colgate-Palmolive Company common stock upon vesting. Restricted stock units vest generally over a period of three years. Dividends will accrue with each restricted stock unit award granted subsequent to the grant date.

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 38: Share Based Payments (contd.)

The details pertaining to number of options, weighted average price and assumptions considered for fair value are disclosed below:

Particulars	March 31, 2026		March 31, 2025	
	Weighted Average Exercise Price	Number of Options	Weighted Average Exercise Price	Number of Options
Options outstanding at the beginning of the year	6,014	1,22,440	5,569	2,07,775
Options granted/transferred during the year	6,844	11,817	8,903	6,848
Exercised during the year	4,488	(4,970)	5,151	(77,331)
Transferred to other group companies during the year	5,795	(1,568)	5,678	(10,906)
Lapsed during the year	5,979	(1,151)	5,410	(3,946)
Options outstanding at the end of the year	<b>6,155</b>	<b>1,26,568</b>	<b>6,014</b>	<b>1,22,440</b>
<b>Options vested and exercisable at the end of the year</b>		<b>1,17,452</b>		<b>95,906</b>

The weighted average share price at the dates of exercise of options exercised during the year ended March 31, 2026 was ₹ 7,925/- (March 31, 2025: ₹ 7,647/-)

Share options outstanding at the end of the year have the following expiry dates and exercise prices

Grant Year	Expiry Year	Exercise Price (in ₹)	March 31, 2026	March 31, 2025
			Number of Options	Number of Options
2019	2027-2029	5,153	2,613	2,613
2020-2023	2025-2031	5,658-5,990	1,09,363	1,12,979
2024-2025	2032-2034	7,354-8,903	14,592	6,848
<b>Total</b>			<b>1,26,568</b>	<b>1,22,440</b>
Weighted average remaining contractual life of options outstanding at end of year			<b>4.61 Year</b>	<b>5.41 Year</b>

### Fair Value of Options Granted

The fair value at the grant date of options granted during the year ended March 31, 2026 was ₹ 1,593 per option (March 31, 2025 : ₹ 1,896 per option). The fair value at grant date is determined using the Black-Scholes Model which takes into account the exercise price, expected volatility, option's life, the share price at grant date, expected price volatility of the underlying share, the expected dividend yield and the risk free interest rate for the term of the option.

The model inputs for the options granted during the year ended March 31, 2026 and March 31, 2025 are as below:

Particulars	March 31, 2026	March 31, 2025
Expected volatility (%)	20.63%	19.20%
Expected life of the options	6 years	6 years
Risk free interest rate (%)	4.01%	4.61%
Grant Year	2025	2024
Expiry Year	2034	2032
Expected dividend (%)	2.15%	2.24%



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 38: Share Based Payments (contd.)

### Fair Value of Options Granted (contd.)

The risk free interest rates are determined based on the zero-coupon sovereign bond yields with maturity equal to the expected term of the option. The expected volatility was determined based on the volatility of the equity share for the period of one year prior to issue of the option. Volatility calculation is based on historical stock prices using standard deviation of daily change in stock price. The historical period is taken into account to match the expected life of the option. Dividend yield has been calculated taking into account expected rate of dividend on equity share price as on grant date.

### (b) Restricted Stock Units (RSU's)

Particulars	March 31, 2026		March 31, 2025	
	Weighted Average Grant Date Fair Value	Number of Units	Weighted Average Grant Date Fair Value	Number of Units
Units outstanding at the beginning of the year	7,164	42,026	5,833	44,009
Units granted / transferred during the year	7,390	25,129	8,638	19,946
Exercised during the year	6,513	(21,187)	5,848	(17,750)
Transferred to other group companies during the year	7,651	(989)	5,745	(3,193)
Lapsed during the year	7,246	(2,070)	5,899	(986)
<b>Units outstanding at the end of the year</b>	<b>7,602</b>	<b>42,909</b>	<b>7,164</b>	<b>42,026</b>

Restricted Stock Units outstanding at the end of the year have the following expiry date and exercise prices

Particulars	March 31, 2026	March 31, 2025
Weighted average remaining contractual life of RSUs outstanding at end of year	1.77 Years	1.54 Years

The weighted average fair value at the date of exercise of RSU's exercised during the year ended March 31, 2026 was ₹ 7,443 (March 31, 2025 : ₹ 8,772)

### (c) Expenses Arising from Share Based Payment Transactions

Total expenses arising from share-based payment transactions recognised in statement of profit and loss as part of employee benefit expense were as follows:

Particulars	March 31, 2026 (₹ in Lakhs)	March 31, 2025 (₹ in Lakhs)
Employee share based payment expense (Refer Note 28)	1,111	1,254

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 39: Fair Value Measurements

The Company uses the following hierarchy for determining and disclosing the fair value of financial instrument:

**Level 1:** Quoted prices for identical instruments in active market.

**Level 2:** Directly or indirectly observable market inputs, other than Level 1 inputs; and

**Level 3:** Inputs which are not based on observable market data.

### (i) Financial Instruments by Category and Fair Values of the same measured at Amortised Cost

(₹ in Lakhs)

	March 31, 2026			March 31, 2025		
	Carrying Amount / Fair Value			Carrying Amount / Fair Value		
	FVTPL	FVOCI	Amortised Cost	FVTPL	FVOCI	Amortised Cost
<b>Financial Assets</b>						
(i) Trade Receivable	-	-	20,923	-	-	22,625
(ii) Cash and Cash Equivalents	-	-	1,42,604	-	-	66,810
(iii) Other Bank Balances	-	-	4,278	-	-	42,703
(iv) Loans - Current	-	-	661	-	-	667
(v) Loans - Non Current	-	-	92	-	-	120
(vi) Other Financial Assets - Non Current	-	-	1,986	-	-	1,783
(vii) Other Financial Assets - Current	-	-	478	-	-	648
<b>Total Financial Assets</b>	<b>-</b>	<b>-</b>	<b>1,71,022</b>	<b>-</b>	<b>-</b>	<b>1,35,356</b>
<b>Financial Liabilities</b>						
(i) Trade payables - Total outstanding dues of micro enterprises and small enterprises	-	-	719	-	-	931
(ii) Trade payables - Total outstanding dues of creditors other than micro enterprises and small enterprises	-	-	1,37,893	-	-	91,148
(iii) Lease Liabilities	-	-	4,741	-	-	6,084
(iv) Other Financial Liabilities	-	-	5,328	-	-	4,823
<b>Total Financial Liabilities</b>	<b>-</b>	<b>-</b>	<b>1,48,681</b>	<b>-</b>	<b>-</b>	<b>1,02,986</b>

### (ii) Assets and Liabilities that are disclosed at Amortised Cost for which Fair values are disclosed are classified as Level 3

Current financial asset and current financial liabilities have fair values that approximate to their carrying amounts due to their short-term nature. Non current financial assets and non current financial liabilities have fair values that approximate to their carrying amounts as it is based on the net present value of the anticipated future cash flows.

## Note 40: Financial Risk Management

Inherent to the nature of the Company's business are a variety of financial risks, namely liquidity risk, market risk and credit risk. Developing policies and processes to assess, monitor, manage and address these risks is the responsibility of the Company's Management. The Risk Management Committee oversees this risk management framework in the Company and intervenes as necessary to ensure there exists an appropriate level of safeguards against the key risks. Updates on compliance, exceptions and mitigating action are placed before the Audit Committee periodically. Risk management policies and systems are reviewed regularly to reflect changes like major changes in ERP systems or go to market model, changes in organization structure, events denoting material change in the risk environment, etc.



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 40: Financial Risk Management (contd.)

The Company's Management works closely with its Treasury department and Internal Audit department to ensure there are appropriate policies and procedures governing the operations of the Company with a view to providing assurance that there is visibility into financial risks and that the business is being run in conformity with the stated risk objectives. Periodic reviews with concerned stakeholders provides an insight into risks to the business associated with currency movements, credit risks, commodity price fluctuations, etc. and necessary deliberations are undertaken to ensure there is an appropriate response to the developments.

### A MANAGEMENT OF LIQUIDITY RISK

The Company follows a conservative policy of ensuring sufficient liquidity at all times through a strategy of profitable growth, efficient working capital management as well as prudent capital expenditure and dividend policies. The Company has unutilised overdraft facility with banks to support any temporary funding requirements. The Company is cognizant of reputational risks that are associated with the liquidity risk and the risk is factored into the overall business strategy.

The Company's treasury department regularly monitors the rolling forecasts to ensure it has sufficient cash on an on-going basis to meet operational needs. Any short term surplus cash generated by the operating entities, over and above the amount required for working capital management and other operational requirements, is retained as cash and cash equivalents (to the extent required) and any excess is invested in interest bearing term deposits and debt investments with appropriate maturities to optimise the cash returns on investments while ensuring sufficient liquidity to meet its liabilities.

The following table shows the maturity analysis of the Company's financial liabilities based on contractually agreed undiscounted cash flows as at the Balance Sheet date.

Particulars						(₹ in Lakhs)
	Carrying Amount	Payable on Demand	Less than 3 Months	3-12 Months	More than 12 Months	Total
<b>As at March 31, 2026</b>						
(i) Trade Payables	1,38,612	-	1,38,612	-	-	1,38,612
(ii) Security Deposits	130	-	130	-	-	130
(iii) Lease Liabilities	4,741	-	168	1,621	3,789	5,578
(iv) Capital Creditors	920	-	920	-	-	920
(v) Dividends (Including Unpaid)	4,187	4,187	-	-	-	4,187
(vi) Unpaid Balance of Share Capital Reduction	91	91	-	-	-	91
<b>As at March 31, 2025</b>						
(i) Trade Payables	92,079	-	92,079	-	-	92,079
(ii) Security Deposits	130	-	-	-	130	130
(iii) Lease Liabilities	6,084	-	386	1,155	4,543	6,084
(iv) Capital Creditors	476	-	476	-	-	476
(v) Dividends (Including Unpaid)	4,128	4,128	-	-	-	4,128
(vi) Unpaid Balance of Share Capital Reduction	89	89	-	-	-	89

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 40: Financial Risk Management (contd.)

### B MANAGEMENT OF MARKET RISK

The Company's size and operations result in it being exposed to the following market risks that arise from its use of financial instruments:

- Currency risk;
- Commodity price risk;

The above risks may affect the Company's income and expenses, or the value of its financial instruments. The objective of the Company's Management of market risk is to maintain this risk within acceptable parameters, while optimising returns. The Company's exposure to, and management of, these risks are explained below.

POTENTIAL IMPACT OF RISK	MANAGEMENT POLICY	SENSITIVITY TO RISK
<p><b>1. CURRENCY RISK</b></p> <p>The Company is subject to the risk of changes in foreign currency values that impact costs of imported raw material (directly and by local suppliers), import of finished goods, equipment for expansion at the plants, expatriate costs, service income, reimbursement of expenses, service related charges from overseas related and third parties as well as revenue from exports. Receivable and Payable having foreign currencies denomination in the balance sheet will also be impacted.</p> <p>As at March 31, 2026, the unhedged exposure to the Company on holding financial assets and liabilities other than in its functional currency amounted to ₹ 6,313 Lakhs and ₹ 8,989 Lakhs respectively (March 31, 2025: ₹ 5,875 Lakhs and ₹ 5,361 Lakhs)</p>	<p>The Company is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to USD, Euro, and Chinese Yuan. The Company's business model incorporates assumptions on currency risks and ensures any exposure is covered through the normal business operations. This intent has been achieved in all years presented.</p>	<p>As an estimation of the approximate impact of the residual risk, with respect to financial instruments, the Company has calculated the impact of a 1% change in exchange rates.</p> <p>A 1% strengthening of the INR against key currencies to which the Company is exposed at year end would have led to approximately an additional ₹ 27 lakhs pre-tax gain in the Statement of Profit and Loss (2024-25 : ₹ 5 lakhs pre-tax loss). A 1% weakening of the INR against these currencies would have led to an equal but opposite effect.</p> <p>A 1% strengthening of the INR against key currencies would have led to approximately an additional pre-tax gain of ₹ 879 lakhs in the Statement of Profit and Loss (2024-25: ₹ 841 Lakhs pre-tax gain). A 1% weakening in currency prices would have led to an equal but opposite effect.</p>



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 40: Financial Risk Management (contd.)

POTENTIAL IMPACT OF RISK	MANAGEMENT POLICY	SENSITIVITY TO RISK
<b>2. COMMODITY PRICE RISK</b> The Company is exposed to the risk of changes in commodity prices in relation to its purchase of its raw materials especially corn, carton board, resins and palm oils.	The Company develops periodic financial forecasts based on commodity price forecasts by its Procurement group and appropriate actions including selling price changes and cost saving measures to reduce the impact of commodity price changes is considered as part of the financial modelling.	A 1% increase in commodity prices would have led to approximately ₹ 558 lakhs additional loss in the Statement of Profit and Loss (2024-25: ₹ 556 Lakhs loss). A 1% weakening in commodity prices would have led to an equal but opposite effect.

### C MANAGEMENT OF CREDIT RISK

Credit risk is the risk of financial loss to the Company if a customer or other counter-party fails to meet its contractual obligations.

#### Trade Receivables

Trade receivables are subject to credit limits, controls and approval processes. A majority of customers pay prior to shipment, thereby reducing exposure to trade receivables significantly. Due to a large customer base, the Company is not exposed to material concentration of credit risk. Basis the historical experience supported by the level of default, the credit risk in case of trade receivable is low and so trade receivables are considered to be a single class of financial assets. (Refer Accounting Policy 1 B (i) on trade receivables.)

The gross carrying amount of trade receivables is ₹ 22,073 Lakhs as at March 31, 2026 and ₹ 23,474 Lakhs as at March 31, 2025.

#### Reconciliation of Loss Allowance Provision- Trade Receivables

(₹ in Lakhs)

	March 31, 2026	March 31, 2025
Loss allowance at the beginning of the year	849	596
Add / (Less) : Changes in loss allowances	244	253
<b>Loss allowance at the end of the year</b>	<b>1,093</b>	<b>849</b>

#### Balance as on March 31, 2026

(₹ in Lakhs)

	Not Due	0-180 Days	>180 Days	Total
Ageing				
Gross carrying amount	12,863	7,317	1,836	22,016
Provision for doubtful debts	-	-	(1,093)	(1,093)
<b>Carrying amount of trade receivables (net of provision)</b>	<b>12,863</b>	<b>7,317</b>	<b>743</b>	<b>20,923</b>

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 40: Financial Risk Management (contd.)

### Reconciliation of Loss Allowance Provision– Trade Receivables (contd.)

Balance as on March 31, 2025

(₹ in Lakhs)

	Not Due	0–180 Days	>180 Days	Total
Ageing				
Gross carrying amount	11,005	11,068	1,401	23,474
Provision for doubtful debts	-	-	(849)	(849)
<b>Carrying amount of trade receivables (net of provision)</b>	<b>11,005</b>	<b>11,068</b>	<b>552</b>	<b>22,625</b>

### Other Financial Assets

The Company maintains exposure in cash and cash equivalents, term deposits with banks and investments in debt instruments. The Company concentrates its major investment activities with a limited number of counter-parties which have secure credit ratings, to reduce this risk. Individual risk limits are set for each counter-party based on financial position, credit rating and past experience. Credit limits and concentration of exposures are actively monitored by the Company's Treasury department.

## Note 41: Capital Management

The Company's objective in managing its capital is to safeguard its ability to continue as a going concern and to optimise returns to our shareholders. The Company considers the following components of its Balance Sheet to be managed capital:

1) Share Capital, 2) Securities Premium and 3) Other Reserves includes General Reserve and Retained Earnings.

The Company's capital structure is based on the Managements assessment of the balances of key elements to ensure strategic decisions and day to day activities. The capital structure of the Company is managed with a view of the overall macro economic conditions and the risk characteristics of the underlying assets.

The Company's policy is to maintain a strong capital structure with a focus to mitigate all existing and potential risks to the Company, maintain shareholder, vendor and market confidence and sustain continuous growth and development of the Company.

The Company's focus is on keeping a strong total equity base to ensure independence, security, as well as high financial flexibility without impacting the risk profile of the Company.

In order, to maintain or adjust the capital structure, the Company will take appropriate steps as may be necessary. The Company does not have any debt or financial covenants.

No changes were made in the objectives, policies or processes for managing capital during the years ended March 31, 2026 and March 31, 2025.



# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 42: Details of Dues to Micro and Small Enterprises as Defined Under the MSMED Act, 2006

The Company has certain dues to suppliers registered under Micro, Small and Medium Enterprises Development Act, 2006 ('MSMED Act'). The disclosures pursuant to the said MSMED Act are as follows:

Particulars	Year Ended March 31, 2026 (₹ in Lakhs)	Year Ended March 31, 2025 (₹ in Lakhs)
(i) Principal amount due to suppliers registered under the MSMED Act and remaining unpaid as at year end*	719	931
(ii) Interest due to suppliers registered under the MSMED Act and remaining unpaid as at year end	2	-
(iii) Principal amounts paid to suppliers registered under the MSMED Act, beyond the appointed day during the year	1,470	1,257
(iv) Interest paid, other than under Section 16 of MSMED Act, to suppliers registered under the MSMED Act, beyond the appointed day during the year	-	-
(v) Interest paid, under Section 16 of MSMED Act, to suppliers registered under the MSMED Act, beyond the appointed day during the year	7	-
(vi) Interest due and payable towards suppliers registered under MSMED Act, for payments already made**	2	5
(vii) Further interest remaining due and payable for earlier years	-	-

\* The principal amount represents amount outstanding as per invoices received from vendors as at the Balance Sheet date.

\*\* Includes interest on amounts outstanding as at the beginning of the accounting year.

## Note 43: Ratio Analysis and its Elements

Ratio	Numerator	Denominator	March 31, 2026	March 31, 2025	% Change	Reason for Variance
Current Ratio	Current Assets	Current Liabilities	1.28	1.38	-7%	-
Debt Equity Ratio	Total Debt	Total Shareholder's Equity	0.03	0.04	0%	-
Debt Service Coverage Ratio	Earnings available for Debt Service <sup>1</sup>	Debt Service <sup>2</sup>	79.18	91.55	-14%	-
Return on Equity Ratio	Net Profits after taxes	Average Shareholder's Equity	0.82	0.81	0%	-
Inventory Turnover Ratio	Cost of goods sold	Average inventory	4.88	5.40	-10%	-
Trade Receivable Turnover	Net Sales	Average Trade Receivable	27.48	30.48	-10%	-
Trade Payable Turnover	Net Credit Purchases	Average Trade Payable	1.59	2.11	-24%	-
Net Capital Turnover Ratio	Net Sales	Working capital <sup>3</sup>	12.26	12.35	-1%	-
Net Profit Ratio	Net Profit	Net Sales	0.22	0.24	-8%	-
Return on Capital Employed	Earnings before interest and taxes	Capital Employed <sup>4</sup>	1.19	1.21	-2%	-

# Notes to the Financial Statements

for the year ended March 31, 2026

## Note 43: Ratio Analysis and its Elements (contd.)

Ratio	Numerator	Denominator	March 31, 2026	March 31, 2025	% Change	Reason for Variance
Return on Investment	Income generated from Investments	Time weighted average Investments <sup>5</sup>	0.06	0.07	-15%	-

### Notes:

- Earnings available for Debt Service = Net profit after taxes + Non cash operating expenses like depreciation and amortizations + Interest + loss on sale of fixed assets
- Debt Service = Interest + Principal payments
- Working capital = Current assets - Current liabilities
- Capital Employed = Total Shareholders equity (Other equity + Equity Share capital) - Deferred Tax assets
- Time weighted average Investments = Number of days of investment / 365 days \* Value of Investment

## Note 44: Relationship with Struck Off Companies

The Company did not have any material transactions with companies struck off under Section 248 of the Companies Act, 2013 or Section 560 of Companies Act, 1956 during the year ended March 31, 2026 and March 31, 2025.

## Note 45: Other Statutory Information

- No proceedings have been initiated or are pending against the Company for holding any Benami property under the Benami Transactions (Prohibition) Act, 1988 and rules made thereunder.
- The company does not have any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).
- The Company has not been declared as wilful defaulter by any bank or financial institution or any other lender.
- The Company has not traded, nor invested in any Crypto currency or virtual currency during the period ended March 31, 2026.
- During the period, the Company has not advanced or given any loan or invested funds to any other persons or entities, including foreign entities (Intermediaries) with the understanding that Intermediary shall:
  - Directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company (Ultimate Beneficiaries) or
  - Provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.
- During the period, the Company has not received any fund from any persons or entities, including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that Company shall:
  - Directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or
  - Provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- The Company has maintained daily back of up of books of accounts on servers physically located in India.
- The Company has used accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further no instance of audit trail feature being tampered with was noted in respect of the software. Further, the Company has preserved audit trail for prior years to the extent it was enabled.



# Notes to the Financial Statements

for the year ended March 31, 2026

**Note 46:** Subsequent to year end, the Company has declared a Second Interim dividend of ₹ 24/- per share aggregating to ₹ 65,277 Lakhs on May 22, 2026 for FY 2025-26 which will be paid on and from June 17, 2026.

## Note 47: Exceptional Items

- a) On November 21, 2025, the Government of India notified four Labour codes ('The New Labour Code'), consolidating existing labour laws. In accordance with Ind AS 19, changes to the employee benefit plans arising from legislative amendments are treated as plan amendments, requiring immediate recognition of past service cost in the statement of profit and Loss. The New labour code has resulted in one time increase in employee benefit expenses of ₹ 839 Lakhs which has been recognized in the Statement of Profit and Loss under Exceptional Items for the year ended March 31, 2026.
- b) During the year, the Company has recognized severance and related expenses with respect to certain organisational changes of ₹ 1,658 lakhs under Exceptional Items for the year ended March 31, 2026.

Signature to Notes 1 to 47 are an integral part of these financial statements

As per our report of even date.

### For S R B C & CO LLP

Chartered Accountants

Firm Registration No. 324982E/E300003

### per Govind Ahuja

Partner

Membership number - 048966

Place : Mumbai

Date : May 22, 2026

**For and on behalf of the Board of Directors of Colgate-Palmolive (India) Limited**  
**CIN: L24200MH1937PLC002700**

### M. S. Jacob

Whole-time Director &

Chief Financial Officer

(DIN : 07645510)

Place : Mumbai

Date : May 22, 2026

### Prabha Narasimhan

Managing Director &

Chief Executive Officer

(DIN : 08822860)

### Jaikishan Shah

Company Secretary

(A34948)

# GRI Content Index

<b>Statement of use</b>	Colgate–Palmolive (India) Limited has reported in accordance with the GRI Standards for the period April 1, 2025 to March 31, 2026.
<b>GRI 1 used</b>	CRI 1: Foundation 2021
<b>Applicable GRI Sector Standard(s)</b>	Not applicable

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED			
<b>General disclosures</b>						
GRI 2: General Disclosures 2021	2-1 Organizational details	Page 6	A blue cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	2-2 Entities included in the organization's sustainability reporting	Page 5				
	2-3 Reporting period, frequency and contact point	Page 5				
	2-4 Restatements of information	Page 291, 302				
	2-5 External assurance	Page 268				
	2-6 Activities, value chain and other business relationships	Page 269 Page 20				
	2-7 Employees	Page 142				
	2-8 Workers who are not employees	Page 142				
	2-9 Governance structure and composition	Page 45 Page 58–63				
	2-10 Nomination and selection of the highest governance body	Page 219				
	2-11 Chair of the highest governance body	Page 45				
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 45				
	2-13 Delegation of responsibility for managing impacts	Page 45				
	2-14 Role of the highest governance body in sustainability reporting	Page 48				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED			
	2-15 Conflicts of interest	Page 279				
	2-16 Communication of critical concerns	Page 45				
	2-17 Collective knowledge of the highest governance body	Page 60-62				
	2-18 Evaluation of the performance of the highest governance body	Page 211				
	2-19 Remuneration policies	Page 136				
	2-20 Process to determine remuneration	Page 136				
	2-21 Annual total compensation ratio	Page 356				
	2-22 Statement on sustainable development strategy	Page 2-4				
	2-23 Policy commitments	Page 59				
	2-24 Embedding policy commitments	Page 214				
	2-25 Processes to remediate negative impacts	Page 213 Page 271				
	2-26 Mechanisms for seeking advice and raising concerns	Page 46				
	2-27 Compliance with laws and regulations	Page 277				
	2-28 Membership associations	Page 300				
	2-29 Approach to stakeholder engagement	Page 46				
	2-30 Collective bargaining agreements	Page 136				
<b>Material topics</b>						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 46	A blue cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	3-2 List of material topics	Page 46				
<b>Business ethics and governance</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 46				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page 278				
	205-2 Communication and training about anti-corruption policies and procedures	Page 278				
	205-3 Confirmed incidents of corruption and actions taken	Page 278				
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Page 300				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED			
<b>Sustainable packaging</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 116				
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Page 105-106				
	301-2 Recycled input materials used	Page 105-106				
	301-3 Reclaimed products and their packaging materials	Page 105-106				
<b>Energy &amp; Emission Management</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 90, 116				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 95				
	302-2 Energy consumption outside of the organization		302-2	Information unavailable/incomplete	We are in the process of setting up monitoring systems for energy consumption outside of the organization	
	302-3 Energy intensity	Page 95, 293				
	302-4 Reduction of energy consumption	Page 95				
	302-5 Reductions in energy requirements of products and services		302-5	Not applicable	Our products don't consume energy in the use phase	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 98				
	305-2 Energy indirect (Scope 2) GHG emissions	Page 98				
	305-3 Other indirect (Scope 3) GHG emissions		305-3	Information unavailable/incomplete	We are in the process of setting up monitoring systems for Scope 3 emissions	



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED			
	305-4 GHG emissions intensity	Page 295				
	305-5 Reduction of GHG emissions	Page 95, 98				
	305-6 Emissions of ozone-depleting substances (ODS)	Page 100				
	305-7 Nitrogen oxides (NOx), sulfur oxides (SO <sup>x</sup> ), and other significant air emissions	Page 100				
<b>Water Stewardship</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 106				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 106, 107				
	303-2 Management of water discharge-related impacts	Page 106-108				
	303-3 Water withdrawal	Page 106, 293				
	303-4 Water discharge	Page 108, 294				
	303-5 Water consumption	Page 106-108				
<b>Waste Management</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 100				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 101-102				
	306-2 Management of significant waste-related impacts	Page 101-102				
	306-3 Waste generated	Page 101, 295-296				
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<b>Responsible supply chain</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 116				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Page 116				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Page 116				
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GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
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GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED			
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GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Page 116				
<b>Community development</b>						
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GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED			
<b>Consumer health and safety</b>						
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unless absolutely necessary.

