Report of the Directors

To,
The Members,
Colgate-Palmolive (India) Limited

Your Directors are pleased to present their 85th Report and Audited Financial Statements of the Company for the financial year ended March 31, 2026.

Financial Highlights

(₹ in Crores)

Particulars	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.

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 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. 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	• Proper mix of competencies to conduct its affairs effectively. • Appropriate mix of independent and non-independent Directors. • Number and frequency of Board meetings is adequate to perform its duties effectively.
2.	Committees	• Performance of the responsibilities as outlined in the charter and applicable laws and regulations. • Composition in terms of size, skills/expertise and experience, if appropriate to perform its responsibilities. • Efficiency in conduct of Meetings with sufficient time allocated on significant or emerging issues.
3.	Chairperson	• Providing guidance to the Board on delineation of roles of the Board and Management. • Providing direction to the Board on aspects that are critical/of strategic significance to the Company. • Creating a cohesive environment to allow open and fair discussion.

Sr. No.	Performance evaluation of	Key performance areas/evaluation criteria
4.	Executive Directors	• 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. • Understanding of duties, responsibilities, qualifications, disqualifications and liabilities as a Director. • Ensuring best Corporate Governance practices and compliance with the applicable laws and regulations.
5.	Independent Directors	• Suitable business knowledge and understanding of the Industry in which the Company operates. • Exercising independent judgement and voicing opinion freely without any influence. • Understanding of governance, regulatory, financial, fiduciary and ethical requirements of the Board / Committee.

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 81st 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 81st AGM till the conclusion of the 86th 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 84th 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

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**

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

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^	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.
^ 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[1]	Names of the Entity (Listed and Unlisted Public Companies)	Category of Directorship in the respective entity (Listed and Unlisted Public Companies)	Committee Positions held[2]	
				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[1]	Names of the Entity (Listed and Unlisted Public Companies)	Category of Directorship in the respective entity (Listed and Unlisted Public Companies)	Committee Positions held[2]	
				As a Member	As a Chairperson
		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	-
Mr. Sekhar Natarajan	2	IngersollRand (India) Limited	Independent Director	2	1
		Cummins India Limited	Independent Director	2	-
Ms. Gopika Pant	2	ABB India Limited	Independent Director	2	1
		Tenneco Clean Air India Limited	Independent Director	-	-
Dr. (Mr.) Indu Bhushan	7	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).
[1] excludes directorships in private companies, foreign companies and bodies corporate.
[2] 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^	-
Mr. Priyan Pillay	Senior Management Personnel	1	1	Appointed as a Member effective January 29, 2026

^ 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
Total	**51**	**50**	**1**

*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:

(₹ in Lakhs)

Sr. No.	Particulars of Remuneration	Name of MD/WTD(s)			Total Amount
		Ms. Prabha Narasimhan	Mr. M. S. Jacob	Mr. Surender Sharma#	
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
	Total	**1,291.17**	**595.69**	**360.32**	**2,247.18**

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.

#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^	20.00	20.00	20.00	20.00	20.00	3.34	6.30	6.30	115.94
	Total	**35.00**	**35.00**	**35.00**	**33.00**	**31.50**	**3.34**	**6.30**	**6.30**	**185.44**
c)	Commission^^	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
^Paid during the Financial Year 2025-26 for the Financial Year 2024-25
^^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 Meeting - Registered Office - Colgate Research Centre, Main Street, Hiranandani Gardens, Powai, Mumbai - 400 076)	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		11:00 a.m	-
2022-23	July 27, 2023		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.

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) 85th 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 1st April to 31st 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	2nd Interim	March 29, 2019	May 1, 2026 (transferred)
2018-19	3rd Interim (Special)	May 27, 2019	June 27, 2026
2019-20	1st 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 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

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

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.

An exclusive e-mail id i.e. investors_grievance@colpal.com is available for redressal of investor complaints and the same is available on the Company's website.

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.

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: L24200MH1937PLC002700
Colgate Research Centre, Main Street,
Hiranandani Gardens, Powai, Mumbai - 400 076
Tel : 91-22-6709 5050
Website: 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	5th 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: investor.helpdesk@in.mpms.mufg.com Tel: 079 - 2646 5179
Coimbatore	Surya 35, Mayflower Avenue, Behind Senthil Nagar, Sowripalayam Road, Coimbatore - 641028 E-mail: investor.helpdesk@in.mpms.mufg.com Tel: 0422-2314792 / 4958995 / 2539835/36
Kolkata	Rasoi Court, 5th Floor, 20, Sir R.N Mukherjee Road, Kolkata - 700001 E-mail: investor.helpdesk@in.mpms.mufg.com Tel: 033 - 69066200
New Delhi	Noble Heights, 1st Floor, Plot NH 2, C-1 Block LSC, Near Savitri Market, Janakpuri, New Delhi - 110058 E-mail: investor.helpdesk@in.mpms.mufg.com Tel: 011 - 49411000
Pune	Block No. 202, 2nd Floor, Akshay Complex, Near Ganesh Temple, Off. Dhole Patil Road, Pune - 411001 E-mail: investor.helpdesk@in.mpms.mufg.com Tel: 020 - 4601 4473
Vadodara	"Geetakunj", 1, Bhakti Nagar Society, Behind Abs Tower, Old Padra Road, Vadodara - 390015 E-mail: investor.helpdesk@in.mpms.mufg.com 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
Public Shareholding		
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	17,98,603	0.66
Total Public Shareholding (B)	13,32,72,962	49.00
Total Shareholding (A+B)	**27,19,85,634**	**100.00**

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
Total	**3,46,036**	**100**	**27,19,85,634**	**100.00**

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
Sub-total	**27,03,28,550**	**99.39**
Physical form	16,57,084	0.61
Total	**27,19,85,634**	**100.00**

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 & 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	**691**	**60,868**

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

Annexure CG-A

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 31st March 2026 and Financial Year ending 31st 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), 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 31st 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 31st March, 2026.

For S. N. ANANTHASUBRAMANIAN & Co.
Company Secretaries
ICSI Unique Code P1991MH040400
Peer Review Cert. No.: 5218/2023

S. N. Viswanathan
Managing Partner
FCS: **13685** COP No.: **24335**
ICSI UDIN - **F013685H000438252**
22nd 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 **S R B C & CO LLP**
Chartered Accountants
ICAI Firm Registration Number: 324982E/E300003

per Govind Ahuja
Partner
Membership Number: 048966
UDIN: 26048966ZRTLFV2956

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^	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%

^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

3. 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

4. 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

5. (a) Average net profit of the Company as per sub-section (5) of section 135 - **₹ 1,717.91 Crore**
   (b) Two percent of average net profit of the Company as per sub-section (5) of section 135 - **₹ 34.36 Crore**
   (c) Surplus arising out of the CSR Projects or programmes or activities of the previous financial years - **N.A.**
   (d) Amount required to be set-off for the financial year, if any - **N.A.**
   (e) Total CSR obligation for the financial year (b)+(c)-(d) - **₹ 34.36 Crore**

6. (a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project) - **₹ 33.76 Crore**
   (b) Amount spent in Administrative Overheads - **₹ 0.49 Crore**
   (c) Amount spent on Impact Assessment, if applicable - **₹ 0.11 Crore**
   (d) Total amount spent for the financial year (a)+(b)+(c) - **₹ 34.36 Crore**
   (e) 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^
(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	-

^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 remaining to be spent in succeeding Financial Years Amount (in ₹ Crore)	Deficiency if any
					Amount (in ₹ Crore)	Date of Transfer		
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
	Total			**0.05**			

* 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, Keralam, 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

Annexure 3

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_2e.
- 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 aeroseal 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
Total	**0**

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

Annexure 5

FORM NO. MR-3

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED 31ST 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 31st 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 31st 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 31st 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)

Peer Review Certificate No: 2404/2022
FRN: P2014MH034700
UDIN: F010032H000443289

CS Nrupang B. Dholakia
Managing Partner
FCS-10032 CP No. 12884

Place: Mumbai
Date: May 22, 2026

Annexure 6

Business Responsibility and Sustainability Report

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	investors_grievance@colpal.com
7.	Telephone	+(91) 22-6709 5050
8.	Website	www.colgatepalmolive.co.in
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	**Name:** Ms. Prabha Narasimhan **Designation:** Managing Director & Chief Executive Officer **Telephone:** +(91) 22-6709 5050 **Email address:** investors_grievance@colpal.com
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

GRI 2-5

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)
Employees					
Permanent (D)	875	655	75%	220	25%
Other than permanent (E)	1,831	1,094	60%	737	40%
Total employees (D + E)	**2,706**	**1,749**	**65%**	**957**	**35%**
Workers					
Permanent (F)	1,401	1,335	95%	66	5%
Other than permanent (G)	1,020	800	78%	220	22%
Total workers (F + G)	**2,421**	**2,135**	**88%**	**286**	**12%**

GRI 2-6

b. Differently abled Employees and workers:

Particulars	Total	Male		Female	
	(A)	No. (B)	% (B/A)	No. (C)	% (C/A)
Differently Abled Employees					
Permanent (D)	Nil	Nil	-	Nil	-
Other than Permanent (E)	Nil	Nil	-	Nil	-
Total differently abled employees (D + E)	**Nil**	**Nil**	**-**	**Nil**	**-**
Differently Abled Workers					
Permanent (F)	8	8	100%	Nil	-
Other than Permanent (G)	26	26	100%	Nil	-
Total differently abled workers (F + G)	**34**	**34**	**100%**	**Nil**	**-**

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 https://www.colgatepalmolive.co.in/contact-us	Nil	Nil	-	Nil	Nil	-
Shareholders	Yes https://www.colgateinvestors.co.in/investor-contacts	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 https://www.colgatepalmolive.co.in/contact-us	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 https://www.colgatepalmolive.co.in/contact-us	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

GRI 2-25, GRI 3-1, GRI 3-3

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	**Risk:** Building a culture of integrity and transparency is linked with fulfillment of mandates as well as strengthening relationships with stakeholders **Opportunity:** Values-based decision making promotes accountability and helps ensure that integrity, safety, transparency and ethics are foundational to all we do	i. Development and training on Code of Conduct ii. Development of policies, programs and mechanisms for avoiding workplace discrimination, harassment, and corruption, among others	**Negative:** Any instances of unethical practices have the risk of tarnishing Company reputation and attracting fines/penalty which can in turn affect business continuity **Positive:** 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
Consumer health and safety and Product Stewardship	Risk	Consumer health and safety is critical for gaining consumer trust and for transparency. Non-compliance regarding product information and labeling as well as marketing and communications can have adverse effects	i. Robust protocols for design, packaging and consumer safety at product development stages ii. Implementation of Quality Management System (QMS) iii. Effective product recall management iv. Transparent communication	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	**Risk:** 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	i. Implementation of a Company-wide robust technical standards & EHS management system ii. Ensuring periodic internal and external audits iii. Training & retraining all employees and workers on safe working practices	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)
		Opportunity: 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	iv. Investigation of each reported case and preparation of remedial plan	
Human rights	Risk	Instances of human rights violation or non-compliance of statutory norms can lead to adverse financial and reputational implications and deteriorate employee morale & retention	Comprehensive Human Rights Policy and procedures in place	Company's reputation and relationships with stakeholders can be adversely affected in case of any instances of non-compliance
Diversity and inclusion	Opportunity	Fostering a culture which is inclusive and integrates diversity, employee well being, training and development will strengthen the culture, performance and will attract & retain employees	i. Diversity inclusion policy and training ii. Employee and worker skill development training programs iii. Utilization of digital platforms such as WYSA and Employee Assistance Programs (EAP) for improving mental well-being	Investing in human capital has the ability to improve employee productivity, spur innovation and attract employees with similar organizational value
Water stewardship	Risk	Unavailability of surface water during summer can adversely hamper operations. Mismanagement of wastewater can attract legal complications	i. Implementation of Zero Liquid Discharge facility at three sites ii. Water saving initiatives in the supply chain iii. Water access, augmentation and conservation programs for communities in water stressed regions	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
Energy and emissions management	Opportunity	Enhancing and utilizing green energy to reduce carbon footprint of the organization	i. Transition towards greener options such as onsite solar projects, hydroelectricity, and wind energy ii. Switched to CNG from Diesel in our boilers 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	Increasing self-reliance on sustainable and green energy can reduce Company costs and attract investment opportunities

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	i. Two of our sites are LEED certified 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	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	i. Transition towards renewable materials reduces the waste going to landfill ii. Increasing usage of reused materials has reduced the dependency on virgin materials iii. This has an ability to implement a circular economy within the Company	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 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
	Ethics & Transparency	Product Responsibility	Human Resources	Stakeholders Engagement	Respect for Human Rights	Responsible Manufacturing	Public Policy Advocacy	Inclusive Growth	Customer Engagement
Policy and Management Processes									
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: https://www.colgatepalmolive.com/en-us/sustainability								
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.								
Governance, leadership and oversight									
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).	**Name:** Ms. Prabha Narasimhan **Designation:** Managing Director and Chief Executive Officer **DIN:** 08822860								
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/Committe of the Board/ Any other Committee									Frequency (Annually/Half-yearly/Quarterly/ Any other-please specify)								
	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 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	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
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	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
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**

	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)
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

GRI 2-27

Particulars	Monetary				
	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.

Particulars	Non-Monetary				
	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		

GRI 205-1, GRI 205-2

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**	**94**

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.

GRI 2-15, GRI 205-1, GRI 205-3

PRINCIPLE 2: Businesses should provide goods and services in a manner that is sustainable and safe

Essential Indicators

1. **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%	-	

2. a. 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:

1. Supplier Responsible Sourcing Assessment Program (SRSA)
2. Enhanced Supplier Management (ESM) Program.

Both these programs are well structured & Colgate doesn't work with suppliers if the Risk is very significant.

b. 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.

3. **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.**

a. 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.

b. E-waste

The Company disposes all e-waste through a government approved e-waste recycler.

c. 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.

d. 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	% of employees covered by										
	Total (A)	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)
Permanent employees											
Male	655	655	100%	655	100%	Nil	-	655	100%	655	100%
Female	220	220	100%	220	100%	220	100%	Nil	-	220	100%
Total	**875**	**875**	**100%**	**875**	**100%**	**220**	**25%**	**655**	**75%**	**875**	**100%**
Other than permanent employees											
Male	1,094	1,094	100%	1,094	100%	Nil	-	Nil	-	Nil	-
Female	737	737	100%	737	100%	737	100%	Nil	-	Nil	-
Total	**1,831**	**1,831**	**100%**	**1,831**	**100%**	**737**	**40%**	**Nil**	**-**	**Nil**	**-**

b. Details of measures for the well-being of workers:

Category	% of workers covered by										
	Total (A)	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)
Permanent workers											
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%
Total	**1,401**	**1,401**	**100%**	**1,401**	**100%**	**66**	**5%**	**1,076**	**77%**	**66**	**5%**
Other than permanent workers											
Male	800	721	90%	800	100%	Nil	-	104	13%	Nil	-
Female	220	187	85%	220	100%	220	100%	Nil	-	193	88%
Total	**1,020**	**908**	**89%**	**1,020**	**100%**	**220**	**22%**	**104**	**10%**	**193**	**19%**

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%
Total	**100%**	**69%**	**100%**	**100%**

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)
Total Permanent Employees	**875**	**Nil**	**-**	**816**	**Nil**	**-**
Male	655	Nil	-	601	Nil	-
Female	220	Nil	-	215	Nil	-
Total Permanent Workers	**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)
Employees										
Male	655	655	100%	655	100%	601	601	100%	601	100%
Female	220	220	100%	220	100%	215	215	100%	215	100%
Total Permanent Employees	**875**	**875**	**100%**	**875**	**100%**	**816**	**816**	**100%**	**816**	**100%**
Workers										
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%
Total Permanent Workers	**1,401**	**1,401**	**100%**	**1,401**	**100%**	**1,382**	**1,382**	**100%**	**1,382**	**100%**

GRI 2-4

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)
Employees						
Male	655	655	100%	601	601	100%
Female	220	220	100%	215	215	100%
Total	**875**	**875**	**100%**	**816**	**816**	**100%**
Workers						
Male	1,335	948	71%	1,328	940	71%
Female	66	66	100%	54	54	100%
Total	**1,401**	**1,014**	**72%**	**1,382**	**994**	**72%**

10. **Health and safety management system:**

a. Whether an occupational health and safety management system has been implemented by the entity? If yes, the coverage such system?	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 & external) and employee engagement.
b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?	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.
c. Whether you have processes for workers to report work-related hazards and to remove themselves from such risks.	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".
d. Do the employees/ workers of the entity have access to non-occupational medical and healthcare services?	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.

11 **Details of safety related incidents, in the following format:**

Safety Incident/Number	Category	FY 2025-26	FY 2024-25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	Nil	Nil
	Workers	Nil	0.22
Total recordable work-related injuries	Employees	1	Nil
	Workers	1	3
No. of fatalities	Employees	Nil	Nil
	Workers	Nil	Nil
High consequence work-related injury or ill-health (excluding fatalities)	Employees	Nil	Nil
	Workers	Nil	Nil

GRI 403-8

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	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	
Vendors and suppliers	No *(However, we do have certain MSME supply partners)*	Emails and meetings	Monthly	Communication on materials, services, pricing and commodities' trends
Retailers	No	SMS, Newspaper, advertisements, pamphlets	Monthly	Communication on new launches, schemes and retailer engagement programs
Communities	Yes *(Tribal, rural, women, low economic groups)*	NGO networks, Community meetings and focus group discussions	Monthly	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)
			Employees			
Permanent	875	875	100%	816	816	100%
Other than permanent	1,831	1,831	100%	1,707	1,707	100%
Total Employees	**2,706**	**2,706**	**100%**	**2,523**	**2,523**	**100%**
			Workers			
Permanent	1,401	1,401	100%	1,382	1,382	100%
Other than permanent	1,020	1,020	100%	1,164	1,164	100%
Total Workers	**2,421**	**2,421**	**100%**	**2,546**	**2,546**	**100%**

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)
					Permanent employees					
Male	655	Nil	-	655	100%	601	Nil	-	601	100%
Female	220	Nil	-	220	100%	215	Nil	-	215	100%
Total	**875**	**Nil**	**-**	**875**	**100%**	**816**	**Nil**	**-**	**816**	**100%**

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)
Other than permanent employees										
Male	1,094	Nil	-	1,094	100%	1,009	Nil	-	1,009	100%
Female	737	Nil	-	737	100%	698	Nil	-	698	100%
Total	**1,831**	**Nil**	**-**	**1,831**	**100%**	**1,707**	**Nil**	**-**	**1,707**	**100%**
Permanent workers										
Male	1,335	Nil	-	1,335	100%	1,328	Nil	-	1,328	100%
Female	66	Nil	-	66	100%	54	Nil	-	54	100%
Total	**1,401**	**Nil**	**-**	**1,401**	**100%**	**1,382**	**Nil**	**-**	**1,382**	**100%**
Other than permanent workers										
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%
Total	**1,020**	**116**	**11.00%**	**904**	**88.63%**	**1,164**	**237**	**20.36%**	**927**	**79.64%**

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 (₹)
Board of Directors (BoD)*	1	5,95,69,984	1	12,91,16,927
Key Managerial Personnel (KMP)	2	3,25,55,111	1	12,91,16,927
Employees other than BoD and KMP	653	20,73,846	219	20,92,439
Workers	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
From Renewable Sources			
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
Total energy consumed from renewable sources (A+B+C)	**GJ**	**55,098.86**	**53,195.27**
From Non-Renewable Sources			
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
Total energy consumed from Non-renewable sources (D+E+F)	**GJ**	**1,79,286.78**	**1,79,268.61**
Total energy consumed (A+B+C+D+E+F)	**GJ**	**2,34,385.64**	**2,32,463.88**
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
Water withdrawal by source (in kilolitres)		
(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
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	2,42,545.20	2,58,708.22
Total volume of water consumption (in kilolitres)	1,98,221.31	2,06,763.22
Water intensity per rupee of turnover (Water consumed/turnover (in ₹ Lakhs))	0.33	0.34
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP) (KL/million US$)	66.52	70.31
Water intensity in terms of physical output (Water consumed / tonne of production)	1.50	1.45
Water intensity (optional) the relevant metric may be selected by the entity	N.A.	N.A.

GRI 2-4, GRI 302-3, GRI 303-3

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
Water discharge by destination and level of treatment (in kilolitres)		
(i) Into Surface Water		
No treatment	Nil	Nil
With treatment *(please specify level of treatment)*	Nil	Nil
(ii) To Groundwater		
No treatment	Nil	Nil
With treatment *(please specify level of treatment)*	Nil	Nil
(iii) To Seawater		
No treatment	Nil	Nil
With treatment *(please specify level of treatment)*	Nil	Nil
(iv) Sent to third-parties		
No treatment	20,389.89	10,986.00
With treatment *(Secondary treatment)*	23,934.00	26,160.00
(v) Others (Common Water Treatment Plant)		
No treatment	Nil	14,799.00
With treatment *(Tertiary treatment)*	Nil	Nil
Total water discharged (in kilolitres)	**44,323.89**	**51,945.00**

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.

GRI 2-4, GRI 303-4

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
Total Scope 1 emissions (tCO_2e) (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO_2 equivalent	2,395.83	2,651.93
Total Scope 2 emissions (tCO_2e) market-based*	Metric tonnes of CO_2 equivalent	15,420.66	23,048.46
Total Scope 1 and Scope 2 emissions per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	(tCO_2e/ ₹ Lakhs)	0.03	0.04
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)	(tCO_2e/million US$)	5.98	8.74
Total Scope 1 and Scope 2 emission intensity in terms of physical output	(tCO_2e/tonne of production)	0.13	0.18
Total Scope 1 and Scope 2 emission intensity (optional) 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_2 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
Total Waste generated (in metric tonnes)		
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
Total (A+B+C+D+E+F+G+H)	**7,657.31**	**6,443.34**
Waste intensity per rupee of turnover (Total waste generated / Revenue from operations in ₹ Lakhs)	0.01	0.01
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP) (MT/million US$)	2.57	2.19
Waste intensity in terms of physical output (Total waste generated/Tonne of production)	0.06	0.05
Waste intensity (optional) – the relevant metric may be selected by the entity	N.A.	N.A.

GRI 2-4, GRI 305-4, GRI 306-3

9. **Provide details related to waste management by the entity, in the following format. (cont.)**

Parameter	FY 2025-26	FY 2024-25
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category of waste		
(i) Recycled	4,120.02	4,049.71
(ii) Re-used	2,716.00	2,345.57
(iii) Other recovery operations	771.32	Nil
Total	**7,607.34**	**6,395.28**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	44.84	39.05
(ii) Landfilling	5.13	9.01
(ii) Other disposal operations	Nil	Nil
Total	**49.98**	**48.06**

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					

GRI 2-4

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
Water withdrawal by source (in kiloliters)		
(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
Total Volume of Water Withdrawal (KL)	1,68,318.20	1,79,385.42
Total Volume of Water Consumption (KL)	1,37,239.20	1,42,239.42
Water intensity per rupee of turnover (Water consumed/Turnover)	0.23	0.24
Water intensity (optional) the relevant metric may be selected by the entity	N.A.	N.A.
Water discharge by destination and level of treatment (in kiloliters)		
(i) Into Surface Water		
No treatment	Nil	Nil
With treatment *(please specify level of treatment)*	Nil	Nil
(ii) Into Groundwater		
No treatment	Nil	Nil
With treatment *(please specify level of treatment)*	Nil	Nil
(iii) Into Seawater		
No treatment	Nil	Nil
With treatment *(please specify level of treatment)*	Nil	Nil
(iv) Sent to third-parties		
No treatment	7,145.00	10,986.00
With treatment *(Secondary treatment)*	23,934.00	26,160.00
(v) Others		
No treatment	Nil	Nil
With treatment *(please specify level of treatment)*	Nil	Nil
Total water discharged (in KL)	**31,079.00**	**37,146.00**

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
Total Scope 3 emissions (Break-up of the GHG into CO_2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO_2 equivalent	-	-
Total Scope 3 emissions per rupee of turnover		-	-
Total Scope 3 emission intensity (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_2e.
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.	

GRI 2-28, GRI 206-1

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	https://www.colgateinvestors.co.in/media/2938/public-policy-advocacy.pdf

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	https://www.colgateinvestors.co.in/shareholder-information/2024-25
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
	Keep India Smiling Scholarship Program - Data on Aspirational District		
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 Sambhajinagar, 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

GRI 401-1

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
Bright Smiles, Bright Futures® (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
Keep India Smiling (Promote Education, Women Empowerment and support District specific developmental needs)	Keep India Smiling Scholarship Program	1,000	
	Financial & Digital Literacy Program	1,00,000+	
Water & Waste Management (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. 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

Annexure 7

DNV

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/I/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/I/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.

DNV

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 ±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.

DNV

- 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.

DNV

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_2 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