



COLGATE-PALMOLIVE (INDIA) LIMITED

Regd. Office :
Colgate Research Centre,
Main Street,
Hiranandani Gardens,
Powai,
Mumbai - 400 076.
Tel. : 67095050
Fax : (91 22) 25705088
www.colgatepalmolive.co.in
CIN : L24200MH1937PLC002700

July 02, 2024

The Secretary
BSE Limited
P.J. Towers- 25th floor
Dalal Street
Mumbai-400001

Scrip Code: 500830

The Manager – Listing Department
National Stock Exchange of India Limited
Exchange Plaza, C-1, Block – G
Bandra – Kurla Complex
Bandra (East), Mumbai 400 051

Symbol: COLPAL
Series: EQ

Dear Sir(s),

Sub: Notice of the 83rd Annual General Meeting and Annual & ESG Report for the Financial Year 2023-24.

This is in continuation to our letter dated May 14, 2024 informing that the Company has scheduled its 83rd Annual General Meeting (“AGM”) on Tuesday, July 30, 2024 through Video-Conferencing/Other Audio-Video Means in accordance with the relevant circulars issued by the Ministry of Corporate Affairs (“MCA”) and Securities and Exchange Board of India (“SEBI”).

In terms of the requirements of Regulation 34 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are submitting herewith the Annual & ESG Report for the Financial Year 2023-24, which is being sent through electronic mode to the Members.

The Notice of 83rd AGM and Annual & ESG Report is also available on the website of the Company at <https://www.colgateinvestors.co.in/pdf/colgate-annual-report-2023-24.pdf> and on the website of NSDL at www.evoting.nsdl.com.

Kindly take the above on record.

Thanking you,
Yours Sincerely,
For Colgate-Palmolive (India) Limited

Surender Sharma
Whole-time Director- Legal &
Company Secretary
DIN: 02731373

Encl: a/a



Delivering on
SMILE
Based Targets



Delivering on SMILE Based Targets

We are reimagining a healthier future for all people and our planet, and a smile is the perfect metaphor for this vision. It signifies health, happiness, well-being, prosperity, and a sense of achievement. To create more smiles, we are committed to creating value for all our stakeholders.

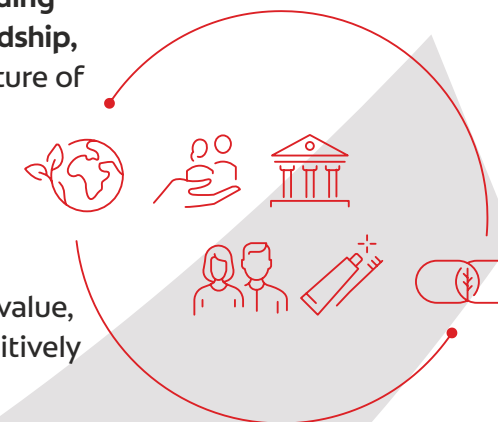
Our long-term value creation strategy is intricately designed to balance financial performance with sustainability. On the financial front, we focus on consistent innovation, building impactful brands, driving operational excellence, developing meaningful partnerships across the value chain, and making strategic investments that drive growth and profitability. By leveraging digital technologies and optimizing our processes, we ensure that our financial health remains robust, delivering strong returns for our stakeholders.



Simultaneously, our approach underscores a structured pursuit of our Environmental, Social, and Governance (ESG) ambitions. In this report, we've expanded the scope of ESG by including vital areas such as Employee Well-being, Product Stewardship, and Sustainable Sourcing. Additionally, by fostering a culture of responsibility and transparency, we build trust with our consumers, employees, and stakeholders.

To achieve our long-term value creation ambition in both financial and sustainability aspects, we are pursuing our SMILE Based Targets - this enables us to create enduring value, ensuring that our business thrives while contributing positively to the world around us.

We are also introducing our O-O-O framework, which focuses on three pivotal aspects to highlight our journey in each area of our SMILE Based Targets:



ORGANIZE

Implementing robust processes for operational excellence

OPTIMIZE

Maximizing efficiencies and amplifying positive outcomes

OUTPERFORM

Creating substantial value for all stakeholders

Together, these efforts ensure that we continue to bring more smiles to our stakeholders and contribute positively to the world around us.

CONTENTS

Corporate Overview

- 02 Message from the MD & CEO
- 04 About the Report
- 06 Company Overview

Sustainability and Us

- 18 Message from the ESG Lead
- 20 Sustainability Strategy
- 32 **Accountability in Action**
- 42 **Science-backed Products**
- 52 **Environmental Stewardship**
- 66 **Sustainable Sourcing**
- 74 **People Powered**
- 96 **Empowered Communities**

Statutory Reports

- 111 Notice
- 123 Report of the Directors
- 133 • Corporate Governance Report
- 165 • Management Discussion & Analysis
- 169 • Annual CSR Report
- 176 • Conservation of Energy, Technology Absorption and Foreign Exchange Earnings & Outgo
- 179 • Particulars of Employees
- 181 • Secretarial Audit Report
- 183 • Business Responsibility & Sustainability Report and Independent Assurance Statement

Financial Statements

- 224 Independent Auditor's Report
- 236 Financial Statements





MESSAGE FROM THE MD & CEO

Dear Shareholder Family,

I am thrilled to share this report highlighting the progress Colgate-Palmolive (India) Limited has made in FY 2023-24, advancing not only our core growth objectives but also our 2025 Sustainability & Social Impact Strategy.



Driven by our purpose, we are committed to making a meaningful impact on our Company's Performance, Society, and the Planet.

At our core, is the mission to improve the oral health of everyone in India. This is both our fundamental responsibility and a tremendous privilege. This year, we have made significant strides in this journey, including the launch of our 'Brush at Night' initiative and continued focus on our flagship program, Colgate Bright Smiles, Bright Futures®. Our commitment remains strong to bringing science backed superior products to consumers across our core, premium, and therapeutic portfolios.

While we do this, we also have a responsibility and commitment to building a sustainable world. We remain resolute in our commitment to enrich lives, foster sustainability, and propel positive change.

We have made substantial progress towards our goals on energy & emissions, water neutrality, and zero waste to landfill for our manufacturing operations in India.

Our commitment to fostering a safe, healthy, diverse and inclusive work environment for our people remains steadfast. In line with our commitment to giving back to society, we continue to positively impact lives through our Colgate Bright Smiles, Bright Futures® program, instilling oral care habits amongst children and several other initiatives geared towards championing education, women empowerment, and sustainable water management.

Grow, Strengthen, Simplify

The simple mantra of Grow, Strengthen, Simplify underpinned our actions in FY 2023-24

Grow: This year we delivered a significant step up in our growth trajectory. Our domestic growth of 9.5% and 26.4% PAT and EBITDA margins of 33.7% which are the highest ever. This was driven by unrelenting focus on our 4 strategic pillars of Growing the core while driving category consumption, driving premiumisation in Toothpaste, winning in Toothbrush and devices and finally building the inherent strengths of Palmolive.

Colgate Strong Teeth, Colgate Active Salt and Colgate Total were re-launched with superior, science backed formula. MaxFresh was relaunched with the proprietary UltraFreeze technology, supported by the 'Neend Bhagao, Taazgi Jagao' campaign. We enhanced Colgate Visible White O2 with superior flavour and whitening technology and revitalized the Zig Zag toothbrush range, making it our fastest-growing core brand. Elevating oral beauty regimen, we launched the Visible White Teeth Whitening Pen, an efficacious at-home solution that brightens your smile while you sleep.

Additionally, we introduced new, exotic variants in the Palmolive body wash portfolio with unique fragrances. A really high decibel year from an innovation perspective.

Recognizing a pivotal consumer insight* that people indulge in sweets after dinner but forget to brush before bedtime, we launched 'The Sweet Truth' campaign. This successful campaign, timed with the festive season, raised awareness about the importance of night-time brushing and won several prestigious awards.

Strengthen: Through the year we strengthened the already exceptionally strong Colgate brand with awareness and consideration reaching 67% (+600 bps) and 68% (+500 bps) both by far the highest in the category. Oral Care Expert also increased by 500 bps to 78% again the highest in the category, and Colgate continues to be the single most penetrated FMCG brand in the country**.

Through the year we have also doubled down on our sustainability commitment.

We have made significant strides in environmental sustainability. Three of our plants have attained net water positivity, and renewable energy accounts for 18% of our energy mix. 50% of our Toothpaste tubes are in recyclable packaging using the technology developed by Colgate and we are on track to exit FY 2024-25 with 100% recyclability.

And in line with our mission, the Colgate Bright Smiles, Bright Futures® (BSBF) program went from strength to strength, reaching over 5.2 million children across 10,000+ schools in over 150 cities and towns inculcating oral care habits and awareness about tobacco prevention and good nutrition.

Simplify: Through the year a slew of measures have been taken to reduce complexity, notable among these are using Machine Learning (ML) for demand forecasting, increasing robotization in plants, AI led planogramming in self service stores and maximizing Advertising ROI through a robust Market Mix modeling.

As we look back at the year, we feel a sense of pride in the progress we have made coupled with a sense of optimism of what is yet to come. I extend my heartfelt gratitude to my fellow employees at Colgate India, the board of Colgate India, the global Colgate team that supports us every day, our shareholders and most importantly the consumers in India for putting their trust in us everyday. We step into FY 2024-25 with significant resolve and a smile on our faces.

Best Wishes,

Prabha Narasimhan
Managing Director and Chief Executive Officer
DIN: 08822860

* This is basis our internal consumer and insighting work undertaken by CPIL
** Data as per Kantar Brand Health Tracking 2023 - 24

ABOUT THE REPORT

This Annual & ESG Report provides detailed information about Colgate-Palmolive (India)'s progress and highlights for the year ended March 31, 2024. This is the primary report to our stakeholders in which we aim to provide a balanced and accurate reflection of our value creation, materiality assessment and stakeholder engagement, through the deployment of the ESG framework as well as our future roadmap.

Scope and Boundary

This report covers the business activities of Colgate-Palmolive (India) Limited, which will be referred to as 'we', 'our', 'us', 'CPII', 'Colgate-Palmolive (India)' and 'the Company'. The performance of all four manufacturing sites and our headquarters in Mumbai are covered in the report. Our parent company, Colgate-Palmolive Company, is headquartered in New York, USA with products marketed in more than 200 countries and territories throughout the world.

Reporting Standards and Frameworks

This Annual & ESG report FY 2023-24 complies with/reports on/references the following:

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

The ESG section of this report has been prepared in accordance with the GRI (Global Reporting Initiative) Standards 2021 and further complies with/reports on/references the following:

- United Nations Sustainable Development Goals (SDGs)

Reporting Cycle

The information presented in this report pertains to the period from April 01, 2023, to March 31, 2024.

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

Forward-Looking Statement

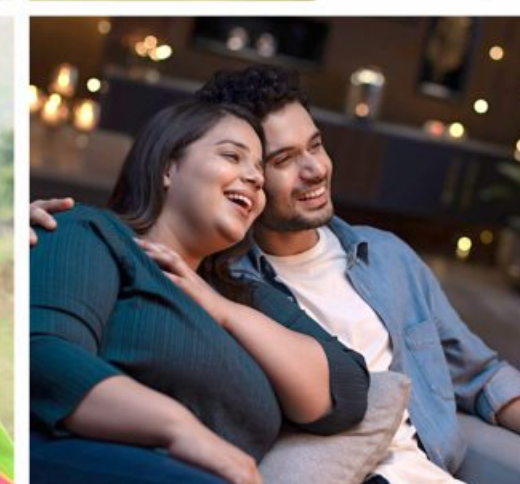
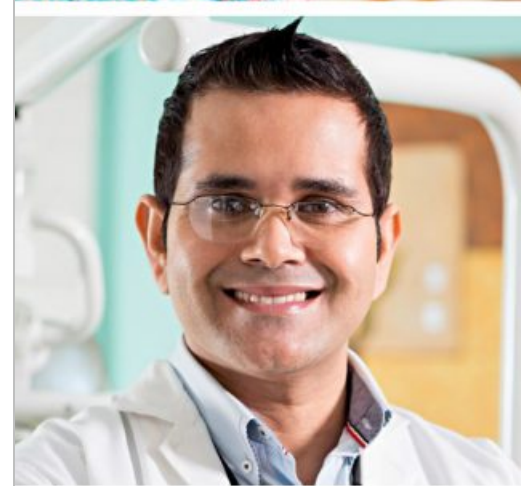
All statements in this report that are not historical, may contain forward-looking statements, including words, phrases, and numbers that set forth targets for and projections for future results, the expected achievement and effect of our sustainability strategy and initiatives, and the amounts and timing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

The Company cautions investors that any such forward-looking statements are not guarantees of future performance and that actual events or results may differ materially from those statements because of factors that affect international businesses and global economic conditions, as well as matters specific to the Company and the markets it serves.

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

Feedback

Our commitment to listening to our stakeholders is unwavering, and we welcome your feedback on our report. Please feel free to contact us at cpilgdm@colpal.com or feedbackesg@colpal.com for any comments or clarifications.





COMPANY OVERVIEW

For over 86 years, Colgate-Palmolive (India) has been a trusted name in Indian households, symbolizing quality and care in oral healthcare. Our story is one of continuous innovation, evolving alongside India's smiles and witnessing the nation's progress. We are proud to be a part of it.

We are more than just toothpastes, toothbrushes, and personal care. We are creating healthy smiles, confident beginnings, and a brighter future for all. As the leader in India's oral healthcare market, we seek to empower communities with the knowledge needed for optimal oral health. This commitment shines through everything we do, from our oral educational initiatives to our cutting-edge products.

Today we are an INR 5,600 crore plus organization, known for our robust distribution network and unwavering commitment to value creation for shareholders.



Driven by a vision for a healthier future, we embrace SMILE-based Targets to spread longer-lasting smiles across our stakeholders.

Organize

In the pursuit of our targets, we are supported by our purpose, core values, and principles. These elements empower us with a clear framework and direction for implementing robust processes for operational excellence. In addition to establishing a unified vision and standards that guide decision-making and organizational behavior, they foster a culture of accountability, consistency, and continuous improvement.

Our Purpose & Values

Our Purpose Why We Exist

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

Our Values Who We Are

Colgate People, working around the world, share a commitment to our three corporate values: **We are Caring, We are Inclusive, and We are Courageous.** These evolved values, which were reimagined in 2023, represent who we are and inspire Colgate People to carry Colgate forward into the future.



Leadership Principles How We Lead

In 2023, Colgate-Palmolive Company, USA launched a new global leadership framework anchored in three core principles, that serve as a foundation to guide our ongoing transformation by defining the behaviors Colgate People need to model.

We Cultivate TRUST

- Listen with empathy
- Speak openly
- Grow together

We Commit To IMPACT

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

We Create The FUTURE

- Pursue our curiosity
- Courageously change
- Recognize progress



Optimize

We are strengthening our brand portfolio by rejuvenating core brands and introducing premium options. We pursue manufacturing excellence through digitization and continuous improvement. Innovative customer development initiatives further enhance our efforts. These strategies streamline operations, optimize resources, and enhance customer experiences. The result is cost reductions, productivity gains, and solidified market leadership.

Brand Love

We manufacture and market a range of oral care essentials under the Colgate brand, including toothpastes, toothpowder, toothbrushes, mouthwashes & rinses, and specialty products such as professional grade oral care products. Additionally, our Palmolive brand offers a specialized range of personal care products.



In FY 2023-24, we further strengthened our portfolio by relaunching some of our bestsellers and our brand campaigns focused on two core objectives: (a) Rejuvenating the existing market leading products and increasing their market share*; and (b) Enhancing the premiumization drive of our portfolio to cater to specialty and evolving consumer needs.

*As per Nielsen RMS

#DaantonKaPoshan Colgate Strong Teeth

In our dedication to promoting Oral Health and overall well-being, we initiated the #DaantonKaPoshan campaign - The ad, featuring a beloved Granny and her #CuttingMachine grandchild, received acclaim for its blend of humor and authenticity that resonated with viewers.

This campaign serves as a platform to raise awareness and educate individuals on the significance of oral care. The campaign introduced the importance of Arginine technology that helps in teeth nourishment.



* Nourishment (Poshan) refers to nourishment of teeth enamel which is remineralization action through arginine fluoride technology

#NeendBhagaoTaaZgiJagao MaxFresh Toothpaste

Colgate-Palmolive (India) introduced the 'Neend Bhagao, TaaZgi Jagao' (Drive out the sleep, Wake up with freshness) campaign, emphasizing the impacts of morning drowsiness and promoting alertness through Maxfresh toothpaste. The lighthearted film showcases a drowsy doctor's comedic misadventures, reinforcing the role of Maxfresh in facilitating a productive and alert morning routine.

The campaign along with strategic interventions led to MaxFresh emerging as the fastest-growing core brand in Colgate's portfolio in 2023.



Note: To know more about the innovation behind our products, please see the Science-backed Products section from page 42 to 52

#BrushTonight The Sweet Truth Campaign

Based on the alarming fact that the majority of Indians indulge in sweet treats after dinner, but often neglect brushing their teeth before bedtime, we launched 'The Sweet Truth' campaign.

Colgate aimed to raise awareness about the importance of nighttime brushing and help prevent serious dental problems like cavities, particularly during the festive season when sweet consumption tends to increase.

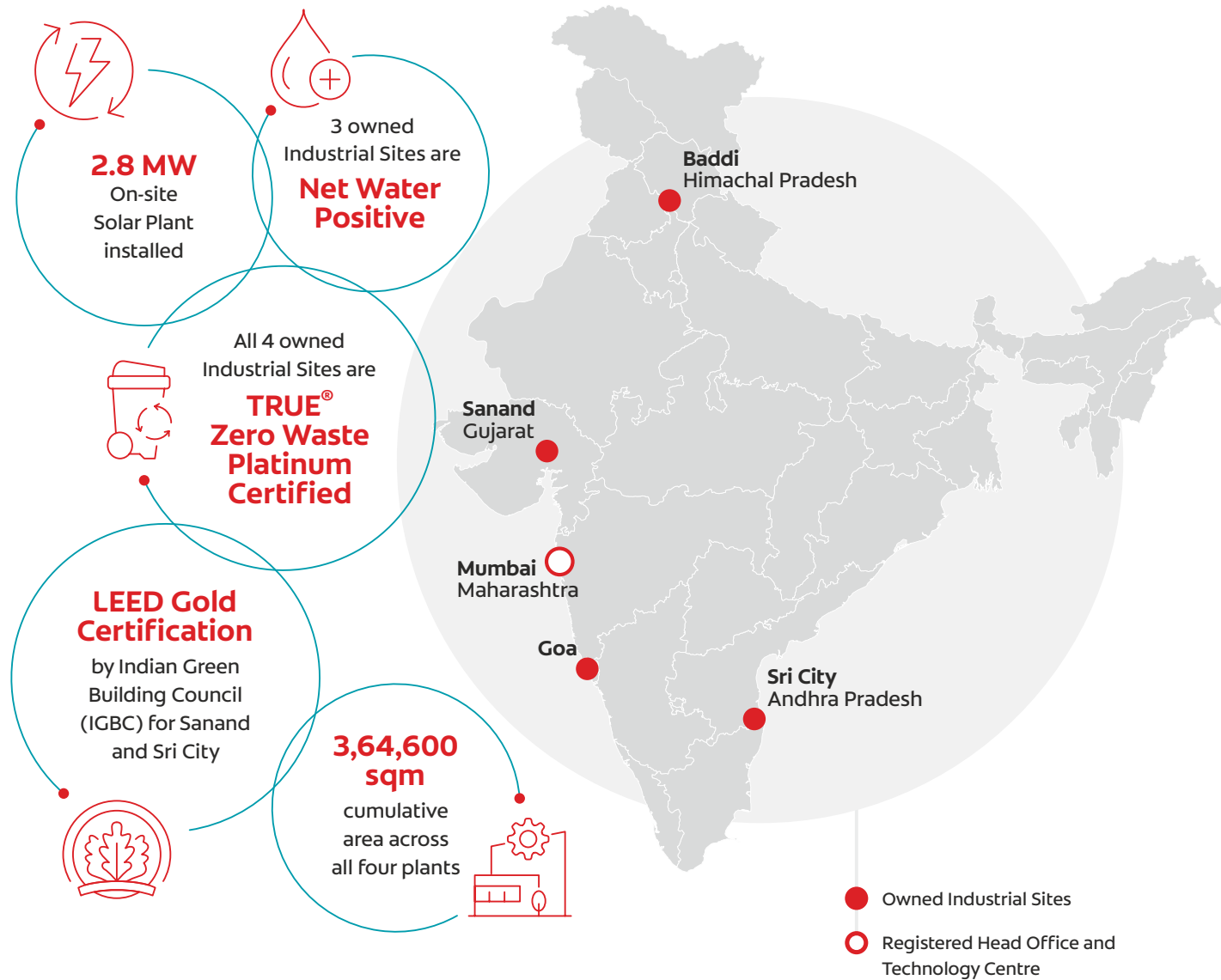




Manufacturing Excellence

At Colgate-Palmolive (India), our mission is to produce quality products of the highest caliber that surpass consumer expectations. This pursuit of manufacturing excellence entails adept process management, innovative technology utilization, a highly skilled workforce, and an unwavering commitment to continuous improvement.

The Company has its owned Industrial Sites at Goa, Baddi, Sri City & Sanand apart from third party manufacturing locations spread across India.



Machine Learning (ML) - Based End Rounding of Toothbrushes

Sri City, Andhra Pradesh

Machine Learning-based vision system developed in-house has been integrated into the end rounding machine at the Sri City plant to ensure continuous monitoring of toothbrush defects such as missing tufts and low strand counts. Using an ML based algorithm, the system accurately identifies defective toothbrushes, leading to their rejection. This approach has demonstrated remarkable effectiveness, with a 93% reduction in identified defects during final quality checks.



Zero Touch Quality Assessment System

Sanand, Gujarat

The Sanand plant has taken quality assurance to the next level with a cutting-edge vision camera system. This innovative technology utilizes high-resolution cameras for a meticulous, no-touch approach to quality checks. This ensures consistent and accurate assessments, safeguarding against potential issues before they impact later stages. By leveraging advanced imaging, the system empowers a seamless, contamination-free inspection process. This not only upholds the highest quality standards for every product, but also prioritizes the safety and integrity of our offerings for consumers.





Customer Development Initiatives

At Colgate, we strive towards consistently evolving our distribution efficiencies and processes to unlock new opportunities for business growth. Along with our partners, we continue to undertake customer development initiatives and progress on our journey towards spreading smiles to the last-mile stores and modern trade shoppers.

Expanding Reach

Our ways of distribution have now evolved from driving just the breadth of our reach to ensuring both breadth and assortment with Total Distribution Points (TDPs). Our efforts have been steered towards expanding the reach and spread of our products by ensuring the right assortment in the right stores, reaping significant lift in the availability of our brands across the portfolio. The TDP approach has not just helped strengthen the availability of our core brands but has also delivered rampant movement in our opportunity and premium brands with +20% reach uplift vs last year.

Smile Stores, our AI-ML led bespoke assortment recommendation solution has been a key enabler in driving this quality distribution, translating our strategy to clear actions for our 5000+ feet on street. Over the last two years, Smile Stores has helped us deliver customized recommendations to 1.7 Mn stores, enabling us to increase our assortment by +14% over two-year CAGR and deliver strong business growth with converted stores growing 1.2x higher versus the rest.



Enhancing Shopping Experience

Modern Trade continues to be one of our primary growth levers, and delivering best in class in-store experience becomes critical for meeting evolved consumer needs. In our endeavor of re-inventing the oral care category shelves via inspiring and futuristic oral care products, we set out to understand our shopper needs. This led to identification of 5 unique need spaces our shoppers seek, and our primary shelves, secondary elements and messaging have been tailored to these specific customer preferences and behaviors.

The stunning re-invented category shelves are now live in select Reliance Stores, fostering positive shopping experiences to drive category growth. The early reads on shopper navigation and business growths in pilot stores have been encouraging.

AmaZing, our image recognition led assisted merchandising solution, continues to enable perfect execution in every modern trade store. With AmaZing, we move out of manual input led tracking to a One Click solution. The app has led to significant time saving, reducing the time spent in data entry by merchandisers in-store.

AmaZing is live in 5000+ stores, having analyzed 3.1 mn+ images operating at 95%+ accuracy and delivering 95%+ on shelf availability and planogram compliance. To strengthen this further, our in-store resourcing has also undergone a complete overhaul to optimize our merchandised coverage.





Outperform

Driven by our purpose and values, we rejuvenated our brand portfolio and introduced premium options. We achieved manufacturing and distribution excellence through digitization and continuous improvement. These efforts streamlined operations, optimized resources, and elevated customer experiences. Leveraging these advancements, we outperformed across all financial performance parameters in FY 2023-24, thereby delivering exceptional results and stakeholder returns.

Year At A Glance (FY 2023-24)

₹ 5,644 Cr
Net Sales

₹ 1,199 Cr
Net Cash generated from Operations

₹ 58*
DPS

₹ 1,901 Cr
EBIDTA

69.5%
Gross Margin

₹ 1,847 Cr
Reserves and Surplus

+10.7%
Domestic Growth

+20.1%
NPAT Growth y-o-y

Colgate

India's **# 1**
Oral Care Brand[#]

India's **Most Loved**
Oral Care Brand^{##}

Most Penetrated
9/10 households^{###}

Most Recalled
67% top of mind^{##}

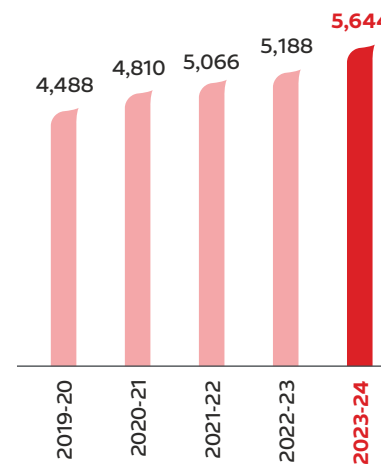
Most Considered
87%^{##}

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

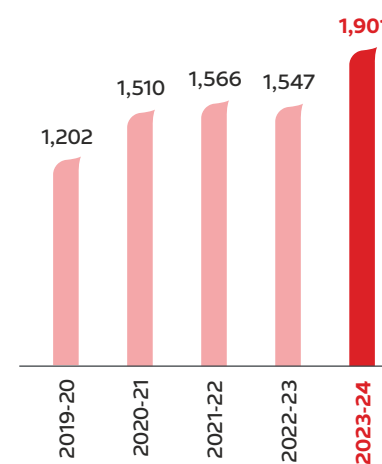
As per Nielsen Retail Measurement Panel
Kantar Brand Health Tracking 2023 - 24
Kantar World Panel 2023 - 24

Economic Highlights

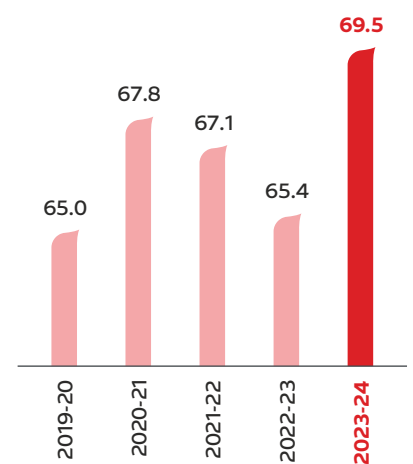
Net Sales (₹ in crores)



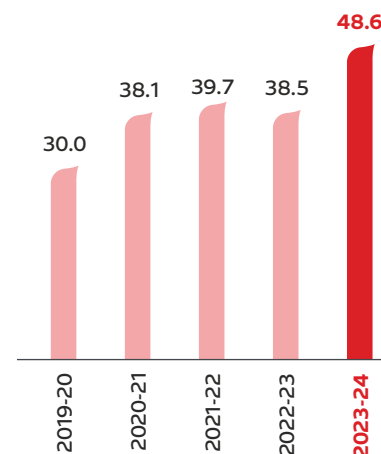
EBIDTA (₹ in crores)



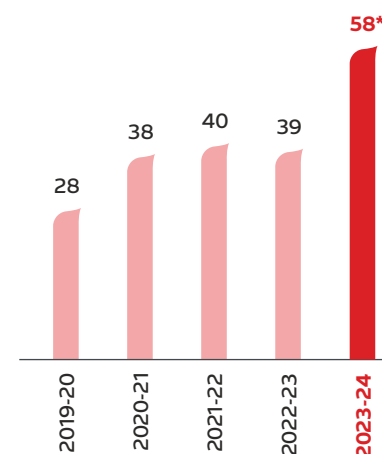
Gross Margin (%)



Earnings Per Share (₹)



Dividend Per Share (₹)*



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



Our Story Over A Decade

(₹. in Lakhs)

	2014-15	2015-16*	2016-17*	2017-18*	2018-19*	2019-20*	2020-21*	2021-22*	2022-23*	2023-24*
A. Operating Results										
Sales	4,21,120	4,31,898	4,48,985	4,29,989	4,43,244	4,48,757	4,81,048	5,06,646	5,18,786	5,64,418
Other Operating Revenue and Other Income	6,034	6,964	7,147	6,600	6,765	8,676	6,109	5,959	9,191	11,277
Net Profit After Tax	55,898	58,117	57,743	67,337	77,557	81,647	1,03,539	1,07,832	1,04,715	1,32,366
Total Comprehensive Income**	-	57,998	57,226	67,445	77,567	80,094	1,03,863	1,08,299	1,04,226	1,32,389
Cash Profits	63,400	69,139	70,550	83,096	93,483	99,888	1,22,113	1,26,029	1,21,706	1,49,540
B. Financial Position										
Net Fixed Assets#	94,366	1,09,225	1,30,570	1,33,274	1,40,065	1,20,664	1,21,224	1,08,730	98,182	90,479
Investments	3,713	3,116	3,116	3,116	3,115	1,862	1,861	-	-	-
Other Assets/ (Liabilities) (Net)	(21,047)	(9,237)	(6,306)	(16,071)	1,495	25,316	(6,499)	64,738	73,456	96,940
Total Assets	77,032	1,03,104	1,27,380	1,52,461	1,44,675	1,59,416	1,16,586	1,73,467	1,71,638	1,87,436
Share Capital***	1,360	2,720	2,720	2,720	2,720	2,720	2,720	2,720	2,720	2,720
Reserves and Surplus	75,672	1,00,384	1,24,660	1,49,741	1,41,955	1,56,696	1,13,866	1,70,748	1,68,919	1,84,716
Shareholders' Funds	77,032	1,03,104	1,27,380	1,52,461	1,44,675	1,59,416	1,16,586	1,73,468	1,71,638	1,87,436
Loan Funds	-	-	-	-	-	-	-	-	-	-
Total Capital Employed	77,032	1,03,104	1,27,380	1,52,461	1,44,675	1,59,416	1,16,586	1,73,468	1,71,638	1,87,436
C. Equity Share Data										
Earnings Per Share (₹)***	41.10	21.37	21.23	24.76	28.52	30.02	38.07	39.65	38.50	48.67
Dividend Per Share (₹)***	24	10	10	24	23	28	38	40	39	58****
Number of Shares (in Lakhs)	1,360	2,720	2,720	2,720	2,720	2,720	2,720	2,720	2,720	2,720
Number of Shareholders (in '000s)	135	181	176	169	176	214	229	308	267	239

Including Capital Advances

* The figures reported for financial year 2015-16 onwards are Ind AS compliant

** Total Comprehensive Income is required to be reported under Ind AS from financial year 2015-16 onwards and hence not reported for earlier years which are IGAAP compliant

*** Issue of bonus shares in the ratio 1:1 during financial year 2015-16. Consequently number of shares has increased from ₹1,360 Lakhs to ₹2,720 Lakhs that is reflected in Earnings Per Share and Dividend Per Share for the year

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

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



SUSTAINABILITY AND US



MESSAGE FROM THE ESG LEAD

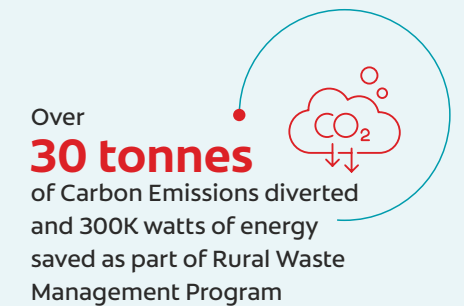
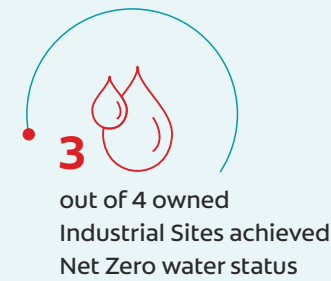
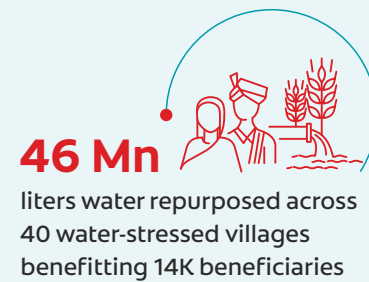
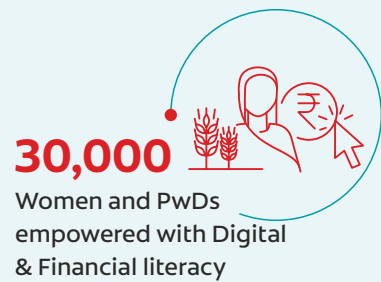
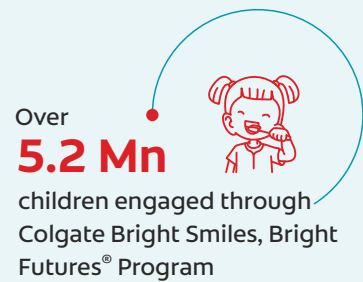
Dear Valued Stakeholders,

As we reflect on FY 2023-24, it is with a profound sense of responsibility and pride that I address you in this year's Annual and Environmental, Social & Governance (ESG) Report.

This year, our commitment to sustainability and ethical governance has led us to implement initiatives that not only support our planet but also provide tangible benefits to our communities and stakeholders.

Transforming environmental impact into a business driver—that's the aim of our SMILE-based sustainability targets. We've adopted a comprehensive approach, tackling energy, emissions, waste, packaging, water and societal impact with a unified strategy. Each focus area is bolstered by ambitious, time-bound goals.

Highlights FY 2023-24



Looking Forward

We remain committed to integrating ESG principles into our core business strategy, ensuring that we operate not just for profit, but for a purpose. We are dedicated to continuous improvement, seeking innovative and collaborative ways to enhance our ESG efforts and create value that reflects the trust you place in us.

Thank you for being a part of the extended Colgate family. Together, we are creating a future filled with Smiles - healthy, vibrant, confident, and purposeful. I promise that we will continue to bring about smiles for the endless miles that we still have ahead of us.



Best Wishes,

Shilpashree Muniswamappa
Director - ESG & Communications



Sustainability Strategy

We are committed to sustainability through scientifically developed goals that aim to evoke radiant smiles across stakeholders and our planet. Our purpose guides our commitment and enables us to navigate the complex landscape of sustainability. Through our meticulously structured approach, we seize every opportunity to maximize positive impact across our organization and beyond.

Our Environmental, Social, and Governance (ESG) framework helps us integrate sustainability throughout our strategy and operations. From robust governance to stakeholder engagement, our ESG approach enables us to adopt responsible practices and generate sustainable growth. We internalize this framework with a 3-step process 'Organize, Optimize, and Outperform' – a clarion call to chart a definitive course towards a greener, more equitable future.

This sequential approach provides us with a pathway to initiate and implement sustainability best practices across the six domains - **Environment, Social, Governance, Employees, Sustainable Sourcing, and Product Performance.**

ORGANIZE

Structuring Sustainability for Impact

Delving into the foundational aspects of our sustainability endeavors, we outline how each of the six domains is meticulously organized to operationalize sustainability and achieve our SMILE-based Targets. We highlight the clear goals set forth, the structural framework in place, and the governance and oversight mechanisms ensuring accountability and alignment.

OPTIMIZE

Driving Efficiency and Impact

Next, we focus on the Optimization of our sustainability strategy. We track our progress with key performance tables and initiatives that sharpen our ability to drive efficiency and impact. Through continuous improvement and innovation, we seek to optimize resource usage, reduce our environmental footprint, and enhance the effectiveness of our sustainability programs, ensuring they yield tangible results that contribute to our Smile-based Targets.

OUTPERFORM

Demonstrating Value Creation Through Sustainability

Be it pioneering groundbreaking solutions, leading the industry with best practices, or surpassing our performance metrics, our focus is on pushing the envelope and delivering value to our stakeholders. Through persistent dedication and a culture of continual improvement, not only do we aim to outperform our past achievements but also set new industry benchmarks.

Thus, by organizing our efforts, optimizing our resources, and outperforming expectations, we aim to create exponential value for all stakeholders. Our mission is to make the world a better place, one smile at a time, for generations to come.

ESG Framework

At Colgate-Palmolive (India), we are committed to our purpose of 'reimagining a healthier future' for both people and the planet. We believe that integrating ESG thinking into all our operational and strategic endeavors is essential to realizing this purpose. Our ESG framework is a pivotal lever that helps cascade sustainability practices throughout our organization.

At the heart of our ESG framework lies the 'Global 2025 Sustainability & Social Impact Strategy,' ensuring that we focus on Environmental and Social parameters comprehensively and inclusively. By harnessing innovation, digitization, and modern technology, we work to create a positive impact on both the environment and society. Furthermore, our strong governance and stakeholder management practices are fundamental components of this framework and are seamlessly incorporated into our business operations.



More information about Global 2025 Sustainability & Social Impact Strategy later in this section

GRI 2-9, GRI 2-11, GRI 2-12, GRI 2-13, GRI 2-16

ESG Governance Approach

Our key priority is to nurture a resilient organizational culture that is adept at addressing ESG concerns. Our approach begins with a robust Board of Directors comprising diverse members and independent voices well-versed in ESG within our business context.

A formalized Board-level ESG & Corporate Social Responsibility (CSR) Committee (ECC) oversees ESG Impacts, Risks and Opportunities, ensuring alignment with our business strategy and transparent disclosure to stakeholders.

Alongside the ECC, we have a Core Committee and a leadership team comprising Legal, Finance, Human Resources, Supply Chain, Corporate Communications, CSR & Sustainability departments. This Committee supports the effective supervision of ESG initiatives while integrating ESG goals into our corporate strategy.

To facilitate the integration of ESG considerations into our day-to-day operations, a dedicated ESG taskforce with representatives from relevant functions, is in place. The taskforce conducts thorough analyses of trends, performance, forecasting, and cost-benefit evaluations of ongoing initiatives, empowering the ECC to make informed decisions.



ESG Governance and Monitoring Framework

ESG Governance Structure

Board of Directors
(Oversight on CPIL's ESG vision and direction)

ESG and CSR Committee
(Board-level committee to drive ESG governance and initiatives across the organization)

ESG Core Committee
(Core leadership team comprising the Human Resources, Supply Chain, Corporate Communications, Legal, Finance, Audit and Sustainability & CSR departments)

ESG Taskforce
(Cross-functional representatives led by sustainability champions to drive ESG initiatives on-ground)

ESG Impact Assessment Framework

Tracking and monitoring progress across ESG goals and targets, aligned to the SMILE framework

Communication Framework

Leveraging communication channels to effectively enhance ESG disclosures and Y-o-Y performance against ESG goals and targets

Review Mechanism

ESG and CSR Committee
Half-yearly and yearly review

ESG Core Committee
Periodic Review

ESG Taskforce
Periodic Review

UN SDGs in focus



Stakeholder Management & Materiality

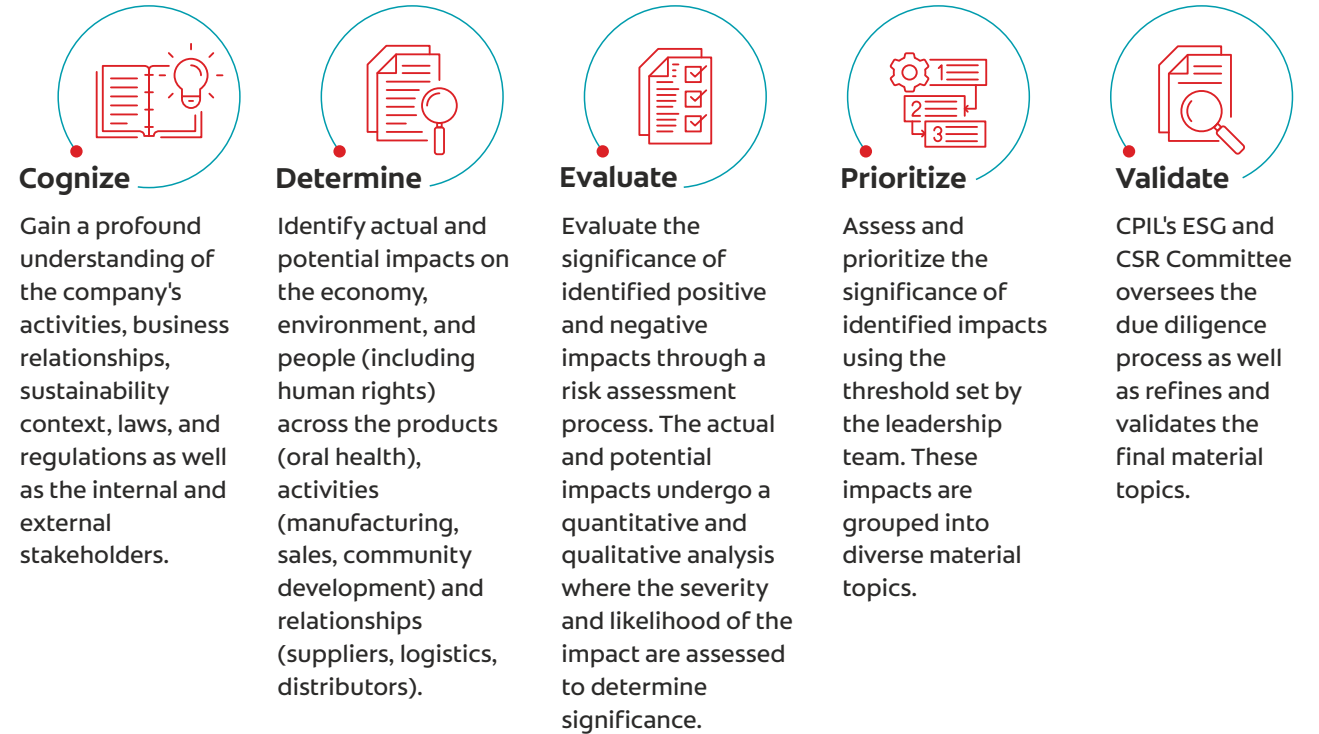
Engaging with our internal and external stakeholders on sustainability matters is important to Colgate and helps inform our sustainability strategy and approach. In FY 2021-22, we conducted a comprehensive materiality assessment aligned with GRI standards.

This assessment, informed by input from both internal and external stakeholders, integrated ESG perspectives gathered from various sources including investor surveys, peer-reviewed scientific research, industry reports, consumer insights data, as well as feedback from employees and suppliers. This inclusive process allows us to identify and effectively prioritize key sustainability issues.

Materiality Process

With the emergence of the GRI 2021 standards, in FY 2021-22, we revised our materiality assessment to follow a 5-step systematic approach, aimed at identifying positive and negative impacts across all business activities, operations, and the external environment, concerning the economy, environment, and stakeholders. The findings are outlined in this report, accompanied by further elaboration on each issue and the corresponding actions taken. We shall continue to update our assessment as needed.

Our 5-step Systematic Approach



Stakeholder Inclusiveness

We believe ensuring stakeholder inclusiveness at each step of our materiality process fosters transparency, builds trust, and enhances accountability. By actively engaging with stakeholders, we gain valuable insights, identify emerging issues, and mitigate potential risks. We have a four-step approach to ensure stakeholder inclusiveness. This approach helps us create the Materiality Matrix, providing a holistic view of what is important to us and our stakeholders.

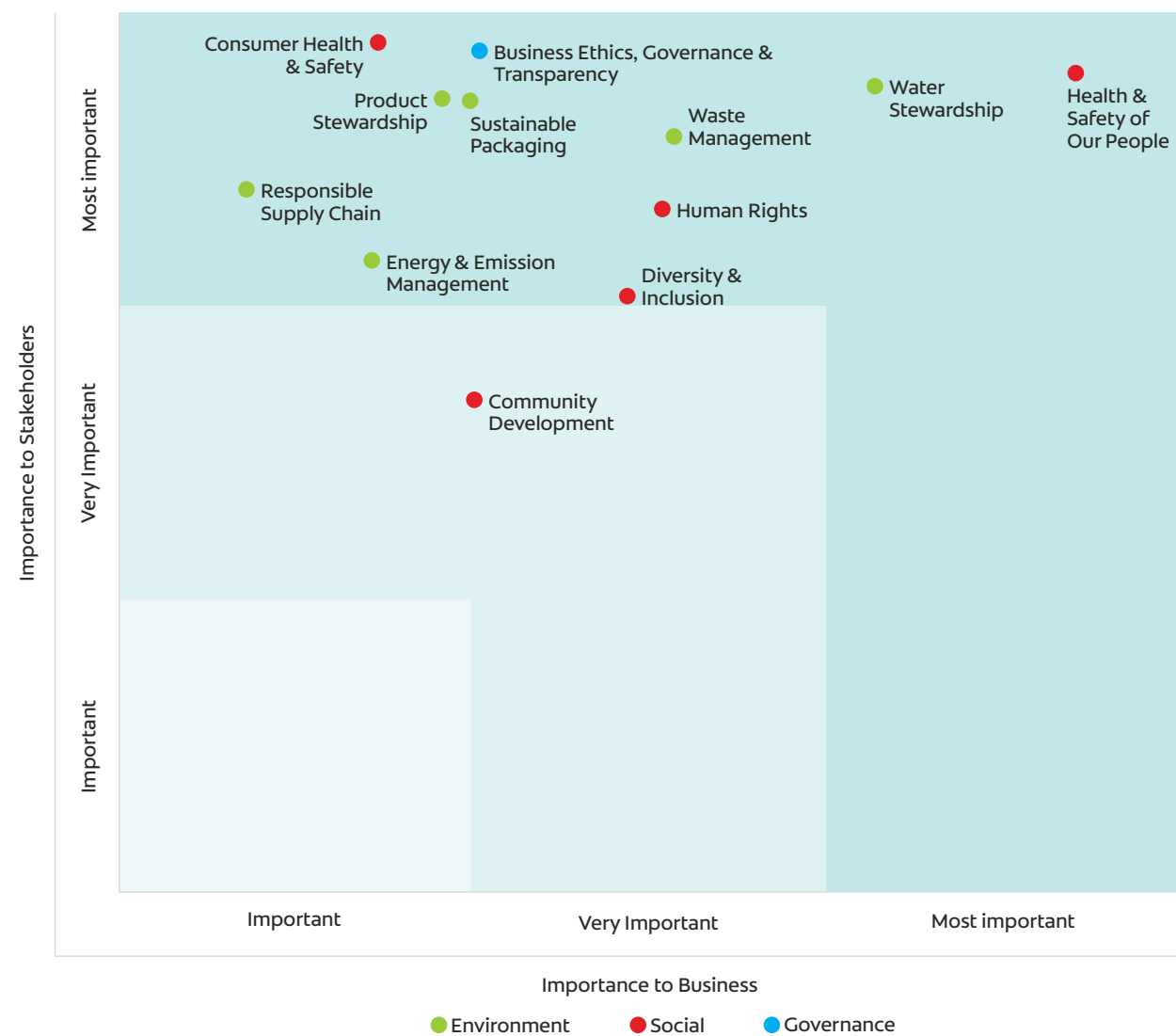




Materiality Assessment

A deep understanding of materiality is vital to our ESG strategy and reporting. In FY 2021-22, we undertook a materiality assessment, guided by the Global Reporting Initiative (GRI) Standards to further understand stakeholder insights on the relevance of Environmental, Social and Governance (ESG) matters. We further undertook an analysis to gain insights into the profound impact as well as relationship between our ESG material topics and business risks and opportunities.

The assessment enabled us to prioritize topics that have a significant influence on our strategy, in addition to outlining the boundary of our ESG report. Business Ethics, Governance & Transparency is high on priority for us across all 3 pillars of ESG.



Stakeholder Engagement

Colgate strives to connect with a wide variety of internal and external stakeholders so they can provide input on our sustainability strategy, particularly in terms of our targets. Below, we outline our key stakeholder groups, with examples of our engagement with each group with respect to sustainability.

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

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



Colgate's 2025 Sustainability & Social Impact Strategy

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 2025 Sustainability & Social Impact Strategy, based on our three key ambitions.



Driving Social Impact



Helping Millions of Homes



Preserving Our Environment



These ambitions are the SMILE in our SMILE-based targets. They are supported by specific actions and targets, reflecting our unwavering dedication to embedding environmental and social considerations into our decision-making processes.

Driving Social Impact

We are committed to helping to ensure the wellbeing of all people, building an equitable and inclusive culture and creating meaningful opportunities for all people to succeed inside and outside of Colgate.

Actions	Material Topics	Targets	Status (As of 31 st March 2024)
<p>WE Inspire Our People to Make a Difference</p> <p>We motivate and enable our people to reach their full potential and perform at their best every day by valuing people for their contributions and sharing in the success we create together.</p>	Health and Safety of Our People	Continue providing access to meaningful mental and physical well-being programs to 100% of our employees.	100% of our employees are covered under benefits that encompass wellbeing and work-life integration.

Actions	Material Topics	Targets	Status (As of 31 st March 2024)
<p>WE Create a More Inclusive World</p> <p>We will ensure all Colgate People feel they belong and are supported to achieve their potential. We will drive representation across all organizational levels with a focused, consistent effort and a target to achieve parity with qualified labour force availability.</p>	Human Rights	Advance respect for and adherence to human rights by promoting awareness mechanisms that support and enable zero human rights violations in our business operations and the value chain.	<ul style="list-style-type: none"> - Human Rights policy is embedded in all agreements. - Capacity building sessions conducted for identified stakeholders (employees, suppliers etc.) - Conducted Human Rights Due Diligence for 100% of our direct business operations.
	Diversity and inclusion	By 2025, increase women representation in management positions to 25%.	26% Women representation across the company in management roles.
<p>WE Help Children, Their Families and Communities Thrive</p> <p>We advance the health and wellbeing of children, their families and communities by investing in innovations that empower them for healthy and bright futures.</p>	Community Development	Impact additional 10Mn Children on Oral Health & Well-being by 2025.	Engaged with over 5.2 Mn children through Colgate Bright Smiles, Bright Futures® (BSBF).
		Impart Digital & Financial Literacy to 100k+ Women and Persons with Disabilities (PwD) by 2030.	Positively impacted 60k beneficiaries across 240 villages and created linkages to government policies worth ₹ 600 Mn.
		Enable Water Access & Augmentation in 100 water stressed villages by 2025.	Enriched lives of 100k+ beneficiaries across 102 villages through improved access to clean water for drinking, sanitation and agriculture.



Helping Millions of Homes

We are empowering people to develop healthier habits by choosing sustainable products that improve their lives and homes.

Actions	Material Topics	Targets	Status (As of 31 st March 2024)
<p>Design Sustainable Products</p> <p>We are innovating our products to help our consumers live more sustainable lives. We intend to keep improving the environmental footprint of all products we develop and market.</p>	Product Stewardship	Consistently deliver best quality products to consumers through excellence in product design, manufacturing and distribution.	50% of our Toothpaste portfolio (by volume) transitioned to recyclable tubes. Zero product recalls in the last decade.
<p>Build Sustainable Habits for Life</p> <p>We are helping people build more sustainable habits by offering better products, information choices and education. Globally, our target is to provide 100% ingredient transparency*, promote water conservation awareness with messaging to 100% of our global consumers and guide consumers on recycling for our products.</p>	Consumer Health & Safety	Enhance consumer trust and confidence through transparent and dependable product information for 100% product portfolio.	Key ingredients listed across easily accessible touchpoints, including the Company website and e-commerce platforms.

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

Preserving Our Environment

We are accelerating action on climate change and reducing our environmental footprint, working with our partners and operations to eliminate waste, decrease plastic usage, save water and conserve natural resources.

Actions	Material Topics	Targets	Status (As of 31 st March 2024)
<p>Accelerate Action on Climate Change</p> <p>We are taking steps toward net zero carbon emissions across our value chain.¹</p>	Energy & Emission Management	Net Zero Carbon by 2040.	On-track to achieve Net Zero by 2040.
		100% renewable electricity by 2030.	18% of overall electricity is from renewables. Additionally, technical feasibility study underway for on-site solar for other locations along with PPA exploration.
		42% reduction in GHG emissions (Scope 1 & 2) by 2030 against 2020 baseline. ²	On-track to achieve 42% reduction in GHG emissions (Scope 1 & 2) by 2030 against 2020 baseline.

¹ Excludes Scope 3 optional emissions per SBTi Net Zero Standard | ² Energy consumed in KWh per tonne of production

Actions	Material Topics	Targets	Status (As of 31 st March 2024)
<p>Lead With Zero Waste Facility</p> <p>We are working to operate high-efficiency, low-impact, zero waste facilities.</p>	Waste Management	Maintain TRUE® Certification for Zero Waste for all Colgate owned plants.	Upheld TRUE® Certification for Zero Waste for all 4 industrial sites.
<p>Eliminate Plastic Waste</p> <p>It is our target to make all of our packaging recyclable or reusable or compostable by 2025.</p>	Sustainable Packaging	100% reusable, recyclable, or compostable plastic packaging by 2025.	83% reusable, recyclable or compostable plastic packaging achieved.
		Continue to achieve 100% of plastic waste collection under EPR every year.	Collected ~107% of plastic waste under EPR. ³
<p>Water Stewardship</p> <p>We are working for water resilience across our value chain, protecting ecosystems and supporting water access.</p>	Water Stewardship	Net Zero Water at India level by 2025.	3 out of 4 industrial sites are at Net Zero water levels.
<p>Drive Sustainable Sourcing</p> <p>We are engaging all of our key suppliers in order to support our goal to source sustainably and strive for deforestation and conversion free supply chains, prioritizing palm and soy.</p>	Responsible Supply Chain	Allocate 80% of our material spend in line with our responsible sourcing guidelines by 2025.	73% of direct material spend aligns with our responsible sourcing guidelines.
		Maintain 95% of contract manufacturing spend to be under responsible sourcing.	Achieved 100% of contract manufacturing spends under responsible sourcing.
		Continue ensuring social compliance at 100% of 3PL warehouse operations through third-party assessment.	100% of 3PL warehouse operations compliant as per third-party assessment.

³ Extended producer responsibility

Sustainable Development Goals (SDGs)

Colgate's 2025 Sustainability & Social Impact Strategy



Driving Social Impact

We Inspire Our People to Make a Difference			●	●				●	
We Create a More Inclusive World					●			●	
We Help Children, Their Families & Communities Thrive			●	●					

Helping Millions of Homes

Design Sustainable Products						●			●
Build Sustainable Habits for Life						●			●

Preserving Our Environment

Eliminate Plastic Waste									
Accelerate Action on Climate Change				●			●		
Conserve Water						●			
Lead with Zero Waste Facilities						●	●		
Drive Sustainable Sourcing						●			
Our partnerships and collaborations with external partners are an important element of our 2025 Sustainability & Social Impact strategy									● ●

Risks & Opportunities

In navigating the dynamic landscape of the oral healthcare industry, we remain steadfast in addressing both risks and opportunities that impact our operations and stakeholders. Key risks include ensuring a responsible supply chain; upholding business ethics; governance, and transparency; safeguarding consumer health and safety through product stewardship; protecting human rights; managing water resources; and effective waste management.

Simultaneously, we have identified significant opportunities in community development, fostering diversity and inclusion, managing energy and emissions, and pioneering sustainable packaging. The health and safety of our people present both a critical risk and an opportunity for growth and improvement.

The detailed explanation and outcomes of each of these risks and opportunities are given in the Business Responsibility and Sustainability Report - forming part of the Board's Report.



●									
●									
		●							
		●	●						
			●	●					
			●						
								●	●

ACCOUNTABILITY IN ACTION



**Maintain the
highest level of
trust & integrity**



Organize

We champion long-term value creation for our diverse stakeholders through a robust and fair governance mechanism, which permeates our practices with integrity, transparency, and ethical conduct. Leveraging these pillars, we adhere to ethical standards and propagate our core values across the business.

With a sharp focus on meeting regulatory compliance and aligning governance mechanisms with sustainability objectives, we ensure the highest standards of governance. Guided by a highly engaged Board and leadership team, our commitment to ethical behavior and sustainable practices aims to create smiles not only for our current stakeholders but for generations to come.

To Promote Accountability and Fairness

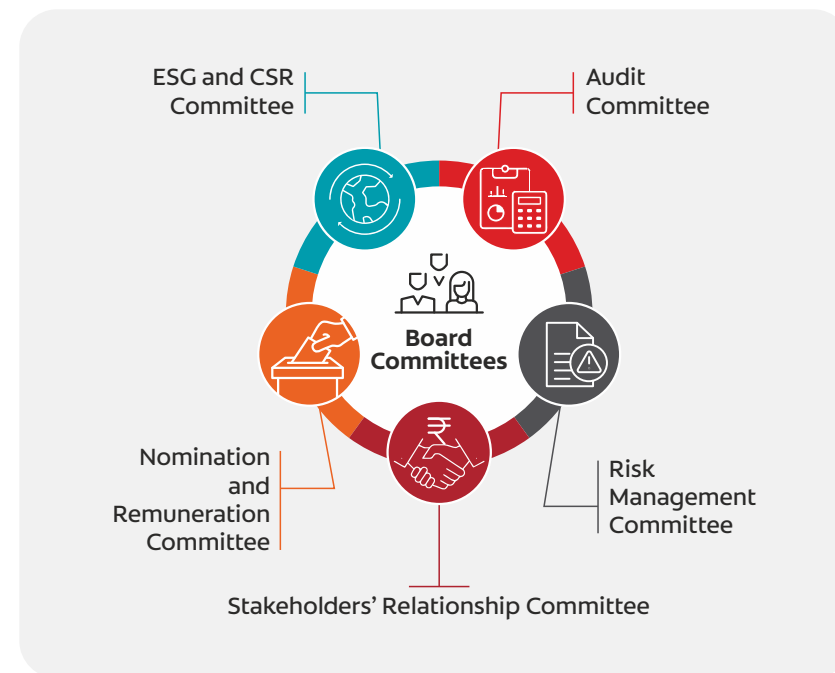
To achieve this target, we have organized policies, frameworks, and a diverse management structure, optimized our business practices and ensured high standards of ethics and integrity, and pursuing outperformance by consistently going beyond just compliance.

UN SDGs in focus



Board Composition

Our Board of Directors (Board) views sustainability as being critically important to Colgate's overall business and growth strategy and our Board plays an essential role in guiding and overseeing that strategy. As we work to integrate sustainability into all aspects of our business, our Board addresses sustainability in its oversight of the implementation of Colgate's strategic plan, annual budget, capital expenditures, capital structure and innovation plans and is kept abreast about the Company's sustainability efforts, including as they relate to climate change, during reviews of our operating divisions, product categories and competitive and marketplace trends.



Our support for inclusivity and diversity is evident in the composition of our Board. With members representing diverse skill sets, age, gender, knowledge and experience, their collective expertise and steadfast commitment form the foundation of the economic, social, and environmental impact we have achieved over the years.

Well-defined policies and frameworks serve as the bedrock of Colgate-Palmolive (India)'s systems and processes, empowering Directors and Senior Management to pursue organizational goals.



Board Policies

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



Corporate Policies

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

*Available on the Company's Intranet



Sustainability Policies

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

For more details on our policies: <https://www.colgateinvestors.co.in/policies> | <https://www.colgatepalmolive.com/en-us/who-we-are/our-policies>



Business Integrity

As we work to achieve Colgate's purpose of reimagining a healthier future for all people and our planet, Colgate People share a commitment to our corporate values. Underlying these values and our strong culture is the commitment of all Colgate People to maintain the highest ethical standards and demonstrate ethical leadership, including compliance with Colgate policies and our Code of Conduct.

We are committed to maintaining the highest level of trust and integrity, internally and externally, including providing an inclusive environment for our employees. Our Code of Conduct guides Colgate People with principles that reflect our values and set standards for our ethical behavior. While our values and principles are enduring, our Code of Code is regularly updated to ensure it addresses the changing context of our business. Our job as Colgate People is to make sure our behavior and decisions always live up to our Code of Conduct.

Each employee is responsible for complying with our Code of Conduct, our Global Business Practices Guidelines, Company policies and all applicable laws. By fully integrating ethics and compliance in our ongoing business relationships and decision-making, we demonstrate a commitment to a culture that promotes the highest ethical standards. This has enabled our parent organization, Colgate-Palmolive Company, US to be awarded one of **The World's Most Ethical Companies by Ethisphere for over a decade.**



Optimize

Positioned as the highest decision-making entity, the Board of Directors plays a pivotal role in embedding our corporate values into all business decisions. It optimizes our business practices and ensures high standards of ethics and integrity by discharging their fiduciary responsibilities with fairness, respect, and transparency. The Board also formulates the policies and procedures of the Company and governs the effective implementation of the same.

Board of Directors

Mukul Deoras
Chairperson



Mr. Mukul Deoras is the President of the Asia Pacific Division of Colgate-Palmolive. He was a Chief Marketing Officer of Colgate-Palmolive Company, USA from 2015 until 2018 and has also served several leadership positions such as President of the Asia Division, Managing Director for Colgate-Palmolive (India) Ltd., and has led Colgate-Palmolive's Thailand business and Global Personal Care Marketing function. Before joining Colgate-Palmolive, Mr. Deoras held positions of increasing responsibility in marketing and sales at Hindustan Unilever Ltd. from 1984 to 2004. Mr. Deoras holds a postgraduate degree from IIM, Ahmedabad. He was appointed as Chairperson of the Company in September 2018.

Prabha Narasimhan
Managing Director &
Chief Executive Officer



Prior to joining Colgate-Palmolive (India) Ltd. in 2022, Ms. Narasimhan led the Home Care category at Hindustan Unilever (HUL) and served on the HUL Leadership Team. A seasoned leader with a proven track record in the consumer goods industry, she has demonstrated strategic prowess and deep understanding of market dynamics, driving growth and innovation across various categories over the years. As MD and CEO, Ms. Narasimhan has been driving transformative changes and propelling the Company toward further success. Her focus on science-based innovation, digitization, and brand-building initiatives is reshaping the Company's trajectory in the market. An alumna of IIM Bangalore and Melbourne Business School, she was recognized as one of the distinguished women achievers at Business Today's 'Most Powerful Women in Business' of 2023.

Vikram Singh Mehta*
Non-executive &
Independent Director



Mr. Vikram Singh Mehta was the Chairperson of the Shell Group of Companies in India from 1994 till 2013. He began his career as a member of the Indian Administrative Service of the Government of India and was Advisor to the Public Sector Undertaking, Oil India. He was awarded the Asia House's 'Businessmen of the Year' award for 2010 and received the 'Best Independent Director' award by Asian Centre for Corporate Governance & Sustainability in 2016. He was appointed as a Director on the Company's Board in October 2001.

* Retiring effective July 24, 2024

Shyamala Gopinath*
Non-executive &
Independent Director



A senior financial sector expert, Ms. Shyamala Gopinath has guided and influenced diverse national policies. She was the Deputy Governor of the RBI for seven years, and was on the RBI Board. She is an Independent Director on the Boards of a few companies, including not-for-profit entities. She is also the Chairperson of the Board of Governors of IIM, Raipur. She was appointed as a Director on the Company's Board in May 2015.

* Retired effective May 31, 2024



Dr. Indu Shahani[#]
Non-executive & Independent Director



Dr. Indu Shahani is the President and Chairperson at the Indian School of Design and Innovation and the Founding Dean of Indian School of Management and Entrepreneurship. A former Sheriff of Mumbai, Dr. Shahani has over three decades of teaching experience at the College and University level and served as the Principal of H.R. College of Commerce and Economics in Mumbai for over 15 years. She has been awarded an Honorary Doctor of Letters degree by the University of Westminster. She was appointed as a Director on the Company's Board in January 2012.

[#] Retiring effective July 24, 2024

Sekhar Natarajan
Non-executive & Independent Director



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

GRI 2-17

Sukanya Kripalu
Non-executive & Independent Director



Ms. Sukanya Kripalu is a consultant in the fields of marketing, strategy, advertising, and market research. She has a rich and varied work experience with leading corporations like Nestle India Ltd., Cadbury India Ltd., and Kellogg's India. She was also the Chief Executive Officer of Quadra Advisory, a WPP group company. She is a graduate of St. Xavier's College and an alumna of IIM Calcutta. She was appointed as a Director on the Company's Board in June 2018.

Gopika Pant
Non-executive & Independent Director



Ms. Gopika Pant, founder of Indian Law Partners-ILP, specializes in cross-border transactions, including restructurings, acquisitions, and project finance. She has advised major brands and handled significant deals, such as Times Bank's merger with HDFC Bank and various projects with Japan Bank for international cooperation. She has over 38 years of legal experience and is dual qualified in India and New York, USA. She holds a BA Hons. from St. Stephen's College, an LLB from Delhi University, and an LLM from Columbia University. An environmentalist and public speaker, Ms. Pant has authored articles in numerous publications. She was appointed as a Director on the Company's Board in May 2020.

Dr. Indu Bhushan
Non-executive & Independent Director



Dr. Indu Bhushan served for 9 years in the Indian Administrative Service and worked as a Senior Economist with the World Bank before joining the Asian Development Bank (ADB) in 1997. During his tenure with ADB, Dr. Bhushan held several key positions, including Director General of the East Asia Department and Director General of the Strategy and Policy Department. He played a pivotal role in ADB's engagement with several Asian economies, notably China and Japan. Dr. Bhushan was appointed as the first Chief Executive Officer (CEO) of flagship health scheme Ayushman Bharat in 2018. He established the National Health Authority and spearheaded the implementation of the ambitious National Digital Health Mission. He holds a Ph.D. in Health Economics and a Master of Health Sciences from Johns Hopkins University. He also has a B. Tech from Indian Institute of Technology Banaras Hindu University (IIT BHU) and Post Graduate Diploma from IIT Delhi. Further Dr. Bhushan is also a Chartered Financial Analyst. He was appointed as a Director on the Company's Board in July 2023.

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



As the Chief Financial Officer, Mr. Jacob provides overall financial leadership including on Investor Relations matters. He joined CPIL in 1995 in the Continuous Improvement Group. Over 29 years at Colgate, he has served through leadership roles in Finance at Colgate-Palmolive Company's subsidiaries in Thailand, Vietnam, and Malaysia as well as at the Asia Pacific Division Headquartered at Hong Kong. His last assignment was as the Finance Director of Colgate-Palmolive Malaysia. He was appointed as a Whole-time Director on the Company's Board in October 2016.

GRI 2-17

Sanjay Gupta
Non-executive & Independent Director



Mr. Sanjay Gupta is the Country Head and Vice President of Google India. He leads teams that help businesses grow by leveraging digital tools, focusing on SMEs, women entrepreneurs, and start-ups. Before joining Google in 2020, Mr. Gupta was the Managing Director of Star and Disney India, where he extended traditional television content to digital consumers through Hotstar and built Star's sports business. He began his career at Hindustan Unilever, leading marketing for the Oral and Home Care segments, and later served as the Chief Marketing Officer at Bharti Airtel. An alumna of IIM Calcutta and Delhi College of Engineering, Mr. Gupta mentors young professionals and startup founders and participates in several advisory committees. He was appointed as a Director on the Company's Board in January 2024.

Surender Sharma
Whole-time Director Legal & Company Secretary



Mr. Surender Sharma leads the Legal and Secretarial Team in advising the business on issues of Legal Compliance, devising and implementing litigation strategy as well as issues of Ethics and Corporate Governance in a dynamic regulatory environment. He joined the Company in October, 2017 and has experience of over 24 years across leading companies in the areas of Legal, Secretarial and Corporate Affairs. He holds a Bachelor of Laws degree from the University of Delhi and is a fellow member of the Institute of Company Secretaries of India. He was appointed on the Company's Board in May 2020 and as a Company Secretary in February 2022.



Leadership Team



Prabha Narasimhan
Managing Director &
Chief Executive Officer



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



Surender Sharma
Whole-time Director
Legal & Company Secretary



Gunjit Jain
Executive Vice President,
Marketing



Balaji Sreenivasan
Executive Vice President,
Human Resources



Ruchir Bhatnagar
Executive Vice President,
Customer Development



Swati Agarwal
Executive Vice President,
IGTC



Sriram V.
Executive Vice President,
End to End Supply Chain
*(Mr. Sriram V. joined the leadership
team on January 2, 2024 and took up
the role from Ms. Sarala Menon who
retired on April 30, 2024)*



Sarala Menon
Executive Vice President,
End to End Supply Chain
(Retired effective April 30, 2024)

Outperform

By combining a diverse and experienced Board and Leadership Team with clear policies and a focus on business integrity, we have established a strong governance foundation. This foundation translates to:

Accountability

Clear lines of responsibility and oversight are established, ensuring that management is held accountable for its actions.

Fairness

Stakeholders are treated equitably, fostering trust and confidence in the company.

This organized approach to corporate governance not only promotes accountability and fairness but also drives the company's performance and reputation in the industry.

BRSR and BRSR Assurance

Over the last decade, global disclosure requirements have significantly evolved, yet inconsistent reporting has hindered stakeholders' ability to assess and compare companies' ESG performance. To address this, the Securities and Exchange Board of India (SEBI) introduced the Business Responsibility and Sustainability Report (BRSR) framework. This aligns with global standards like GRI, SASB, and TCFD, and links financial results with ESG performance. Starting from FY 2022-2023, it became mandatory for the top 1000 listed entities (by market capitalization) to report their performance as per the prescribed format.



In our endeavor to inspire trust and transparency, we proactively adopted the BRSR in FY 2022-23, a year in advance of the mandatory requirements.

We believe that BRSR makes it easier for all our stakeholders to obtain a clearer picture of our overall business stability, growth, and ESG performance.

This year, we've furthered our commitment by obtaining independent reasonable assurance of our BRSR, reaffirming our dedication to leading in corporate responsibility and sustainability.

Please refer to page 183 for FY 2023-24's Business Responsibility and Sustainability Report and Assurance Statement



SCIENCE-BACKED PRODUCTS

To help millions of homes embrace healthier Oral Care Habits

SMILE Based Targets



By 2025

100% Toothpaste Tubes (Volume) to be Recyclable



To develop and deliver products that help people live

Happy and Healthy Lives



Prioritize

Product Quality and Safety

to ensure regulatory compliance and customer delight



We are dedicated to developing science-backed products that offer superior solutions for everyday oral and personal care.

Our innovations are rigorously tested to ensure material and ingredient safety, delivering the highest standards in user experience.

Not only do we focus on delivering technically superior products but also those that people perceive as superior when used. We benchmark internal and external products to continuously strive to be better.

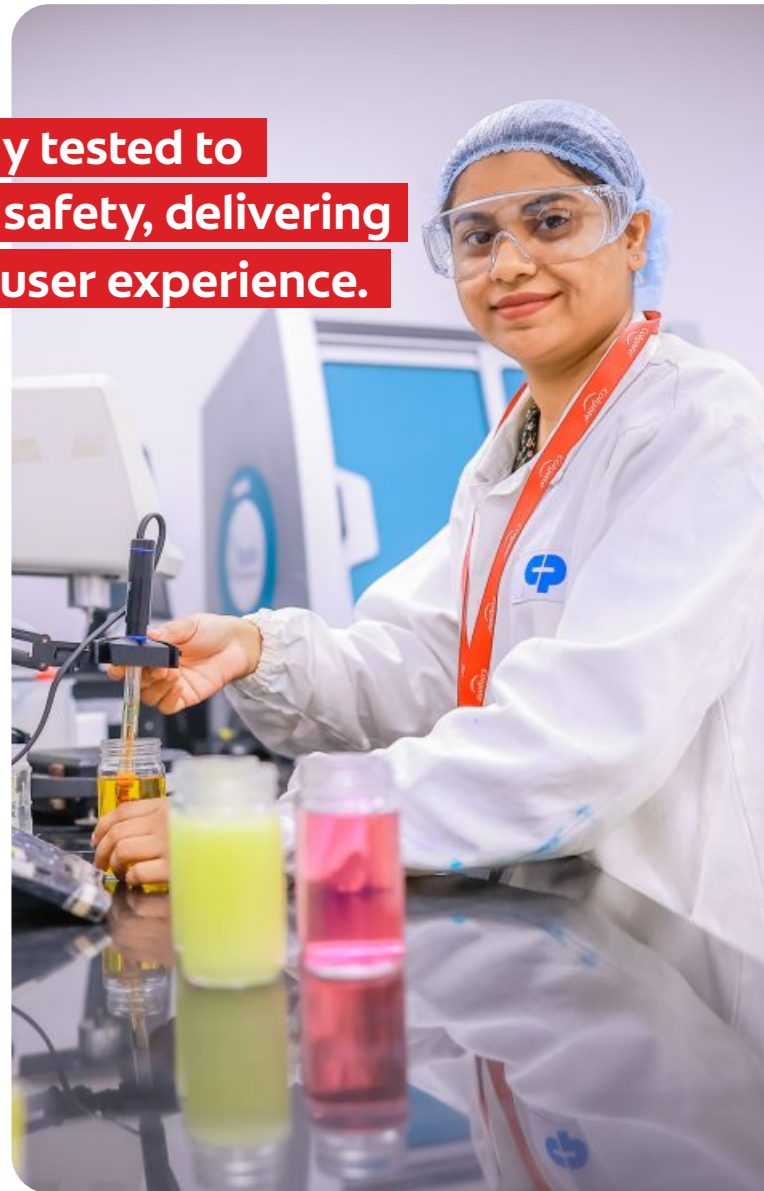
UN SDGs in focus



Organize

Over the years, we have consistently developed some of the most innovative, effective, and sustainable oral care products in the market. These products are backed by the rich experience and expertise of 900+ scientists, 750+ quality specialists, and engineers spread across 7 strategic global technology centers.

Our large global reach enables us to better understand consumers in different markets. It also helps us spot new trends and growth opportunities, some driven by technological advances, and some driven by regional culture and practices. This collaboration ensures that our products deliver superior performance, meeting the highest standards of effectiveness and sustainability. We believe in making the best of oral hygiene products for the world, so that we can bring in the best for India. During the year, we continued to absorb technology received from Colgate-Palmolive Company, USA and adapt for Indian consumers.



Redefining Oral Health Research in India 25 Years of Smiles and Success

This year we celebrated a quarter-century of innovation at the Colgate India Global Technology and Design (IGTeD) Center. Our journey, marked by numerous milestones and remarkable achievements, has brought us immense pride.

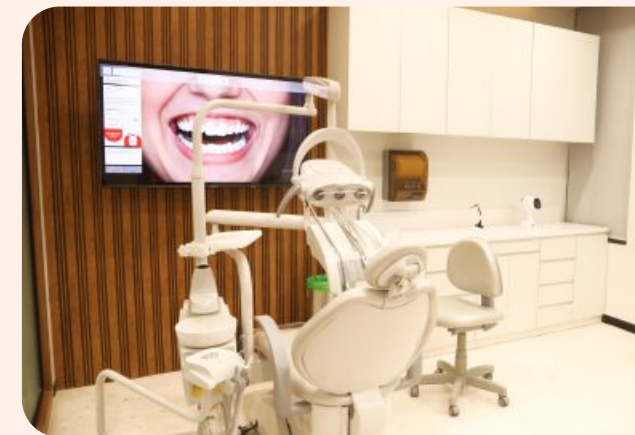
Colgate Clinical Innovation Institute (CCII)

Aligned with our 2025 strategy, we are directing our clinical research efforts towards revolutionizing oral, skin, and overall health, capitalizing on our regional strengths while nurturing the growth of our core business in India. Towards this end, the Colgate Clinical Innovation Institute (CCII) at the IGTeD is a pioneering initiative to spearhead healthcare innovations.

Launched in October 2023, CCII serves as a hub of excellence for driving innovations and fostering collaborations with healthcare professionals and academic institutions.

The Institute is anchored on three strategic pillars:

- **Building a Research Community:** Strengthen in-house clinical research capabilities and expand external research networks to drive innovation and support business needs with agility in a cost-effective manner.
- **Fostering Colgate Collaborations:** Champion collective efforts with internal and external stakeholders.
- **Driving Oral Health Engagement:** Improve brand and social equity by promoting research, education, innovation, and awareness.



CCII stands as a unique platform for Colgate, academia, and professionals to advance oral health research and literacy in the region, emphasizing external engagement to leverage regional expertise, reinforce scientific credentials, nurture professional relationships, and enhance oral health awareness.



Optimize

We seek to cater to changing consumer needs by continuously innovating and improving our products to meet the evolving market demands. We have also implemented a mechanism to drive greater sustainability and continuous improvement in our products.

Creating Products for a Better Tomorrow

We employ a holistic approach to product strategy, covering the entire product development lifecycle. This includes design, quality assurance, ingredient safety, and recall management. Through targeted consumer education efforts, we ensure our customers understand our products' features and how to use them effectively.

Product Design

Committed to delivering top-quality products while upholding stringent environmental standards, Colgate-Palmolive (India) focuses on manufacturing excellence through innovative strategies to meet evolving customer needs.

In FY 2020-21, Colgate-Palmolive Company, USA introduced the industry's first recyclable toothpaste tubes, crafted from High Density Polyethylene (HDPE). Sharing the knowledge globally, including with competitors, the company aims to drive wider adoption of recyclable packaging. Our goal is to transition 100% of our toothpaste portfolio to recyclable tubes by 2025 in India.

As of FY 2023-24, 50% of our tubes are already recyclable, marking significant progress toward our sustainability objectives.

GRI 3-3, GRI 416-1, GRI 416-2, GRI 417-1

Product Quality & Safety Management

We adhere to stringent standards to ensure regulatory compliance - from sourcing high-quality raw materials to implementing rigorous quality control measures during manufacturing, every step is carefully monitored. Extensive testing is conducted to achieve and/or surpass industry benchmarks for safety and performance.

Our guiding principle is the **26 Global Quality Standards**, modeled after the **US FDA's Six-system approach, covering innovation, manufacturing, and commercialization.**

These standards are uniformly applied across all facilities, ensuring process monitoring and product testing with cutting-edge technology and robust quality control mechanisms.

Our products adhere to Key Release Specifications (KRSs), meeting specified requirements for each product type. Non-conforming products are withheld from release to prevent unintended usage.

Our commitment to quality was evident in FY 2023-24, with zero incidents of non-compliance regarding the health and safety impacts of our products.

This year, we continued to deploy technologies to enhance product quality, ensure process optimization and heighten production capacity.

Ingredient Safety

The safety and reliability of our products are fundamental to earning and maintaining the trust of our consumers. We are committed to transparency, continuously providing accurate information to empower our consumers to make informed decisions.

We adhere to stringent safety policies, ensuring compliance with both internal standards and government regulations across all regions. Our ingredient guidelines are based on comprehensive scientific evaluations, and we actively collaborate with external experts to stay abreast of the latest advancements in ingredient safety. By partnering exclusively with suppliers who meet our rigorous safety standards, we ensure the safety and quality of our products throughout the entire production process.

Consumer Awareness and Feedback

Consumer feedback is integral to our process, guiding enhancements and fostering innovation. We utilize surveys and various channels to gauge satisfaction, continuously refining our procedures and empowering employees to contribute to ongoing product evolution. Our dedicated team collaborates closely with partners to pioneer innovative solutions. These scientific breakthroughs are then translated into everyday products that promote both environmental stewardship and individual well-being.

Recall Management

To ensure the safety and well-being of our consumers, we've instituted a standardized recall process for any products falling below our rigorous quality standards or posing potential harm.

This comprehensive procedure entails mock recovery audits, leveraging FMEA (Failure Mode and Effect Analysis) technology to root out defects, and implementing product coding for traceability. These meticulous steps bolster confidence in the safety and reliability of our products, ensuring our customers can trust in their quality.



Combatting Caries with Science

In response to the widespread issue of caries affecting a vast majority of adults and children in India, Colgate-Palmolive Company, USA has pioneered the development of **Arginine-fluoride** technology. This innovative approach is aimed at nourishing and strengthening teeth, ultimately enhancing overall oral health and quality of life.

Our campaign for Colgate Strong Teeth with Arginine technology is dedicated to promoting optimal oral health and raising awareness about the importance of teeth nourishment in combating dental issues.



GRI 417-1

Leading the Way Through Innovation-led Products

Our innovation journey continues year on year. In FY 2023-24, we launched some truly superior products that continue to define the trends across categories.

Toothpastes & Toothbrushes

Relaunched our flagship product - **Colgate Strong Teeth Toothpaste** - with a refreshed formula. Enriched with our unique Arginine technology that gives a Calcium boost, this toothpaste nourishes teeth and makes them 2X stronger.

* vs a regular fluoride toothpaste



The new and improved **Colgate Active Salt** leverages the unique benefits of salt ingrained in Indian oral care tradition and tackles oral problems* right at their inception.

* Such as cavities, gum problems, plaque, bad breath and yellowness of teeth with twice daily brushing



Colgate Super Junior range of Toothbrush was relaunched after 7 years with a new product, packaging and pricing strategy. Creating contemporary relatable kids' characters and reimagining the backer as one canvas - a first in the category, drove availability to never-before stores with a consumer winning bundle vis-a-vis competition.



Enhanced **Colgate Visible White O2** formulation with superior flavor and whitening technology offering a unique warming feeling during brushing, resulting in a smile that allows customers to look and feel their best.



Colgate Total Sensitive Toothpaste, a true whole mouth protection toothpaste with anti-sensitivity benefits was introduced with Zinc and Arginine technology and a special type of Silica.

Charting a Zig Zag way to Market Leadership

Zig Zag, a flagship sub-brand of toothbrush, has long been recognized as a leader in oral care across India. However, amidst the challenges of the pandemic, the Zig Zag line experienced reduced market traction. To rejuvenate the brand on all fronts - product, packaging and proposition, we decided to move back to the legacy roots of Zig Zag - 'Deep Cleaning'!

- Employing design thinking, our team reimagined the whole toothbrush in terms of color combinations and bristles.
- We redesigned the whole backer card of the packaging as one canvas, a first in the category. As advertising & communication is limited in the category, the packaging becomes the only form of impactful communication to persuade consumers.
- A toothbrush relaunch, on an average, requires 8-9 months to execute end-to-end. By leveraging Colgate Strong Teeth's relaunch, we capitalized on the opportunity to win back Zig Zag's loyal consumers.

Our efforts paid off, with the new Zig Zag boasting a 2.1X index to the nearest competitor in terms of Purchase Intent, firmly establishing its key USPs.

The results speak for themselves - Zig Zag has emerged as the fastest-growing core toothbrush brand in our portfolio.





In FY 2023-24, we continued to accelerate premiumization through our proactive health toothpaste with Colgate Total, creating a desire for whitening with the Visible White range and building therapeutics credentials with Periogard.

Oral Beauty



We consolidated our leadership in teeth whitening in India with the launch of the **Visible White Teeth Whitening Pen - Professional**. This specially formulated whitening serum is an efficient at-home whitening solution that brightens your smile while you sleep. Launched exclusively through our professional partners and our exclusive B2B platform (Dentist First), the Teeth Whitening Pen elevates our consumers' oral beauty regimen.

Periogard



Gum disease is a silent pandemic. More than half the country's adults are suffering* and a sizable section of the population is visiting the dentist and/or pharmacy for resolution.

As an oral care leader, Colgate has taken this challenge head on with the launch of PerioGard Regimen through the dentist channel and available at pharmacies across the country. Usage of the regimen fights the root cause of gum disease and is getting a positive response from our dentist fraternity.

* National Oral Health Survey, Dental Council of India

Palmolive



Palmolive, our personal care brand, launched three new Body Wash variants, under its core 'Aroma' range. Each of these variants, named Forever Happy, Sweet Delight and Alluring Love is crafted with unique fragrances that have been expertly designed to enhance our consumer's mood in the modern-day busy, urban lives.

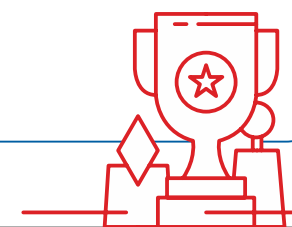
Infused with the extracts of rich, natural ingredients, Palmolive body washes are crafted to transform your daily showers into an aromatic and sensorially elevated experience and these new variants strengthen our current portfolio by delivering true to promise.

Outperform

By organizing our R&D endeavors and optimizing our processes, products, and value proposition, we are driving outperformance across our portfolio.

AWARDS

- Colgate Strong Teeth recognised at e4M Primetime Awards 2023 for Best use of TV to re/launch a brand.
- Colgate MaxFresh won e4m Neons OOH Awards 2024 for Best Location - Based Campaign.
- The Sweet Truth campaign won the Silver at Clío Advertising Awards 2024 and Bronze at Spikes Asia 2024 Advertising Awards under healthcare.
- Colgate Visible White O2's #SmileOutLoud won the EMVIES 2024 Gold Award for Best Media strategy - Consumer products: cosmetics, toiletries, personal hygiene Category.
- Colgate Visible White O2 campaign became the Bigger Screen, Bigger Impact – Gold winner at the YouTube Works Award 2023.
- Colgate Visible White O2's #SmileOutLoud won the ET Trendies Awards 2024 in the FMCG - Personal Care.
- Colgate Visible White O2 occasion led gamified personalized communications won the Silver under the Most Effective Email Campaign at the Maddies Awards 2023 and Bronze at the Brand Equity Economics Time Martech Award 2023 .
- Colgate Visible White O2's #SmileOutLoud won Impact Digital Influencer Awards 2023 for Best Use of Instagram and FMCG Personal Care: Best Multi Influencer Campaign.
- Mouth Audit won Golden Key Award for Best Data Collection Innovation by the Market Research Society of India (MRSI).



Adding Freshness to MaxFresh

In 2023, we launched a mission to revitalize MaxFresh, one of our flagship toothpastes.

Our team collaborated with our international R&D experts to create a unique, differentiated product experience. A new, in-house, proprietary technology was introduced that helped to deliver 10X longer lasting cooling* for intense freshness. The packaging was revamped as well to bring alive our unique cooling crystals and offer a differentiated look to the pack. We also introduced stand up caps to further premiumise the offering.

This was accompanied by a refreshing new communication that brings alive our brand promise of "Intense freshness that prevents morning goof-ups" with the tagline of "Neend Bhagao, Taazgi Jagao".

Through a combination of consumer insights, technological innovation, and strategic branding, MaxFresh saw a strong positive momentum in business growth and brand health metrics.**

* Vs a regular flouride toothpaste
** Kantar Brand Health 2023 - 24



ENVIRONMENTAL STEWARDSHIP

To ensure responsible management of our environmental footprint

SMILE Based Targets



By 2025

Net Zero Water

at India level



100% Renewable Electricity

by 2030



Maintain

TRUE® Certification

for Zero Waste for all Colgate owned plants



Healthy environment and thriving communities go hand in hand, creating brighter smiles and a healthier future together. We understand this close connection between the two, knowing that by helping the environment, we improve both personal well-being and the chance for a healthier tomorrow.

**With science-driven initiatives,
we aim to bring smiles to both,
the planet and its people.**

We **organize** our strategy around environmental sustainability and implement a range of interventions and initiatives aimed at **optimizing** our environmental footprint. We aim to maximize our efforts and achieve outcomes that **outperform** standard expectations.

UN SDGs in focus



Organize

Accelerating action on climate change is a core action of our 2025 Sustainability & Social Impact Strategy and drives our intention for Net Zero carbon emissions across our growing business.

These targets align with the Science Based Targets initiative (SBTi), the Paris Agreement, our signing of the Business Ambition for 1.5°C and our commitment to Recover Better, working in concert with the UN Global Compact (UNGC). We report our global progress on a regular basis with our global TCFD report.



In September 2022, Colgate-Palmolive Company, USA became the first large multinational company in the Consumer Durables, Household and Personal Products sector to have its Net Zero Carbon targets approved by SBTi.

At Colgate-Palmolive (India) Ltd., we've adopted a holistic approach, aligning our environmental footprint management with business objectives. From energy & emissions to water and waste, our strategy encompasses it all. We integrate management systems across locations to certify and enhance processes, ensuring access to the best practices.

Focus Areas

As an FMCG major, there are a few environmental topics that are more material to our operations and our stakeholders than others.



Industrial Site Sri City, Andhra Pradesh

Optimize

We're implementing measures in vital environmental areas to meet our SMILE-based targets. In energy and emissions, we're improving fuel efficiency, reducing power consumption, and transitioning to cleaner energy sources.

Regarding waste, we prioritize reduction, reuse, and recycling efforts to minimize landfill waste. Additionally, we employ rainwater harvesting to conserve water resources and reduce the strain on freshwater sources.

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

Water Positive
Sanand, Goa & Sri City plants

~107% Plastic Neutrality**

TRUE® certification for zero waste (Platinum level) for all 4 industrial sites

83% Recyclable packaging used for our products

50% of our Toothpaste portfolio has transitioned to recyclable tubes

* Compared to similarly sized Colgate Toothbrushes
** Equivalent of plastic waste is recovered and removed from the environment

Energy & Emission Management

We're committed to combating climate change for a healthier future. Our comprehensive strategy focuses on energy efficiency, reducing emissions, and transitioning to clean energy sources. Aligned with our business goals, we comply with environmental standards and regulations.



Energy Consumption

In FY 2023-24, we utilized approximately 222.64 TJ of energy, across all our Indian sites, with 18% sourced from renewable energy sources like solar and wind.

Total Energy Consumption

	Direct		Indirect		Total		Total
	Renewable	Non-renewable	Renewable	Non-renewable	Renewable	Non-renewable	
	(in GJ)						
FY 2023-24	11,244.22	39,875.25	28,649.84	1,42,877.33	39,894.06	1,92,752.58	2,22,646.64
FY 2022-23	11,884.28	40,653.86	0	1,72,998.46	11,884.28	2,13,652.33	2,25,536.60
FY 2021-22	8,685.74	43,156.98	0	1,60,434.87	8,685.74	2,03,591.86	2,12,277.59

Note: The total energy consumption details for FY 2021-22 and FY 2022-23 was inaccurately reported in previous reports. These figures have been corrected in this report.

The energy mix too has shown a positive trend with the share of renewable energy in total consumption increasing by 236% and that of non-renewable energy reducing by 14% over the previous year.

Fuel Consumption	(in GJ)	Energy Intensity	(In GJ/tonne of production)
FY 2023-24	39,875	FY 2023-24	1.69
FY 2022-23	40,654	FY 2022-23	1.74
FY 2021-22	43,157	FY 2021-22	1.57

Note: We included our Head Office, Mumbai in last year's report to provide a more comprehensive overview of our sustainability performance. As a result of this change, year-on-year data is not directly comparable with FY 2021-22 data.

Our Global Climate Action Strategy

To help support our ambitious targets around climate action and Net Zero carbon transition, and to address our climate-related risks and opportunities, Colgate-Palmolive Company, our parent organization, focuses our climate strategy on five interconnected pillars:

Supply chain engagement | Net zero carbon operations | Sustainable products & consumers | Business reliance | Society & Nature

Underlying Colgate-Palmolive Company's climate commitments are science-based targets focused on a transition to Net Zero Carbon emissions. Since 2015, our parent organization has engaged with the Science-based Targets Initiative (SBTi) to set meaningful climate targets aligned with the most ambitious designation available through the SBTi process.

In September 2022, SBTi approved Colgate-Palmolive Company, USA's updated near- and long-term science-based emissions reduction targets and Net-Zero science-based target, indicating our continued climate leadership.

Energy Efficiency Upgrade Baddi, Himachal Pradesh

We replaced existing conventional blowers of Air Handling Units with Electronically Commutated (EC) Fans at Baddi, reducing both emissions and cost. Collaborating with the supplier, we conducted thorough benchmarking for energy-saving potential. The retrofit achieved an annual energy saving of 60,000 kWh.

To know more about the AI-based integrated metering and monitoring systems implemented across our operation, please see the Outperform section of this chapter.

Green Buildings

Since 2013, Colgate-Palmolive Company has used the Leadership in Energy and Environmental Design Green Building Rating System of the U.S. Green Building Council as one way to reduce overall exposure to water and climate change-related issues and offer a healthier, more comfortable work environment. **Two facilities in India, Sri City in Andhra Pradesh and Sanand in Gujarat, are LEED Gold Certified.**



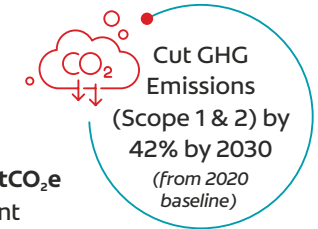
Industrial site: Sanand, Gujarat

GHG Emissions

In FY 2023-24, we observed a 11.3% decrease in our carbon emissions, reporting **33,276.6 tCO₂e** which can be attributed primarily to a higher portion of renewable electricity usage in plant operation and replacement of diesel with PNG. The table below illustrates the changes in our Scope 1 and 2 emissions, as well as our GHG intensity, over the last three years.

Description	Unit	FY 2023-24	FY 2022-23	FY 2021-22
Scope 1	tCO ₂ e	4,859.90	3,378.20	3,110.48
Scope 2	tCO ₂ e	28,416.70	34,119.14	35,206.54
Total (Scope 1 + Scope 2)	tCO ₂ e	33,276.60	37,497.35	38,317.03
Total GHG Emission Intensity	tCO ₂ e/tonne of production	0.25	0.29	0.28

Note: The GHG emission data for FY 2021-22 and FY 2022-23 was inaccurately reported in previous reports. These figures have been corrected in this report.



Air Emissions

In FY 2023-24, our consumption of CFC-11 eq. Ozone Depleting Substances (ODS) was 2.313 MT. We are planning to adopt the latest pollution control equipment to ensure higher energy efficiency and reduce fugitive emissions.

	FY 2023-24	FY 2022-23	FY 2021-22
NOx	8.28	5.76	2.31
SOx	0.62	0.93	0.70
PM	2.05	1.83	1.69

Increase in emission level is driven by higher usage of DG due to disruption in electricity grid supply and higher running hours for boilers due to increase in volume and new products

ODS	Unit	FY 2023-24 (MT of CFC-11 eq)	%
R22	kg	284.24	12.3%
R32	kg	7.28	0.3%
R407	kg	0.00	0.0%
R410	kg	175.85	7.6%
R134 a	kg	1,846.00	79.8%
Total		2,313.37	

GRI 305-1, GRI 305-2, GRI 305-4, GRI 2-4, GRI 305-6, GRI 305-7, GRI 306-1

Switching to Cleaner Fuel for a Greener Planet Baddi, Himachal Pradesh

High-Speed Diesel (HSD) is a significant contributor to carbon emissions. To switch over to an alternate, cleaner fuel, we chose Natural Gas (NG) as a fuel for the boiler and worked closely with the supplier to expedite the pipeline process for supply. After successful coordination with the requisite vendors, the natural gas project was implemented in January 2024.

The change yielded significant environmental benefits. The site achieved a 15% reduction in CO₂ emissions associated with boiler operations in the pilot phase. It not only contributed to mitigating the site's carbon footprint but also aligned with broader sustainability objectives and efforts to combat climate change.

Plans are underway to benchmark the system at Baddi so as to implement them across other feasible locations.

Waste Management



Our waste management strategy follows circular principles, minimizing environmental impact and maximizing social benefit.

In our manufacturing processes, waste can originate from various sources. To address this, we classify and segregate waste, employing advanced monitoring systems to identify and capitalize on reduction opportunities. By analyzing waste trends and implementing targeted interventions, we continuously optimize resource utilization. Our initiatives are designed to promote responsible waste management, reflecting our unwavering commitment to a sustainable future.



Tree Plantation Drive by Employee Volunteers, Thane, Maharashtra

Waste Generation

Waste generation by category (in MT)	FY 2023-24	FY 2022-23	FY 2021-22
Plastic Waste	2,174.01	2,452.64	1,422.04
Bio-medical Waste	9.41	9.42	2.75
Battery Waste	14.78	24.78	22.30
ETP Sludge	504.34	519.28	317.58
Waste Cream	656.77	559.02	596.60
Other Hazardous Waste	3.90	0	48.23
E-waste	6.21	10.89	0.11
Spent Oil	7.16	5.41	2.50
Other Non-hazardous Waste Generated	2,700.71	2,749.21	2,973.64
Total	6,077.29	6,330.65	5,385.74

Note: The figures of total waste generated in FY 2021-22 and FY 2022-23 have been corrected, as compared to previous report. Waste management projects initiated in FY 2022-23 were streamlined and scaled up this year, resulting in a positive trend.

GRI 3-3, GRI 306-1, GRI 306-2, GRI 306-3

Waste Diverted from Disposal

	FY 2023-24	FY 2022-23	FY 2021-22
Hazardous Waste (in MT)			
Through Recycling	830.60	832.82	767.86
Non-hazardous Waste (in MT)			
Recycled	2,854.95	3,655.26	2,917.36
Preparation for Re-use	2,323.65	1,812.97	1,680.41
Total	5,178.59	5,132.29	4,597.77

Note: The waste cream generated at the Sanand facility is disposed as hazardous waste in accordance with the Consent to Operate, unlike the waste cream generated at Baddi and Goa.

	FY 2023-24	FY 2022-23	FY 2021-22
E-waste (in MT)			
Through Recycling	6.17	10.89	0.11

We successfully diverted 6,015.36 MT of waste in FY 2023-24, of this 3,695.67 MT was recycled and 2,319.69 MT was reused.

Waste Directed to Disposal

	FY 2023-24	FY 2022-23	FY 2021-22
Hazardous Waste (in MT)			
Incineration (without energy recovery)*	43.17	9.42	2.82
Landfilling	0.17	0	0

* Waste product generated due to increase in new product development activity by IGTC in Mumbai.

	FY 2023-24	FY 2022-23	FY 2021-22
Non-hazardous Waste (in MT)			
Incineration	-	-	0.3
Landfilling	18.48	9.5	16.86
Other disposal operations	-	-	-

	FY 2023-24	FY 2022-23	FY 2021-22
E-waste			
Landfilling	0.04	0	0

Going Paperless

Sanand, Gujarat

To reduce paper consumption and streamline shop floor processes related to quality, safety, and machine checks, our team in Sanand implemented a paperless office solution through digitization. Collaborating closely with the global engineering team and a renowned OEM partner, our plant digitization team ensured compliance with CFR 21 11 regulations and established guidelines and standards for the rollout.

Following a successful implementation across 100% of operations in Sanand, we are now planning to extend the paperless initiative to ancillary functions and support channels, further enhancing efficiency and sustainability throughout our operations.

GRI 306-4, GRI 306-5



Sustainable Packaging



We invest in sustainable packaging, aiming to minimize waste and maximize recyclability. By the end of 2025, our target is to eliminate one-third of virgin plastics and ensure all plastic packaging is recyclable, reusable, or compostable. Analyzing trends, we implement measures to reduce our waste footprint, contributing to responsible waste management. Additionally, we prioritize research and development for innovative materials and packaging designs, aiming to reduce reliance on virgin resources and foster a circular value chain.

Colgate-Palmolive Company, USA launched the first of its kind Recyclable toothpaste tube which is made of HDPE*. We chose this material because the HDPE bottle stream has one of the highest recycling rates across the world. But it was not easy to work with; HDPE is rigid and not well suited for squeezable tubes. But by combining different layers of HDPE laminate at varying thicknesses, our engineers were able to produce a soft, easy-to-squeeze recyclable tube with similar performance parameters.

We shared our recyclable tubes knowhow globally, including with our competitors. We, thus, promoted the transition to recyclable tubes, improving portfolio efficiency and contributing to a circular economy. We are committed to transition 100% of our toothpaste portfolio to recyclable tubes by 2025 in India.

During FY 2023-24, 83% of the total packaging by weight was recyclable.

*High-Density Polyethylene (HDPE)



Industrial site: Goa

Key Highlights

	(in MT)
Volume of Packaging Material Consumed	FY 2023-24
Virgin Material	9,976
Recycled Material	25,839
Total	35,815
	(in %)
Volume of Packaging Material Consumed	FY 2023-24
Virgin Material	26.6
Recycled Material	68.9

GRI 301-1, GRI 301-2, GRI 301-3

Extended Producer Responsibility (EPR)

Under EPR, in FY 2023-24, we collected 37,466 MT of plastic (including packaging), of which 25,839 MT was recycled, and 11,627 MT was safely disposed.

Additionally, all the pre-consumer plastic waste generated at the manufacturing site is sent for responsible recycling through an authorized waste handler, who ensures responsible collection, sorting, and recycling/ co-processing of the uncontaminated post-consumer plastic packaging.

Water Management



Providing access to safe water, improved sanitation and proper hygiene education is an important aspect of our water stewardship strategy at Colgate. We're committed to achieving Net Zero by embracing a comprehensive water management strategy. This involves prioritizing resource efficiency, monitoring consumption patterns, and minimizing waste to reduce our environmental impact.

We promote innovative solutions to decrease water usage and utilize advanced data monitoring systems for effective tracking. Tools like the World Resource Institute's Aqueduct help us anticipate future needs and identify areas of water stress.

We prioritize freshwater conservation and efficient water treatment practices to ensure availability for surrounding communities. Despite challenges in water-stressed regions like Sanand and Baddi, we're committed to comprehensive conservation efforts to achieve net zero water. On the other hand, our Sri City plant in Andhra Pradesh and Goa facility have implemented water-harvesting initiatives, achieving water positivity.

Water Withdrawal and Consumption

CPIL utilizes various water sources, including groundwater, municipal water supply, industrial corporation sources, and rainwater. In FY 2023-24, we replenished over 191,412 KL of rainwater from all our operational locations.

Total Water Withdrawal

Sources of Water Withdrawal (in million liters)	FY 2023-24	FY 2022-23	FY 2021-22
Surface Water	0.00	0.00	0.00
Ground Water	84.49	95.88	114.02
Sea Water	0.00	0.00	0.00
Produced Water	0.00	0.00	0.00
Third-Party Water	142.48	133.88	121.49
Rain Water Collected Directly and Stored by Company	11.43	8.21	9.53
Waste Water from another Organization	0.00	0.00	0.00
Fresh Water from other Organizations	1.43	0.00	0.00
Total Water Consumption	239.83	237.97	245.04

GRI 3-3, GRI 303-1, GRI 303-2, GRI 303-3, GRI 303-5



Water Withdrawal from Water-Stressed Areas

Sources of water withdrawal (in million liters)	FY 2023-24	FY 2022-23	FY 2021-22
Surface Water	0.00	0.00	0.00
Ground Water	63.00	70.7	82.26
Sea Water	0.00	0.00	0.00
Produced Water	0.00	0.00	0.00
Third-Party Water	105.90	104.31	105.1
Rain Water Collected Directly and Stored by Company	7.64	0.00	0.00
Waste Water from another Organization	0.00	0.00	0.00
Fresh Water from other Organizations	0.00	0.00	0.00
Total Water Consumption	176.54	175.01	187.36

Reducing our Water Footprint

We employ advanced technologies to monitor wastewater quality continuously, thereby minimizing its impact on water bodies. Our facilities feature 3-stage water treatment plants, including tanks, clarifiers, mixers, and filters. Parameters like pH, BOD, COD, color, fluorides, and TSS are rigorously measured to ensure compliance with pollution control standards. Treated water is reused for cooling towers, boilers, and gardening, aligning with our commitment to sustainable water management.

In FY 2023-24, we discharged a total of 99 ML of water, of which 65% was utilized for gardening within our premises.



Water Discharged	(in ML)		
	FY 2023-24	FY 2022-23	FY 2021-22
Treated Water	83.30	119.55	77.04
No Treatment	15.78	17.07	8.22

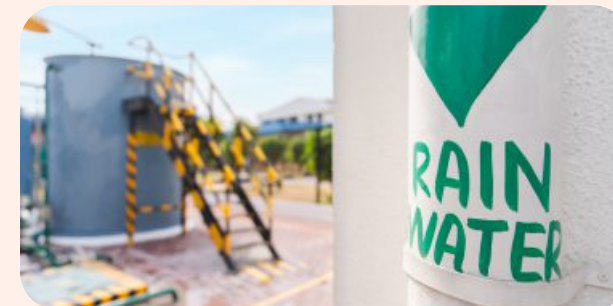
Water Discharged in Water-Stressed Areas	(in ML)		
	FY 2023-24	FY 2022-23	FY 2021-22
Treated Water	54.62	91.63	47.81
No Treatment	9.28	9.07	8.22

GRI 303-5, GRI 303-2, GRI 303-4

Finding New Means to Net Positive Water

Sanand, Gujarat

We have a state-of-the-art, LEED Gold certified Toothpaste manufacturing facility at Sanand near Ahmedabad, Gujarat. When the WRI Aqueduct tool categorized Sanand as a water-stressed area due to irregular monsoons, we faced a unique challenge. As most of the water conservation features were already factored in the design for LEED certification, we had to identify additional water conservation projects to address the water stress. We focused on harvesting and reducing incoming treated water from the Gujarat Industrial Development Corporation.



Key steps included:

- Collecting and using AHU condensate as raw water
- Reusing water from online testing and ultra-filtration backwash
- Diverting a portion of roof rainwater for raw water use
- Redirecting rainwater from the cable trench to the cooling tower

These initiatives made our Sanand facility water positive in FY 2023-24. Looking ahead, we will scale up AHU condensate recovery and effluent water reuse in cooling towers at future and existing sites, further enhancing our water conservation efforts.

Outperform

By embracing innovative technologies and maintaining a proactive approach, we aim to drive sustained improvements in environmental management. Here is a case study of one such initiative that yielded tremendous results.

Managing Environmental KPIs with AI-powered Metering System

Sanand, Gujarat

Reducing energy costs is a priority for businesses, but manual data collection and analysis were slowing us down. To fix this, we introduced AI-powered metering systems for all our essential resources. This new-age metering system connects everything from water to electricity to a central server for easier management. A concerted team effort coupled with the AI-powered metering system, we can quickly spot and address any energy or water wastage, saving us money and helping the environment.

With these actions, we successfully reduced fixed power costs from 55% to 45% through the implementation of energy-saving initiatives and the introduction of a comprehensive monitoring system. Also, overall electricity consumption decreased by 8% over the past four years.

Going forward, our strategy entails the continued utilization of AI tools to further support energy-saving initiatives and optimize plant performance.

SUSTAINABLE SOURCING

To make the supply chain more responsive & responsible

SMILE Based Targets



By 2025

Allocate 80% of our Material Spend

in line with Responsible Sourcing



Under Responsible Sourcing criteria

Maintain 95% of our Contract

manufacturing spends



Across the Supply Chain uphold

Human & Labor Rights



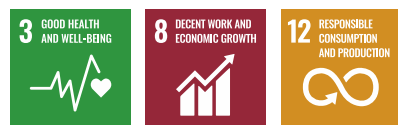
Driving sustainable sourcing is one of the key actions articulated in our 2025 Sustainability & Social Impact Strategy. We are committed to driving sustainable sourcing, including making our products with responsibly sourced ingredients and improving the sustainability profile of our products.

We prioritize sustainable sourcing of materials.

And to ensure that what we manufacture is good for the consumer, and good for the community and environment, while it continues to be good for business. This requires that we have high expectations for our suppliers and establish robust and collaborative partnerships with them. The topics where we engage our suppliers include labor practices and universal human rights, protecting the environment, health and safety, and ethical dealings.

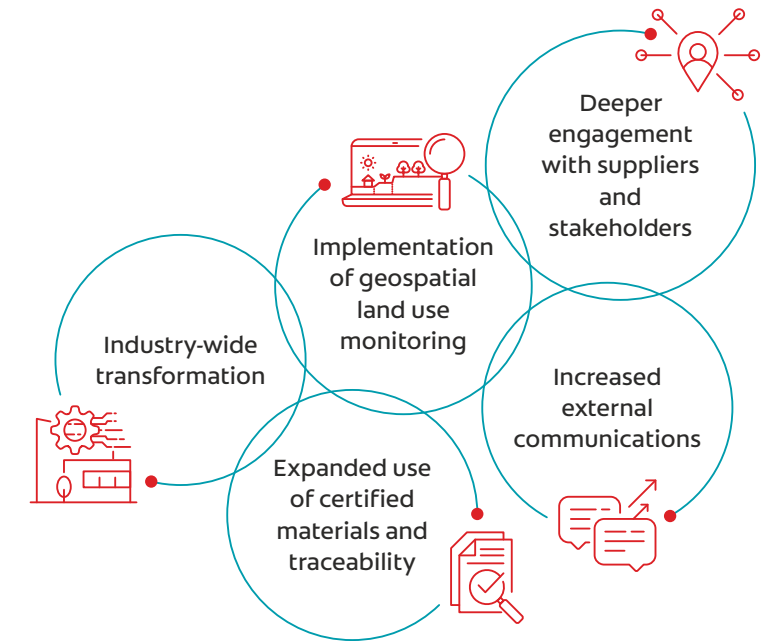


UN SDGs in focus



Organize

We strategically **organize** our approach to prioritize sustainable sourcing, ensuring alignment with our values. We **optimize** responsible sourcing through enhanced supplier management. Streamlining logistics and employing efficient transport methods reduce our environmental footprint. These efforts not only help us **outperform** competitors but also set new industry benchmarks, driving a positive change.



Responsible Sourcing

For sourcing to be sustainable in the long term, it needs to be responsible. It is thus the first step in our supply chain management.

With responsible sourcing, our goals are to:

- Allocate 80% of our material spend in alignment with our responsible sourcing guidelines by 2025.
- Maintain 95% of our contract manufacturing spends under responsible sourcing criteria.
- Uphold social compliance standards, ensuring that 100% of our third-party logistics (3PL) warehouse operations undergo stringent third-party assessments.

To minimize our environmental impact and lead times, we prioritize sourcing from local suppliers wherever possible. 75% of our direct suppliers are local. Supporting them promotes job creation and strengthens the local economy, leading to a positive social impact.

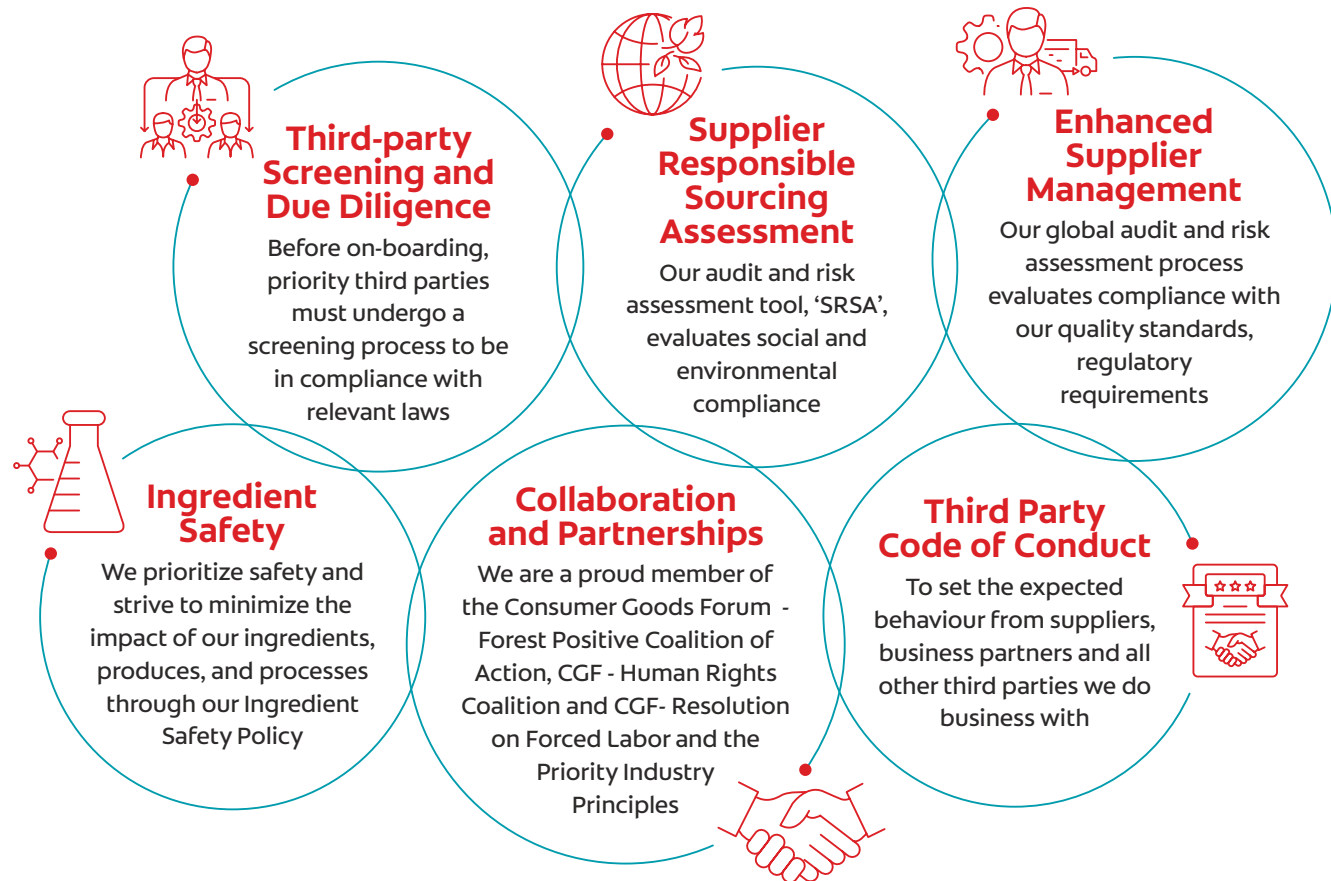
We have collaborated with over 2,200 suppliers for raw materials, packaging materials, logistic support, marketing, and a multitude of other offerings.

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

No instances of child labor or forced labor, and no violations of collective bargaining agreements were reported in FY 2023-24. Additionally, no environmental or social impacts have been identified.

GRI 204-1, GRI 3-3, GRI 308-2, GRI 406-1, GRI 407-1, GRI 408-1, GRI 409-1, GRI 411-1, GRI 414-1, GRI 414-2

Our Approach to Responsible Sourcing



Assessing and Managing Supplier Risk

We have a formal process to identify and manage social, ethical, and environmental risks in our supply chain and with other business partners. Our efforts to protect the environment through our sourcing practices are focused on key forest risk commodities, including palm oil, soy-based products, pulp and paper packaging. The sourcing of all these commodities is covered by the Group-level policies created by our parent company, Colgate-Palmolive Company.

The SRSA program requires selected suppliers and business partners to complete a self-assessment focused on labor practices, human rights, worker health and safety, environmental management, and business integrity. Using a supplier risk assessment scorecard, selected suppliers and business partners are scored against critical risk factors to determine the need to conduct a social compliance audit. When a supplier is assessed as a high risk, a third-party audit of their facility is required.

Palm Oil

Our endeavor to responsibly source palm oil is guided by the Policy on Responsible and Sustainable Sourcing of Palm Oil. This Policy outlines our commitments and expectations for our palm oil suppliers and includes the following elements:

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

Pulp & Paper Packaging

Our efforts are guided by the pulp and paper packaging section of our No Deforestation Policy which outlines our expectations for how we source these materials. The guiding principles that underpin our approach include:

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

Optimize

We've made strides to enhance the efficiency and sustainability of our supply chain. We've improved our sourcing process by enhancing supplier management and utilizing tools like SRSA. Additionally, we employ data analytics to forecast demand accurately.

We optimize transportation routes and automate warehouse operations for smoother logistics. These efforts seek to ensure a more streamlined and sustainable supply chain, benefiting both our business and the environment.

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

Enhanced Supplier Management

By improving relationships with suppliers and how things are managed, we ensure that our supply chain works in alignment with our goals, leading to better reliability and responsiveness, which helps us perform better. Since 2018, over 58 supplier sites have been risk assessed and audited.

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

Strengthening the SRSA Program

Our Supplier Responsible Sourcing Assessment (SRSA) Program mitigates risks and promotes transparency, improving the overall efficiency of our supply chain and enhancing our company's reputation. Suppliers undergo audits based on risk assessments to maintain compliance with our standards.

In FY 2023-24, we evaluated 66 suppliers who contributed to 73% of our total direct material spends based on environmental and social criteria.

GRI 406-1, GRI 407-1, GRI 408-1, GRI 409-1, GRI 414-2, GRI 308-2



No Deforestation Commitments

We support a vision of a future without deforestation. We are committed to sourcing forest commodities from responsibly managed forests. We have an overarching No Deforestation Policy that applies to the three key forest risk commodities we source in India – Palm oil, Soy, and Pulp and Paper Packaging.

Human Rights and Anti-Forced Labor Program

We uphold human and labor rights, aligning with the United Nations Universal Declaration of Human Rights and International Labor Organization (ILO) Core Labor Standards. As a member of the Consumer Goods Forum (CGF), Colgate-Palmolive Company, USA endorses its Social Resolution on Forced Labor and Priority Industry Principles and believe that every worker should have freedom of movement, no worker should be required to pay for a job, and no worker should be indebted or coerced to work.

Outperform

Our supply chain is crucial for ensuring the smiles of our customers and stakeholders. By organizing and optimizing our supply chain with clear approaches and policies, we continuously exceed expectations.



AWARDS

Functional Champion for Resilient Supply Chain of the Year
CPG by ISCM
(Institute of Supply Chain Management)

Best initiatives in Demand & Supply Alignment
CPG Sector by ISCM
(Institute of Supply Chain Management)



Delivering Smiles, More Responsibly

Colgate reaches more homes than any other brand in India and we are committed to going farther while minimizing our environmental footprint. We've set a target to reduce emissions by 20% from our 2020 baseline by 2025. To achieve this goal, we've developed a strategy and implemented various interventions on the ground.

Container Space Utilization

Finished Goods (FGs) are efficiently packed into the containers, ensuring more throughput per container, thereby reducing environmental impact and transportation costs while improving overall supply chain efficiency. **Container optimization improved to 94% in FY 2023-24 compared to 93% in FY 2022-23.**



Industrial site: Sanand, Gujarat

High-Capacity Trucks

Improved logistics efficiency by maximizing truck capacity consolidates goods into fewer trips resulting in lower emissions and reduced transport costs. We are one of the first FMCG companies to pilot and scale 50FT 37T containers.

Impact: 624 trips in FY 2023-24 for high-capacity trucks compared to 201 in FY 2022-23.

Containerization

Transitioning from open-body to closed-body trucks offers higher volume availability, lower cost per ton, and enhanced safety of goods during transit. **Use of closed body trucks increased from 58% in FY 2022-23 to 80% in FY 2023-24.**

Leveraging Multimodal Logistics

Integrated modes of transport, such as road-rail and road-ocean to optimize the movement of goods across various distances and terrains leading to 85% to 90% fewer emissions compared to road transport.

Modal Shift: 85% to 90% lesser emission as compared to road.

3PL Engagement

Engaging with third-party logistics providers (3PLs) to explore electric vehicles, conducting pilot projects, and organizing sessions to connect EV OEMs with distributors, thus driving awareness.

Customer Engagement

It involves various strategies to interact with and serve customers effectively.

Direct dispatches from manufacturing plants to end warehouses for efficient delivery.

Customer-led backhaul arrangements, where we collaborate with customers to convert customer empty miles to pick up of goods from our Warehouse, promoting sustainability and cost-efficiency.



PEOPLE POWERED

To inspire our people to make a difference

SMILE Based Targets



25% Women in Management positions

by 2025



Build a culture of inclusivity and create meaningful

Opportunities for all



In our pursuit of SMILE-based targets, it is imperative for us to begin this ripple effect of SMILE with our employees. 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 within and beyond Colgate. Holistic well-being is an organizational priority. This is a key component of our 2025 Sustainability & Social Impact Strategy and an expression of living our Company's purpose.



Diversity, Equity, and Inclusion are essential components of the employee experience and we ensure that everyone feels valued.

Our people strategy ensures that

- Our workplace is where everyone feels they belong
- Our organization has the people, capability and agility for the future
- Our teams have ongoing opportunities to learn and develop

This strategy includes creating an inclusive work environment built on trust, developing our leaders of the future and promoting a mindset of continuous learning.

UN SDGs in focus



Organize

At Colgate, we motivate and enable our people to reach their full potential and perform at their best every day.

All Colgate People share a commitment to our three Corporate values:

We are Caring

We are Inclusive

We are Courageous

These reimagined values represent who we are and inspire Colgate People to carry our organization into the future.

These three building blocks are an integral part of all our employee policies, processes, and programs. In this section, we will be taking a closer look at all of them.

In 2023, we identified the building blocks of our India Employee Value Proposition



Culture of Caring
for our people, the planet & communities in which we operate.

Vibrant Experiences
Working with diverse people, access to global opportunities and a new-age work environment.

Mindset of Leadership
Opportunity to innovate, impact and grow into leaders of tomorrow.



Promoting Holistic Well-being

We are nurturing a **Culture of Caring** through people-focused benefits that encompass financial, physical & mental well-being as well as promoting work-life integration.



Financial Well-being

Our rewards package includes competitive pay, health benefits, and time-off programs, aiming to attract and retain top talent through performance-based incentives. Our incentive compensation plan ties the variable component to individual and company performance, including operational and strategic KPIs.

Leadership and senior executives receive fixed pay, variable pay, and equity, with stock grants of the parent company. Annual compensation reviews for non-union employees consider market benchmarks. Currently, 27% of the permanent workers are covered under associations and unions.

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

Physical Well-being

We prioritize the well-being of our employees and support them at every stage of life. Our comprehensive benefits package includes annual health check-ups, hospitalization insurance for employees and their families, as well as life and accident insurance coverage.

Additionally, our retirement benefits ensure continued support for employees even after they transition to retirement.

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

Mental Well-being

We have partnered with a prominent counseling service to create the Employee Assistance Program. This partnership ensures access to 24/7 support for our employees and their families, that too in multiple languages.

Furthermore, as part of our efforts to promote mental wellness, we introduced an AI-based app last year. This innovative tool offers practical tips for managing everyday stress and provides a platform for employees to share their thoughts and feelings.

24/7 counseling access | AI-based mental wellness app | Support systems for diverse groups | Care & compassion leave | Sabbaticals for recovery

Work-Life Integration

To promote work-life integration, we introduced our 'BlendIn' hybrid working policy, allowing employees to work from home two days a week.

A recent internal survey revealed that both employees and managers found this policy positively impacted motivation and productivity.

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

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

Make the workplace more diverse and inclusive



Our goal is to foster a workplace that embraces diversity and champions inclusion. Through strategic hiring, comprehensive training, and inclusive policies, we cultivate Vibrant Experiences where every individual is valued.

Our Diversity, Equality, and Inclusion (DE&I) approach underscores our commitment to respecting each team member, ensuring an equitable and supportive work environment conducive to growth.

Over the years, we've taken significant steps, such as recognizing domestic partners in various HR policies - Employee Assistance Program, Group Medical Insurance, Transfers Policy, etc.

We continuously strive to expand our policies to celebrate the unique qualities that define us, both as individuals and as a diverse community. These enhancements in policy address the specific needs of diverse cohorts of employees.

As we go ahead, we will continue to ensure our policies cater to the small and big nuances that make us unique as individuals and truly diverse as a group.

Diversity fuels innovation by bringing together individuals with unique perspectives, experiences, and backgrounds. As a proud equal opportunity employer, we create an environment where all employees feel like they can learn, contribute, and grow.

DE&I Key Highlights

	FY 2023-24	FY 2022-23
Women Representation Across STEM*	28%	26%
Women Representation Across Customer Development (Sales) Leadership Team	50%	44%
Women Representation Across All Management Levels	26%	25%
New Joiners (Women)	32%	33%

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

Progressive Policies

To accomplish our 2025 India goals, we have formulated progressive policies and are constantly working to make them more inclusive. A few recent examples we are particularly proud include the **parental support policy, revamped leave policy, and gender affirmation surgery policy.**

Parental Leave

We always put our people first. We continually refine our policies to suit them, and parental leave is no exception.

FY 2023-24	Male	Female
Total number of employees	589	210
Total number of employees who availed parental leave	34	4
Total number of employees who returned to work in the reporting period after parental leave ended	34	4
Return to work rate	100%	100%
Retention rates of employees	87%	89%

Employees are eligible to avail supporting caregiver leave within 6 months of child birth and can be taken in 2 tranches. As such, the employee may take the leave in multiple reporting periods.

2025 India Goals





Apart from the policies we continue to take initiatives which help make the organization more inclusive.

Hygiene Kits for Women in Field Sales Force

We care for the well-being of our women field sales force and therefore have taken proactive steps to ensure their comfort and hygiene. During extensive travels to remote areas, women have limited access to proper sanitation facilities and hygiene resources.

We introduced the 'JetSetGo Hygiene Kit' for women to navigate any restroom situation with ease and confidence. Along with the kit, they also receive a gift card to replenish the supplies as per their individual needs.

Employee Resource Groups for a Common Cause

Our Employee Resource Groups (ERGs) - Colgate Women's Network (CWN) and Pride Ally Network (PAN) are voluntary communities led by employees.

Our ERGs aim to create an inclusive community where individuals with shared identities, interests, and allies can drive internal and external change, empowering community members and fostering a sense of belonging.

Working Towards Access for All

We have partnered with agencies to conduct PwD (Persons with Disabilities) Job Mapping and Facility Access Audits. This helps us link disability types to specific roles and identify workplace modifications for PwDs.

All roles are evaluated for PwD recruitment against the 21 disabilities recognized by the Rights of Persons with Disabilities Act, 2016. With comprehensive recommendations from the agency, we strategize to create a more inclusive workplace for PwD individuals.



Theatre-based Learning on Diversity

Our DE&I Council teamed up with 'Steps Drama Learning Development' to organize theater-based learning workshops at all locations. These workshops tackled unconscious bias, actionable allyship, and inclusion through powerful drama scenarios.

Participants interacted with characters, discussed behaviors, and reflected on their own environments. This interactive approach encouraged individuals to share personal experiences and pledge to support each other professionally and personally.

Putting IDEAs in Action

This year the DE&I Council launched a newsletter called 'IDEAs in Action!' - a platform to share updates on strides we are making in the space of Inclusion, Diversity, Equity and Access with an intent to ensure there is greater awareness and sensitization amongst our teams.

For a holistic view of how we are bringing more women into the field sales role, please refer to the Outperform section of this chapter.

Celebrating Womanhood

Colgate Women's Network in India celebrated International Women's Day with a week-long impactful program aimed at uplifting and honoring women in our workforce. As part of the festivities, sessions were conducted on various subjects including navigating dual careers, mentorship, and benefits and policy awareness sessions focused on supporting the holistic well-being of female employees.



Workforce Snapshot FY 2023-24

Employee Category	<30 years	30-50 years	>50 years	Male	Female
Senior Management	-	5	4	6	3
Middle Management	49	274	39	254	108
Junior Management	135	277	16	329	99
Non-Management	420	988	14	1,367	55
Total	604	1,544	73	1,956	265



Industrial Site: Sri City, Andhra Pradesh, India

New Joiners and Employee Turnover Matrix

	New joiners	Employee turnover
Male	93	166
Female	44	40
< 30 Years Old	76	60
30 to 50 Years Old	60	105
> 50 Years Old	1	41

Average Training Hours of Employees

	Male	Female
Senior Management	16 hrs.	16 hrs.
Middle Management	28 hrs.	28 hrs.
Junior Management	28 hrs.	28 hrs.
Non-Management	18 hrs.	14 hrs.

Ratio of Basic Salary of Women to Men

Employee Category	Ratio
Senior Management	1.11
Middle Management	0.94
Junior Management	0.87
Non-Management	0.54

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

GRI 2-7, GRI 2-8, GRI 405-1, GRI 404-1, GRI 401-1, GRI 405-2

Human Rights

Our Human Rights policy is key to our operations, embedded in all agreements and contracts. We provide extensive training to raise awareness and ensure compliance across all sectors. Rigorous due diligence is conducted at our industrial sites, sales offices, and headquarters, while our Supplier Responsible Sourcing Assessment (SRSA) program evaluates suppliers' adherence to human rights, ethics, and legal standards.

We extend our commitment to human rights throughout our value chain, including suppliers and third-party vendors. Through the SRSA program, we assess social and environmental compliance across various facilities and incorporate our Code of Conduct (CoC) into agreements to maintain ethical standards. By safeguarding human rights at every step, we uphold our values and create wider smiles.

Due Diligence Process

We systematically identify and assess human rights risks across our operations and supply chain, employing third-party audits and risk assessments. To embed human rights within the workforce, we mandate CoC training for all employees, raising awareness of human rights and fair labor practices. Engaging with senior management and stakeholders, we design capacity-building sessions for suppliers through forums like AIM-PROGRESS.

To mitigate risks, we have implemented Colgate Ethics Line (email: ethics@colpal.com) providing a platform for reporting and addressing violations.

Finally, we communicate openly, inspiring collective action and sharing best practices to cultivate a safe, inclusive workplace globally.



We have identified the human rights elements covered in the due diligence process based on UN Guiding Principles on Business & Human Rights, ILO's Labor Standards and Colgate's disclosure statement on Human Rights & Labor Rights.

Through assessment, we address risks in key areas including:

- Freedom of Association
- Health & Safety
- Child Labor
- Forced Labor
- Discrimination & Harassment
- Diversity & Inclusion
- Wages & Working Hours

During FY 2023-24, we conducted Human Rights Due Diligence for 100% of our direct business operations, such as manufacturing plants, sales branch offices and the Head Office. The company's SRSA program assesses various risks, including those related to human rights, health and safety, ethics, and legal aspects, for its suppliers and third-party vendors.

GRI 2-23, GRI 410-1



Employee Health & Safety

A **Culture of Caring** can only be sustained through a culture of safety. Our Environment, Health, and Safety (EHS) Management System serves as a guide, ensuring a workplace culture that consistently addresses health and safety risks while promoting best practices. Our Health and Safety Policy reflects our dedication to proactive practices, outlining our approach to standards, tasks, and responsibilities. These policies are endorsed by the Board of Directors. Adhering to our specific safety standards, we ensure compliance with national and international regulations, including OHSAS 18001, ISO 45001, and others.



Industrial site: Sanand



GRI 3-3, GRI 403-1, GRI 403-8

Risk Management and Prevention of EHS Impacts

To prevent safety issues, we have adopted a proactive approach by implementing robust procedures in all our plants, covering routine and non-routine operations, labor, machinery, behavior, and process hazards. Regular risk assessments and hazard analysis are conducted across our locations to identify existing and potential hazards, including chemical, machine guarding, and ergonomic risks.

Our Quality Assurance team evaluates manufacturing chemicals and methods for safe use, while the engineering team ensures safe working environments, manufacturing facilities, and procedures for handling processes and chemicals.

Incident Reporting

We have introduced an IT-enabled portal to streamline incident reporting, offering easy access to all EHS information and escalation procedures. Our three-step approach of investigation, analysis, and prevention is employed to address safety incidents effectively. Employees are encouraged to report unsafe situations, hazardous conditions, or behaviors, and potential hazards, with our dedicated team promptly addressing complaints through formal or informal channels to ensure swift resolution.

Embedding a Safety Culture

- 100% qualified and trained medical staff is stationed on site
- Plant tie-ups with local medical service providers/doctor who are located nearby from the factory and office premises to ensure accessibility is less than two minutes
- Privacy of employees and workers is safeguarded through private consultations with records being maintained with strict confidentiality

GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-6, GRI 403-7, GRI 403-5

Accelerating Workplace Safety

We commit to the highest standards of safety as we nurture a safe and healthy working environment.

- Engage and communicate our EHS expectations through regular trainings
- Periodic internal and external assessments conducted across all sites to continuously improve our EHS performance
- Designing and implementing innovative programs to protect health and safety
- Effective controls in place to account for errors
- Safety decisions driven by operational, emotional, behavioral, and other safety contextual factors

Increasing Awareness

Our employees are our frontline responders to any incident. To ensure effective mitigation and prevent emergencies, we equip them with proper training and resources. Through internal experts and external industry representatives, we conduct safety initiatives and EHS training sessions, sharing best practices.

In FY 2023-24, EHS training sessions across our four plants covered more than 2,013 employees across 21,000+ work hours. Apart from keeping them healthy and safe at work we have provided our employees with comprehensive training on road safety to ensure they reach home safely.



Health & Safety Performance Snapshot: FY 2023-24

Categories	Employees	Workers
Recordable work-related injuries	Nil	2
Fatalities	Nil	Nil
High-consequence work-related injuries	Nil	Nil
Number of hours worked	2,109,682	2,897,359
Rate of recordable work-related injuries	Nil	0.69
Recordable cases of work-related ill health	Nil	Nil
Fatalities as a result of work-related ill health	Nil	Nil

Optimize

We adopt a dual approach to elevate the employee experience.

We optimize our policies to ensure they remain employee-centric, progressive, and adaptable to evolving needs. This includes regular reviews and updates to maintain relevance and alignment with industry best practices.

We focus on optimizing our talent pool by investing in the professional development of our employees. Through training, upskilling, and mentorship programs, we empower our team to enhance their abilities and unlock their full potential, fostering a culture of continuous learning and growth.

By prioritizing both policy optimization and talent development, we create a supportive and rewarding environment where employees can thrive and achieve their career goals



GRI 403-9, GRI 403-10

Optimizing The Policies

During the reporting period, we revisited, refined, and recalibrated several of our policies. Here is a brief overview.

Parental Support Policy

WIN for New & Expectant Parents - This year, we introduced the **Workplace INclusivity (WIN) policy for New & Expectant Parents**.

The key aspects that the policy seeks to address include:

Flexibility

To allow more time with new-borns + own well-being

Financial Benefits

To help manage childcare expenses

Comfort

Comfort facilities in office during parenting stages, including while expecting, and during nursing

The Policy expands parental leave eligibility, ensuring equal opportunities for childcare regardless of gender, sexual orientation, or path to parenthood. It offers enhanced flexibility and support, including extended remote work options and financial aid such as childcare allowances, creche reimbursements, and partnerships with creche facilities.

WIN for Persons with Disabilities - This Policy supports employees with disabilities with a range of benefits, including reimbursement for assistive technology.

Therapy Benefits for Kids with Special Needs - With an aim to support our employees and their families better, we have introduced therapy benefits for employee's children with special needs. We now provide a defined OPD support to cover the therapy costs.

Leave Policy

Flexi Holiday - Festival Leave - We have revamped our Leave Policy to enhance inclusivity. A key feature is the introduction of Flexi Festival Leaves, allowing employees from diverse regions and religious backgrounds to choose and observe the festivals that are important to them.

Care and Compassion - Recognizing our employees' caregiving responsibilities, we have introduced a Care and Compassion Leave policy. It allows flexibility for our employees to take care of a sick spouse/partner, child, aging parent, or pet. This shows our commitment to supporting our diverse workforce, helping them balance personal and professional obligations with ease.

Personal Milestone - To celebrate key life events such as birthdays and anniversaries.

Give Back Leave - One day every quarter to participate in volunteering activities of their choice.



Insurance Policies

Our Employee **Medical (Hospitalization) Insurance Policy** reflects our commitment to employee well-being. Covered by the Company, the policy offers a comprehensive INR 6 lakh family floater, including self, spouse/partner*, and two dependent children up to 25 years. From maternity expenses to IVF treatments and therapy for kids with special needs, every aspect of healthcare is addressed. Mental illness receives significant coverage for inpatient and outpatient care.

The policy's inclusivity extends to dependents, allowing for the addition of live-in or same-sex partners. Apart from this, Colgate also offers all salaried & clerical employees with **Voluntary Parental Medical Insurance Policy, Life Insurance Policy, Personal Accident Insurance Policy** to provide financial security to the employee and their families through Group Medical, OPD Insurance, Life & Personal Accident Insurance coverage.

Gender-Neutral POSH Policy

We have amended our POSH Policy to make it **gender-neutral** by going above and beyond the legal requirements. Our current policy covers all the complaints of sexual harassment irrespective of the gender/gender identity of the aggrieved person. This helps us in creating a work environment that enables all employees and third parties to work without fear of prejudice, gender bias and sexual harassment.

Gender Affirmation Surgery Policy

We now cover gender affirmation surgery in our medical insurance, including OPD consultations and surgery charges. This ensures that our transgender employees have access to essential healthcare services to align with their gender identity, affirming the dignity and rights of all within our workforce, fostering an environment of respect for all.

Blend-In Policy

The policy aims to provide flexible work experiences to support employees and achieve a healthier work-life balance while best supporting our business priorities. It covers On-site and Blended roles.

On-site roles: Employees can avail up to 12 remote working days in a calendar year (one day/month)

Blended roles: Employees in this role can work remotely up to 2 days in a week. In addition, employees are eligible for 'Work From Anywhere' arrangement every year during which they can work out of any location within India for up to 2 weeks at a stretch.

Optimizing The Talent Pool

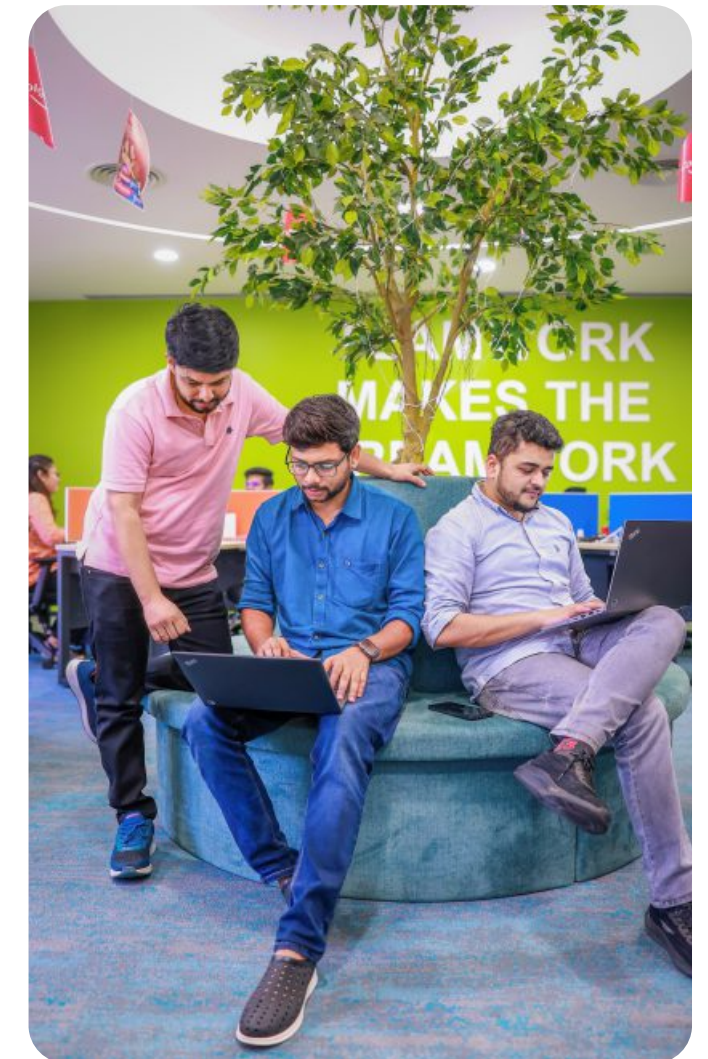
We strategically hone the skills and harness the potential of our employees to maximize performance that helps them meet their career goals and our organizational growth targets. This involves providing targeted development, nurturing a culture of learning, and enabling career growth. Our aim is to enhance **Vibrant Experiences** by systematically nurturing a **Mindset of Leadership** in our employees.

Investing in Talent Development

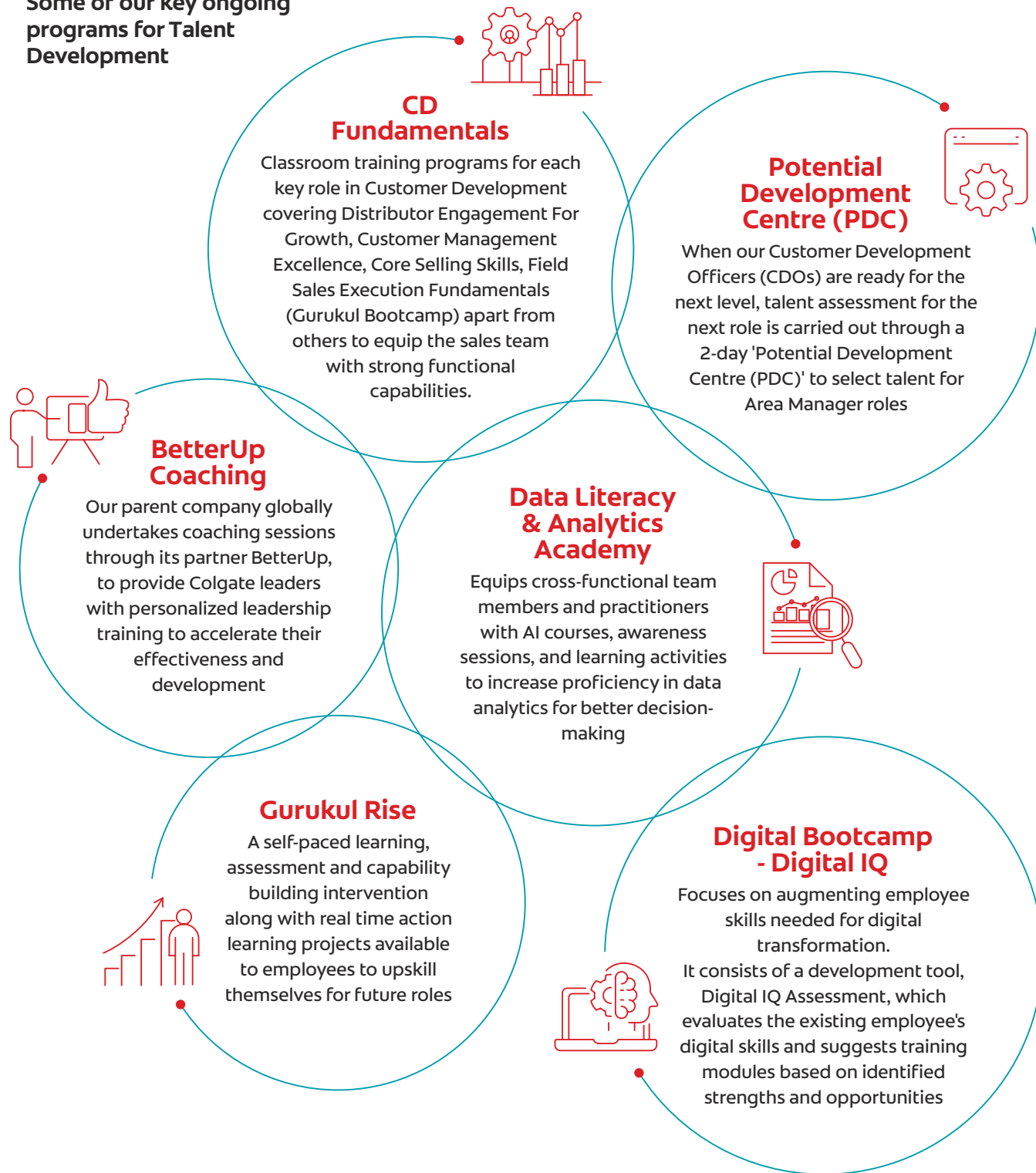
People are crucial to our ongoing business success, so we aim to recruit, develop and retain strong and diverse talent. Some of the key initiatives taken up for talent development include 'Evolve', an internal talent marketplace, that provides employees an opportunity to opt for on-the-job experiences in the form of projects to build new-age skills. In the process, the program also enhances talent readiness for possible future roles.

Digital Tools & Technology

Using digital tools & technology has been central to our talent development efforts. In line with this, we offer personalized skill-building opportunities through our AI-enabled portal, 'MindSpark,' which co-opts e-learning and multidisciplinary modules. We also provide financial assistance to our employees via our 'Self Development Policy' for upskilling through external educational courses.



Some of our key ongoing programs for Talent Development



GRI 404-2

Career Development Reviews

We conduct regular career development reviews between employees and managers to discuss strengths, development areas and career aspirations. These conversations feed into talent discussions to plan development interventions and career paths for employees. We also conduct separate quarterly performance check ins, and an annual performance evaluation which focuses on assessing achievement against agreed objectives, as well as looking ahead at what can be done even better.

Employee Volunteering

While our long-running CSR programs continue to make the community smile, our employees have been inspired and encouraged to play an active role. Whether it's sharing skills, offering time, or simply spreading kindness, we believe in giving back to society and making a difference wherever possible.

In FY 2023-24, our employees actively took part in a range of activities such as tree plantation programs, donation drives, beach clean-ups, promoting education, setting up libraries, and tooth model making, amongst others.

Impact FY 2023-24

500+ Participants

40+ Activities

5,000+ Lives Impacted

1,600+ Volunteering Hours



Employee Volunteering - Wheelchair Assembling Activity, Mumbai, Maharashtra

GRI 404-3

Outperform

People-centric policies and initiatives help our employees to outperform. We are setting industry benchmarks for people-practices by embracing diversity, equity, and inclusivity. We are optimizing our own processes to bring in more women in the workforce and winning awards and recognitions for that.

Through targeted recruitment strategies, comprehensive training programs, and proactive engagement, we have cultivated a culture where every individual feels valued and empowered to contribute their unique perspectives. Our dedication has not only enriched our internal dynamics but has also translated into tangible business success, driving innovation, enhancing customer relationships, and ultimately outperforming competitors.

Bringing More Women into the Field Sales Role

Diversity, Equity, and Inclusion (DE&I)

The notion that field sales jobs are primarily for men poses a significant challenge. It means there are fewer women in sales, making the gap between men and women even wider. For us, diversifying the workforce has emerged as a top priority to make Colgate more inclusive and innovative.

To solve this, we are bringing in more women through campus hiring and internship programs. We are committed to attracting top talent, ensuring each batch is at least 50% gender diverse without sacrificing quality. We are expanding recruitment to campuses with diverse student populations. Additionally, through lateral hiring, we are building a pipeline of candidates from varied backgrounds to enrich our team.

With concerted efforts, Field Sales diversity witnessed a notable uptick, climbing from 10% to 15% by the close of 2023. This achievement reflects our dedication to creating a more equitable environment.

Through ongoing interventions and initiatives, the aim is to continue leveling the playing field, ensuring that opportunities are accessible to all, regardless of background or identity.

AWARDS



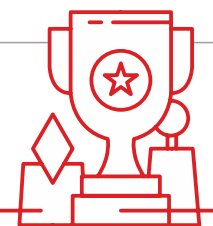
Economic Times Best Organizations for Women 2023



Business Today Best Companies to Work For in 2023
Recognized amongst Top 4 FMCG Workplaces



India Workplace Equality Index 2023
Top Employer Bronze - Top Employer for LGBTQIA+ Talent





EMPOWERED COMMUNITIES

We help children, their families and communities thrive

SMILE Based Targets



Impact additional
10 Million Children
on Oral Health & Well-being by 2025



Empower
100K Women and Persons with Disabilities
with Digital & Financial Literacy by 2030



Enable Water Access and Augmentation in
100 Water-stressed villages
by 2025



Taking value-based actions to support, advance, and improve the communities where we live and work is essential to fulfilling our purpose.

We have set SMILE-based targets focused on championing optimism, fostering well-being and empowering individuals and communities to flourish.

To accelerate this process, we organize and optimize social impact initiatives to outperform with our interventions. We utilize data to continuously improve and discover innovative sustainable ways to assist communities.



Our mission of reimagining a healthier future for all people and our planet is at the heart of everything we do.

UN SDGs in focus



GRI 3-3, GRI 413-1

Organize

Guided by Colgate's 2025 Sustainability & Social Impact Strategy, our CSR initiatives are helping children, their families, and the community to thrive, in line with India's requirements and UN Sustainable Development Goals (SDGs).

With a dedicated ESG and CSR Committee (ECC) steering our efforts, we prioritize meaningful impact areas, evaluate programs rigorously, and craft annual action plans aimed at fostering long-term community well-being.

Our CSR initiatives majorly support the Bottom of the Economic Pyramid (BoEP) sections of society, and drive positive socio-economic and environmental impact through diverse community engagement activities.

Social impact focus areas include

Championing Healthy Smiles:
Oral Health Education



Education Scholarships and Women Empowerment:
Keep India Smiling



Promoting Environmental Stewardship:
Waste Management and Water Augmentation



The programs are planned based on district-specific local need assessments.



BSBF My Bright Smile Art Contest Winner from India (M. Dedeepya Sai, Age: 9 years, Visakhapatnam, Andhra Pradesh)

We collaborate closely with government bodies and communities to ensure that our interventions are aligned with their priorities. Every project is backed by comprehensive analytics, guiding us to pinpoint the most pressing issues and tailor our interventions accordingly. This approach not only refines the programs but also enhances their effectiveness, ensuring that our efforts make a targeted and meaningful impact.



BSBF Session in Pune, Maharashtra

Optimize

In each of our thematic areas, we have developed well-structured programs aimed at maximizing social impact through strategic partnerships and collaboration with relevant NGOs, as well as active engagement from local communities. Importantly, many of these initiatives prioritize women as core beneficiaries, recognizing their pivotal role in driving positive change across various issues.

Championing Healthy Smiles: Oral Health Education

Colgate Bright Smiles, Bright Futures®
NGO/Implementation Partner: Bharat Cares

Our commitment to illuminating a billion smiles radiates through our flagship program, Colgate Bright Smiles, Bright Futures® (BSBF), an initiative that has had a positive impact since its inception in 1976. To date, through BSBF, we have reached over 176 million children across India, imparting crucial oral care habits, fostering awareness about tobacco prevention, and highlighting the vital role of good nutrition in maintaining optimal oral health.

The program's multifaceted approach engages with school going children in the age group of 6-15 years, across rural and urban areas. The initiative includes in-school delivery of comprehensive educational sessions.

By leveraging specially curated educational materials, interactive sessions, captivating animations, catchy jingles, quizzes, and engaging competitions, BSBF transforms learning into a fun and memorable experience for young minds.



Impact FY 2023-24

5.2 Mn+
Children

150+
Locations

10K+
Schools

8
States

Karnataka,
Uttar Pradesh,
Maharashtra,
Tamil Nadu,
Andhra Pradesh,
Gujarat,
Rajasthan,
Punjab



Champions of Change Sanand, Gujarat

Childhood is a precious canvas adorned with vibrant smiles and boundless dreams. In India, 57%* children suffer from dental caries or cavity issues, while challenges related to tobacco use among young children are also prevalent. Addressing these issues requires early intervention to emphasize the importance of maintaining good oral hygiene from a young age.

At Changodar Primary School, 10 year old Kavya Patel has become a Strong Teeth Champion. She, like her peers, is now highly influenced by Colgate's BSBF program and has taken upon herself to educate her family and neighbors about the importance of eating healthy and ill effects of tobacco consumption.

Inspired by our oral health education program, she is championing the cause of Strong Teeth equals Strong Health.

*Indian Journal of Public Health November 2022

5 Key Missions of BSBF



The program aims to reach an additional 10 Million children in India by 2025.

Keep India Smiling

Education Scholarships

NGO/Implementation Partners: Shikshadaan & Buddy4Study

The educational landscape in India faces a critical challenge, as each year millions of deserving and academically talented students are forced to abandon their formal education due to financial limitations.

CPL initiated Colgate Keep India Smiling Scholarships in 2019, aimed to bridge the gap for meritorious students who, due to financial constraints, often miss out on opportunities to further their education or enhance their future employability.

- Supporting students in the field of Dentistry, Engineering and Sports amongst others
- Learning Management System for Personality Grooming, Language Skill Improvement, Career Guidance



STEM Scholar - Ananya Biswas

Impact FY 2023-24

1,725
Scholars

55%
Girls



Fulfilling Dreams Against All Odds

Ahmednagar, Maharashtra

From her father's military background, young Kiran Sathe learned invaluable lessons in discipline and perseverance. Motivated by her ambition to provide affordable dental care to the underprivileged, she pursued dental surgery despite the financial hardships following her father's untimely demise.

Her determination remained steadfast as she focused on her studies, eventually earning admission to Mumbai's prestigious Nair Hospital Dental College. Kiran's journey took a positive turn when she was selected for the Keep India Smiling scholarship program, which covered her tuition and provided essential dental equipment.

Today, Kiran's mother takes great pride and relief in witnessing her daughter's academic success. Kiran aims to give back to her community by establishing a community dental clinic, ensuring accessible dental care for all.

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

NGO/Implementation Partners: Haqdarshak & Seva Mandir

In the midst of a rapidly evolving digital era, the importance of digitalization across various sectors like education, healthcare, manufacturing, and financial services cannot be overstated. Digitalization drives efficiency, innovation, and economic growth, and is crucial for social inclusion. India, with its ambitious Digital India initiative, exemplifies this drive towards digitalization. However, a significant portion of the population, especially women in rural areas, lack adequate digital literacy, posing challenges to their participation in the digital economy and access to financial services.

In 2023, we took a significant step towards holistic empowerment of communities by means of Digital and Financial Literacy for Women and Persons with Disabilities. Colgate Digital Sakhis are trained to take this program to multiple households in their villages. The program is active in five locations: Baddi (Himachal Pradesh); Sri City (Andhra Pradesh); Sanand (Gujarat); Kundaim (Goa); and Udaipur (Rajasthan).

Impact FY 2023-24

250
Colgate Digital Sakhis

30K
Beneficiaries

₹ 600 Mn
Worth Policies Linked



Training and Empowerment

Colgate Digital Sakhis are equipped to support scheme applications and provide Digital and Financial Literacy training, fostering self-reliance and empowerment.

Access to Welfare Schemes

By enhancing awareness and access to government welfare schemes, the initiative aims to uplift underprivileged communities and promote financial inclusion.



Yojana Kendras
Physical hubs in strategic locations serve as centers for learning, scheme application processing, community engagement and inclusivity.



Positive Community Reception

The positive reception of the initiative among local communities and government officials reflects its potential to drive meaningful change at grassroots levels.





Financial Literacy Sparks Hope

Udaipur, Rajasthan

In India's rural heartlands, women even today are not the key decision makers on finances and provisions for family. Lack of access to Digital and Financial Literacy often leads them to being subjected to digital frauds, also many women aren't aware of the government schemes that exist for their benefit and some who do, still fall prey to dishonest microfinance companies and agents that misuse the government's e-mitra facility for their own gains.

The comprehensive Digital and Financial Literacy training is designed to break these chains. In this program, women not only learn essential money management skills and utilize digital tools but also gain access to beneficial government schemes like Jeevan Jyoti Beema and Sukanya Yojna amongst many others.

One standout example is Nanu Devi, who became a Digital Sakhi and inspired others in her community. Through her learnings, she was able to save 10 women in her community from losing their money to fraud e-Mitras. Nanu Devi's remarkable achievements have brought hope to the women of Malpur village, illuminating a path to a brighter and more secure future for all.

Promoting Environmental Stewardship

Water and Waste significantly influence the community and its quality of life. As a responsible organization, we prioritize water conservation, ensure access to safe drinking water, and mitigate the risk of scarcity. Additionally, we promote responsible waste management practices to foster a healthier, happier community.

We also understand that for social changes to be sustained and cascaded, they need to be supported through collaborations and partnerships with governmental and non-governmental organizations.

Waste Management

NGO/Implementation Partner: Nepra Foundation

The local need assessments done in 2023 in rural areas of Gujarat and Goa, showcased significant challenges in plastic waste management. These regions lacked organized waste collection, recycling facilities, and sustainable disposal systems, leading to harmful practices such as open burning, landfilling, littering, and dumping in water bodies.

As an FMCG major, it is our continuing endeavor to ensure that not only do we rationalize plastic consumption in production but also ensure that our consumers are mindful of their consumption and aware of the best ways to manage plastic waste.

We have implemented a targeted waste management program in the districts of Sanand (Gujarat) and Kundaim (Goa). This effort aligns with India's Swachh Bharat Mission and our enduring commitment to community welfare.

- **Steering community behavioral change**
Workshops emphasizing proper waste segregation and waste reduction techniques
- **Curate initiatives with a special focus on Climate Change**
- **Improving lives of waste pickers**
- **Recycling (by using waste as a resource)**



Nepra Material Recovery Facility in Sanand, Gujarat



Dry Waste pick up Van in Sanand, Gujarat



Impact FY 2023-24

25 Villages

130K Beneficiaries

100 Green Jobs Created

40+ tonnes Waste Collected & Segregated

30+ tonnes Carbon Emissions Diverted

300K+ kWh Energy Saved*

190 Households Electricity Saved**

* Warmtool, Usepav15 used for calculation
 ** Energy saved enough to light up one bulb per household for 1 month



Towards Cleaner, Healthier Communities

Sanand, Gujarat

For years, the villagers of Vincchiya struggled with plastic waste, a challenge that seemed insurmountable until a partnership with Colgate brought hope.

At the forefront of this transformation was Vincchiya Prathmik Shala, led by its dedicated principal. He believed in the power of education to foster change and focused on the village's children. The journey began with simple steps: teaching students to segregate dry and wet waste through engaging workshops and interactive sessions. The children eagerly participated, absorbing lessons on responsible waste management and environmental stewardship.

Workshops conducted by the NGO, demonstrated the lifecycle of a plastic bottle, sparking a realization in the children about the long-term impact of plastic waste. This inspired them to take action. The school became a hub of activity, with students leading cleanliness drives and recycling efforts, creating innovative items from recycled materials.

The partnership with Colgate had not only improved waste management practices in the village but had also enriched the lives of the villagers, fostering a sense of unity and purpose. Today, Vincchiya is on its way to becoming plastic-free, a testament to the power of education and community spirit.

Water Augmentation

NGO/Implementation Partners: Seva Mandir & Water for People India Trust

Launched in 2017, our program in Amravati (Maharashtra) and Udaipur (Rajasthan), tackles critical water and sanitation challenges. Preceded by thorough groundwork, including feasibility studies and roundtable discussions with experts, we began with a goal to support 36 villages. Recognizing the pressing need, we extended the program and it now covers 100+ villages.

The initiative's collaborative approach involves support from organizations like the Government of Maharashtra, Water Safety Security Department and UNICEF, ensuring a comprehensive response to water-related issues in the region. The water program's success is rooted in its comprehensive approach, addressing critical water management and sanitation challenges while fostering community engagement and sustainable practices.



Impact FY 2023-24

40 Villages Impacted

14K+ Beneficiaries

46 Mn Liters Water Repurposed

~2K Children Covered under WASH Education

Moreover, aligning with the nationwide drives like JalShakti and Jal Jeevan Mission amplifies the program's impact, contributing to broader goals of water security and sustainable development.



Through these water programs collectively we have repurposed over 410 Million Liters of water since 2017, across 100+ villages impacting 100,000+ beneficiaries.



Anicut Restoration, Kaliwas Village, Rajasthan

A Story of Transformation

Amravati, Maharashtra

In the heart of Jaitadehi Village, the Higher Secondary School faced a significant challenge: a lack of access to clean drinking water and proper sanitation. Headmaster Jitendra Rahti often heard from concerned parents about their children's health issues due to dehydration. Students had to bring water from home, but it wasn't enough for the whole day, forcing them to leave school multiple times to fetch more water. This disrupted their learning and reduced school attendance.

The situation took a turn for the better when Colgate's water program intervened. The school was equipped with a reliable water supply and proper sanitation facilities. The impact was immediate. With access to drinking water, students no longer needed to leave school during the day, leading to a significant improvement in attendance. Better hydration levels helped them concentrate more on their studies, enhancing their academic performance.



Outperform

Compared to last year, we brought more tangible improvements in the lives of people in FY 2023-24, thus outperforming the targets we had set for ourselves.

A few of the strategic initiatives of our flagship program, Colgate Bright Smiles, Bright Futures® includes tie-ups with the state governments of Uttar Pradesh and Andhra Pradesh, where the health and teaching professionals help deliver the program at grass root levels.

Additionally, we have a partnership with IMPAct4Nutrition, a renowned knowledge and resource platform incubated by UNICEF India.



CPL inked a partnership with Uttar Pradesh State Government to reach 5 million children as part of Colgate BSBF program by 2026

Indian Social Impact Awards

AWARDS

Best CSR Project of the Year - 2024

Colgate Bright Smiles, Bright Futures® - Oral Health Education

Best Women Empowerment Initiative of the Year - 2024

Colgate's Livelihoods and Digital & Financial Literacy Programs





STATUTORY REPORTS AND FINANCIAL STATEMENTS



Notice

COLGATE-PALMOLIVE (INDIA) LIMITED

Registered Office :

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

CIN : L24200MH1937PLC002700

Email : investors_grievance@colpal.com

Website : <https://www.colgatepalmolive.co.in/>

Tel. No. : 022 6709 5050

NOTICE is hereby given that the Eighty-Third (83rd) Annual General Meeting of COLGATE-PALMOLIVE (INDIA) LIMITED will be held on **Tuesday, July 30, 2024 at 11.00 a.m.** (IST) through Video-Conferencing / Other Audio-Visual Means to transact the following business:

ORDINARY BUSINESS:

1. To consider and adopt the Audited Financial Statements of the Company for the Financial Year ended March 31, 2024 and the Reports of the Board of Directors and Auditors thereon.
2. To appoint a Director in place of Ms. Prabha Narasimhan (DIN: 08822860), who retires by rotation and, being eligible, offers herself for re-appointment.

SPECIAL BUSINESS:

3. **To re-appoint Mr. Mukul Deoras (DIN: 02869422) as a Non-executive Director and Chairperson of the Company**

To consider and, if thought fit, to pass, the following resolution as an Ordinary Resolution:

"RESOLVED THAT pursuant to Articles 110 (1) and 142 (1) of the Articles of Association of the Company, the relevant provisions of the Companies Act, 2013 and Rules framed thereunder ('the Act') and Regulation 17(1D) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, (including any statutory modification(s) or re-enactment thereof for the time being in force), and upon recommendation of the Nomination and Remuneration Committee and the Board of Directors, Mr. Mukul Deoras (DIN: 02869422), be and is hereby re-appointed as Non-

Executive Director and Chairperson of the Board, for a term of 5 (five) consecutive years effective from July 30, 2024 till July 29, 2029, not liable to retire by rotation, in respect of whom the Company has received a notice under Section 160 of the Act.

RESOLVED FURTHER THAT any of the Whole-time Directors of the Company, be and is hereby authorised to do all such acts, deeds and things as may be deemed proper and expedient to give effect to this Resolution, without being required to seek any further consent or approval of the Members of the Company."

By Order of the Board of Directors
For **Colgate-Palmolive (India) Limited**

Surender Sharma

Whole-time Director - Legal &
Company Secretary
(FCS No: 8913/DIN: 02731373)

Place: Mumbai

Date : May 14, 2024

NOTES:

1. Pursuant to the Ministry of Corporate Affairs ('MCA') General Circular No. 14/2020 dated April 8, 2020 and SEBI Circular No. SEBI/HO/CFD/CMD1/CIR/P/2020/79 dated May 12, 2020, and various other circulars issued by the MCA and SEBI and in reference to the recent MCA General Circular No. 09/2023 dated September 25, 2023 and SEBI Circular No. SEBI/HO/DDHS/P/CIR/2023/0164 dated October 6, 2023 ('hereinafter collectively referred to as Circulars'), the Annual General Meeting ('AGM/Meeting') of the Company will be held through Video Conferencing ('VC') or Other Audio-Video Means ('OAVM') and accordingly physical attendance of the Members at the AGM venue is not required. Hence, Members can attend and participate in the ensuing AGM through VC/OAVM.
2. Pursuant to the provisions of the Companies Act, 2013 ('the Act'), a Member entitled to attend and vote at the Meeting is entitled to appoint a proxy to attend and vote on his/her behalf and the proxy need not be a Member of the Company. Since this Meeting will be held through VC/OAVM, in accordance with the MCA Circulars, physical attendance of Members has been dispensed with.



- Accordingly, the facility for appointment of proxies by the Members will not be available for the Meeting and hence the Proxy Form and Attendance Slip are not annexed to this Notice.
3. The attendance of the Members attending the AGM through VC/OAVM will be considered for the purpose of reckoning the quorum under Section 103 of the Act.
 4. A statement pursuant to Section 102(1) of the Act, relating to the Special Business to be transacted is annexed hereto.
 5. Members can join AGM in the VC/OAVM mode 15 minutes before the scheduled time of the commencement of the Meeting by following the procedure mentioned in this Notice. The facility of participation at the AGM through VC/OAVM will be made available for 1,000 Members on a first-come-first-served-basis. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of Audit Committee, Nomination and Remuneration Committee and Stakeholders' Relationship Committee, Auditors of the Company, etc. who are allowed to attend the AGM without any restriction on account of first-come-first-served basis.
 6. Pursuant to the provisions of Section 108 of the Act read with Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended and Regulation 44 of the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, ('the SEBI Listing Regulations') as amended, and the aforesaid Circulars, the Company is providing a facility of remote e-Voting to its Members in respect of the business to be transacted at the AGM. For this purpose, the Company has engaged the services of National Securities Depository Limited ('NSDL') for facilitating voting through electronic means. The facility of casting votes by a Member using a remote e-Voting system as well as e-Voting during the AGM will be provided by NSDL.
 7. The Notice of the AGM has been uploaded on the website of the Company at <https://www.colgatepalmolive.co.in> The Notice can also be accessed from the websites of the Stock Exchanges where the shares of the Company are Listed i.e. BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com, respectively and is also available on the website of NSDL i.e. www.evoting.nsdl.com.
 8. Since the AGM will be held only through the VC/OAVM facility, the route map is not annexed to this Notice.
 9. The additional details of Director retiring by rotation and seeking re-appointment, pursuant to Regulation 36(3) of the SEBI Listing Regulations and the Secretarial Standards on General Meeting ('SS-2') issued by the Institute of Company Secretaries of India, is annexed as **Annexure I** and forms part of this Notice.
 10. In compliance with the Circulars, the Notice of the 83rd AGM and the Annual Report for the Financial Year 2023-24 are being sent only by email to the Members whose email address is registered with the Company/ Depositories/ Depository Participants.
 11. Members who have not yet registered their email addresses are requested to register the same with their Depository Participants in case the shares are held by them in electronic mode and with the Registrar & Share Transfer Agent ('RTA') of the Company in case the shares are held by them in physical form. However, for limited purposes like receiving the Notice of the forthcoming AGM and related documents, all the Members may register their email address with the RTA as per the process given in the e-Voting instructions of the notes to this Notice.
 12. The Register of Members and Share Transfer Books of the Company will remain closed from Wednesday, July 24, 2024 to Tuesday, July 30, 2024 (both days inclusive).
 13. In case of joint holders attending the Meeting, the joint holder who is highest in the order of names will be entitled to vote at the Meeting.
 14. The Register of Directors and Key Managerial Personnel and their shareholding, maintained under Section 170 of the Act and the Register of Contracts or Arrangements in which the directors are interested, maintained under Section 189 of the Act, will be available electronically for inspection by the Members during the AGM. All documents referred to in this Notice will also be available for electronic inspection by the Members from the date of circulation of this Notice up to the date of AGM. Members seeking to inspect such documents can send an email to cpilagm@colpal.com.
 15. In terms of the SEBI Listing Regulations, securities of listed companies can only be transferred in dematerialized form with effect from April 1, 2019. In view of the above, Members are advised to dematerialize the shares held by them in physical form.



16. In line with the SEBI Circular SEBI/HO/MIRSD/POD-1/P/CIR/2024/37 dated May 7, 2024 and Circular SEBI/HO/MIRSD/ POD-1/P/CIR/2024/81 dated June 10, 2024, all the Members whose PAN and KYC details are not registered/updated with the Company are requested to do so by submitting the necessary documents and forms which are available on RTA's website at <https://www.linkintime.co.in> and also available on the website of the Company at <https://www.colgatepalmolive.co.in/> or can be obtained by writing to the Company or to the RTA at the email address mt.helpdesk@linkintime.co.in.

Further, in case of any queries/complaints, please write to us at investors_grievance@colpal.com.

17. Members are requested to notify immediately any change in the above KYC details to the RTA of the Company if shares are held in physical form and to the respective Depository Participants, if shares are held in electronic mode in order to receive all important Shareholder communications and corporate benefits in a timely manner.

18. To prevent fraudulent transactions, we urge the Members to exercise due diligence and notify the Company of any change in address/stay abroad or demise of any Member as soon as possible. Members are requested not to leave their demat account dormant for long. Periodic statements of holdings should be obtained from the concerned Depository Participant and holdings should be verified.

19. As per SEBI Circular dated SEBI/HO/MIRSD/POD-1/P/CIR/2024/37 dated May 7, 2024 read with Circular SEBI/HO/MIRSD/ POD- 1/P/CIR/2024/81 dated June 10, 2024, payment of dividends/interest etc, will be made only in electronic mode to the Physical Shareholders who have updated their PAN, Contact Details, Bank Account Details and Specimen Signature with the Company or the RTA. Further, Shareholders holding shares in demat mode are requested to update their PAN, Contact Details, Bank Account Details and Specimen Signature with their respective Depository Participants in order to receive dividends electronically.

20. Members may note that the Income Tax Act, 1961, as amended by the Finance Act, 2020, mandated that dividends paid or distributed by a Company after April 1, 2020 shall be taxable in the hands of the Members. Pursuant to the above, Tax will be deducted at Source ('TDS') by the Company at the time of dividend payment. In order to enable the Company to determine the appropriate TDS rate as applicable, Members are requested to submit the documents in accordance with the provisions of the Income Tax Act, 1961 within the time prescribed by the Company.

21. Pursuant to the provisions of Section 124(6) of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 (including any amendment thereto or re-enactment thereof for the time being in force), all equity shares in respect of which dividend has not been paid or claimed by the Member(s) for seven consecutive years or more are required to be transferred to the IEPF Authority, a Fund constituted by the Government of India under Section 125 of the Act. During the Financial Year the following dividends have been transferred to IEPF in terms of the requirements of the law, which were unpaid/ unclaimed were as below:

Sr. No.	Financial year to which it relates	Amount (in ₹)	Date of transfer to IEPF
1.	2015-16	63,35,745	May 26, 2023
2.	2016-17	80,77,304	December 20, 2023
3.	2016-17	65,11,590	February 1, 2024

The Company had sent communication individually to the concerned Members to claim their unpaid/ unclaimed dividend amount(s) and that failure to claim the same would lead to their dividend/equity shares being transferred to the IEPF Authority without any further notice.

The details of Members whose dividends have remained unpaid/unclaimed for seven consecutive years have been placed on the website of the Company at <http://www.colgateinvestors.co.in/shareholder-information/unclaimed-dividends>. The said dividend / equity shares can be claimed by following the process given at www.iepf.gov.in.

The Company has nominated Mr. Surender Sharma, Whole-time Director - Legal & Company Secretary, as its Nodal Officer for the purpose of coordination with the IEPF Authority and the contact details of the Nodal Officer are available on Company's website.

22. Members desirous of obtaining any information/ clarification(s), intending to raise any query concerning the Financial Statements/Annual Report of the Company, are requested to send the same at least 2 working days before the AGM mentioning their name, demat account number/folio number, email address, mobile number at cpilagm@colpal.com so that the same may be replied to suitably.

23. All relevant documents referred to in this AGM Notice are available for inspection on the Company's website at www.colgatepalmolive.co.in.



THE INSTRUCTIONS FOR MEMBERS FOR REMOTE E-VOTING AND JOINING ANNUAL GENERAL MEETING ARE AS UNDER:-

Pursuant to Section 108 of the Companies Act, 2013, read with Rule 20 of the Companies (Management and Administration) Rules, 2014 as amended from time to time, Regulation 44 of the SEBI Listing Regulations, 2015 and Secretarial Standard on General Meetings (SS-2) issued by the Institute of Company Secretaries of India, the Members are provided with the facility to cast their vote electronically, through the e-Voting services provided by National Securities Depository Limited ('NSDL') on all the resolutions set forth in this Notice.

The remote e-voting period begins on Friday, July 26, 2024 at 8:00 a.m. IST and ends on Monday, July 29, 2024 at 5:00 p.m. IST. The remote e-voting module shall be disabled by NSDL for voting thereafter. The Members, whose names appear in the Register of Members / Beneficial Owners as on the cut-off date i.e. Tuesday, July 23, 2024, may cast their vote electronically. The voting right of Members shall be in proportion to their share in the paid-up equity share capital of the Company as on the said cut-off date. Also, only those Members/Shareholders, who will be present in the AGM

through VC/OAVM facility and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system in the AGM.

How do I vote electronically using NSDL e-Voting system?

The way to vote electronically on NSDL e-Voting system consists of 'Two Steps' which are mentioned below:

Step 1: Access to NSDL e-Voting system

A) Login method for e-Voting and joining virtual meeting for Individual Shareholders holding securities in demat mode

In terms of SEBI circular No. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual Shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

Login method for Individual Shareholders holding securities in demat mode is given below:

Type of Shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL.	<ol style="list-style-type: none"> Existing IDeAS user can visit the e-Services website of NSDL Viz. https://eservices.nsdl.com either on a Personal Computer or on a mobile. On the e-Services home page click on the 'Beneficial Owner' icon under 'Login' which is available under 'IDeAS' section, this will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-Voting services under Value added services. Click on 'Access to e-Voting' under e-Voting services and you will be able to see the e-Voting page. Click on Company name or e-Voting service provider i.e. NSDL and you will be redirected to the e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. If you are not registered for IDeAS e-Services, an option to register is available at https://eservices.nsdl.com. Select 'Register Online for IDeAS Portal' or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon 'Login' which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number held with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to the NSDL Depository site wherein you can see the e-Voting page. Click on Company name or e-Voting service provider i.e. NSDL and you will be redirected to the e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.



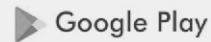
Type of Shareholders

Individual Shareholders holding securities in demat mode with NSDL.

Login Method

- Shareholders/Members can also download the NSDL Mobile App 'NSDL Speede' facility by scanning the QR code mentioned below for seamless voting experience.

NSDL Mobile App is available on



Individual Shareholders holding securities in demat mode with CDSL

- Existing users who have opted for CDSL Easi/Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login Easi/Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then use your existing Myeasi username & password.
- After successful login the Easi/Easiest user will be able to see the e-Voting option for eligible companies where the e-Voting is in progress as per the information provided by the Company. On clicking the e-Voting option, the user will be able to see the e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there are also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly.

Individual Shareholders holding securities in demat mode with CDSL

- If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option.
- Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from an e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the e-Voting is in progress and also be able to directly access the system of all e-Voting Service Providers.

Individual Shareholders (holding securities in demat mode) login through their depository participants

You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. Upon logging in, you will be able to see the e-Voting option. Click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see the e-Voting feature. Click on Company name or e-Voting service provider i.e. NSDL and you will be redirected to the e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.



Important note: Members who are unable to retrieve User ID/ Password are advised to use Forget User ID and Forget Password option available at abovementioned website.

[Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e. NSDL and CDSL.](#)

Login type	Helpdesk details
Individual Shareholders holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at 022 - 4886 7000
Individual Shareholders holding securities in demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cDSLindia.com or contact at toll free no. 1800 22 55 33.

B) Login Method for e-Voting and joining virtual meeting for Shareholders other than Individual Shareholders holding securities in demat mode and Shareholders holding securities in physical mode.

How to Log-in to the NSDL e-Voting website?

1. Visit the e-Voting website of NSDL. Open a web browser by typing the following URL: <https://www.evoting.nsdl.com/> either on a Personal Computer or on a mobile.
2. Once the home page of e-Voting system is launched, click on the icon 'Login' which is available under 'Shareholder/ Member' section.
3. A new screen will open. You will have to enter your User ID, your Password/OTP and a Verification Code as shown on the screen.

Alternatively, if you are registered for NSDL eservices i.e. IDEAS, you can log-in at <https://eservices.nsdl.com/> with your existing IDEAS login. Once you log-in to NSDL eservices after using your log-in credentials, click on e-Voting and you can proceed to Step 2 i.e. Cast your vote electronically.

4. Your User ID details are given below :

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
a) For Members who hold shares in demat account with NSDL.	8 Character DP ID followed by 8 Digit Client ID For example if your DP ID is IN300*** and Client ID is 12***** then your user ID is IN300***12*****
b) For Members who hold shares in demat account with CDSL.	16 Digit Beneficiary ID For example if your Beneficiary ID is 12***** then your user ID is 12*****
c) For Members holding shares in Physical Form.	EVEN Number followed by Folio Number registered with the Company For example if folio number is 001*** and EVEN is 101456 then user ID is 101456001***

5. Password details for Shareholders other than Individual Shareholders are given below:
 - a) If you are already registered for e-Voting, then you can use your existing password to login and cast your vote.
 - b) If you are using the NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.
 - c) How to retrieve your 'initial password'?



- (i) If your email ID is registered in your demat account or with the Company, your 'initial password' is communicated to you on your email ID. Trace the email sent to you from NSDL from your mailbox. Open the email and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8 digit client ID for NSDL account, last 8 digits of client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.
- (ii) If your email ID is not registered, please follow steps mentioned below in **process for those Shareholders whose email ids are not registered.**

6. If you are unable to retrieve or have not received the 'Initial password' or have forgotten your password:
 - a) Click on '**Forgot User Details/Password?**' (If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.
 - b) Physical User Reset Password?' (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.
 - c) If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.com mentioning your demat account number/folio number, your PAN, your name and your registered address etc.
 - d) Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL.
7. After entering your password, tick on Agree to 'Terms and Conditions' by selecting on the check box.
8. Now, you will have to click on 'Login' button.
9. After you click on the 'Login' button, Home page of e-Voting will open.

Step 2: Cast your vote electronically and join the General Meeting on NSDL e-Voting system.

How to cast your vote electronically and join the General Meeting on NSDL e-Voting system?

1. After successful login at Step 1, you will be able to see all the companies 'EVEN' in which you are holding shares and whose voting cycle and General Meeting is in active status.
2. Select 'EVEN' of the Company for which you wish to cast your vote during the remote e-Voting period and cast your vote during the General Meeting. For joining the virtual meeting, you need to click on the 'VC/OAVM' link placed under 'Join Meeting'.
3. Now you are ready for e-Voting as the Voting page opens.
4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on 'Submit' and also 'Confirm' when prompted.
5. Upon confirmation, the message 'Vote cast successfully' will be displayed.
6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.
7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General Guidelines for Shareholders

1. Institutional Shareholders (i.e. other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/JPG Format) of the relevant Board Resolution/Authority letter etc. with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer by e-mail to scrutinizer@snaco.net with a copy marked to evoting@nsdl.com. Institutional Shareholders (i.e. other than individuals, HUF, NRI etc.) can also upload their Board Resolution / Power of Attorney / Authority Letter etc. by clicking on 'Upload Board Resolution / Authority Letter' displayed under 'e-Voting' tab in their login.
2. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the 'Forgot User Details/Password?' or 'Physical User Reset Password?' option available on www.evoting.nsdl.com to reset the password.
3. In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-Voting user manual for Shareholders available at the download section of www.evoting.nsdl.com or call on: 022 - 4886 7000 or send a request to (Ms. Prajakta Pawle) at evoting@nsdl.com



THE INSTRUCTIONS FOR MEMBERS FOR e-VOTING ON THE DAY OF THE AGM ARE AS UNDER:-

1. The procedure for e-Voting on the day of the AGM is the same as the instructions mentioned above for remote e-Voting.
2. Only those Members/Shareholders, who have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system during the course of the AGM and 30 minutes after the close of AGM.
3. Members who have voted through Remote e-Voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.
4. The details of the person who may be contacted for any grievances connected with the facility for e-Voting on the day of the AGM are required to follow the same process as given in point no 3 under general guidelines for Shareholders.

INSTRUCTIONS FOR MEMBERS FOR ATTENDING THE AGM THROUGH VC/OAVM ARE AS UNDER:

1. Members will be provided with a facility to attend the AGM through VC/OAVM through the NSDL e-Voting system. Members may access by following the steps mentioned above for Access to NSDL e-Voting system. After successful login, you can see a link of 'VC/OAVM' placed under the 'Join meeting' menu against the Company name. You are requested to click on the VC/OAVM link placed under the Join Meeting menu. The link for VC/OAVM will be available in Shareholder/Member login where the EVEN of the Company will be displayed. Please note that the Members who do not have the User ID and Password for e-Voting or have forgotten the User ID and Password may retrieve the same by following the remote e-Voting instructions mentioned in the notice to avoid last minute rush.
2. Please note that Participants using Mobile Hotspot to connect to the Meeting may experience Audio/Video loss due to fluctuation in their network. It is therefore recommended to use Laptop with stable Wi-Fi or LAN Connection to mitigate any kind of glitches and better experience. Members can login and join at least 30 (thirty) minutes before the time scheduled for the AGM.
3. Shareholders who would like to express their views/ have questions may send their questions in advance

mentioning their name, demat account number/folio number, email id, mobile number at cpilagm@colpal.com. The same will be replied by the Company suitably.

4. Shareholders who wish to express their views/ask questions at the AGM may register themselves as Speaker Shareholders by writing to the Company at cpilagm@colpal.com between Monday, July 15, 2024 to Friday, July 19, 2024 (both dates inclusive).
5. The Company reserves the right to restrict the number of questions and number of speakers, as appropriate for smooth conduct of the AGM.

Process for those Shareholders whose email ids are not registered with the Depositories for procuring user id and password and registration of e-mail ids for e-voting for the resolutions set out in this notice:

1. In case shares are held in physical mode, please provide Name, Folio No., share certificate number, PAN, mobile number and email address and also upload the image of share certificate in PDF or JPEG format (up to 1 MB) at https://linkintime.co.in/emailreg/email_register.html.
2. In case shares are held in demat mode, please provide Name, DP ID-CLID (16 digit DPID + CLID or 16 digit beneficiary ID), PAN, mobile number and email address.
3. Alternatively, Shareholder/Member may send an email request to evoting@nsdl.com for obtaining User ID and Password by providing the below mentioned details and documents:
 - i. In case shares are held in physical mode - Folio No., Name of Shareholder, scanned copy of the share certificate (front and back), PAN (self attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card).
 - ii. In case shares are held in demat mode - DP ID + CL ID (16 digit DP ID + CL ID or 16 digit beneficiary ID), Name, client master or copy of Consolidated Account statement, PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card).

If you are an Individual Shareholders holding securities in demat mode, you are requested to refer to the login method explained at step 1(A) i.e. Login method for e-Voting and joining virtual meeting for Individual Shareholders holding securities in demat mode.



OTHER INFORMATION ON E-VOTING AND RESULTS

- A. Any person holding shares in physical form and non-individual Shareholders who acquires shares of the Company after sending the Notice of 83rd AGM and holding shares as of the cut-off date i.e. Tuesday, July 23, 2024, may obtain the login ID and password by sending a request at evoting@nsdl.com. If you are already registered with NSDL for remote e-Voting then you can use your existing user ID and password/PIN for casting your vote. If you forgot your password, you can reset your password by using 'Forgot User Details/Password' or 'Physical User Reset Password' option available on www.evoting.nsdl.com or call on toll free no. 1800 1020 990. In case of Individual Shareholders holding securities in demat mode who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date i.e. Tuesday, July 23, 2024 may follow steps mentioned in the Notice of the AGM under 'Access to NSDL e-Voting system'.
- B. The e-Voting period commences on Friday, July 26, 2024 at 8:00 a.m. IST and ends on Monday, July 29, 2024 at 5:00 p.m. IST. During this period, Members of the Company holding shares either in physical form or in dematerialized form, as on the cut-off date, may cast their vote by e-Voting. The e-Voting module shall be disabled by NSDL for voting thereafter. Once the vote on a resolution is cast by the Member, the Member shall not be allowed to change it subsequently. E-Voting shall not be allowed beyond the said date and time.
- C. The voting rights of Members shall be in proportion to their shares of the paid-up equity share capital of the Company as on the cut-off date.
- D. Mr. S. N. Ananthasubramanian, Practising Company Secretary (Membership No. FCS-4206) or failing him, Mr. S. N. Viswanathan, (Membership No. ACS: 61955) has been appointed to act as the Scrutinizer for the 83rd AGM. The scrutinizer will ensure that the e-Voting process is conducted in a fair and transparent manner.
- E. The results shall be declared after receiving the consolidated Scrutinizers' Report from the Scrutinizer. The results declared along with the Scrutinizers' Report shall be placed on the Company's website at www.colgatepalmolive.co.in and on the websites of

Stock Exchanges where the shares of the Company are listed and National Securities Depository Limited (NSDL).

- F. The resolutions shall be deemed to be passed on the date of the AGM, subject to receipt of sufficient votes through a compilation of Voting results (i.e. remote e-Voting and the e-Voting held at the AGM).

NOTE ON DIRECTORS BEING REAPPOINTED

Item No. 2: Ordinary Resolution

Ms. Prabha Narasimhan (DIN: 08822860), joined Colgate-Palmolive (India) Limited in September 2022 as the Managing Director and Chief Executive Officer ('MD & CEO') of the Company, for a period of five (5) consecutive years with effect from September 1, 2022, liable to retire by rotation.

As per the terms of her appointment, she is liable to retire by rotation and being eligible, has offered herself for re-appointment.

Prior to joining Colgate-Palmolive (India) Limited in 2022, Ms. Narasimhan led the Home Care category at Hindustan Unilever (HUL) and served on the HUL Leadership Team. A seasoned leader with a proven track record in the consumer goods industry, she has demonstrated strategic prowess and deep understanding of market dynamics, driving growth and innovation across various categories over the years. As MD and CEO, Ms. Narasimhan has been driving transformative changes and propelling the Company toward further success. Her focus on science-based innovation, digitization, and brand-building initiatives is reshaping the Company's trajectory in the market. An alumnus of IIM Bangalore and Melbourne Business School, she was recognized as one of the distinguished women achievers at Business Today's 'Most Powerful Women in Business' of 2023.

Ms. Prabha Narasimhan is serving as a Director on the Board of Directors of The Advertising Standards Council of India and is also on the Board of Governors of IIM Bodh Gaya.

Considering her rich experience and invaluable contribution to the Board, the Nomination and Remuneration Committee and the Board of Directors have recommended her re-appointment to the Members of the Company.

Brief details of Ms. Prabha Narasimhan pursuant to Regulation 36(3) of the SEBI Listing Regulations and Secretarial Standard - 2 are provided in **Annexure I**.



Except Ms. Prabha Narasimhan, being the appointee, none of the Directors and Key Managerial Personnel of the Company and their relatives are concerned or interested, financially or otherwise, in passing of the resolution set out in Item No. 2 of this Notice. Further, the relatives of Ms. Narasimhan are also deemed to be interested in this resolution, to the extent of their shareholding in the Company, if any.

Based on the recommendation of Nomination and Remuneration Committee, the Board of Directors considers the appointment of Ms. Prabha Narasimhan in the interest of the Company and recommends the Ordinary Resolution set out at Item No. 2 of this Notice for approval of the Members.

THE EXPLANATORY STATEMENT SETTING OUT ALL MATERIAL FACTS CONCERNING EACH OF THE BUSINESS TO BE TRANSACTED AT THE 83RD ANNUAL GENERAL MEETING AS STATED IN THE NOTICE DATED MAY 14, 2024: [Pursuant to Section 102 of the Companies Act, 2013 and Secretarial Standard-2]

Item No. 3: Ordinary Resolution

The Board of Directors of the Company approved the appointment of Mr. Mukul Deoras (DIN: 02869422), as a Non Retiring Director and a Chairperson effective September 1, 2018, pursuant to the nomination by Colgate-Palmolive Company, USA under the Articles 110 (1) and 142 (1) of the Articles of Association of the Company.

In terms of the requirements of Regulation 17(1D) of the SEBI Listing Regulations, (including any statutory modification(s) or re-enactment thereof for the time being in force) ('SEBI Listing Regulations'), continuation of a director serving on the board of directors of a listed entity shall be subject to the approval by the Shareholders in a general meeting at least once in every five years from the date of their appointment or reappointment, as the case may be.

Considering that the five years have elapsed since the date of the first appointment of Mr. Mukul Deoras, it is required to seek the approval of the Members of the Company for the reappointment of Mr. Deoras as a Non-Executive Director and Chairperson of the Company for a period of 5 (five) consecutive years effective from July 30, 2024 till July 29, 2029, not liable to retire by rotation.

Mr. Mukul Deoras is the President of the Asia Pacific Division of Colgate-Palmolive. He was a Chief Marketing Officer of

Colgate-Palmolive Company, USA from 2015 until 2018 and has also served several leadership positions such as President of the Asia Division, Managing Director for Colgate-Palmolive (India) Limited, and has led Colgate-Palmolive's Thailand business and Global Personal Care Marketing function. Before joining Colgate-Palmolive, Mr. Deoras held positions of increasing responsibility in marketing and sales at Hindustan Unilever Ltd. from 1984 to 2004. Mr. Deoras holds a postgraduate degree from IIM, Ahmedabad. He was appointed as Chairperson of the Company in September 2018.

Mr. Deoras is serving as Director on the Board of Directors of Wyndham Hotels and Resorts Inc.

The Company has received a letter from Colgate-Palmolive Company, USA nominating Mr. Mukul Deoras as the 'Non-retiring Director and Chairperson'.

Mr. Deoras is not disqualified from being appointed as Director in terms of Section 164 of the Act nor debarred from holding the office of director by virtue of any SEBI order or any other such authority and has given his consent to be re-appointed as Non-Executive Director and Chairperson on the Board of the Company. A Notice under Section 160 of the Act has been received from a Member proposing Mr. Deoras as a candidate for the Office of the Director of the Company. He does not hold any shares.

Considering his rich experience and invaluable contribution to the Board, the Nomination and Remuneration Committee and the Board of Directors have recommended his re-appointment to the Members of the Company.

Brief details of Mr. Mukul Deoras pursuant to Regulation 36(3) of the SEBI Listing Regulations and Secretarial Standard - 2 are provided in **Annexure I**.

Except Mr. Mukul Deoras, being the appointee, none of the Directors and Key Managerial Personnel of the Company and their relatives are concerned or interested, financially or otherwise, in passing of the resolution set out in Item No. 3 of this Notice. Further, the relatives of Mr. Deoras are also deemed to be interested in this resolution, to the extent of their shareholding in the Company, if any.

Based on the recommendation of Nomination and Remuneration Committee, the Board of Directors considers the appointment of Mr. Mukul Deoras in the interest of the Company and recommends the Ordinary Resolution set out at Item No. 3 of this Notice for approval of the Members.



Annexure I

DETAILS OF DIRECTORS SEEKING RE-APPOINTMENT AT THE 83rd ANNUAL GENERAL MEETING

[Pursuant to Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard 2 on General Meetings]

Name of the Director	Ms. Prabha Narasimhan	Mr. Mukul Deoras
DIN	08822860	02869422
Date of Birth/Age	October 25, 1972	May 20, 1963
Nationality	Indian	Indian
Qualification	Post Graduate Diploma In Business Management, Marketing from Indian Institute of Management, Bangalore	Post Graduate Degree in Management from the Indian Institute of Management, Ahmedabad
Expertise in specific areas	Business Strategy, Sales & Marketing, Consumer Insights, Understanding of Socio-economic environment, Financial Control, Risk Management, Corporate Governance	Management and Strategy, Marketing and Sales, Financial Controls, Corporate Governance, Digital and IT skills.
Date of first appointment on the Board	September 01, 2022	September 01, 2018
Number of shares held in Colgate-Palmolive (India) Limited including beneficial interest	Nil	Nil
Name of other companies in which he/she holds Directorship	1 The Advertising Standards Council of India	1 Wyndham Hotels and Resorts Inc.
Details of listed entities from which the person has resigned in the past three years	None	None
Chairperson/Member of the Committee(s) of Board of Directors of other Companies in which he/she is a Director	Nil	Nil
Relationship between Directors and Key Managerial Personnel inter-se	There is no inter-se relationship between Ms. Prabha Narasimhan, other Members of the Board and Key Managerial Personnel of the Company.	There is no inter-se relationship between Mr. Mukul Deoras, other Members of the Board and Key Managerial Personnel of the Company.



Name of the Director	Ms. Prabha Narasimhan	Mr. Mukul Deoras
<p>Terms of Appointment along with details of remuneration sought to be paid and the remuneration last drawn by such person, if applicable</p>	<p>Appointment as the Managing Director & Chief Executive Officer of the Company for a period of five (5) consecutive years effective September 1, 2022. Terms of Appointment along with details of last drawn remuneration as approved by Members is available in the Corporate Governance Report which forms part of Board's Report. As per the provisions of Section 152 of the Companies Act, 2013, she retires by rotation at this Annual General Meeting and being eligible offers herself for re-appointment.</p>	<p>Mr. Mukul Deoras was appointed as a Non Retiring Director and Chairperson effective September 1, 2018. Considering that 5 years have elapsed since the date of his appointment, in terms of the requirements of Regulation 17 (1D) an approval is being sought for his reappointment effective July 30, 2024 till July 29, 2029, not liable to retire by rotation. Mr. Mukul Deoras is not eligible to draw any remuneration from the Company.</p>
<p>Number of Board meetings attended</p>	<p>5</p>	<p>5</p>

By Order of the Board of Directors
For **Colgate-Palmolive (India) Limited**

Surender Sharma

Whole-time Director - Legal &
Company Secretary
(FCS No: 8913/DIN: 02731373)

Place: Mumbai
Date : May 14, 2024



Report of the Directors

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

Your Directors are pleased to present their 83rd Report and Audited Financial Statements of the Company for the Financial Year ended March 31, 2024.

Financial Highlights

	(₹ in Crores)	
	FY 2023-24	FY 2022-23
Total Revenue (a+b+c)	5,756.95	5,279.77
Sales (a)	5,644.18	5,187.86
Other Operating Revenue (b)	36.25	38.33
Other Income (c)	76.52	53.58
Profit before Tax and exceptional items and Tax	1,800.83	1,420.88
Profit before Taxation	1,781.33	1,409.67
Tax Expense	457.67	362.53
Profit for the year	1,323.66	1,047.14
Other Comprehensive Income (net of Tax)(gain)	(0.23)	4.89
Total Comprehensive Income	1,323.89	1,042.26
Balance brought forward	1,296.53	1,308.08
Profit available for appropriation	2,620.42	2,350.34
Balance transferred to Retained Earnings from Share Options Outstanding Account	1.06	6.93
Appropriation :		
Dividend	(1,169.54)	(1,060.74)
Dividend Distribution Tax	-	-
Balance carried forward	1,451.94	1,296.53

Business Performance

Reported Net Sales for the Financial Year 2023-24 stood at ₹ 5,644.18 Crores against ₹ 5,187.86 Crores of previous year. Net Sales increased by 8.8% in comparison to the previous year. Reported Net Profit after tax for the Financial Year 2023-24 was ₹ 1,323.66 Crores, an increase of 26.4% 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 2023-24.

Dividend

During the year, the Company has declared the following Dividends:

Sr. No.	Name	Per Share (in ₹)	Date of Declaration	Payment on and from
1.	First Interim Dividend	22	26.10.2023	21.11.2023
2.	Second Interim Dividend	26	14.05.2024	07.06.2024
3.	One-time Special Interim Dividend	10	14.05.2024	07.06.2024

Considering the declaration of two interim dividends and a One-time Special Interim Dividend for the Financial Year 2023-24, the Board of Directors has not recommended a final dividend for the Financial Year 2023-24.

The Company declares and pays dividend in Indian rupees. In terms of the requirements of the Income Tax Act, 1961, 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 are 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.

Focus on Innovation and New Launches / Campaign

Your Company is focused on delivering insight-driven innovation that provides value-added new products. In the Financial Year 2023-24, the following products were launched/relaunched:

Colgate Strong Teeth : Colgate Strong Teeth, the flagship product was relaunched with its unique Arginine based technology that gives a Calcium boost, and not just cleans your teeth but also nourishes them. It was launched with a new campaign 'Paste hi Nahin, Daanton Ka Poshan hai yeh!*', that is building a completely new narrative in the category by spotlighting the significance of nourishment for stronger teeth.

Colgate MaxFresh : Colgate MaxFresh was relaunched with a new cooling technology, packaging and communication. The new product experience provides an intense burst of freshness that jolts you awake from your morning slumber and prevents innocent morning goof-ups. This was also brought alive by a new campaign, highlighting the messaging of 'Neend Bhago, Taazgi Jagao'.

Colgate Active Salt : Salt is known and ingrained in Indian oral care traditions for a long time; Colgate Active Salt formula works for healthy teeth and gums which was relaunched with an improved and more potent formula that tackles oral problems right at their inception.

Colgate Zig Zag : Going back to the roots of 'Deep Cleaning', Colgate Zig Zag was relaunched with a new product, packaging and proposition. Thus, creating a consumer perceivable winning bundle and landing the key benefits of Zig Zag Toothbrush widening the gap to closest competitor.

Colgate Super Junior : Colgate Super Junior was relaunched after 7 years+ with new product, packaging & pricing strategy. Creating contemporary relatable Kids characters & reimagining the backer as one canvas - a first in the category, drove availability to never before stores with a consumer winning bundle vis-a-vis competition.

Change(s) in the Nature of Business

During the Financial Year under review, there were no

material changes 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.

ESG & Business Responsibility & Sustainability Reporting

As a leading oral care Company in India, Colgate-Palmolive (India) Limited champions optimism and amplifies ESG 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 remains unwavering. Flagship programs such as 'Colgate Bright Smiles, Bright Futures®', 'Keep India Smiling Scholarship programs, and initiatives in water conservation, waste management, and digital and financial literacy drive social impact, preserve the environment, and reach millions. We continuously realign our practices to innovate for good as 'everyone deserves a future to smile about.' This is our third 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.

*Poshan (Nourishment) refers to nourishment of teeth enamel which is remineralization action through arginine fluoride technology.



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 are also impacting smiles for life of children suffering from cleft and palate deformities.

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 2025 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.

The Company has received TRUE® certification for Zero Waste (Platinum level) in 2019, for all its four manufacturing sites in India, from Green Business Certification Inc. (GBCI), the premier organization independently recognizing excellence in green business industry performance and practice globally. The GBCI administers TRUE® certification for Zero Waste, a program for businesses to assess performance in reducing waste and maximizing resource efficiency. Facilities earn TRUE® certification by achieving minimum program requirements and attaining points; the program operates on a ranking system, with 'Platinum' being the highest certification level. We continue to maintain the certification as our Diversion Rating at more than 99% as per the requirements. The Company is the first in India to receive such certification.

Business Responsibility and Sustainability Reporting

In line with the requirements of Securities and Exchange

Board of India ('SEBI'), your Company took a proactive approach in adopting 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 2023-24 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 2023-24.

The Board of Directors at its Meeting held on March 14, 2024 appointed M/s. DNV Business Assurance India Private Limited ('DNV') as the Assurance Provider on BRSR Core for the Financial Year 2023-24.

A Reasonable Assurance Report on BRSR Core of the Company for the Financial Year 2023-24 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 2023-24 are :

1. Colgate Bright Smiles, Bright Futures®;
2. Water Augmentation for Livelihoods & Women Empowerment - with Seva Mandir;



3. Water accessibility program - with Water For People India Trust;
4. Keep India Smiling Foundational Scholarship & Mentorship Program - with Shikshadaan;
5. Smiles For Life - Program on Cleft Surgeries & Care with Mission Smile;
6. Waste Management Program with Nepra Foundation;
7. Financial and Digital Literacy Program with Haqdarshak; and
8. Support communities (Rural Upliftment) with Action Aid.

As per the requirements of Section 135 of the Act, the Company was required to spend an amount of ₹ 27.87 Crores during the Financial Year 2023-24. During the year, the Company spent an amount of ₹ 30.60 Crores (including an unspent amount of ₹ 5.53 Crores for the Financial Year 2022-23).

The total amount allocated for CSR Expenditure could not be spent during the year owing to challenges like closure of schools for prolonged periods during severe winters in the northern region and election protocols in some regions hindered our ability to reach all targeted schools. These unforeseen circumstances led to a deviation from our intended coverage goals. As a result, an amount of ₹ 2.80 Crore has remained unspent within our allocated budget for the year and the same has been transferred to the 'Colgate-Palmolive (India) Limited - Corporate Social Responsibility Unspent Account (BSBF) - 2023-24', in terms of the requirements of law.

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/policies>.

Directors Responsibility Statement

Pursuant to Section 134(5) of the Companies Act, 2013, your Company's Directors, based on the representations received from the Management, confirm that :

- in the preparation of the Annual Accounts for the Financial Year ended March 31, 2024, 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, 2024 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

At Colgate-Palmolive (India) Limited, we believe that our employees are our most important asset. Our commitment to foster a positive, harmonious and productive environment has been unwavering throughout the last year. We have continued to strengthen and elevate the positivity and consistency of our value based behavior through a series of strategic initiatives and programs aiming to further enhance communication, engagement, inclusion and overall well being under our SHAPE ('Strategic and Holistic Approach for People Excellence') framework. We have successfully maintained a harmonious relationship with our workforce and the labor unions representing them wherever applicable.

We have maintained an open & transparent communication policy through 'My Voice' a grievance redressal platform, that encourages employees across all levels to share their ideas, concerns, and feedback to improve our sites. We have also leveraged our regular committee meetings (Canteen, Welfare etc), 'Lets talk' (engagement with site leaders) in keeping our lines of communication open and transparent. This year, we have started working on implementing digitalization for improving communication and connect across all the levels at sites.

At Colgate, we do recognize the importance of continuous learning, we continue to leverage our training program on anti bribery, human rights, Prevention of Sexual Harassment ('POSH'), Safety, Quality and other operating fundamentals. Our Flagship young leaders development program 'Udaan' has identified and nurtured potential of our 'Early in career' leaders to elevate engagement and enhance people management capabilities at the workplace. This year the Data and Analytics Gurukul program has helped our employees to upgrade their data analytical skills.



Diversity and inclusion are at the center of our employee relations approach. We use a life stage support-related counseling framework to increase inclusion and break in careers. We are proud to share the good wins of this framework on the shop floor.

Our employees' health and well-being are our top priority. For this year, our Employee Assistance Program, Live Better initiatives, and well-being principles provided ongoing, confidential help (as needed) to employees facing personal and professional issues.

We found the last year to be highly rewarding and enriching, particularly in terms of using HR policies and technologies to ensure that employee issues were addressed immediately, minimizing the impact on morale and productivity.

As we move into the next financial year, we are committed to enhancing our employee relations further leveraging SHAPE, My voice, Lets talk and other initiatives. We plan to leverage our revised Operations Team Leader Excellence (OTLE) framework to expand our connect and underscore inclusive leadership for adoption readiness on newer ways of working.

As on March 31, 2024, the total number of employees were 2221.

The detailed description of the Employee Initiatives taken by the Company are included in the Management Discussion and Analysis on page no. 166.

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. To uphold this commitment, we have established an Internal Complaints Committee (ICC) dedicated to the thorough investigation and resolution of sexual harassment allegations. We strongly encourage employees to voice their concerns and report any incidents of harassment to the ICC without hesitation.

To further reinforce our commitment, we have implemented a comprehensive Policy on the Prevention of Sexual Harassment. This Policy is meticulously reviewed and updated by the ICC at regular intervals to ensure its continued relevance and effectiveness. When a complaint is lodged with the ICC, 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.

During the Financial Year 2023-24, 1 complaint was received, investigated and appropriately resolved by the ICC.

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) of the aforementioned Rules forms 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

Since April 1, 2023 till the date of this Report, the following changes have taken in the Board of Directors and the Key Managerial Personnel (in the order of their occurrence):

- Re-appointment of Ms. Sukanya Kripalu (DIN : 06994202) as Non-Executive, Independent Director for a second term of 5 (five) consecutive years w.e.f. June 1, 2023 till May 31, 2028;
- Appointment of Dr. (Mr.) Indu Bhushan (DIN: 09302960)



as Non-Executive, Independent Director for a first term of 5 (five) consecutive years with effect from July 26, 2023 till July 25, 2028;

- Appointment of Mr. Sanjay Gupta (DIN : 05100297) as Non-Executive, Independent Director for a first term of 5 (five) consecutive years with effect January 22, 2024 till January 21, 2029;
- Retirement of Ms. Shyamala Gopinath (DIN : 02362921) - effective May 31, 2024, Mr. Vikram Singh Mehta (DIN : 00041197) and Dr. (Ms.) Indu Shahani (DIN : 00112289) - both effective July 24, 2024 as Independent Directors of the Company upon completion of their second term of serving as Non-Executive, Independent Directors of the Company. The Board recognises their valuable efforts during the subsistence of their term and places its appreciation on record.

Based on the declarations provided by Dr. Bhushan and Mr. Gupta, they both are Independent of the Management.

Pursuant to the provisions of Section 152 of the Act, Ms. Prabha Narasimhan (DIN : 08822860), Managing Director and 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.

Mr. Mukul Deoras (02869422) was appointed as a Non Retiring Director and Chairperson effective September 1, 2018. In terms of requirements of Regulation 17(1D) of the SEBI Listing Regulations, no director shall continue on the Board for more than 5 years without seeking the approval of the Members. Considering that 5 years have elapsed since the date of his appointment, an approval is being sought for reappointment of Mr. Deoras for a period of 5 years effective July 30, 2024 till July 29, 2029, not liable to retire by rotation, at the ensuing Annual General Meeting of the Company.

As on March 31, 2024, Ms. Prabha Narasimhan, Managing Director and Chief Executive Officer, Mr. M S Jacob, Whole-time Director & Chief Financial Officer and Mr. Surender Sharma, Whole-time Director Legal & Company Secretary 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. In the opinion of the Board, the Independent Directors fulfil 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, responsibilities towards the Company, the business operations of the Company, etc. Detailed presentations are made to the Board and its committees from time to time.

Gist of Familiarization programs conducted during the Financial Year 2023-24 are as follows:

Sr. No.	Program/Presentation
1.	Business Updates
2.	Regulatory updates
3.	Risk Updates
4.	Cyber Security Updates
5.	Tax Updates
6.	CSR & Sustainability Updates
7.	Succession Planning
8.	Update on Shareholder Matters
9.	Strategy Meets

Details of the familiarization programs extended to the Independent Directors during the Financial Year 2023-24 are disclosed on the Company website from time to time at <http://www.colgateinvestors.co.in/policies>. The said details are also available on CG Report on page no. 139.

Number of Board Meetings

During the Financial Year 2023-24, five (5) Board meetings were held on May 12, 2023; July 26, 2023; October 26, 2023; January 22, 2024; and March 14, 2024. The details of which are provided in the Corporate Governance Report that forms an integral part of the Board's Report.

Committees

The Board of Directors of the Company has established various Board committees to assist in discharging their duties. These include 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 in the table:

Sr. No.	Performance evaluation of	Key performance areas/evaluation criteria
1.	Board as a whole	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.
4.	Executive Directors	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Suitable business knowledge and understanding of the Industry in which the Company operates. Exercising the 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 2023-24 was conducted digitally with anonymous responses, which were then recorded and reported to the Nomination and Remuneration Committee as well as the Board. The Chairperson has 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 with each of the individual directors. The feedback for each of the committees/Board was discussed at the Meetings of Nomination and Remuneration Committee and the Board.

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 sets the objective, terms of reference, functions and scope of the Nomination and Remuneration Committee for determining qualifications, experience, independence, positive attributes, etc. relating to the appointment and remuneration for the Directors, Key Managerial Personnel and Senior Management employees of the Company.

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, evaluation of CSR activities, review the CSR spending vis-a-vis the activities implemented and monitoring the process of CSR projects/ programs of the Company.

Risk Management Policy : This Policy provides the framework for identification of risks of the Company, risk assessment and prioritization, loss prevention measures and other risk management measures for 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.

GRI 2-25

Policy on Determination of Materiality of Event or Information : This Policy lays down the criteria for determining the materiality of an event or information of the Company for purposes of making required disclosures to the stock exchanges pursuant to the SEBI Listing Regulations.

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 : Pursuant to the SEBI (Prohibition of Insider Trading) Regulations, 2015, 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 of 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. Diversity 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 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 behaviour and living corporate values. The Code of Conduct applies to all Colgate people, including Directors, Officers, and all employees of the Company. Even the Company's vendors and suppliers are subject to the Third Party Code of Conduct



requirements and adherence to the same and it is a prerequisite for conducting business with the Company. The Code of Conduct Hotline is available on the Company 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 conducts various training and awareness sessions on Code of Conduct on a continuous basis through online & offline modes including creative mailers to all employees. Senior Leadership Members at various occasions emphasize the importance of adherence to the Company's Code of Conduct and its ethical ways of working.

The status of the Code of Conduct complaints is provided in the Audit Committee Meetings ('ACM') and appropriate actions alongwith 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 2023-24, 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 ₹ 2.09 Crores of unpaid/unclaimed dividends were transferred during the Financial Year 2023-24 to the Investor Education and Protection Fund (IEPF).

The due dates for transfer of unpaid dividend to IEPF for subsequent years is provided in the Corporate Governance Report on page no. 153.

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 No. 4 and 11 to the Financial Statements.

Related Party Contracts & Arrangements

All related party transactions done by the Company during the Financial Year 2023-24 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 2023-24, 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>.

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.

Auditors

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 2023-24 does not contain any qualification, reservation or adverse remarks. Further, during the Financial Year 2023-24, the Statutory Auditors have not reported any instances of fraud to the Audit Committee or Board as per Section 143(12) of the Act.

Secretarial Auditor & Secretarial Audit Report

The Board had, in its meeting held on May 12, 2023 appointed M/s. Dholakia & Associates LLP (ICSI Unique Code: P2014MH034700, FCS No. 10032, COP No. 12884) to carry out the Secretarial Audit for the Financial Year 2023-24 under the provisions of Section 204 of the Act. The Secretarial Audit Report in Form MR-3 is attached as **Annexure 5** to this Report. The Secretarial Audit Report for the Financial Year 2023-24 does not contain any qualification, reservation or adverse remarks.

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

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 2023-24, 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 auditors that oversees the internal financial processes, policies, and recommends robust internal financial controls from time to time. These internal financial controls 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

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.

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. 168.

Awards and Accolades

During the Financial Year 2023-24, the company received several key awards and accolades. For a detailed list of additional awards, please refer to Award sections of this report.

- Taggd & Business Today- Top 4 FMCGs to work for, 2023.
- ET Best Organizations- One of the Best Organizations for Women, April 2023.
- Indian Social Impact Awards- Best CSR Project of the Year (BSBF - Oral Health Education) and the Best Women Empowerment Initiative of the Year (Colgate's Livelihoods and Digital & Financial Literacy Program), 2024.
- India Workplace Equality Index- Bronze Employer for LGBTQIA+ Inclusion, 2023.
- Institute of Supply Chain Management (ISCM)- 'Functional Champion' for 'Resilient Supply Chain of the Year - CPG' award and the 'Best Initiatives in Demand & Supply Alignment-CPG Sector'.
- Market Research Society of India (MRSI)- Golden Key Award for Best Data Collection Innovation for Mouth Audit.
- Silver at the Clio Awards- 'Brush at Night - The Sweet Truth' campaign, 2024.
- Recognition for Innovations for Maxfresh Relaunch and Innovation for Colgate Strong Teeth Product Relaunch.

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 14, 2024



Corporate Governance Report

The Company has a strong foundation that reflects Colgate's values and established standards governing our ethical behavior. The Company continues to lay great emphasis on the principles of Corporate Governance and demonstrate them in our day-to-day actions. Our pursuit towards achieving good governance is an on-going process. The Board of Directors, our management and all Colgate people believe that good Corporate Governance accompanies and greatly aids our long-term business success. The Company, not only in letters but also in spirit, complies with the requirements of the applicable provisions relating to Corporate Governance including but not limited to the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('the SEBI Listing Regulations').

Company's philosophy on Code of Governance

Over the years, the Company has consistently strengthened, promoted and demonstrated the highest standards of Corporate Governance culture. Good Corporate Governance is at the forefront of what we do, every day. The Company believes that good Corporate Governance is essential for achieving long-term corporate goals and enhancing stakeholder value. At the core of the Company's philosophy on Corporate Governance is a strong emphasis on transparency, accountability and integrity. The Company has set the highest standards of ethical behavior driving sustainable business practices by fully tuning ethics and integrity in the ongoing business relationships and decision making at each levels of management. Reflecting its commitment to continuous improvement, the Board reviews its governance practices on an ongoing basis.

Corporate Governance is a philosophy at Colgate which centres around how we operate. It helps enhance transparency, disclosure as well as accountability.

All directors and employees are bound by a Code of Conduct that sets forth the Company's policies on important issues, including its relationship with Customers, Suppliers, Contract Manufacturers, Shareholders and Government. The Company has an effective and diverse Board that sets the principles which guide us in our everyday operations. The Company has proper systems and procedures in place for ensuring the best practices.

Corporate Governance and Shareholders

The Company is dedicated to safeguarding Shareholder

interests and is committed to creating long-term value by upholding the highest standards of Corporate Governance.

The Company is committed to facilitating the following rights for its Shareholders:

- Providing a fair opportunity to consider and approve key business decisions in accordance with the Companies Act, 2013 ('the Act') and the SEBI Listing Regulations.
- Ensuring the timely and regular submission of relevant, sufficient, and reliable information to enable active participation in the corporate governance process.
- Offering opportunities to interact with the Board and Management during general meetings.
- Maintaining effective vigil and grievance redressal mechanisms.
- Providing platforms for voting on key resolutions.
- Making timely and relevant financial and non-financial disclosures.
- Ensuring easy access to pertinent information.

The Company engages with Shareholders through various channels, including letters, emails, public advertisements, notices, stock exchange intimations, and website updates.

Governance Structure

The Company has a well defined Governance Structure. Starting from the Board of Directors, its Committees and the Management team, the Company's governance structure ensures that it remains a champion of compliance, governance and accountability.

Board of Directors : The Board of Directors of the Company act as trustees and are entrusted with an ultimate responsibility of the management, directions and performance of the Company. As its primary role is fiduciary in nature, the Board provides leadership, strategic guidance, objective and independent view to the Company's management while discharging its responsibilities, thus ensuring that the management adheres to ethics, transparency and disclosures. The Board also formulates the policies and procedures of the Organisation and also governs the effective implementation of the same.



Committees of the Board : The Board has entrusted the specific tasks to the various Committees in line with their charter. The Company has Audit Committee, Nomination and Remuneration Committee, Stakeholders' Relationship Committee, Risk Management Committee, ESG and Corporate Social Responsibility Committee. There are set terms of reference for each of these committees as detailed subsequently and they operate in line with the same and also perform any other tasks or responsibilities entrusted to them by the Board.

Chairperson : The Non-Executive Chairperson of the Board brings the leadership to the Board processes and approval mechanism. He provides the guidance to the Board for arriving at effective decision making. He provides direction to the Board on aspects that are critical/of strategic significance to the Company. He is responsible, *inter-alia*, for the effective working of the Board and for ensuring that all relevant issues are placed before the Board and that all Directors are encouraged to provide their expert guidance on the relevant issues raised in the meetings of the Board.

Managing Director : The main role of the Managing Director is to have vision for the Company and to take the business to the newer heights within the overall guidance and superintendence of the Chairperson as well as the Board. The Managing Director provides guidance to the Senior Leadership Team to enable them to make effective decisions and drive the innovation, transformation and enhancements to achieve the goals of the Company. She assumes overall responsibility for strategic management of business and corporate functions including its governance processes and top management effectiveness.

Non-Executive, Independent Directors : Non-Executive, Independent Directors play a critical role in balancing the functioning of the Board by providing independent judgements on various issues raised in the Board meetings like business strategies, compliance, operational efficiencies, finances, internal controls, etc. They bring in the external perspective and help the Company adopt the industry best practices.

Senior Management Team : The Senior Management Team comprises the leaders from different functions of the Company and is spearheaded by the Managing Director. The main function of the Senior Leadership team is strategic management of the Company's business within the framework approved and provided by the Board, ensuring that effective systems are in place for appropriate reporting to the Board on important matters. The Senior Management Team acts as an enabler for the key and important decisions made at the Board level and also look into the management of the day-to-day affairs of the Company.

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. 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, 2024, the composition of the Board is as follows :

Particulars	Number	%
Executive Directors (33.3% Women)	3	25%
Non-Executive, Non-Independent Director	1	8.3%
Non-Executive, Independent Directors (50% Women)	8	66.7%

The overall women representation on the Board, as on March 31, 2024 was 41.7%.

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 2023-24 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, 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, from time to time.

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 Company Secretary also attends all the Board and Committee Meetings except the Independent Directors' meeting, 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 Schedule II Part A 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 well set process for 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.

GRI 2-10

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 of 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 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.

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 along with the number of other directorships, memberships and chairmanships held in various committees of other companies, as on March 31, 2024 are given in the table below :



Name of the Director	Category/ Designation	No. of the Board Meetings during the Financial Year 2023-24		Attendance at Last AGM (July 27, 2023 - Held Virtually)	No. of Directorships in other companies ¹	No. of Memberships of other Company Board Committees ²	No. of other Company Board Committees of which the Director is a Chairperson ²
		Held	Attended				
Mr. Mukul Deoras	Non Executive & Non-Independent	5	5	Yes	-	-	-
Mr. Vikram Singh Mehta	Non Executive & Independent	5	5	Yes	7	6	2
Dr. (Ms.) Indu Shahani	Non Executive & Independent	5	5	Yes	3	5	1
Ms. Shyamala Gopinath	Non Executive & Independent	5	5	Yes	6	5	3
Ms. Sukanya Kripalu	Non Executive & Independent	5	5	Yes	5	6	0
Mr. Sekhar Natarajan	Non Executive & Independent	5	5	Yes	2	2	2
Ms. Gopika Pant	Non Executive & Independent	5	5	Yes	1	2	1
Dr. (Mr.) Indu Bhushan*	Non Executive & Independent	5	4	Yes	5	3	2
Mr. Sanjay Gupta**	Non Executive & Independent	5	2	NA	-	-	-
Ms. Prabha Narasimhan	Executive, Managing Director & CEO	5	5	Yes	-	-	-
Mr. M. S. Jacob	Executive, Whole-time Director & CFO	5	5	Yes	-	-	-
Mr. Surender Sharma	Executive, Whole-time Director-Legal & Company Secretary	5	5	Yes	-	-	-

*appointed effective July 26, 2023

**appointed effective January 22, 2024

¹excludes directorships in private companies, foreign companies and bodies corporate

²includes the memberships/chairmanships of the Audit Committee and Stakeholders' Relationship Committee. Committee Membership(s) includes Chairmanship(s).

Notes :

- As per declarations received, none of the Directors hold office as a Director in more than twenty companies. None of them have directorships in more than ten public companies. None of the Directors serve as a Director/Independent Director in more than seven equity listed companies. Further, the Managing Director and Executive Directors of the Company does not serve as an Independent Director in any other Company.
- None of the Directors were Member in more than ten committees, nor chairperson in more than five committees across all companies in which he/she was a Director.
- None of the Directors of the Company are related to each other.



Number of Board Meetings held during the Financial Year:

During the Financial Year, five (5) Board Meetings were held on the following dates through Physical and Video-Conferencing/ Other Audio-Visual Means:

May 12, 2023; July 26, 2023; October 26, 2023; January 22, 2024 and March 14, 2024

Attendance records :

During the year, all the Directors have maintained the attendance in the Board and Committee Meetings at 100%.

Other Company Directorships :

As on March 31, 2024, the Directors of the Company held the following directorships in other listed companies:

1. Mr. Vikram Singh Mehta: As an Independent Director on the Board of Mahindra & Mahindra Limited, Apollo Tyres Limited, Jubilant FoodWorks Limited, Interglobe Aviation Limited and Global Health Limited.
2. Dr. (Ms.) Indu. Shahani: As an Independent Director on the Board of United Spirits Limited, Bajaj Electricals Limited and Heubach Colorants India Limited.
3. Ms. Shyamala Gopinath: As an Independent Director on the Board of Tata Elxsi Limited, BASF India Limited and CRISIL Limited and acts as a Non- Executive and Non-Independent Director and Chairperson on the Board of CMS Info Systems Limited.
4. Ms. Sukanya Kripalu: As an Independent Director on the Board of CEAT Limited, Ultratech Cement Limited, Entertainment Network (India) Limited and Aditya Birla Fashion and Retail Limited.
5. Mr. Sekhar Natarajan: As an Independent Director on the Board of Bayer CropScience Limited and Ingersoll-Rand (India) Limited.
6. Ms. Gopika Pant : As an Independent Director on the Board of ABB India Limited.
7. Dr. (Mr.) Indu Bhushan: As an Independent Director on the Board of United Spirits Limited, Balrampur Chini Mills Ltd and Godrej Properties Limited.

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, based on the recommendation of the Nomination and Remuneration Committee, 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.



The table below highlights the core skills / expertise / competencies available with each Director:

SKILLS/ EXPERTISE/ COMPETENCIES IDENTIFIED BY THE BOARD	M.	V.S.	I.	S.	S.	S.	G.	P.	M.S.	S.	I.	S.	BOARD AS A WHOLE
	Deoras	Mehta	Shahani	Gopinath	Kripalu	Natarajan	Pant	Narasimhan	Jacob	Sharma	Bhushan*	Gupta**	
Knowledge of the industry in which the Company operates	Y	Y	Y	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	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	Y	Y	Y	Y
Understanding of socio-political, economic and legal & regulatory environment	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Corporate Social Responsibility	-	Y	Y	-	Y	Y	Y	Y	Y	Y	Y	-	Y
Business Strategy, Sales & Marketing	Y	Y	Y	Y	Y	Y	Y	Y	Y	-	Y	Y	Y
Corporate Governance,	Y	Y	Y	Y	-	Y	Y	Y	Y	Y	Y	-	Y
Financial Control, Risk Management	Y	Y	Y	Y	-	Y	Y	Y	Y	Y	Y	-	Y
Digital and IT skills	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Multiple Expertise	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

*appointed effective July 26, 2023

**appointed effective January 22, 2024

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 equity listed companies or as Whole-time Directors in any listed entity.



Lead Independent Director :

The Board at its Meeting held on April 28, 2022 had appointed Mr. Vikram Singh Mehta as a Lead Independent Director.

Since Mr. Vikram Singh Mehta will complete his tenure as an Independent Director of the Company w.e.f July 24, 2024, the Board at its Meeting held on May 14, 2024 approved the appointment of 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. Ananthasubramanian, Partner of M/s. S. N. Ananthasubramanian & Co, Practicing 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. Ananthasubramanian, Partner - M/s. S. N.

Ananthasubramanian & Co, Practicing 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 2023-24 through Physical means on May 12, 2023 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 Non-Independent 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 :

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, Regulatory updates, strategic plans, operating plans, key product launches, litigation status updates, plant update, ESG Framework, CSR update, 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.

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 coupled 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. 128 and is available on the Company's website at <https://www.colgateinvestors.co.in/policies>

Senior Management

Particulars of Senior Management including changes therein during the financial year 2023-24 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. Surender Sharma	Whole-time Director-Legal & Company Secretary	-
4.	Mr. Balaji Sreenivasan	Executive Vice President - Human Resources	-
5.	Mr. Gunjit Jain	Executive Vice President - Marketing	-
6.	Mr. Ruchir Bhatnagar	Executive Vice President - Customer Development	-
7.	Ms. Swati Agarwal	Executive Vice President - IGTC	-
8.	Mr. Sriram Venkatasubramanian	Executive Vice President - End to End Supply Chain	Appointed effective January 02, 2024
9.	Ms. Sarala Menon	Executive Vice President - End to End Supply Chain	Retired effective April 30, 2024
10.	Mr. Niraj Kumar	Business Lead - Bangladesh, Nepal & Sri Lanka	Ceased effective October 26, 2023

Committees of the Board

i) Audit Committee

The composition and terms of reference of the Audit Committee (AC) is in line with the requirements of the SEBI Listing Regulations.

As on March 31, 2024, the AC consists of eight 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 2023-24, four (4) AC Meetings were held on May 12, 2023; July 26, 2023; October 26, 2023 and January 22, 2024 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 2023-24		Change in constitution as approved by the Board at its Meeting held on May 14, 2024
		Entitled to attend	Attended	
Ms. Shyamala Gopinath Chairperson	Non-Executive, Independent Director	4	4	Cessation as a Chairperson of the Committee effective close of business hours on May 31, 2024
Mr. Vikram Singh Mehta	Non-Executive, Independent Director	4	4	Cessation as a Member effective close of business hours on July 24, 2024
Dr. (Ms.) Indu Shahani	Non-Executive, Independent Director	4	4	Cessation as a Member effective close of business hours on July 24, 2024
Ms. Sukanya Kripalu	Non-Executive, Independent Director	4	4	-
Mr. Sekhar Natarajan	Non-Executive, Independent Director	4	4	Appointment as a Chairperson of the Committee effective June 1, 2024
Ms. Gopika Pant	Non-Executive, Independent Director	4	4	-
Dr. (Mr.) Indu Bhushan*	Non-Executive, Independent Director	2	2	-
Mr. Sanjay Gupta**	Non-Executive, Independent Director	-	-	-

*appointed effective July 26, 2023

**appointed effective January 22, 2024

Mr. Surender Sharma, Whole-time Director-Legal and Company Secretary acts as a Secretary to the Committee.

The Chairperson of the Board, Managing Director, Whole-time Directors & Chief Financial Officer, Internal Auditor and the Statutory Auditors are regular invitees to the Committee Meetings.

Ms. Shyamala Gopinath, Chairperson of the Committee, attended the Annual General Meeting held on July 27, 2023 in compliance with the requirements of Regulation 18 (1) (d) of the SEBI Listing Regulations.

The Role/Charter of the Audit Committee in line with the regulatory requirements includes:

- 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;
- recommendation for appointment, remuneration and terms of appointment of auditors of the Company;
- approval of payment to statutory auditors for any other services rendered by the statutory auditors;
- 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:

- 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;
 - changes, if any, in accounting policies and practices and reasons for the same;
 - major accounting entries involving estimates based on the exercise of judgment by management;
 - significant adjustments made in the financial statements arising out of audit findings;
 - compliance with listing and other legal requirements relating to financial statements;
 - disclosure of any related party transactions;
 - modified opinion(s) in the draft audit report;
- reviewing, with the management, the quarterly financial statements before submission to the board for approval;
 - 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, 2024, the ECC Comprises of four Directors of which three are Independent Directors and one is Executive Director.

During the Financial Year 2023-24, four (4) ECC Meetings were held on May 12, 2023; August 16, 2023; October 26, 2023 and March 14, 2024 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 2023-24		Change in constitution as approved by the Board at its Meeting held on May 14, 2024
		Entitled to attend	Attended	
Dr. (Ms.) Indu Shahani Chairperson	Non-Executive, Independent Director	4	4	Cessation as a Chairperson of the Committee effective close of business hours on July 24, 2024
Mr. Sekhar Natarajan	Non-Executive, Independent Director	4	4	-
Ms. Gopika Pant	Non-Executive, Independent Director	4	4	Cessation as a Member effective close of business hours on July 24, 2024



Name of the Director	Category	ECC Meetings held during the Financial Year 2023-24		Change in constitution as approved by the Board at its Meeting held on May 14, 2024
		Entitled to attend	Attended	
Ms. Prabha Narasimhan	Executive, Managing Director & Chief Executive Officer	4	4	-
Dr. (Mr.) Indu Bhushan	Non-Executive, Independent Director	-	-	Appointment as a Chairperson of the Committee effective July 25, 2024

Mr. Surender Sharma, Whole-time Director-Legal and Company Secretary acts as a Secretary to the Committee.

The Role/Charter of the ECC in line with the regulatory requirements is as under:

- 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;
- To identify and recommend to the Board, the programs to be carried out during the Financial Year;
- To carry out evaluation of the CSR activities;
- To review and monitor the CSR programs undertaken by the Company;
- To recommend the amount of expenditure to be incurred on the activities;
- To review and monitor the spending on the CSR activities;
- To give inputs to enhance quality of the CSR activities;
- To develop new areas for CSR activities;
- To seek advice from external experts or consultants on CSR related matters;
- To review the Corporate Social Responsibility Policy of the Company from time to time; and
- 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
- Any other item as may be assigned by the Board of Directors, from time to time.

ESG Related:

- To develop relevant ESG policies that support the Company's ESG vision;
- To oversee and review Company's strategy and policies in line with the macro-developments happening in the ESG space;

- To identify and assess significant ESG and climate-related risks that might impact long-term business performance, prioritize the sustainability issues;
- To develop a risk appetite and tolerance level for each ESG goals and targets, within the Company and across the value chain;
- To develop comprehensive and robust Key Performance Indicators ('KPIs');
- 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;
- 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;
- To enhance stakeholder interaction across ESG-related parameters to allow for increased opportunities for strategic innovation and trust building;
- To ensure compliance with ESG regulations/ mandates and augment voluntary adoption of global sustainability frameworks;
- 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
- 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 2023-24 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, 2024, the RMC consists of seven Members of which three are Independent Directors, three are Executive Directors and one is a Senior Managerial Personnel.

During the Financial Year 2023-24, two (2) RMC Meetings were held on July 26, 2023 and January 22, 2024 through physical means.

The constitution and attendance details of the RMC are as under:

Name of the Director	Category	RMC Meetings held during the Financial Year 2023-24		Change in constitution as approved by the Board at its Meeting held on May 14, 2024
		Entitled to attend	Attended	
Mr. Vikram Singh Mehta Chairperson	Non-Executive, Independent Director	2	2	Cessation as a Chairperson of the Committee effective close of business hours on July 24, 2024
Ms. Shyamala Gopinath	Non-Executive, Independent Director	2	2	Cessation as a Member effective close of business hours on May 31, 2024
Ms. Prabha Narasimhan	Executive, Managing Director & Chief Executive Officer	2	2	-
Mr. M. S. Jacob	Executive, Whole-time Director & Chief Financial Officer	2	2	-
Mr. Surender Sharma	Executive, Whole-time Director- Legal & Company Secretary	2	2	-
Mr. Balaji Sreenivasan	Senior Management Personnel	2	2	-
Ms. Gopika Pant	Non-Executive, Independent Director	2	2	Appointment as a Chairperson of the Committee effective July 25, 2024
Ms. Sukanya Kripalu	Non-Executive, Independent Director	-	-	Appointment as a Member effective July 25, 2024
Mr. Sekhar Natarajan	Non-Executive, Independent Director	-	-	Appointment as a Member effective July 25, 2024
Dr. (Mr.) Indu Bhushan	Non-Executive, Independent Director	-	-	Appointment as a Member effective July 25, 2024
Mr. Sanjay Gupta	Non-Executive, Independent Director	-	-	Appointment as a Member effective July 25, 2024

Mr. Surender Sharma, Whole-time Director-Legal and Company Secretary acts as a 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 Company has also formed an Enterprise Risk Management Sub-Committee which reports to the RMC. The risk refresh is done annually 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, 2024, the SRC comprises six Members of which four are Independent Directors and two are Executive Directors.

During the Financial Year 2023-24, one (1) SRC Meeting was held on October 26, 2023, through Video-Conferencing.

The constitution and attendance details of the SRC are as under:

Name of the Director	Category	SRC Meeting held during the Financial Year 2023-24		Change in constitution as approved by the Board at its Meeting held on May 14, 2024
		Entitled to attend	Attended	
Ms. Shyamala Gopinath Chairperson	Non-Executive, Independent Director	1	1	Cessation as a Chairperson of the Committee effective close of business hours on May 31, 2024
Ms. Sukanya Kripalu	Non-Executive, Independent Director	1	1	-
Mr. Sekhar Natarajan	Non-Executive, Independent Director	1	1	Cessation as a Member effective close of business hours on May 31, 2024
Mr. Indu Bhushan*	Non-Executive, Independent Director	1	1	Cessation as a Member effective close of business hours on May 31, 2024
Ms. Prabha Narasimhan	Executive, Managing Director & Chief Executive Officer	1	1	-
Mr. M. S. Jacob	Executive, Whole-time Director & Chief Financial Officer	1	1	-



Name of the Director	Category	SRC Meeting held during the Financial Year 2023-24		Change in constitution as approved by the Board at its Meeting held on May 14, 2024
		Entitled to attend	Attended	
Mr. Sanjay Gupta	Non-Executive, Independent Director	-	-	Appointment as a Chairperson of the Committee effective June 1, 2024
Ms. Gopika Pant	Non-Executive, Independent Director	-	-	Appointment as the Member effective June 1, 2024

*appointed as Member effective July 26, 2023.

Mr. Surender Sharma, Whole-time Director-Legal and Company Secretary acts as a Secretary to the Committee.

Ms. Shyamala Gopinath, Chairperson of the Committee, attended the Annual General Meeting of the Company held on July 27, 2023 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.

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 RTA 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 2FA authentication, developed by the RTA that empowers Shareholders to effortlessly access various services. SWAYAM can be accessed by clicking on <https://swayam.linkintime.co.in>. 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 www.linkintime.co.in

During the Financial Year 2023-24, 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	4*
2.	Investor Complaints received during the Financial Year	84
3.	Investor Complaints resolved during the Financial Year	88
4.	Remaining unresolved at the end of the Financial Year	-

*4 complaints pending at the start of the year were subsequently resolved during the Financial Year 2023-24.



The break up of the above complaints data as on March 31, 2024 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	24	24	-
Non receipt of Share Certificate(s) - Transfer / Exchange / Bonus	16	16	-
Others*	48	48	-
Total	88	88	-

*Nature of complaints in the Category "Others" include non-receipt of corporate benefits, TDS deductions, name correction and disputed matter, etc.

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 accounts maintained by the Company in terms of the provisions of the law.

The Committee comprises 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.

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 2023-24, five (5) NRC Meetings were held on May 12, 2023; July 26, 2023; October 26, 2023; January 10, 2024 and March 14, 2024 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 2023-24		Change in constitution as approved by the Board at its Meeting held on May 14, 2024
		Entitled to attend	Attended	
Mr. Vikram Singh Mehta Chairperson	Non-Executive, Independent Director	5	5	Cessation as a Chairperson of the Committee effective close of business hours on July 24, 2024
Dr. (Ms.) Indu Shahani	Non-Executive, Independent Director	5	5	Cessation as a Member effective close of business hours on July 24, 2024
Ms. Sukanya Kripalu	Non-Executive, Independent Director	5	5	Appointment as a Chairperson of the Committee effective July 25, 2024
Mr. Mukul Deoras	Non-Executive Director	5	5	-
Mr. Sekhar Natarajan	Non-Executive, Independent Director	-	-	Appointment as a Member effective July 25, 2024
Ms. Gopika Pant	Non-Executive, Independent Director	-	-	Appointment as a Member effective July 25, 2024

Mr. Surender Sharma, Whole-time Director-Legal & Company Secretary acts as a Secretary to the Committee.

Mr. Vikram Singh Mehta, Chairperson of the Committee, attended the Annual General Meeting held on July 27, 2023 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:
 - a. use the services of an external agencies, if required;
 - b. consider candidates from a wide range of backgrounds, having due regard to diversity; and
 - c. 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 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 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 off;
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 annually 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.

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 no. 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.

We take 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 short-term and long-term incentives are governed by the Global policies of Colgate-Palmolive.

The short-term incentive payable to the Managing Director and Whole-time Directors 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 ('ESOPs') and Restricted Stock Units ('RSUs') of the Global parent Company, typically vesting in 3 years time. 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, 2024 are given below:

Sr. No.	Particulars of Remuneration	Name of MD/WTD(s)			Total Amount
		Ms. Prabha Narasimhan	Mr. M. S. Jacob	Mr. Surender Sharma	
		(₹ in Lakhs)			
1.	Gross Salary				
	(a) Salary as per provisions contained in section 17(1) of the Income-tax Act, 1961	173.74	135.89	94.62	404.25
	(b) Value of perquisites u/s 17(2) of the Income-tax Act, 1961	229.73	116.07	101.86	447.66
	(c) Profits in lieu of salary under section 17(3) of the Income-tax Act, 1961	-	-	-	-
2.	Stock Option*	299.38	145.95	98.95	544.28
3.	Sweat Equity	-	-	-	-
4.	Commission				
	- As % of profit				
	- Others specify	193.33	78.33	67.64	339.30
	Executive Incentive Compensation Plan/Bonus				
5.	Others, please specify:				
	Employer contribution to Provident Fund and other retirals	20.84	16.30	11.35	48.49
	Total	917.02	492.54	374.42	1,783.98

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.

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 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 Board at its meeting held on May 26, 2022 and the Shareholders at their meeting held on July 28, 2022, revised the amount of Commission payable to each Independent Director of the Company from ₹ 15 lakhs per annum to ₹ 20 lakhs per annum with effect from April 1, 2022. The commission of ₹ 20 lakhs for the Financial Year 2023-24 will be paid on a pro-rata basis to all the Independent Directors during the Financial Year 2024-25.

Details of the sitting fees and commission paid to the Non-Executive, Independent Directors in the Financial Year 2023-24 are as under:

Sr. No.	Particulars	Name of MD/WTD(s)								Total
		Mr. V.S. Mehta	Ms. I. Shahani	Ms. S. Gopinath	Ms. S. Kripalu	Mr. S. Natarajan	Ms. G. Pant	Mr. I. Bhushan*	Mr. S. Gupta**	
(₹ in lakhs)										
a)	Sitting Fees	12.50	13.50	10.50	12.00	11.50	12.00	6.50	2.00	80.50
b)	Commission ^	20.00	20.00	20.00	20.00	20.00	20.00	-	-	120.00
	Total	32.50	33.50	30.50	32.00	31.50	32.00	6.50	2.00	200.50

*appointed effective July 26, 2023

**appointed effective January 22, 2024

^ Paid for the Financial Year 2022-23 in the Financial Year 2023-24.



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. 129.

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
2022-23	July 27, 2023	Held through Video-Conferencing	11:00 a.m	1 (Re-appointment of Ms. Sukanya Kripalu (DIN: 06994202) as an Independent Director of the Company)
2021-22	July 28, 2022		3.30 p.m.	1 (Revision in payment of Commission to each Non-Executive, Independent Directors of the Company, not exceeding ₹ 20 lakhs per annum)
2020-21	July 29, 2021		3.30 p.m.	-

No Resolution through postal ballot was passed during the Financial Year 2022-23.

The following Special Resolutions were passed by way of Postal Ballot in the Financial Year 2023-24:

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
Appointment of Dr. (Mr.) Indu Bhushan (DIN : 09302960) as an Independent Director of the Company.	20,88,48,274	20,87,29,532	99.94	1,18,742	0.06	Mr. Nrupang B. Dholakia (FCS 10032) and failing him Mr. Vishvesh Bhagat, (ACS 7255) of M/s. Dholakia & Associates LLP, Company Secretaries.	September 7, 2023



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
Appointment of Mr. Sanjay Gupta (DIN : 05100297) as an Independent Director of the Company	21,03,54,063	20,98,97,344	99.78	4,56,719	0.22	Mr. S. N. Ananthasubramanian, Practicing Company Secretary (Membership No. FCS-4206) or failing him, Mr. S. N. Viswanathan, (Membership No. ACS: 61955) of M/s. S.N. Ananthasubramanian & Co. Company Secretaries	March 4, 2024

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. 09/2023 dated September 25, 2023 issued by the Ministry of Corporate Affairs and other relevant circulars in this regard issued by the Ministry of Corporate Affairs.

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 language as required under Regulation 47 of the SEBI Listing Regulations.

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 copies of the Annual Reports, ESG Reports, quarterly, half-yearly and

Annual Financial Results, Stock Exchange filings such as Shareholding Pattern, Corporate Governance, Related Party Transactions and details of loss of share certificate/ duplicate certificate, 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 Corporate Governance Report, 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) 83rd Annual General Meeting

Day, Date and Time	Tuesday, July 30, 2024 at 11 a.m. (IST)
Venue	The Company is conducting the meeting through VC / OAVM 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	Wednesday, July 24, 2024 to Tuesday, July 30, 2024 (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	Friday, July 26, 2024 at 8:00 a.m. (IST) to Monday, July 29, 2024 at 5:00 p.m. (IST).

b) Financial year: April 1 to March 31

c) (i) Dividend Payment Dates

For the Financial Year 2023-24, the Company declared the dividends as detailed below:

Dividend for the FY 2023-24	Payment Date	Dividend Per Share (₹)
First Interim	On and from November 21, 2023	22/-
Second Interim	On and from June 07, 2024	26/-*
One-time Special Interim Dividend	On and from June 07, 2024	10/-*

*approved at Board Meeting held on May 14, 2024.

(ii) Unclaimed Dividends and Shares

During the Financial Year 2023-24, ₹ 2.09 crores of dividends being unpaid/unclaimed for seven years and 1,20,487 shares were transferred to the Investor Education and Protection Fund ('IEPF').

The following dividends are transferred/due for transfer to the IEPF in the Financial Year 2024-25, Shareholders are requested to claim their unclaimed dividends, if any, pertaining to the below years:

Financial Year	Dividend	Transferred/Due for transfer
2016-17	3rd Interim	April 26, 2024*
2017-18	1st Interim	November 19, 2024
2017-18	2nd Interim	January 14, 2025

*Transferred within statutory timelines.

Shareholders may write to the Company's Registrar and Share Transfer Agent M/s. Link Intime India Private Limited on their dedicated email id rnt.helpdesk@linkintime.co.in 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 2023-24 to both the Stock Exchanges.

e) International Securities Identification Number (ISIN) - INE259A01022

f) Market Price Data

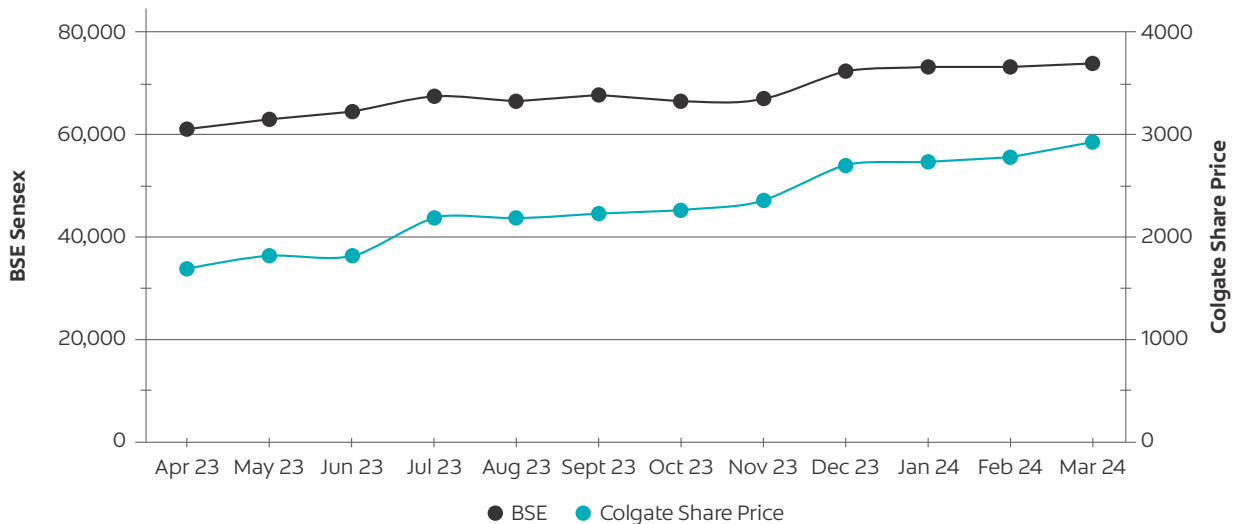
The monthly high and low quotations of the Company's shares traded on the BSE Limited and National Stock Exchange of India Limited are as follows:

(Amount in ₹)

Month	BSE Limited		National Stock Exchange of India Limited	
	High	Low	High	Low
	April 2023	1,597.30	1,492.90	1,598.00
May 2023	1,713.00	1,562.40	1,714.45	1,560.00
June 2023	1,704.90	1,594.00	1,705.00	1,593.35
July 2023	2,061.55	1,673.75	2,062.10	1,660.00
August 2023	2,050.80	1,909.00	2,051.45	1,909.00
September 2023	2,096.25	1,915.00	2,096.00	1,914.00
October 2023	2,128.85	1,969.40	2,129.40	1,969.15
November 2023	2,221.00	2,085.00	2,222.00	2,084.60
December 2023	2,546.45	2,183.20	2,544.00	2,187.30
January 2024	2,579.85	2,380.05	2,580.90	2,378.90
February 2024	2,620.00	2,475.05	2,621.70	2,476.25
March 2024	2,760.95	2,507.10	2,759.50	2,505.00

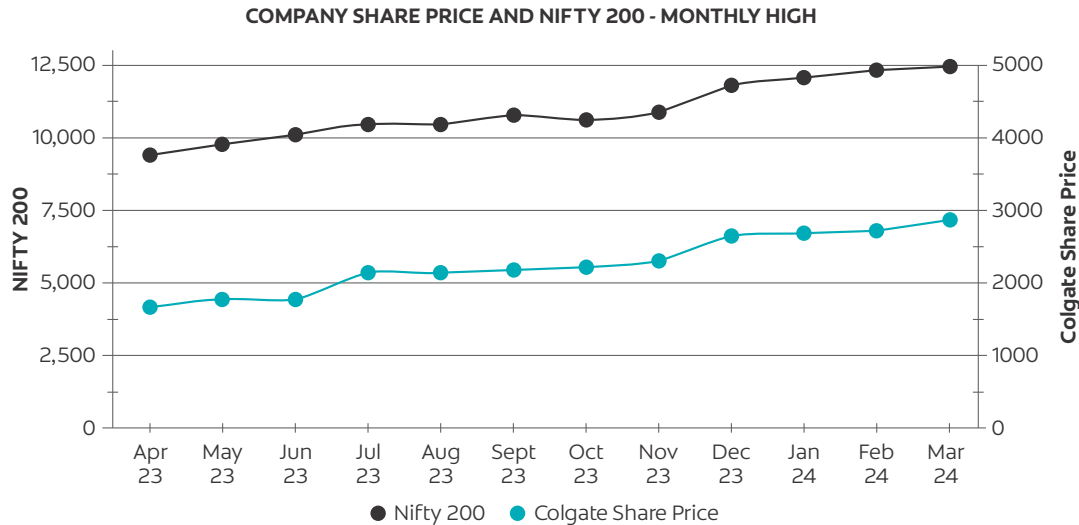
Performance in comparison to BSE Sensex

COMPANY SHARE PRICE AND BSE - MONTHLY HIGH





Performance in comparison to Nifty 200



g) 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. Link Intime India Private Limited having their Office at the following address:

M/s. Link Intime India Private Limited

C-101, 247 Park,
L.B.S Marg, Vikhroli (West) Mumbai- 400 083.
Tel : 8108116767
Fax : 0224918 6060
Toll-free number : 1800 1020 878
E-mail : rnt.helpdesk@linkintime.co.in

For any assistance regarding dematerialization of shares, share transfers, transmissions, 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://linkintime.co.in/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 - 1 (ABC-1), Beside Gala Business Centre, Nr. St. Xavier's College Corner, Off CG Road, , Ellisbridge, Ahmedabad - 380006. Tel : 079-2646 5179 E-mail : ahmedabad@linkintime.co.in
Coimbatore	Surya 35, Mayflower Avenue, Behind Senthil Nagar, Sowripalayam Road, Coimbatore 641 028. Tel : 0422-2314792 / 4958995/ 2539835/36 E-mail : coimbatore@linkintime.co.in
Kolkata	Vaishno Chamber, 5th Floor, Flat Nos-502 & 503, 6, Brabourne Road, Kolkata - 700 001 Tel : 033-40049728/ 033-40731698 Telefax : 033-40731698 E-mail : kolkata@linkintime.co.in
New Delhi	Noble Heights, 1st floor, Plot No NH-2, C-1 Block, LSC, Near Savitri Market, Janakpuri, New Delhi - 110058 Tel : 011 - 49411000 Telefax : 011 - 4141 0591 E-mail : delhi@linkintime.co.in
Pune	Block No. 202, 2nd Floor, Akshay Complex, Near Ganesh Temple, Off: Dhole Patil Road, Pune - 411 001. Tel : 020 - 4601 4473 Fax : 020 - 2616 3503 E-mail : pune@linkintime.co.in
Vadodara	Geetakunj, 1, Bhakti Nagar Society, Behind ABS Tower, Old Padra Road, Vadodara - 390015. Tel : 0265 - 3566 768 E-mail : vadodara@linkintime.co.in

h) 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, dividend warrants and other documents to beneficiaries.


i) Shareholding Pattern (as at March 31, 2024)

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	84,36,288	3.10
Alternate Investment Funds	1,82,850	0.07
Banks	15,408	0.01
Central Government/State Government	10,198	0.00
Insurance Companies	66,47,280	2.44
Provident Funds/Pension Funds	5,46,526	0.21
Sovereign Wealth Funds	7,63,804	0.28
NBFC registered with RBI	571	0.00
Foreign Banks	400	0.00
Foreign Institutional Investor	600	0.00
Foreign Portfolio Investor	6,66,55,514	24.51
Investor Education and Protection Fund (IEPF)	10,45,291	0.38
Individuals	4,44,46,575	16.34
Non-Resident Indians	17,49,471	0.64
Foreign Nationals	6,918	0.00
Bodies Corporate	13,78,922	0.51
Any Other (comprises following categories)		
- Trust		
- Hindu Undivided Family		
- Clearing Member		
- Limited Liability Partnership	13,86,346	0.51
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, 2024)

Description	Holders			
	No. of Shareholders	%	Shares	%
1 - 500	2,19,230	91.73	1,28,43,349	4.72
501 - 1000	8,169	3.42	60,74,130	2.23
1001 - 2000	5,546	2.32	79,91,435	2.94
2001 - 3000	2,861	1.20	73,49,654	2.70
3001 - 4000	697	0.29	24,42,167	0.90
4001 - 5000	573	0.24	25,89,640	0.95
5001 - 10,000	1,120	0.47	71,28,627	2.62
10,001 & above	812	0.33	22,55,66,632	82.94
Total	2,39,008	100.00	27,19,85,634	100.00

j) Dematerialization of shares and liquidity (as at March 31, 2024)

Particulars of Equity Holding	Equity Shares of Re. 1/- each	
	Number	% of Total
Dematerialized form:		
-NSDL	25,77,74,085	94.77
-CDSL	1,19,28,756	4.39
Sub-total	26,97,02,841	99.16
Physical form	22,82,793	0.84
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.

k) Outstanding GDRs/ADRs/Warrants or any convertible instruments

There are no outstanding GDRs/ADRs/Warrants or any convertible instruments as at March 31, 2024.

l) Commodity Price Risk or Foreign Exchange Risk & Hedging activities

Please refer Note No. 40 of the Notes to the Financial Statements.

m) 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 District, Andhra Pradesh 517 588.



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 <http://www.colgateinvestors.co.in/policies>

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.

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>

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 2023-24, revised the 'Policy on determination of Materiality of event and information' to bring it in line with the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) (Second Amendment) Regulations, 2023.

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>

e) Code of Conduct for Prevention of Insider Trading

In line with the requirements of the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015, the Company has adopted an Insider

Trading Code of Conduct. The objective of the Policy is to ensure the prohibition of insider trading practices in the Company. Mr. Surender Sharma, Whole-time Director - Legal & 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>

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) 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.

j) During the Financial Year 2023-24, the Board of Directors accepted all recommendations of the Committees of the Board of Directors.

k) 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 2023-24 is ₹ 180.40 lakhs.

l) Disclosure in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 for the Financial Year 2023-24 is as under:

Sr. No.	Particulars	No. of Complaints
a.	Number of complaints filed during the Financial Year	1
b.	Number of complaints disposed of during the Financial Year	1
c.	Number of complaints pending as on end of the Financial Year	-

m) 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.

n) 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.

o) 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**.

p) No cyber security incidents or breaches or loss of data or documents have taken place in the Company for the Financial Year 2023-24.

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 2023-24 is as under:

Sr. No.	Particulars	No. of Shareholders	No of shares held
a.	Aggregate number of Shareholders and the outstanding shares in the suspense account lying at the beginning of the year	1,072	1,05,917
b.	Number of Shareholders who approached listed entity for transfer of shares from suspense account during the year	27	3,795
c.	Number of Shareholders to whom shares were transferred from suspense account during the year	23	3,163
d.	Transfer of shares from suspense account to IEPF during the year	119	15,978
e.	Aggregate number of Shareholders and the outstanding shares in the suspense account lying at the end of the year	930	86,776

The voting rights on these shares shall remain frozen till the rightful owner of such shares claims the shares.



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 Internal auditors of the Company make quarterly presentations to the Audit Committee on their reports.
3. The Financial Statements of the Company are with unmodified audit opinion.
4. The highlights of the quarterly Financial Results are circulated to all the Shareholders through email whose email addresses are registered with the Company/Depositories.

Place: Mumbai
Date: May 14, 2024

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 has 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, 2024.

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)

Place: Mumbai
Date: May 14, 2024

M.S.Jacob

Whole-time Director
& Chief Financial Officer
(DIN:07645510)

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, 2024.

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

Prabha Narasimhan

Managing Director
& Chief Executive Officer
(DIN:08822860)


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 - 400 076, to the Board of Directors of the Company ('the Board') for the **Financial Year 2023 - 2024 and Financial Year 2024 - 2025** 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 ending 31st March, 2024** 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
1.	Mr. Vikram S. Mehta	00041197	25/10/2001	NA
2.	Dr. Indu R. Shahani	00112289	23/01/2012	NA
3.	Ms. Shyamala Gopinath	02362921	19/05/2015	NA
4.	Mr. Jacob Sebastian Madukkakuzy	07645510	28/10/2016	NA
5.	Ms. Sukanya Kripalu	06994202	01/06/2018	NA
6.	Mr. Mukul V Deoras	02869422	01/09/2018	NA
7.	Mr. Sekhar Natarajan	01031445	21/05/2020	NA
8.	Ms. Gopika Pant	00388675	21/05/2020	NA
9.	Mr. Surender Sharma	02731373	21/05/2020	NA
10.	Ms. Prabha Narasimhan	08822860	01/09/2022	NA
11.	Dr. Indu Bhushan	09302960	26/07/2023	NA
12.	Mr. Sanjay Gupta	05100297	22/01/2024	NA



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, 2024.

For S. N. ANANTHASUBRAMANIAN & Co.

Company Secretaries
ICSI Unique Code P1991MH040400
Peer Review Cert. No.: 5218/2023

S. N. Ananthasubramanian

Founding Partner
FCS : 4206
COP No. : 1774
ICSI UDIN - F004206F000361961
14th May, 2024 | 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, 2024 as required by the Company for annual submission to the Stock exchanges.

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 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:
 - i. Read and understood the information prepared by the Company and included in its Corporate Governance Report;
 - ii. 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;
 - iii. Obtained and read the Register of Directors as on March 31, 2024 and verified that atleast one independent woman director was on the Board of Directors throughout the year;
 - iv. Obtained and read the minutes of the following committee meetings / other meetings held during April 01, 2023 to March 31, 2024:
 - (a) Board of Directors;
 - (b) Audit Committee;
 - (c) Annual General Meeting ('AGM');
 - (d) Nomination and Remuneration Committee;
 - (e) Stakeholders Relationship Committee;
 - (f) Corporate Social Responsibility Committee;
 - (g) Risk Management Committee
 - v. Obtained necessary declarations from the directors of the Company.
 - vi. Obtained and read the policy adopted by the Company for related party transactions.
 - vii. 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 prior by the audit committee.
 - viii. 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, 2024, 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 Pritesh Maheshwari
 Partner
 Membership Number: 118746
 UDIN: 24118746BKFZUF5245

Place of Signature: Mumbai
 Date: May 14, 2024



Management Discussion and Analysis

INDIAN ECONOMY

The World Bank forecasts India's output growth to reach 7.5 percent¹ in FY24, driven by resilient activity in services and industry. Over the medium term, the fiscal deficit and government debt in India are projected to decline, supported by robust output growth and consolidation efforts by the Central Government. The high visibility of structural demand and healthier corporate and bank balance sheets will likely be the galvanizing forces for growth going forward. This performance is especially commendable against the backdrop of geopolitical tensions, unsettled financial conditions, and stubborn inflation which is plaguing the major economies².

INDUSTRY OVERVIEW

The toothpaste category in India is valued at ₹ 18,000 Crores and observed a value growth of CAGR 5.3% in the last 5 years. The oral care market in India is a large and rapidly growing market, driven by factors such as increasing awareness of oral hygiene, rising disposable incomes, and the growing prevalence of dental diseases.

Per capita usage of toothpaste remains low in India and driving this represents an opportunity for category growth. A more detailed analysis reveals that approximately only 20% of Urban consumers brush the recommended, twice a day and around 55% of rural households do not brush daily.

The industry is also expanding as a result of increased premiumization, customer demand for more tailored solutions, and a growing number of active practicing dentists. India adds about 25,000 qualified dentists annually³.

In cities, there is a demand for innovative products like therapeutic toothpaste and oral beauty solutions. Plus, there is a big opportunity to introduce more people to adjuncts like floss and mouthwash.

Colgate-Palmolive (India) Limited is on a mission to boost oral health across the nation. Outside of Oral Care, the Company sees opportunity in Personal Care products.

GOVERNMENT INITIATIVES

The Government of India endeavors to achieve widespread access to quality oral healthcare services for its populace.

¹<https://www.livemint.com/economy/world-bank-projects-indian-economy-to-grow-at-7-5-in-2024-11712110757361.html>

²<https://rbidocs.rbi.org.in/rdocs/Bulletin/PDFs/01AR19032024876A87F47E424F8787B2C285EA278062.PDF>

Towards this, it has launched the National Oral Health Programme to address India's varied oral health challenges. The program aims to enhance oral health determinants, diminish morbidity rates related to oral diseases, and seamlessly integrate oral health promotion into the existing healthcare framework. Moreover, it encourages the adoption of Public-Private Partnerships ('PPPs') to bolster oral health outcomes⁴.

To accomplish these goals, the Central Government has provided assistance to State Governments in delivering dental care alongside other existing health programs at different levels of the primary healthcare system.

COMPANY OVERVIEW

Colgate-Palmolive (India) Limited is a caring, innovative growth Company that is reimagining a healthier future for all people and the planet. The Company has steadfastly nurtured the culture of Oral Care in India for decades, which has made it India's most preferred Oral Care brand and India's most penetrated FMCG brand, reaching nine out of ten households.

The product line of the Company comprises an Oral Care range of toothpastes, toothbrushes, mouth washes, and personal care products such as hand washes and shower gels. The Company's products reach over 1.7 million stores, 89% of which are active every quarter.

With a firm commitment to science-driven innovation across its spectrum, the Company boasts a diverse team of experts encompassing scientists, engineers, innovators, technologists, regulatory specialists, and data scientists. The Company recognizes India as a key part of its global Research and Development ('R&D') agenda. With over 86 years of presence in India, the Company has established a state-of-the-art research center in Mumbai, which is one of its largest R&D facilities globally.

The Company has a rich experience in the Oral Care & Personal Care enabling the Company to develop some of the most effective and innovative products for the Indian market.

Some of the recent product relaunches include, Colgate Strong Teeth toothpaste with Arginine, Colgate MaxFresh toothpaste with Ultrafreeze technology, Colgate Active Salt

³<https://maids.delhi.gov.in/maids/future-prospects>

⁴<https://www.nhm.gov.in/index1.php?lang=1&level=2&sublinkid=1044&id=608>



toothpaste with superior efficacy, Colgate Zig Zag toothbrush with superior aesthetics & packaging, Colgate Super Junior Toothbrush, and Palmolive's 3 new variants (Forever Happy, Sweet Delight, Alluring Love).

The detailed update on product introductions is provided in the Director's Report on Page No 124.

The Company is committed to ethical business practices and expects steady growth. The long-standing relationships with vendors, strong partnerships with major modern trade customers and e-commerce platforms, sets the Company well to take advantage of the growing opportunities in these channels.

BUSINESS OVERVIEW

Digital Transformation

The Company is advancing its digital transformation to improve both operations and customer experience. By streamlining supply chain and manufacturing operations, and enhancing marketing efforts, it has achieved significant improvements. Through digitalization, it gains better control and visibility over inventory and logistics. Additionally, Artificial Intelligence ('AI') and Machine Learning ('ML') technologies help forecast demand and streamline production, leading to heightened efficiency and cost savings. Utilizing digital marketing and social media, the Company has expanded consumer reach and brand awareness. Tailored promotional campaigns, driven by data analytics, provide insights into consumer behavior and preferences, aiding in future growth.

Continuing with our endeavor of driving best in class execution, we rely on ML that helps us create a bespoke assortment for our 1.7 mn outlets. The accuracy of this assortment ensures we assist the sales representative to sell the right Stock Keeping Unit ('SKU') in the right store to suit shopper needs. A similar philosophy is deployed in Modern Trade outlets where we have deployed Image Recognition ('IR') technology. Our flagship IR tool - AmaZing, backed by AI allows our in store executives to get the shelf layout right every time. This supported with the right shopper communication continuously helps consumers choose products best suited for their needs.

Risk Management

Managing risks is integral to Colgate-Palmolive (India) Limited's long-term goals and strategies. The Company's success lies in its ability to identify the opportunities generated by the business and the markets it operates in. Thus, while the primary objective of the Company's Risk Management Framework is to guarantee timely and effective identification and mitigation of potential risks, it also plays a key role in adapting a risk-conscious business strategy that can tap into new opportunities.

The Company has implemented a comprehensive risk management system that protects its stakeholders' interests by detecting, scrutinizing and managing significant business risks. This entails various strategies such as risk identification surveys, environmental business analysis, and gathering feedback from internal and external stakeholders.

The Company has formulated an Enterprise Risk Management Committee and the Members meet periodically to efficiently identify upcoming risks and work on the mitigation plans. The risks are rated to various parameters, such as probability of occurrence, severity of impact and Company's preparedness to mitigate such risks. The identified risks are placed on a matrix to depict the potential staging and monitoring of the same. The assessment considers both short and long-term risks, including how these risks are changing, together with emerging risk areas. These are assessed on an ongoing basis and officially at least once a year by the Risk Management Committee and the Board.

Opportunities

Colgate-Palmolive boasts a comprehensive portfolio of Oral Care products in India - from toothpastes for varied benefits and toothbrushes (basic, premium and electric) to a range of mouthwashes. Coupled with its current reach, this portfolio gives the Company a unique opportunity to drive premiumization.

The equity of the Palmolive brand is under-served at the moment and there is clearly an opportunity to build a robust Personal Care business, as the brand has a 60-65% awareness level, which is difficult to build in a fragmented market.

The detailed explanation and outcomes of each of these risks and opportunities are given in the Business Responsibility and Sustainability Report, forming part of the Board's Report.

Material Developments in Human Resources

The Company has always had a focus on introducing new benefits & policies that would help a culture of diversity, equity and inclusion to thrive while ensuring the well-being of the employees.

Employee Well-being

The Company is committed to supporting the physical as well as mental well-being of its human capital. It has prioritized providing healthcare benefits to its workforce, which encompasses medical, dental, and vision coverage, in addition to wellness programmes and mental health support. This year, the company introduced a new OPD policy in addition to its existing medical insurance cover. The company also has a holistic support available for employees mental well-being that includes unlimited EAP coverage as well as an AI based mental well-being app.



The Company also supports healthy work-life balance for employees through various policies like:

Inclusive Leave Policy: An exhaustive leave policy that provides employees with various types of leaves like Annual leave, Care & Compassion leave (to take care of sudden illness for self, family, pets, etc), give back leave (paid holiday to support employees in volunteering) and a gender neutral parental leave policy.

Hybrid Work Policy: The Company has a hybrid work policy known as 'BlendIn', that allows employees to choose two days in a week to work from home, while requiring them to work from the office for three days, with flexible working hours.

DE&I

The Company recognises the value of a diverse workforce and offers equal opportunities for all employees regardless of their race, ethnicity, genders, sexual orientation, or any other characteristic.

The Company's DEI initiatives include training and education programmes for employees, creating an inclusive culture and implementing policies that ensure fairness and equality for all. The Company regularly monitors and evaluates its progress towards its endeavor to create a more inclusive culture and takes action to address any issues that might arise.

Workplace Inclusivity Policies (WIN Policies)

New & Expectant Parents: The policy offers equal opportunities for parental leave to all employees regardless of their gender or sexual orientation. In addition, the policy offers greater flexibility and support to new and expectant parents, including extended remote working options and financial assistance in the form of childcare allowance and creche reimbursements. The Company has also collaborated with creche providers to provide additional support to parents.

Persons With Disabilities: The Company introduced a new policy this year to help in the inclusion of employees with disabilities. As a part of this policy, the company provides Assistive Technology reimbursement to support productivity of employees with permanent disabilities, through purchase and maintenance of essential assistive products based on specialist doctor's prescription.

The total number of employees as on March 31, 2024 were 2221.

Sustainability

The Company places a significant emphasis on sustainability as a core focus area, and it strives to minimize its ecological footprint by implementing initiatives that reduce waste, conserve water, and optimize energy usage. To meet these

objectives, it has established clear and quantifiable ESG goals for 2025, which are governed by strong practices.

The Company continues to align its business practices with sustainable principles, focusing on - Environmental Stewardship, Social Impact, and Governance Excellence.

The Company is working towards reducing energy usage and increasing the use of renewable energy. It has employed the Internet of Things to transition from preventive to predictive maintenance, in addition to reducing waste and protecting the environment. By embracing circular principles, Colgate-Palmolive is committed to minimizing its environmental footprint and the usage of patented, first-ever recyclable toothpaste tubes, developed by Colgate-Palmolive Company, US are a great example of a step towards circularity.

Colgate-Palmolive (India) Limited also prioritizes community engagement and social responsibility, and actively engages in initiatives around supporting oral healthcare awareness, women empowerment, water augmentation and waste management in marginalized communities.

As part of its efforts to inspire trust and transparency, this is the third year of publishing its BRSR disclosures and Environmental, Social and Governance ('ESG') Report.

KEY FINANCIAL RATIOS

Details of changes in key financial ratios as compared to immediate previous financial year.

Particulars	FY 2023-24	FY 2022-23
Debtors Turnover	34.76	27.16
Inventory Turnover	5.45	5.18
Interest Coverage Ratio [^]	346.85	281.82
Current Ratio	1.54	1.43
Debt Equity Ratio*	0.04	0.04
Return on Capital Employed	99%	84%
Operating Profit Margin (%)	31%	26%
Net Profit Margin (%) (after tax)	23%	20%

[^]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.

Increase in receivables driven out of increase in sales and change in channel mix to new retail channels.

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 are essential for promoting best practices and enhancing governance standards within an organization. The Company employs a skilled team of internal auditors who monitor internal financial processes and policies, providing recommendations for effective financial controls. Implementing these robust internal financial controls ensures adherence to the Company's policies and procedures, thereby facilitating smooth and efficient operations.

These internal financial controls are vital for safeguarding assets, detecting and preventing fraud or errors, and ensuring the accuracy and completeness of accounting and financial records. Additionally, they support the timely preparation of transparent, comprehensive, and accurate financial information and statements, in accordance with prescribed accounting standards and principles.

To maintain the ongoing relevance and adequacy of the internal financial control system, the Company's Audit Committee conducts periodic assessments and evaluations to scrutinize its effectiveness.

OUR APPROACH

The investments necessary to support growth are cultivated through continuous, company-wide initiatives aimed at enhancing realizations, reducing costs, and optimizing asset utilization. These initiatives, known as the Company's revenue growth management and growth funding endeavors, are geared towards strengthening operational efficiency. These initiatives also focus on cost reduction in areas such as direct materials, indirect expenses, distribution and logistics, advertising, and promotions. They encompass a wide range of projects, including raw material substitution, formulation simplification, reduced packaging, supplier consolidation to leverage volume, and increase manufacturing efficiency through SKU optimization.

The macroeconomic conditions are expected to remain volatile in the near future given tremendous uncertainty in the global economic outlook. However, the Company believes it is well-prepared to face challenges due to its strong financial condition, experience in operating under difficult circumstances, and ongoing focus on key priorities.

The priorities include increasing sales through improved consumer engagement, delivering world-class innovation, leveraging digitization, collaborating with distributors and retail partners. The Company aims to drive efficiency across all aspects of its income statement to boost margins. It also strives to generate strong cash flow performance and utilize that cash effectively to enhance Shareholder returns. Lastly, the Company aims to win by staying true to its organizational culture and prioritizing its stakeholders.



Annual CSR Report

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 2025 Sustainability and Social Impact Strategy, 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.

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 <http://www.colgateinvestors.co.in/policies> and appended hereto.

2. Composition of CSR Committee:

Sr. No.	Name of Director	Designation / Nature of Directorship	Number of CSR Committee Meetings held during the year	Number of CSR Committee Meetings attended during the year
1.	Dr. (Ms.) Indu Shahani	Chairperson-Independent Director	4	4
2.	Mr. Sekhar Natarajan	Member-Independent Director	4	4
3.	Ms. Gopika Pant	Member-Independent Director	4	4
4.	Ms. Prabha Narasimhan	Member-Executive Director	4	4

- Provide the web-link(s) where Composition of CSR Committee, CSR Policy and CSR Projects approved by the board are disclosed on the website of the Company. - <https://www.colgateinvestors.co.in/pdf/csr-policy.pdf>
- Provide the executive summary along with web-link(s) of Impact Assessment of CSR Projects carried out in pursuance of sub-rule (3) of rule 8, if applicable. - <https://www.colgateinvestors.co.in/shareholder-information/social-impact-assessment-reports>
- Average net profit of the Company as per sub-section (5) of section 135 - ₹ 1,393.41 Crores.
 - Two percent of average net profit of the Company as per sub-section (5) of section 135 - ₹ 27.87 Crores.
 - Surplus arising out of the CSR Projects or programmes or activities of the previous Financial Years - N.A.
 - Amount required to be set-off for the Financial Year, if any - N.A.
 - Total CSR obligation for the Financial Year (b)+(c)-(d) - ₹ 27.87 Crores.



- 6. (a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project) - ₹ 29.31 Crores.
- (b) Amount spent in Administrative Overheads - ₹ 0.92 Crores.
- (c) Amount spent on Impact Assessment, if applicable - ₹ 0.36 Crores.
- (d) Total amount spent for the Financial Year (a)+(b)+(c) - ₹ 30.60 Crores*.
- (e) CSR amount spent or unspent for the Financial Year: Unspent - 2.80 Crores.

* This includes an unspent balance of ₹ 5.53 Crores from previous financial year 2022-23.

Total Amount Spent for the Financial Year. (in ₹ Crores)	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 ₹ Crores)	Date of transfer	Name of the Fund	Amount (in ₹ Crores)	
30.60*	2.80	12.04.2024	-	-	-

* This includes an unspent balance of ₹ 5.53 Crores from previous financial year 2022-23.

- (f) Excess amount for set-off, if any:

Sr. No.	Particulars	Amount (in ₹ Crores)
(i)	Unspent Amount from Financial Year 2022-23	5.53
(ii)	Two percent of average net profit of the company as per sub-section (5) of section 135	27.87
(iii)	Amount available for spending in the Financial Year 2023-24	33.40
(iv)	Total amount spent for the Financial Year	30.60
(v)	Excess amount spent for the Financial Year	N.A.
(vi)	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	N.A.
(vii)	Amount available for set off in succeeding Financial Years [(v-vi)]	N.A.

- 7. Details of Unspent Corporate Social Responsibility amount for the preceding three Financial Years:

1	2	3	4	5	6	7	8	
Sl. No.	Preceding Financial Year(s)	Amount transferred to Unspent CSR Account under sub-section (6) of section 135 (in ₹ Crores)	Balance Amount in Unspent CSR Account under sub-section (6) of section 135 (in ₹)	Amount Spent in the Financial Year (in ₹ Crores)	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 (in ₹ Crores)	Deficiency if any
					Amount (in ₹ Crores)	Date of Transfer		
1.	FY 2022-23	5.53	-	5.53	5.53	26.04.2023	-	-

- 8. 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.

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 ₹ Crores)	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 Alsigarh Village, Udaipur, Rajasthan Please refer to point from 8 for explanation on Assets	313031	N.A.	0.78	CSR00000288	Seva Mandir	Old Fatehpura, Udaipur, Rajasthan, India 313004
Total				0.78			

*There are multiple PIN Codes as work was carried out in multiple villages in Udaipur, Rajasthan.

Note: Please refer to point from 8 for explanation on Assets

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.

Colgate's In-school flagship program, Bright Smiles, Bright Futures® was implemented in 8 states in FY 2023-24, engaging with over 52,00,000 children across 10,000+ schools. Some challenges like closure of schools for prolonged periods during severe winters in the northern region and election protocols in some regions hindered our ability to reach all targeted schools. These unforeseen circumstances led to a deviation from our intended coverage goals. As a result an amount of ₹ 2.80 Crores remained unspent within our allocated budget for the year. To comply with regulatory requirements and ensure responsible financial management, this unspent amount has been appropriately transferred to the 'Colgate-Palmolive (India) Limited - Corporate Social Responsibility Unspent Account (BSBF) - 2023-24'.

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

Indu.Shahani

Chairperson of ESG &
CSR Committee
(DIN: 00112289)

Prabha Narasimhan

Managing Director &
Chief Executive Officer
(DIN: 08822860)

Place: Mumbai
Date : May 14, 2024



DETAILS OF PROGRAMME

HELPING CHILDREN, YOUNG PEOPLE AND COMMUNITIES THRIVE

Our CSR initiatives are actively contributing to community development projects. From raising awareness about oral healthcare to empowering women with financial and digital literacy in rural and tribal areas and expanding water access and augmentation programs in water-stressed villages, we're making a difference in matters that matter. As part of our commitment to creating a brighter, more prosperous future for all, we organise our CSR initiatives under these thematic areas and run multiple programs under each of them.

Thematic Area : Championing Healthy Smiles: Oral Health Education

Colgate-Palmolive (India) Limited, for over 86 years has been dedicated to improving oral hygiene and promoting healthier smiles among the Indian population. We understand the vital role that oral health plays in overall well-being, and our mission has been to make oral care accessible, effective and affordable for every individual across the country. Over the years, we have diligently worked towards achieving our goals by employing various initiatives and programs that focus on education, innovation and community outreach. Our efforts have been guided by a deep understanding of the specific oral care needs of the diverse Indian population. As a responsible corporate citizen, we endeavour to create a meaningful impact on the millions of lives we touch.

1. Colgate Bright Smiles, Bright Futures® Program with Bharat Cares

Need: In India, oral health issues are prevalent, with a large percentage of the population suffering from dental cavities and gum diseases. Despite this, there's a lack of awareness about oral hygiene practices. Studies show that a significant portion of children, adolescents and adults have poor oral hygiene. To address this, targeted oral health education programs are essential. These initiatives can promote proper oral hygiene habits, encourage regular dental check-ups, and raise awareness about the link between oral health and overall well-being. By implementing programs like Bright Smiles, Bright Futures® (BSBF), we can significantly reduce the burden of dental diseases and improve the quality of life for millions in India.

About the Program: Colgate's commitment to illuminating a billion smiles radiates through its flagship program, Bright Smiles, Bright Futures® (BSBF), a transformative initiative that has been making a positive impact since its inception in 1976. So far, through BSBF, Colgate has reached and enriched the lives of over 176 million children

across India, imparting crucial oral care habits, fostering awareness about tobacco prevention, and highlighting the vital role of good nutrition in maintaining optimal oral health.

From its humble beginnings, BSBF has evolved into a comprehensive educational platform dedicated to promoting oral health and hygiene among children. The program's multifaceted approach engages children aged 6-15 years in government schools across rural and urban areas. By leveraging specially curated educational materials, interactive sessions, captivating animations, catchy jingles, quizzes, and engaging competitions, BSBF transforms learning into a fun and memorable experience for young minds.

Some of the additional achievements have also been our statewide partnership announcements with Andhra Pradesh and Uttar Pradesh Governments. Additionally ImPAct4Nutrition, a renowned knowledge and resource platform incubated by UNICEF India, has also come forward to collaborate in our program as knowledge partner for nutrition on oral health. The joint effort aims to reach an additional 10 million children by 2025, thereby fostering better oral health practices nationwide. Furthermore, this collaboration aligns with broader global health agendas, including Sustainable Development Goals (SDGs), particularly those related to health and well-being.

The emphasis on proper oral care habits encompasses a range of essential practices such as regular brushing, flossing, and visiting the dentist for check-ups. Children learn about the importance of brushing techniques, and the adverse effects of neglecting oral hygiene. These insights empower children to become proactive advocates for their oral health, influencing positive behaviours within their families and communities.

Tobacco prevention awareness is another critical component of the program, educating children about the harmful effects of tobacco use on oral health and overall well-being. Through interactive sessions and informative materials, children gain a deeper understanding of the risks associated with tobacco consumption, empowering them to make informed choices and resist peer pressure towards unhealthy habits.

Additionally, the program underscores the vital link between nutrition and oral health. Children learn about the impact of balanced diets, adequate hydration, and healthy eating habits on their teeth, gums, and overall physical health. By promoting nutritious food choices and hydration practices, the program equips children with the knowledge to support their oral health goals and lead healthier lifestyles.



IMPACT

Cumulative - 176 Million Children positively impacted since 1976.

FY 2023-24: We ran the program in the states of Andhra Pradesh, Uttar Pradesh, Gujarat, Maharashtra, Tamil Nadu, Karnataka, Punjab and Rajasthan, covering over 52,00,000 children across 150 locations in 10000+ schools.

2. Program on Cleft Surgeries with Mission Smile

Need: In November 2021, Colgate proudly launched a pioneering Social Impact Program in partnership with the NGO Mission Smile, focusing on cleft surgeries and comprehensive care for children hailing from low-income families. This visionary initiative addresses a critical concern in India, where approximately 35,000 children are born with cleft lip and palate conditions annually. Unfortunately, due to limited resources for treatment, these children often endure significant challenges such as malnutrition, speech impediments, social stigmatisation, and missed opportunities in life.

About the Program: At the heart of our efforts lies our enduring Keep India Smiling Mission, which drives us to create positive changes in the lives of these vulnerable children and their families. The program embodies a holistic care model encompassing various essential elements, including the mobilisation of children and their families, strategic collaborations with surgical experts and local Health Departments, meticulous logistics management, and comprehensive pre and post-treatment care.

IMPACT

Cumulative: The program has impacted 2429 children in 09 states (Andhra Pradesh, Assam, Maharashtra, Tamil Nadu, Gujarat, Goa, Odisha, West Bengal and Karnataka) since 2021.

FY 2023-24: We supported 1083 Children across 09 States with cleft lip and palate surgeries.

Thematic Area : Promoting Environmental Stewardship: Waste Management & Water Augmentation

Our 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 the financial year 2017-18, Colgate embarked on a transformative journey by partnering with Seva Mandir to conduct 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 in these communities. The findings from this assessment revealed a myriad of critical issues that were impacting the communities' overall well-being and prosperity.

About the Program: Through the invaluable insights we derived from the need assessment, Colgate laid the foundation for a transformative program that aimed not just to alleviate immediate challenges but also to create sustainable pathways for long-term socio-economic empowerment within these communities. The program's holistic approach encompassed various dimensions, including the formation and strengthening of women self-help groups (SHGs), capacity-building initiatives (livelihood training) 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 construction of many water tanks, which gives access to safe drinking water in communities and water for agriculture. Water availability for a longer period of time has enabled villagers to transition from monocropping to cultivating 2-3 crops, diversifying their agricultural practices and significantly boosting their income levels.

Moreover, the availability of water and improved accessibility have led to a substantial reduction in drudgery, freeing up valuable time for women to engage in income-generating activities and spend quality time with their families.



IMPACT

Cumulative: Through this program we have been able to impact 50+ villages, covering 50,000+ beneficiaries, 3000+ Self Help Group (SHG) and Livelihood beneficiaries. Through water augmentation we have been able to repurpose 186 Million Litres of water till date.

FY 2023-24: 5 New villages added, 800 Self Help Group (SHG) & Livelihood Beneficiaries 28 million liters water repurposed, the livelihood beneficiaries have seen growth in their annual income by 35%.

2. Water program for Communities in Amravati with Water for People, India Trust :

Water is one of the key pillars of Colgate's sustainability initiatives. To build a culture of Save Water many initiatives have been carried out within Colgate's manufacturing facilities and offices across India, which has helped not only in the recycling, reuse and zero discharge of water but also in water conservation and sensitization towards the cause of saving water.

Need: The initiative, launched in the fiscal year 2016-17, marked a significant milestone in addressing critical water and sanitation challenges in Maharashtra. The inception of this initiative was preceded by meticulous groundwork, including an in-depth feasibility study and collaborative roundtable discussions with experts from various esteemed organizations such as the Government of Maharashtra, Water Safety Security Department, Advanced Centre for Water Resources Development and Management (ACWADAM), IIT and UNICEF. The program is very well aligned with SDGs and National Jal Jeevan Mission.

About the Program: The program's inception was marked by an ambitious goal to extend support to a cumulative coverage of 36 villages its core, the program adopts a holistic approach towards water management, emphasising the importance of sustainable solutions and community engagement.

Central to the program's success is its emphasis on community involvement and government collaboration. By engaging with local stakeholders, including community leaders, residents, and relevant authorities, the program fosters ownership and collective responsibility towards sustainable water management practices. Community input also plays a crucial role in prioritizing interventions, ensuring that resources are allocated effectively to areas of greatest need and impact.

The program's success hinges on its multifaceted approach, addressing critical aspects of water

management and sanitation while fostering community engagement and sustainable practices by way of providing piped water connections at household levels, community water stations for villagers, water for drinking and sanitation and Water, Sanitation and Hygiene (WASH) Education in Schools.

IMPACT

Cumulative: Through this program we have been able to reach 53 Villages covering more than 76,000 people, educated 13,000+ children in WASH Program in 105 Educational Institutes and repurposed 194 Million Liters of water till date.

FY 2023-24: In the financial year, we have added 3 new villages, covering 4,205 beneficiaries. We have also repurposed 17 Million Liters of water and covered 2,135 Children under WASH Education.

3. Waste Management Program with Nepra Foundation:

Need: The rural areas of Sanand (Gujarat) and Kundaim (Goa), face significant challenges in waste management, particularly regarding dry waste and plastic waste. These regions lack organised waste collection, recycling facilities, and sustainable disposal systems, leading to harmful practices such as open burning, landfilling, littering, and dumping in water bodies. These practices not only contribute to environmental degradation but also pose serious health risks to local communities.

Upon conducting need assessments in these geographies, it became evident that urgent intervention and sustainable approaches are crucial to address the growing waste management crisis. The identified challenges included 1. Improper Waste Disposal, 2. Lack of Awareness, 3. Absence of Value Chain.

About the Program: Our impactful CSR project focuses on sustainable waste management practices across 25 villages in Gujarat and Goa, benefitting a cumulative total of over 130,000 citizens. The core strategy revolves around community education and awareness through workshops, training sessions, and awareness campaigns emphasising proper waste segregation, recycling practices, and waste reduction strategies. Infrastructure development efforts include establishing waste collection centres, segregating facilities, and promoting eco-friendly disposal methods such as composting for organic waste. Moreover, empowering local communities with knowledge and tools for sustainable waste management fosters a sense of ownership and responsibility among residents, ensuring the long-term success and sustainability of the program.



IMPACT

Cumulative & FY 2023-24: 25 Villages, 130,000 beneficiaries, 100 Green Jobs (Safai Saathis) generated, ~40,000 kgs of Dry waste collection done, ~30,000 kgs of carbon emissions diverted, 3,00,000+ kWh energy saved, electricity saved for 190 households.

Thematic Area : Keep India Smiling: Education Scholarships and Women Empowerment

1. Colgate Keep India Smiling Education Scholarship with Shikshadaan & Buddy4Study

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.

About the Program: We acknowledged 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 is crucial. 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.

IMPACT

Cumulative: Till date we have supported 3171 unique scholars (6346 scholarship awards) with much-needed financial aid, ensuring continuity in their education journeys and serving as a catalyst for their personal and professional aspirations.

FY 2023-24: This financial year we covered 1,725 students under our scholarship program.

2. Keep India Smiling : Digital & Financial Literacy for Women and People with Disabilities (PwDs) with Haqdarshak & Seva Mandir

Need: In the midst of a rapidly evolving digital era, the

importance of digitalization across various sectors like education, healthcare, manufacturing, and financial services cannot be overstated. One crucial aspect of this digital transformation is the need for digital financial literacy, which has become a global policy priority highlighted by organisations like the Organisation for Economic Co-operation and Development (OECD) and the G20.

India, with its ambitious Digital India initiative, exemplifies the drive towards digitalization. However, a large portion of the population residing in rural areas lacks adequate digital literacy, posing challenges to their participation in the digital economy and access to financial services. Recognizing this disparity, initiatives like the Digital Saksharta Abhiyan (DISHA) have emerged, aiming to empower vulnerable populations, especially women and Persons with Disabilities (PwD), through digital and financial literacy programs.

About the Program: This program is a significant step towards holistic empowerment of communities by means of Digital and Financial Literacy for Women and People with Disabilities in 5 states: Baddi (Himachal Pradesh), Sricity (Andhra Pradesh), Sanand (Gujarat), Kundaim (Goa) and Udaipur (Rajasthan). The key elements of this program are:

1. Training and Empowerment: The training of women as Colgate Digital Sakhis equips them with skills to support scheme applications and provide digital and financial literacy training, fostering self-reliance and empowerment.
2. Establishment of Yojana Kendras: Physical hubs in strategic locations serve as centers for learning, application submission, and digital literacy programs, promoting community engagement and inclusivity.
3. Access to Welfare Schemes: By enhancing awareness and access to government welfare schemes, the initiative aims to uplift underprivileged communities and promote financial inclusion.

IMPACT

Cumulative & FY 2023-24: This program focuses on fostering inclusive growth and empowerment. It covers women and people with disabilities across 5 states, 240 Villages, trained 250 Digital Sakhis and empowered 30,000 beneficiaries through Digital & Financial Literacy, and forged linkages to government policies/benefits worth ₹ 600 Million.



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 2023- 24 are outlined below:

Sanand Plant

- Conservation of Energy :
 - The Company is having high priority focus on energy saving, through 360 degree energy conservation program including Lighting, Energy efficiency methods, Analytics to monitor and reduce energy consumption, etc. At regular intervals Plant conducts a workshop viz. 'Energy Treasure Hunt' to encourage ideas on energy conservation from its employees. The ideas generated for energy conservation are being implemented, which has generated savings of 5% energy, quantified to 962,000 KWH of energy saving in the year.
 - The Company has set up a 1 Megawatt Solar Energy plant at site. In addition, the Company has signed a Power Purchase Agreement for Hybrid Power generation. In 2023, total Electricity bought from Hybrid Power plus the inhouse Solar contributes to 36.83% of total power consumption.
 - During the year, the plant has invested ₹ 1.68 Crores on identified projects viz. Efficient lighting, Axial Blowers for AHU, HVAC Duct Sealing & Smart Chiller which will save additional 795,000 KWH of 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. Through different projects 4.2% non-product water was less consumed, quantified to 2599 Cubic Meters (CuM) water saving in 2023.
 - Net Zero Water - Site has achieved Net Zero Water in 2023. Last year, Plant had harvested about 49,195 Cubic Meter of rain water, based on 2023 rainfall data. Further, Plant reuses 27,879 Cubic Meter waste water after treating it in the Effluent Treatment Plant for gardening. Plant has reused and recycled 9,811 Cubic Meter

of water viz. water of online quality monitoring, Boiler condensate, etc.

- During the year, the plant has invested ₹ 25.56 Lakh on identified projects viz. Rainwater collection and AHU condensate recovery which will save an additional 6,800 KL of water on an annual basis.

Goa Plant

- Conservation of Energy :
 - Site converted DG engines to run on CNG by installing the OptiBlend system without any internal engine modifications. Plant shall achieve significant reduction in NOx and CO2 emissions. The system allows 50~70% diesel displacement with cheap natural gas. This feature is enabled in Q4 '2023. Three DGs attained 60+% of CNG distribution in fuel consumption.
 - Energy management software (PME-Power Monitoring Expert) is migrated to WonderWare AVEVA Supervisory Control and Data Acquisition (SCADA) for additional capabilities of new Power Event Analysis, including smart alarm management and timeline analysis, Energy Analysis Dashboards & Reports. Data stored in SQL.
 - Installed energy efficient screw vacuum pump which modulates on the vacuum requirement of finishing lines and consumes low power. This resulted in power saving of 21 MWh per Annum.
 - Use of the Air leak detector FLUKE 900i device has resulted in approximate savings of 13 MWh/Annum.
- Conservation of Water :
 - In 2023, the site used 15,291 Cubic Meter of alternative water and 31,326 Cubic Meter of water returned to the environment through infiltration and irrigation, which is 22% more than the water consumed by the site.
 - Usage of Reverse Osmosis (RO) rejected water into cooling towers, led to approximate savings of approx 5100 KL per Annum.



Baddi Plant

- Conservation of Energy :
 - Electronically Commutated blower installation on a few AHU which lead to approximate saving of 60000 KWH per Annum.
 - Electronically Commutated blower installation on cooling tower which lead to approximate saving of 26000 KWH per Annum.
 - Compressed air leakage arrest using fluke device has resulted in approximate savings of 2100 KL per Annum.
- Conservation of Water :
 - Steam condensate recovery and reuse as feed water boiler resulted in approximate saving 3400 KL per Annum.
 - Ozone and chlorine sensor water recovery from PWT and SWT treatment plants has resulted in approximate savings of 2900 KL per Annum.
 - Usage of Multi Grade Filter (MGF) backwash into toilets has resulted in approximate savings of 6 KL per day.
 - Reuse of MouthWash (MW) reject water as feed water has resulted in approximate savings of 1300 KL per Annum.
 - Reuse of MGF backwash water as raw water has resulted in approximate savings of 4100 KL per Annum.

Sri City Plant

- Conservation of Energy (Per Annum) :
 - Through our in-house 1.788 MW solar plant we saved on 1660 MWH units from the electricity board.
 - Through Power purchase agreements from renewable sources we have accounted for 3706 MWH energy. Including the inhouse solar generation & PPAs energy from renewable sources contributes to 41.5%.
 - 500 Nos. of LED lights with 72 Watts capacity are replaced with 36 Watts and resulted in a saving of 131 MWH.
 - Chiller plant integrated in closed loop system with demand flow algorithm, has resulted in savings of 377 MWH.
 - Variable frequency drive installed for 13Nos of Dust collector at site, resulting in an energy savings of 222 MWH.

- Installed a new efficient Air compressor 1750 Cubic Feet per minute for meeting plant requirements. This has resulted in energy savings of 209 MWH.

- Conservation of Water :

- Usage of RO Plant's reject water in domestic flushing a savings of 280 KL has been achieved.
- Water efficient Aerators fixed for taps in the Washrooms & Kitchen resulted in a savings of 300 KL.
- 6,168 KL of Rainwater harvested in FY 2023-24 from 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 flavors.
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 consumers.
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 global clinical gr 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, Tooth Pain Relief, Anti-Sensitivity, Natural Protection and Freshness and Personal Care market i.e. Shampoos, Shower Gels and Liquid Hand Soap.

In case of imported technology (imported during the last 3 years reckoned from the beginning of the financial year) :

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
Palmolive Mood Boosting Range	2023-24	Yes	Not Applicable
Colgate Maxfesh 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
Colgate Active salt Relaunch	2022-23	Yes	Not applicable
Colgate Maxfresh Charcoal	2022-23	Yes	Not applicable
Colgate PerioGard Toothpaste	2022-23	Yes	Not applicable
Colgate Strong Teeth Relaunch	2022-23	Yes	Not applicable
Colgate Vedshakti Toothpaste Relaunch	2021-22	Yes	Not applicable
Colgate Visible White O2 Toothpaste	2021-22	Yes	Not applicable
Colgate Gum Expert Toothpaste	2021-22	Yes	Not Applicable
Colgate Maxfresh Limited Edition	2021-22	Yes	Not applicable
Palmolive Face Foam Wash	2021-22	Yes	Not applicable
Palmolive Face Cleansing Gel	2021-22	Yes	Not applicable
Palmolive Face Masque	2021-22	Yes	Not applicable
Palmolive Face Souffle Scrub	2021-22	Yes	Not applicable

Details of expenditure on R&D are given below :

Expenditure on R&D	Financial Year 2023-24 (₹ in Crores)
Capital	8.53
Recurring	10.02
Total	18.55

C) Foreign Exchange Earnings and Outgo :

During the Financial Year, the Company was able to generate export earnings of ₹ 210.32 Crores and the Foreign exchange outgo was ₹ 1,013.34 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 14, 2024



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 Executive Director to the median remuneration of the employees of the Company for the Financial Year is as follows :

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

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

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

Non-Executive Directors:

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

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

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

+considered the annualized salary for the directors.

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

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

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

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

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

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

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



6. Affirmation :

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

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

Place: Mumbai
Date: May 14, 2024

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

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



Form No. MR-3

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED 31ST MARCH, 2024

[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: L24200MH1937PLC002700)** (hereinafter called 'the Company') for the financial year ended 31st March, 2024. 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 record 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 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 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, 2024 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, 2024 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 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 Trans boundary 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 etc.

II. Buy-back of securities.

III. Major decision taken by the Members in pursuance to section 180 of the Companies Act, 2013.

IV. Amalgamation/Reconstruction, etc.

V. Foreign Technical Collaborations.

For DHOLAKIA & ASSOCIATES LLP
(Company Secretaries)

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

Place: Mumbai
Date: May 14, 2024

Peer Review Certificate No: 2404/2022
FRN:P2014MH034700
UDIN: F010032F000369061



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 organization's sustainability, social impact, diversity, equity and inclusion strategies.

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 well-being 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 2025 Sustainability & Social Impact Strategy.

In our pursuit of inspiring trust and transparency, we are proud to enter the third 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, 2023 - March 31, 2024
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 (₹)	2,719.86 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 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	BRSR Reasonable Assurance



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)	98.19%

17. Products/Services sold by the entity (accounting for 90% of the entity's Turnover):

Product/Service	NIC Code	% of total Turnover contributed
Toothpaste and toothbrush	Group 202	97.17%

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	Nil	Nil	Nil

19. Markets served by the entity:

a. Number of locations

Location	Number
National (No. of States)	28 States and 8 UTs
International	18

b. What is the contribution of exports as a percentage of the total turnover of the entity?

4%

c. A brief on types of customers

Colgate-Palmolive (India) Limited 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's network or otherwise with a wide network of diverse wholesalers, modern trade stores, e-commerce 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 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)	799	589	74%	210	26%
Other than permanent (E)	1,673	1,072	64%	601	36%
Total employees (D + E)	2,472	1,661	67%	811	33%
Workers*					
Permanent (F)	1,422	1,367	96%	55	4%
Other than permanent (G)	1,017	802	79%	215	21%
Total workers (F + G)	2,439	2,169	89%	270	11%

*The reporting boundaries for this year have been extended to cover more company locations.



b. Differently abled Employees and Workers:

Particulars	Total	Male		Female	
	(A)	No. (B)	% (B/A)	No. (C)	% (C/A)
Differently Abled Employees					
Permanent (D)	1	1	100%	Nil	-
Other than Permanent (E)	Nil	Nil	-	Nil	-
Total Employees (D + E)	1	1	100%	Nil	-
Differently Abled Workers					
Permanent (F)	6	6	100%	Nil	-
Other than Permanent (G)	15	15	100%	Nil	-
Total Workers (F + G)	21	21	100%	Nil	-

21. Participation/Inclusion/Representation of women:

Particulars	Total	No. and percentage of Females	
	(A)	No. (B)	% (B/A)
Board of Directors	12	5	42%
Key Management Personnel	3	1	33%

22. Turnover rate for permanent employees and workers (Disclose trends for the past 3 years)

Particulars	FY 2024			FY 2023			FY 2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	13%	16%	14%	19%	19%	19%	15%	21%	17%
Permanent Workers	6%	11%	7%	3%	16%	3%	3%	11%	4%

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 Companies Act, 2013 : Yes

(ii) Turnover : ₹ 5,64,418.01 Lakhs

(iii) Net worth : ₹ 1,87,630.09 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 2023-24			FY 2022-23		
		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	84	Nil	-	124	4	All pending complaints as on March 31, 2023 were subsequently resolved.
Investors (Other than Shareholders)	N.A.	-	-	-	-	-	-
Employees and workers	Yes (Available on Intranet)	8	Nil	-	6	1	All pending complaints as on March 31, 2023 were subsequently resolved.
Consumers	Yes https://www.colgatepalmolive.co.in/contact-us	3,836	Nil	Consumers reach out to the Company to report product-related experiences that could vary from manufacturing, pricing, preference, 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 Colgate-Palmolive (India) Limited's consumer satisfaction policy	3,587	Nil	Consumers reach out to the Company to report product related experiences that could vary from manufacturing, pricing, preference, and adverse event complaints. These 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	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:

Material issue identified	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



Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying 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 local need assessments, interventions are planned in alignment with local govt bodies, and communities.	Being a responsible corporate citizen, community upliftment is a critical aspect of our operations
Business ethics, governance and transparency	Risk	Building a culture of integrity and transparency is linked with fulfillment of mandates as well as strengthening relationships with stakeholders	<ul style="list-style-type: none"> i. Development and training on Code of Conduct ii. Development of policies, programs and mechanisms for avoiding workplace discrimination, harassment, and corruption, among others 	Any instances of unethical practices have the risk of tarnishing Company reputation and attracting fines/penalty which can in turn affect business continuity
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	<ul style="list-style-type: none"> 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	<p>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</p> <p>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</p>	<ul style="list-style-type: none"> i. Implementation of a Company-wide robust EHS management system. ii. Ensuring periodic internal and external audits iii. Training all employees and workers on safe working practices iv. Investigation of each reported case and preparation of remedial plan 	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
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	<ul style="list-style-type: none"> i. Comprehensive Human Rights Policy and Procedures ii. Human Rights Due Diligence carried out to avoid workforce discrimination, sexual harassment, child labor, and forced labor, amongst others 	Company's reputation and relationships with stakeholders can be adversely affected in case of any instances of non-compliance



Material issue identified	Indicate whether risk or opportunity	Rationale for identifying risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> i. Implementation of Zero Liquid Discharge facility at all four 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	<ul style="list-style-type: none"> i. Transition towards greener options such as onsite solar projects, hydroelectricity, and wind energy ii. Minimization of emissions throughout the value chain through greener alternatives such as utilization of CNG based trucks and multimodal shipments 	Increasing self-reliance on sustainable and green energy can reduce Company costs and attract investment opportunities
Waste management	Risk	Poor waste management can lead to non-compliance with legal requirements for waste disposal	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 regulatory norms on waste management can lead to fines and penalties and adversely affect the operating costs of the Company
Sustainable packing	Opportunity	Switching to renewable and increasing reused packing materials reduces dependence on virgin materials thereby, reducing consumption of non-renewable raw materials.	<ul style="list-style-type: none"> i. Transition towards renewable materials reduces the waste going to landfill ii. Increasing usage of reused materials has reduced the dependency on virgin materials 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	P	P	P	P	P	P	P	P
	1	2	3	4	5	6	7	8	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, Trustea) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by the Company and mapped to each principle.	Colgate-Palmolive (India) Limited has developed Environment, Health, and Safety standards in line with Occupational Health and Safety Assessment Specification and Environmental Protection Agency for all the owned manufacturing sites. All the sites continue to be TRUE [®] certified for Zero Waste (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 2025 Sustainability & Social Impact Strategy which has specific goals and targets covering aspects of the nine principles. For more information, please refer to Page No. 26 '2025 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. 26 '2025 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 third 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. 2 of the Annual and ESG Report for FY 2023-24.								
8. Details of the highest authority responsible for 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 and CSR Committee (ECC) 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 2023-24.								



10. a) Performance against above policies and follow up action

b) Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances.

Subject for Review	Indicate whether review was undertaken by Director / Committee of the Board/ Any other Committee									Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)								
	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
Performance against above policies and follow up action	The policies are reviewed internally on a periodic basis.																	
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances	Colgate-Palmolive (India) Limited is in compliance with all applicable statutory requirements.																	

Particulars	P1	P2	P3	P4	P5	P6	P7	P8	P9
11. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.	The policies are assessed / evaluated internally by local and global team periodically . No independent assessment/evaluation review is conducted through external partners.								

12. If answer to question (1) above is "No" i.e., not all Principles are covered by a policy, reasons to be stated

Particulars	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the principles material to its business (Yes/No)	N.A.								
The entity is not at a stage where it is in a position to formulate and implement the policies on specified 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	12	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	21	Principles covered include responsible business conduct, equitable and inclusive growth, risk management, environment stewardship, safe and sustainable provision of goods, employee well-being, human rights, etc.	100%
Employees other than BoD and KMPs	9	Curated training programs covering wide gamut of topics such as anti-bribery, anti-competition, prevention of harassment, trade compliance, data privacy, etc. are mandatorily required to be completed by all employees.	100%
Workers	4	Training and awareness programs conducted on minimum safe behaviors, plant floor operator micro awareness, and Code of conduct acknowledgment.	100%

2. Details of fines/ penalties/ punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors/ KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format

Particulars	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institution	Monetary		Brief of the Case	Has an appeal been preferred? (Yes / No)
			Amount (in ₹)			
Penalty/ Fine	1	Deputy Commissioner of State Tax, WB	4,15,182		E-way bill discrepancy	No
	1	Chandigarh VAT authority	3,000		As a part of VAT assessment	No
	1	Himachal Pradesh VAT authority	25,000		As a part of VAT assessment	No
	1	Tamilnadu GST authority	1,00,000		For alleged non maintenance of records at principal place of business	No

GRI 2-27



Particulars	Monetary				
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institution	Amount (in ₹)	Brief of the case	Has an appeal been preferred? (Yes / No)
Penalty/ Fine	1	Maharashtra GST authority	10,000	General penalty under GST regulations	No
	1	Himachal Pradesh GST authority	1,00,000	Related to E way bill regulations	No
	1	Gujarat GST authority	10,000	General penalty under GST regulations	No
	1	Punjab GST authority	10,000	Related to E way bill regulations	No
	1	Andhra Pradesh Southern Power Distribution Company Limited	18,58,521	Unauthorized Solar Installations	Yes
	1	Kolkata Alipore Police Court	10,000	General penalty	Yes
Settlement	Nil	Nil	Nil	Nil	Nil
Compounding fee	Nil	Nil	Nil	Nil	Nil

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 institution	Amount (in ₹)	Brief of the Case	Has an appeal been preferred? (Yes / No)
Imprisonment 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
Andhra Pradesh Southern Power Distribution Company Limited	Unauthorized Solar Installations
Kolkata Alipore Police Court	General penalty

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 relationships.

To know further, the policy can be accessed at: <https://www.colgatepalmolive.com/en-us/who-we-are/our-policies/anti-bribery-policy>

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 2023-24	FY 2022-23
Directors	Nil	Nil
KMPs		
Employees		
Workers		

6. Details of complaints with regard to conflict of interest:

Particulars	FY 2023-24	FY 2022-23
Number of complaints received in relation to issues of Conflict of Interest of the Directors	Nil	
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	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 2023-24	FY 2022-23
Number of days of accounts payables	97	85

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 2023-24	FY 2022-23
Concentration of Purchases	a. Purchases from trading houses as % of total purchases	1.0%	0.8%
	b. Number of trading houses where purchases are made from	5	6
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	100%	100%
Concentration of Sales	a. Sales to dealers / distributors as % of total sales	74.2%	74.7%
	b. Number of dealers / distributors to whom sales are made	2,221	2,224
	c. Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	4.2%	4.4%
Shares of RPTs in	a. Purchases (Purchases with related parties / Total Purchases)	2.7%	2.6%
	b. Sales (Sales to related parties / Total Sales)	1.9%	2.6%
	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.

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



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 programmes held	Topics / principles covered under 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 an interested party. Disclosures are also made by Directors regarding their Directorship/ Committeeship/ Shareholding/ Association on a timely basis.

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

Essential Indicators

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 2023-24	FY 2022-23	Details of improvements in environmental and social impacts
R&D	14%	17%	The R&D investments are intended to improve the overall consumer benefit of oral health products, both in terms of sensorials and new technologies. This includes the improvement in current technologies such as Maxfresh for freshness, Colgate Strong Teeth that gives a Calcium boost, Total Sensitive for overall protection, and Colgate Active Salt for solving early niggles. Improvement in sensorial for Visible White O2 and Colgate Cibaca.
Capex	11.6%	12.6%	

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 that help identify 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 (66 suppliers contributing to 73% of spending) 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 contaminated 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 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.), the 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) Limited is registered as 'Brand Owner' with the Central Pollution Control Board (CPCB) and the EPR activities are managed centrally. The Company has partnered with two 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 Financial Year 2023-24 by collecting ~107% 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)

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 2023-24	FY 2022-23
Re-grinded PP Material	1.30%	0.06%

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 2023-24			FY 2022-23		
	Re-Used	Recycled	Safely Disposed	Re-Used	Recycled	Safely Disposed
Plastics (including packaging)	-	25,839	11,627	-	3,790	9,638
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	~107%

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	589	589	100%	589	100%	Nil	-	589	100%	589	100%
Female	210	210	100%	210	100%	210	100%	Nil	-	210	100%
Total	799	799	100%	799	100%	210	26%	589	74%	799	100%
Other than Permanent employees											
Male	1,072	1,030	96%	1,022	95%	Nil	-	49	5%	Nil	-
Female	601	579	96%	532	89%	601	100%	Nil	-	Nil	-
Total	1,673	1,609	96%	1,554	93%	601	36%	49	3%	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	1,367	1,367	100%	1,367	100%	Nil	-	717	52%	Nil	-
Female	55	55	100%	55	100%	55	100%	Nil	-	55	100%
Total	1,422	1,422	100%	1,422	100%	55	4%	717	50%	55	4%
Other than permanent workers											
Male	802	802	100%	802	100%	Nil	-	192	24%	Nil	-
Female	215	215	100%	215	100%	194	90%	Nil	-	Nil	-
Total	1,017	1,017	100%	1,017	100%	194	19%	192	19%	Nil	-

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format -

	FY 2023-24	FY 2022-23
Cost incurred on well-being measures as a % of total revenue of the company	0.11%	0.10%

2. Details of retirement benefits, for the Current FY and Previous Financial Year

Benefits	FY 2023- 24			FY 2022- 23		
	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%	Yes	100%	100%	Yes
ESI	-	10.90%	Yes	N.A.	22%	Yes
Other: Life Insurance / Death Benefits	100%	100%	Yes	100%	100%	Yes

3. 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 audits to facilitate a comfortable work environment for all. The Company has already modified several locations with disabled-accessible infrastructure including ramps, furniture, washrooms, and other installations. It is also currently in the process of incorporating similar measures across all locations.

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 that 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 the 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.

<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.

	Permanent Employees		Permanent Workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	100%	87%	100%	100%
Female	100%	89%	100%	100%
Total	100%	87%	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) Limited believes in ensuring a strong connection with all its employees and addressing their issues in a timely manner through regular one-on-one connections. 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 town hall, 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) Limited further has a zero-retaliation policy in order to ensure zero adverse actions against the complainant. For workers, the 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 recognised by the listed entity:

Category	FY 2023-24			FY 2022-23		
	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	799	Nil	-	798	Nil	-
Male	589	Nil	-	598	Nil	-
Female	210	Nil	-	200	Nil	-
Total Permanent Workers	1,422	390	27%	1,520	443	29%
Male	1,367	390	29%	1,464	443	30%
Female	55	Nil	-	56	Nil	-

*The data for the employees and workers association or union recognition have been revised based on errors identified in the previous report.

8. Details of training given to employees and workers:

Category	FY 2023-24					FY 2022-23				
	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	589	589	100%	582	99%	598	598	100%	574	95.9%
Female	210	210	100%	204	97%	200	200	100%	171	85.5%
Total Permanent Employees	799	799	100%	786	98%	798	798	100%	745	93.3%



8. Details of training given to employees and workers (cont.)

Category	FY 2023-24					FY 2022-23				
	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)
Workers										
Male	1,367	1,367	100%	1,367	100%	1,464	1,464	100%	1,464	100%
Female	55	55	100%	55	100%	56	56	100%	56	100%
Total Permanent Workers	1,422	1,422	100%	1,422	100%	1,520	1,520	100%	1,520	100%

Note: This data does not include 'other than permanent employees/workers'

9. Details of performance and career development reviews of employees and worker

Benefits	FY 2023-24			FY 2022-23		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Employees						
Male	589	589	100%	598	598	100%
Female	210	210	100%	200	200	100%
Total	799	799	100%	798	798	100%
Workers*						
Male	1,367	977	71%	1,464	1,021	70%
Female	55	55	100%	56	56	100%
Total	1,422	1,032	73%	1,520	1,077	71%

* Workers at Goa manufacturing facility aren't covered in performance and career development reviews

10. Health and Safety Management System:

<p>a) Whether an occupational health and safety management system has been implemented by the entity? If yes, the coverage such system?</p>	<p>Yes, Colgate-Palmolive (India) Limited 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 minimum safety behavior/ Foundational Safety Expectations, sound occupational health, visible leadership, performance recognition initiatives, labor practices, regulatory requirements, and compliances, inspections, and self-assessments, audits (internal & external), and employee engagement.</p> <p>All Colgate-Palmolive (India) Limited plants and offices including warehouses, offices and technology centres are covered.</p>
<p>b) What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?</p>	<p>The Company maintains a proactive approach towards risk identification, mitigation, and elimination to avoid any unwarranted safety situations. We have implemented robust procedures across the plants pertaining to work, machinery, behavior, and process-related risks which cover all routine and non-routine activities. Our sites conduct risk assessments and job hazard analysis at regular intervals to identify all current and potential risks. The scope of these assessments also includes chemical hazards, machine guarding, and ergonomics, among others.</p>
<p>c) Whether you have processes for workers to report work-related hazards and to remove themselves from such risks.</p>	<p>Yes, All employees, visitors, and contractors are encouraged to report situations, behaviors, 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 that require employees to report "unsafe conditions and unsafe behavior."</p>
<p>d) Do the employees/workers of the entity have access to non-occupational medical and healthcare services?</p>	<p>Yes, The Company has a medical officer/physician visiting the plant or tie-up with nearby hospitals where each and every employee can consult the doctor for all non-occupational medical illnesses experienced during working hours. All employees are also covered under medical insurance.</p>


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

Safety Incident/Number	Category	FY 2023-24	FY 2022-23
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	Nil	Nil
	Workers	0.69	0.67
Total recordable work-related injuries	Employees	Nil	Nil
	Workers	2	2
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

12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

Colgate-Palmolive (India) Limited has laid down Environment Health and Safety Standard Operating Procedures (SOPs) highlighting the roles and responsibilities of individuals, groups, and committees along with do's 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 Environment, Health and Safety (EHS) expectations through periodic training.

13. Number of Complaints on the following made by employees and workers.

Particulars	FY 2023-2024			FY 2022-2023		
	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	75%*
Working Conditions	75%*

*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 that have the ability to cause an adverse impact. Colgate-Palmolive (India) Limited has a dedicated process to identify unsafe work conditions and behavior. The Company encourages its employees and workers to report near-miss incidents, all first aid cases, recordable accidents, and other work-related illnesses 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, an 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) Limited takes a step further to systematically close all the identified gaps.



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 2023-24	FY 2022- 23	FY 2023- 24	FY 2022- 23
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 and WYSA application to provide employee assistance. 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	% value chain partners (by value of business done with such partners) that were assessed (%)
Health and safety practices Working Conditions	66 suppliers which contribute to 73% of the spending were assessed

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 the 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) Limited believes in collaborative growth while ensuring value creation for its stakeholders. As a result, the Company extensively engages with its stakeholders on a regular basis to understand their concerns, complaints, and suggestions and incorporates them into the decision-making process. Stakeholder groups are identified on the basis of the impact created by and on them. Having identified such groups, the Company has further prioritized the stakeholders' basis of their criticality to business in terms of the level of influence, responsibility, and dependence.



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, and website	Quarterly and Annually	Communication on financial performance, growth perspective, and any other material information
Employees	No	Email, townhall, departmental meetings, conferences	Monthly and Quarterly	Communication on occupational health and safety, human rights, new products, Company strategy, policy changes, among others
Contractual workers	Yes (Women and low economic status)	Meetings and Notice board	Quarterly	Communication on materials, services, pricing and commodities' trends
Vendors and suppliers	No (However, we do have certain MSME supply partners)	Emails and meetings	Need based	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, derive suitable solutions and discuss scope for improvements
NGOs	No	Review meetings	Bi-Monthly	Understand challenges, review fund utilisation, testimonials and scope for Improvements

Leadership Indicators

1. Provide the processes for consultation between stakeholders and the Board on Economic, Environmental and Social topics or if consultation is delegate 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 ESG and Corporate Social Responsibility Committee (ECC) and Board of Directors 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 the external environment on the economy, environment, and stakeholders. It enables the Company to enhance its understanding of the relative significance 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 Financial Year 2023-24.

3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/marginalized stakeholder groups.

All CSR initiatives are implemented based on district specific local need assessments, and interventions are planned in alignment with local government bodies and communities. We regularly engage with the end beneficiaries through SHG strengthening, training, and upskilling to enhance income, our programs range from oral health education, and digital and financial literacy to water and waste management.

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 2023-24			FY 2022-23		
	Total (A)	No. employees/ workers covered (B)	% (B/A)	Total (C)	No. employees/ workers covered (D)	% (D/C)
Employees						
Permanent	799	799	100%	798	798	100%
Other than permanent	1,673	1,673	100%	1,382	1,382	100%
Total Employees	2,472	2,472	100%	2,180	2,180	100%
Workers						
Permanent	1,422	1,422	100%	1,520	1,520	100%
Other than permanent	1,017	1,017	100%	684	684	100%
Total workers	2,439	2,439	100%	2,204	2,204	100%

2. Details of minimum wages paid to employees and workers, in the following format:

Category	FY 2023-24					FY 2022-23				
	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	589	Nil	-	589	100%	598	Nil	-	598	100%
Female	210	Nil	-	210	100%	200	Nil	-	200	100%
Total	799	Nil	-	799	100%	798	Nil	-	798	100%



2. Details of minimum wages paid to employees and workers, in the following format (cont.)

Category	FY 2023-24					FY 2022-23				
	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	1,072	2	0.19%	1,070	99.81%	1,070	Nil	-	1,070	100%
Female	601	Nil	-	601	100%	312	Nil	-	312	100%
Total	1,673	2	0.12%	1,671	99.88%	1,382	Nil	-	1,382	100%
Permanent workers										
Male	1,367	Nil	-	1,367	100%	1,464	Nil	-	1,464	100%
Female	55	Nil	-	55	100%	56	Nil	-	56	100%
Total	1,422	Nil	-	1,422	100%	1,520	Nil	-	1,520	100%
Other than permanent workers										
Male	802	264	32.92%	538	67.08%	554	Nil	-	554	100%
Female	215	23	10.70%	192	89.30%	130	Nil	-	130	100%
Total	1,017	287	28.22%	730	71.78%	684	Nil	-	684	100%

3. a. Details of remuneration/salary/wages, in the following format.

Particulars	Number	Male	Number	Female
		Median remuneration/ salary/ wages of respective category (₹)		Median remuneration/ salary/ wages of respective category (₹)
Board of Directors (BoD)*	2	4,33,47,938	1	9,17,02,013
Key Managerial Personnel	2	4,33,47,938	1	9,17,02,013
Employees other than BoD and KMP	587	18,60,432	209	21,22,620
Workers	1,367	5,41,920	55	2,75,154

* Only the BoD on Company's payroll are considered.

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

Particulars	FY 2023-24	FY 2022-23
Gross wages paid to females as % of total wages	21.86%	19.88%

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 functional heads, which ensures efficacious oversight of human rights compliance. In order to further propel the agenda, a Human Rights Leader is constituted who is centrally responsible for addressing potential violations and issues caused or contributed by the Company/partners/suppliers. The on-ground implementation is driven by Human Rights Champions who consolidate and communicate information which enables informed decisions that focus on cascading human rights compliance across the Company's length and width.

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 of the Code of Conduct or the law. Diverse formal and informal channels such as dedicated email, web tools, internal helpline and Colgate-Palmolive (India) Limited mobile app 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 platforms such as workers committee meetings which encourage employees and workers to share ideas, and grievances through plant performance reviews and suggestion schemes including employee welfare.

Colgate-Palmolive (India) Limited has an Internal Committee (IC) which overlooks the Prevention of Sexual Harassment and has representation from all different 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 2023-24			FY 2022-23		
	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	1	Nil	Complaint resolved	2	Nil	-
Discrimination at workplace	Nil	N.A.	-	Nil	N.A.	-
Child Labour	Nil	N.A.	-	Nil	N.A.	-
Forced/ Involuntary Labour	Nil	N.A.	-	Nil	N.A.	-
Wages	Nil	N.A.	-	Nil	N.A.	-
Other human rights related issues	Nil	N.A.	-	1	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 2023-24	FY 2022-23
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	1	2
Complaints on POSH as a % of female employees / workers	0.38%	0.78%
Complaints on POSH upheld	1	2

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 about 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.

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 for 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 Supplier Responsible Sourcing Assessment (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 the level of modifications required for upgrading infrastructure in line with the needs of PwD individuals. In certain locations of Colgate-Palmolive (India) Limited, office premises and infrastructure are modified 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	73%
Discrimination at workplace	73%
Child Labour	73%
Forced Labour/Involuntary Labour	73%
Wages	73%

Note: 66 suppliers, which contribute to 73% of spends, have been assessed as per the SRSA Standard

5. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question above.

All assessments are supported with the follow-up action plan and compliance, which are updated on the SEDEX website. Adherence to the closure of all plans and compliances are monitored regularly by the Colgate-Palmolive central team based out of the US office of the Parent Company.



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 2023-24	FY 2022-23
From Renewable Sources			
Total electricity consumption (A)	GJ	39,894.06	11,884.28*
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	39,894.06	11,884.28*
From Non-Renewable Sources			
Total electricity consumption (D)	GJ	1,42,876.80	1,72,998.46*
Total fuel consumption (E)	GJ	39,875.25	40,653.86
Energy consumption through other sources (F)	GJ	Nil	Nil
Total energy consumed from Non-renewable sources (D+E+F)	GJ	1,82,752.05	2,13,652.33*
Total energy consumed (A+B+C+D+E+F)	GJ	2,22,646.11	2,25,536.60
Energy intensity per rupee of turnover (Total energy consumed/ Revenue from operations)	GJ/ ₹ Lakhs	0.39	0.43*
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed/ Revenue from operations adjusted for PPP)		NA	NA
Energy intensity in terms of physical output	GJ/ tonne of production	1.69	1.74*
Energy intensity (optional) - the relevant metric may be selected by the entity		NA	NA

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, M/s. 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. N.A.

3. Provide details of the following disclosures related to water, in the following format.

Parameter	FY 2023-24	FY 2022-23
Water withdrawal by source (in kilolitres)		
i) Surface Water	Nil	Nil
ii) Ground Water	84,490.43	95,876.00
iii) Third Party Water	1,42,413.00	1,33,884.00
iv) Seawater/ desalinated water	Nil	Nil
v) Others	12,945.29	8,209.00
Total Vol of Water Withdrawn (i + ii + iii + iv + v)	2,39,848.72	2,37,969.00
Total Vol of Water consumption (in kilolitres)	1,40,751.49	1,01,350.30*
Water intensity per rupee of turnover (Water consumed/ turnover)	0.25	0.20*
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption/ Revenue from operations adjusted for PPP)	NA	NA
Water intensity in terms of physical output (Water consumed/ tonne of production)	1.07	0.78*
Water intensity (optional) the relevant metric may be selected by the entity	NA	NA

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, M/s. DNV Business Assurance India Private Limited

*Energy consumption, water consumption details and Intensity calculation have been corrected based on error identified in the previous report

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



4. Provide the following details related to water discharged:

Parameter	FY 2023-24	FY 2022-23
Water discharge by destination and level of treatment (in kilolitres)		
(i) Into Surface water		
- No treatment	Nil	Nil
- With treatment (<i>please specify level of treatment</i>)	Nil	Nil
(ii) To Groundwater		
- No treatment	Nil	Nil
- With treatment (<i>please specify level of treatment</i>)	Nil	Nil
(iii) To seawater		
- No treatment	Nil	Nil
- With treatment (<i>please specify level of treatment</i>)	Nil	Nil
(iv) Sent to third parties		
- No treatment	9,288.00	17,071.00
- With treatment (<i>Secondary Treatment</i>)	19,252.70	51,335.00
(v) Others		
- No treatment	6,501.00	Nil
- With treatment (<i>Tertiary Treatment</i>)	64,055.52	68,212.70
Total water discharged (in kilolitres)	99,097.22	1,36,618.70

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, M/s. 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 utilities.

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 recycle some water as per the norms stipulated by the local government. The recycled water is used for gardening purposes.

If yes, Provide details of its coverage and implementation.

All sites of the company are covered to showcase its efforts toward ensuring zero liquid discharge outside the site boundary.

6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format.

Parameter	Unit	FY 2023-24	FY 2022-23
NOx	Kg	8,283.30	5,760.41*
SOx	Kg	624.16	931.39*
Particulate matter (PM)	Kg	2,048.86	1,832.30*
Persistent organic pollutants (POP)		Nil	Nil
Volatile organic compounds (VOC)		Nil	Nil
Hazardous air pollutants (HAP)		Nil	Nil
Others - please specify		Nil	Nil

*Total NOx, SOx and PM data have been corrected based on errors identified in the previous report

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. M/s. DNV Business Assurance India Private Limited and Government-authorized agencies carry out monitoring in every state as per SPCB norms.



7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format.

Parameter	Unit	FY 2023-24	FY 2022-23
Total Scope 1 emissions (tCO ₂ e)	Metric tonnes of CO ₂ equivalent	4,859.92	3,378.20
Total Scope 2 emissions (tCO ₂ e) location-based	Metric tonnes of CO ₂ equivalent	28,416.61	34,119.14*
Total Scope 2 emissions (tCO ₂ e) market-based		-	-
Total Scope 1 and Scope 2 emissions per rupee of turnover	(tCO ₂ e/INR Lakhs)	0.06	0.07
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)		NA	NA
Total Scope 1 and Scope 2 emission intensity in terms of physical output	(tCO ₂ e/tonne of production)	0.25	0.29*
Total Scope 1 and Scope 2 emission intensity (optional) the relevant metric may be selected by the entity		NA	NA

*Scope 2 emission and Emission Intensity data have been corrected based on errors identified in the previous report

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 CO₂ emissions. Sricty 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 striving to reduce the carbon footprint of the product.

9. Provide details related to waste management by the entity, in the following format.

Parameter	FY 2023-24	FY 2022-23
Total Waste generated (in metric tonnes)		
Plastic waste (A)	2,174.01	2,452.64*
E-waste (B)	6.21	10.89
Bio-medical waste (C)	9.41	9.42
Construction and demolition waste (D)	Nil	Nil
Battery waste (E)	14.78	24.78
Radioactive waste (F)	Nil	Nil
ETP Sludge (G)	504.34	519.28
Other Hazardous waste (H): Other	3.90	Nil
Other Non-hazardous waste generated (I): Spent oil	7.16	5.41
Other Non-hazardous waste generated (I): Waste cream	656.77	559.02
Other Non-hazardous waste generated (I): Others	2,700.71	2,749.21*
Total (A+B+C+D+E+F+G+H+I)	6,077.29	6,330.65*
Waste intensity per rupee of turnover (Total waste generated / Revenue from operations)	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)	NA	NA
Waste intensity in terms of physical output (Total waste generated/Tonne of production)	0.05	0.05
Waste intensity (optional) - the relevant metric may be selected by the entity	NA	NA

*Quantities of Other Non-hazardous waste and plastic waste have been corrected based on error identified in the previous report

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 2023-24	FY 2022-23
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 [#]	3,691.72	4,498.97
(ii) Re-used ^{##}	2,323.65	1,812.97
(iii) Other recovery operations	Nil	Nil
Total	6,015.37	6,311.94
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration ^{###}	43.17	9.42
(ii) Landfilling ^{####}	18.71	9.50
(iii) Other disposal operations	Nil	Nil
Total	61.88	18.92

[#]Recycled waste include waste from recyclable plastic waste, waste cream, foodwaste, ETP sludge waste and other non-Hazardous waste disposed off as per the CTO received from the regional authorities

^{##}Reused waste include waste from food waste and other non-hazardous waste disposed off as per the CTO received from the regional authorities

^{###}Incineration was performed for the waste such as hazardous waste, biomedical waste and other non-hazardous wastes as per the CTO received from the regional authorities.

^{####}Landfill was performed for the waste such as ETP waste, Food waste and other non-hazardous wastes as per the CTO received from the regional authorities.

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, M/s. 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 managesuch wastes.

The Company disposes all hazardous waste only to government-approved waste management agencies. All batteries are sent to Pollution Control Board authorized manufacturers only as part of the buy-back program. Colgate-Palmolive (India) Limited endeavors to optimize the product development process and decrease the use of raw materials which are then disposed of as hazardous waste. Additionally, to reduce dependence on chemicals, the Company has installed efficient equipment for laboratory testing.

11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones, etc.) where environmental approvals/clearances are required, please specify details in the following format:

Location of operations/offices	Type of operations	Whether the conditions of environmental approval /clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
	Nil	

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant web link
			Nil		



13. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India, such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment Protection Act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:

Specify the law / regulation / guidelines which was not complied with	Provide details of the non-compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
All the Colgate- Palmolive (India) Limited manufacturing sites are compliant to all the mentioned norms			

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)

These areas have been identified as water stress areas based on World Resources Institute (WRI) aqueduct tool

(ii) Nature of operations: Manufacturing

(iii) Water withdrawal, consumption and discharge in the following format:

Parameter	FY 2023-24	FY 2022-23
Water withdrawal by source (in kiloliters)		
(i) Into Surface water	Nil	Nil
(ii) Groundwater	62,997.00	70,703.00
(iii) Third party water	1,05,897.00	1,04,312.00
(iv) Seawater / desalinated water	Nil	Nil
(v) Others	7,641.29	Nil
Total volume of water withdrawal (KL)	1,76,535.29	1,75,015.00
Total volume of water consumption (KL)	1,12,620.59	74,315.30*
Water intensity per rupee of turnover (Water consumed / turnover)	0.20	0.14*
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	9,288.00	9,069.00
- With treatment (Secondary Treatment)	19,252.70	51,335.00
(v) Others		
- No treatment	Nil	Nil
- With treatment (Tertiary Treatment)	35,374.00	40,295.70
Total water discharged (KL)	63,914.70	1,00,699.70

Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency.

Yes, M/s. DNV Business Assurance India Private Limited

*Water consumption details and Intensity calculation have been corrected based on error identified in the previous report



2. Please provide details of total Scope 3 emissions & its intensity, in the following format:

Colgate-Palmolive (India) Limited is currently in the process of setting up a system to record and quantify its Scope 3 emissions and will report on it in the upcoming years.

Parameter	Unit	FY 2023-24	FY 2022-23
Total Scope 3 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , 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, provided 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
HVAC Blower replacement with Axial Blower	Replacement of conventional blowers of AHU with Energy efficient Axial Blowers	Energy reduction by 1,954 KWH per month
HVAC Duct Sealing- T&L	Identifying & Sealing of HVAC duct through Industrial experts	Saving of 1,222 KWH per month
Smart Chiller	Controlling the cooling tower water with respect to the AHU load and approach temperature	Saving of 4,735 KWH per month
Energy-efficient LED lights	Replaced lighting fixtures with Higher efficiency LED lighting	Saving of 4,009 KWH per month
AHU Condensate collection	Collection of Condensate generated from AHU	Saving of 29 KL of water per month



Initiative undertaken	Details of the initiative (web-link, if any, may be provided along-with summary)	Outcome of the initiative
Rainwater Collection Decarbonisation / Energy Conservation	Collection of roof rain water in Tank Replaced Vaine type vacuum pump with Screw type vacuum pump with VFD by Goa Plant	Saving of 31 KL of water per month Energy Saved in 2023 (Jun - Dec) = 12,098.9 KWH Savings in INR = INR 90,136.9. CO ₂ Reduction = 72.58 kg CO ₂ Other Benefits: # Demand control based on line loading. And constant vacuum maintained at lines
Decarbonisation / Energy Conservation	Baddi site replaced existing conventional Blowers of AHU (Air handling Units) with Electronically Commutated Fans	This retro fitment resulted in energy saving of 60,000 KWh/year.
Water Conservation	Baddi site reused the back wash water of Multigrade filter used before the RO system.	Saved approx. 9,000 KL/yr of water in utilities operations. Also avoided treatment cost of the same at CETP by ₹ 1.3 lakhs

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, or 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 is tested on an ongoing 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.

66 Suppliers which contribute to 73% of the spending.



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.

14

- (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
Ayurvedic Drug Manufacturer's Association - ADMA	National
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
Nil		

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)	Relevant web link
Keep India Smiling: Scholarship Program			Yes	Yes	
Smile for Life: Cleft Surgeries for Children			Yes	Yes	
Water Augmentation & Women Empowerment Program			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 reviews, community meetings, and focused group discussions. These exercises provide a platform for any individual or group 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	2023-2024	2022-2023
Directly sourced from MSMEs/ small producers	8.35%	8.38%
Sourced directly from within the district and neighbouring districts	39%	39%

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	2023-2024	2022-2023
Rural	-	-
Semi-Urban	24.60%	23.36%
Urban	24.31%	24.46%
Metropolitan	51.10%	52.18%

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 Actions 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 INR
Andhra Pradesh	Visakhapatnam, Vizianagaram	40,30,000
Gujarat	Morbi	75,000
Himachal Pradesh	Chamba	1,50,000
Karnataka	Gadag	50,000
Maharashtra	Aurangabad, Washim, Jalgaon, Nandurbar, Gadchiroli	16,21,200
Telangana	Adilabad, Khammam	90,000
Uttar Pradesh	Balrampur	15,000
West Bengal	Krishnanagar, Nadia	33,90,000
Tamil Nadu	Ramanathapuram, Virudhunagar	28,07,025

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	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)	52,01,083	95%
Keep India Smiling (Promote Education, Women Empowerment and support District-specific developmental needs)	31,729	
Water & Waste Management (Environmental Sustainability and Livelihoods Program)	1,39,705	



Principle 9:

Essential Indicators

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

Colgate-Palmolive (India) Limited follows a consumer-first approach and believes that close communication is the key to building long- term relationships. The Company has established several channels of communication for the consumer to communicate their grievance/ concerns to the Company. This includes the Company Website, social media platforms (including WhatsApp), and formal contact details (phone number and email ID) on the product label.

The complaints are addressed by a dedicated team which ensures that all the complaints are resolved in an efficient and timely manner. The Company has a robust system to document all the recorded complaints/concerns using a validated and compliant consumer data management system. Any instance of consumer dissatisfaction is further handled in accordance with the Company's 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 ensuring information regarding various environmental, safety and social aspects is provided to its consumers through all its products. These aspects are covered on its packaging across the 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 2023-24			FY 2022-23		
	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.	Nil	-	The Company receives and resolves all consumer queries in a timely and efficient manner.
Advertising	Nil	-		Nil	-	
Cyber-security	Nil	-		Nil	-	
Delivery of essential services	Nil	-		Nil	-	
Restrictive Trade Practices	Nil	-	In FY 2023-24 there were no complaints reported in respect of the identified matters.	Nil	-	In FY 2022-23 there were no complaints reported in respect of the identified matters.
Unfair Trade Practices	Nil	-		Nil	-	
Other	Nil	-		Nil	-	

4. Details of instances of product recalls on account of safety issues:

	Number	Reason 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 behavior. 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. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.
 - a. Number of instances of data breaches along with impact: Nil
 - b. Percentage of data breaches involving personally identifiable information of customers: Nil
 - c. Impact, if any, of the data breaches: Nil

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

If yes, provide details in brief.

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 and
Chief Executive Officer
(DIN : 08822860)

M. S. Jacob

Whole-time Director &
Chief Financial Officer
(DIN : 07645510)

Place: Mumbai
Date: May 14, 2024



INDEPENDENT ASSURANCE STATEMENT

Introduction

DNV Business Assurance India Private Limited ('DNV'), has been commissioned by Colgate-Palmolive (India) Limited (Corporate Identity Number L24200MH1937PLC002700, hereafter referred to as 'Colgate-Palmolive (India)' or 'the Company') to undertake an independent assurance of the Company's disclosures in Business Responsibility and Sustainability Report (hereafter referred as 'BRSR'). The disclosures include 9 Core Attributes of BRSR as per Annexure I of SEBI circular dated 12 July 2023.

Reporting standard/framework

The disclosures have been prepared by Colgate-Palmolive (India) in reference to:

- BRSR Core - Framework for assurance and ESG disclosures for value chain as per SEBI (Securities and Exchange Board of India) Circular No. SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122 dated July 12, 2023.
- BRSR reporting guidelines (Annexure II) as per SEBI Circular No. SEBI/HO/CFD/CMD-2/P/CIR/2021/562 dated May 10, 2021, and incorporated Master Circular No. SEBI/HO/CFD/PoD2/CIR/P/2023/120 dated July 11, 2023.
- Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.

Assurance Methodology/Standard

This 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 has been developed in accordance with the most widely accepted reporting and assurance standards. Apart from DNV's VeriSustain™ protocol, DNV team has also followed ISO 14064-3 - Specification with guidance for the verification and validation of greenhouse gas statements; ISO 14046 - Environmental management - Water footprint - Principles, requirements, and guidelines to evaluate indicators wrt. Greenhouse gases and water disclosures.

Intended User

The intended user of this assurance statement is the Management of Colgate-Palmolive (India) Limited ('the Management').

Level of Assurance

Reasonable Level of assurance for BRSR 9 Core Attributes (Ref: Annexure I of SEBI circular)

Responsibilities of the Management of Colgate-Palmolive (India) and of the Assurance Provider

The Management of Colgate-Palmolive (India) has the sole responsibility for the preparation of the BRSR Report and is responsible for all information disclosed in the BRSR Core and BRSR Report. 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.

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.

Scope, Boundary and Limitations

Scope

The scope of our engagement includes independent reasonable level of assurance of '9 Core attributes of BRSR' (Ref: Annexure I of SEBI Circular) for Financial Year (FY) 2023-24 as listed below-

- Section C: Principle 1- Essential Indicator 8, 9
- Section C: Principle 3- Essential Indicator 1-c, 11
- Section C: Principle 5- Essential Indicator 3-b, 7
- Section C: Principle 6- Essential Indicator 1, 3, 4, 7, 9
- Section C: Principle 8- Essential Indicator 4, 5
- Section C: Principle 9- Essential Indicator 7



Boundary of our assurance work:

Boundary 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 (4 manufacturing plants and 4 offices). The boundary for GHG footprint, water footprint, energy footprint and waste management related disclosures is 4 manufacturing plants and Head Office (HO) located in India.

Limitation(s):

We performed a reasonable level of assurance for the BRSR Core reporting based on our assurance methodology VeriSustain™, v06.

The assurance scope has the following limitations:

- The assurance engagement considers an uncertainty of $\pm 5\%$ based on materiality threshold for estimation/ measurement errors and omissions.
- DNV has not been involved in evaluation or assessment of any financial data/performance of the company. DNV opinion on specific BRSR Core indicators (ref- for total revenue from operations; Principle 3, Question 1(c) of Essential Indicators for Spending on measures towards well-being of employees and workers - cost incurred as a % of total revenue of the company; Principle 8, Question 4 of Essential Indicators, Principle 1, Question 8 of Essential Indicators and Principle 1, Question 9 of Essential Indicators) relies on the third party audited financial reports of the Company. DNV does not take any responsibility of the financial data reported in the audited financial reports of the Company.
- The assessment is limited to data and information within the defined Reporting Period. Any data outside this period is not considered within the scope of assurance.

- Data outside the operations specified in the assurance boundary is excluded from the assurance, unless explicitly mentioned otherwise in this statement.
- The assurance does not cover the Company's statements that express opinions, claims, beliefs, aspirations, expectations, aims, or future intentions. Additionally, assertions related to Intellectual Property Rights and other competitive issues are beyond the scope of this assurance.
- The assessment does not include a review of the Company's strategy or other related linkages expressed in the Report. These aspects are not within the scope of the assurance engagement.
- The assurance does not extend to mapping the Report with reporting frameworks other than those specifically mentioned. Any assessments or comparisons with frameworks beyond the specified ones are not considered in this engagement.
- Aspects of the Report that fall outside the mentioned scope and boundary are not subject to assurance. The assessment is limited to the defined parameters.
- The assurance engagement does not include a review of legal compliances. Compliance with legal requirements is not within the scope of this assurance, and the Company is responsible for ensuring adherence to relevant laws.
- The assurance engagement is based on the assumption that the data and information provided by the Company are complete, sufficient and authentic.

Assurance process

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:

1. 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 format of BRSR Core used a basis of reasonable level of assurance

2. Evaluation of the design and implementation of key systems, processes, and controls for collecting, managing and reporting the BRSR Core indicators
3. Assessment of operational control and reporting boundaries
4. Seek extensive evidence across all relevant areas, ensuring a detailed examination of BRSR Core indicators. Engaged directly with stakeholders to gather insights and corroborative evidence for each disclosed indicator.
5. Interviews with selected senior managers responsible for management of disclosures and review of selected evidence to support environmental KPIs and metrics disclosed the Report. We were free to choose interviewees and interviewed those with overall responsibility of monitoring, data collation and reporting the selected indicators.
6. 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 as listed in Annexure I. 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.
7. Conduct a comprehensive examination of key material aspects within the BRSR Core framework supporting adherence to the assurance based on applicable principles plus specified data and information.
8. DNV teams conducted the:
 - Verification of the data consolidation of reported performance disclosures in context to the Principle of Completeness.

- Verification of the consolidated reported performance disclosures in context to the Principle of Completeness as per VeriSustain™ for reasonable level verification for the disclosures.

Conclusion

Reasonable level of Assurance- 9 Core Attributes of BRSR

Based on our review and procedures followed for reasonable level of assurance, DNV is of the opinion that, in all material aspects, the BRSR 9 Core attributes as listed in section 'Scope' for FY 2023-24 are reported in accordance with reporting requirements outlined in BRSR Core (Annexure I of SEBI Circular dated 12 July 2023).

Statement of 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 are 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.

We have complied with the DNV Code of Conduct¹ during the assurance engagement and maintain independence wherever 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 2023-24, 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 for internal use of Colgate-Palmolive (India) Limited. DNV maintains complete impartiality toward stakeholders

¹DNV Corporate Governance & Code of Conduct - <https://www.dnv.com/about/in-brief/corporate-governance.html>



interviewed during the assurance process. We did not provide any services to Colgate-Palmolive (India) Limited in the scope of assurance for the reporting period that could compromise the independence or impartiality of our work.

Purpose and Restriction on Distribution and Use

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 the Company for DNV's work or this assurance statement. The usage of this assurance statement shall be governed by the terms and conditions of the contract between DNV and Colgate-Palmolive (India) and DNV does not accept any liability if this assurance statement is used for an alternative purpose from which it is intended, nor to any third party in respect of this assurance statement. No part of this assurance statement shall be reproduced, distributed or communicated to a third party without prior written consent.

For **DNV Business Assurance India Private Limited**

Ankita Parab

Lead Verifier,
Sustainability Services,
DNV Business Assurance India Private Limited, India.

Karthik Ramaswamy

Assurance Reviewer,
Sustainability Services,
DNV Business Assurance India Private Limited, India.

Assurance Team:

Anjana Sharma, Roshni Sarage, Varsha Bohiya, Suraiya Rahman

21/06/2024, Mumbai, India.

DNV Business Assurance India Private Limited is part of DNV - Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance.
www.dnv.com

Annexure I

Sites selected to for audits

Sr. No.	Site	Location
1.	Head office	Colgate Research Centre, Mumbai (Maharashtra)
2.	Manufacturing plants- on-site	Sri City (Andhra Pradesh) Sanand (Gujarat)



Independent Auditor's Report

To the Members of **Colgate-Palmolive (India) Limited**

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Colgate-Palmolive (India) Limited ('the Company'), which comprise the Balance sheet as at March 31 2024, the Statement of Profit and Loss, including the statement of Other Comprehensive Income, the Cash Flow Statement and the Statement of Changes in Equity for the year then ended, and notes to the financial statements, including a summary of material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give the information required by the Companies Act, 2013, as amended ('the Act') in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2024, its profit including other comprehensive income its cash flows and the changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the financial statements in accordance with the Standards on Auditing (SAs), as specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of our report. We are independent of the Company in accordance with the 'Code of Ethics' issued by the Institute

of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements for the financial year ended March 31, 2024. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have determined the matters described below to be the key audit matters to be communicated in our report. We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.



Key audit matters	How our audit addressed the key audit matter
<p>(a) Revenue recognition (as described in Note 25 of the financial statements)</p> <p>Revenue from the sale of goods is measured net off discounts and rebates that are given to the customers (i.e., to the Wholesale traders and Retail traders) as a part of sales promotion, comprising of primary and secondary schemes.</p> <p>Of the total discounts and rebates passed on to the customers, certain discounts and rebates are passed on to the customers on the basis of secondary sales made by customers i.e., secondary schemes.</p> <p>Significant judgement is required in estimating accruals relating to secondary schemes recognized, based on sales made during the year.</p>	<p>Our audit procedures included the following:</p> <ul style="list-style-type: none"> Assessing the appropriateness of the Company's revenue recognition accounting policies including those relating to discounts and rebates for primary and secondary sales. Obtained an understanding, assessed and tested the operating effectiveness of internal control relating to the identification, recognition and measurement of discounts and rebates for secondary schemes. Tested on sample basis, the underlying documentation and assumptions, for discount and rebate provisions accrued during the year in relation to secondary sales. Tested on sample basis, the subsequent claims accounted by the company, to assess the adequacy and appropriateness of accruals outstanding as at year end. Performed an analysis between historical accrual and actual expenses incurred for the previous periods. Obtained reasons from management to ascertain reasonableness in relation to ageing of outstanding accruals and verified subsequent settlement of provisions. We assessed the adequacy of the disclosures in respect of revenue to be disclosed as per Ind AS 115.
<p>(b) Contingent liabilities / provisions in relation to tax Litigations (as described in Note 24(A), and 31(e) and 32 of the Financial statements)</p> <p>The Company has received various demand orders and notices under various tax laws which the Company is contesting. In cases where the outflow of resources embodying economic benefits is probable, the company has made provision and in cases where outflow of resources embodying economic benefits is possible, then such items are disclosed as contingent liabilities.</p> <p>Significant judgements and estimates are required to assess impact of these litigations on the financial position, results of operations and cash flows.</p>	<p>Our audit procedures included the following:</p> <ul style="list-style-type: none"> Obtained an understanding, assessed and tested the internal control environment relating to the identification, recognition and measurement of provisions for disputes and disclosures of contingent liabilities in relation to tax litigations. Obtained details of completed tax assessments and demands issued by tax authorities, from the management. Read the orders/notices received from tax authorities and held discussion with management to understand management's assessment of the quantification and likelihood of significant exposures and the provision required for specific cases. We engaged our tax specialists to evaluate the current status of tax assessments and management's position in relation to on-going disputes with regard to likelihood assessment of exposure done by the management. Analysed the management's estimates related to the recognized provisions for disputes and disclosures of contingent liabilities in relation to tax litigations and uncertain tax positions in the financial statements.



Other Information

The Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Annual report but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether such other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management for the Financial Statements

The Company's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these financial statements that give a true and fair view of the financial position, financial performance including other comprehensive income, cash flows and changes in equity of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue

as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those Board of Directors are also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements for the financial year ended March 31, 2024 and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ('the Order'), issued by the Central Government of India in terms of sub-section (11) of section 143 of the

Act, we give in the 'Annexure 1' a statement on the matters specified in paragraphs 3 and 4 of the Order.

2. As required by Section 143(3) of the Act, we report, to the extent applicable, that:
 - (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
 - (b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books and daily back up of such books of accounts have been maintained on servers physically located in India except back up of audit trail, as referred in Note 45 to financial statements, and for the matters stated in the paragraph (i)(vi) below on reporting under Rule 11(g);
 - (c) The Balance Sheet, the Statement of Profit and Loss including the Statement of Other Comprehensive Income, the Cash Flow Statement and Statement of Changes in Equity dealt with by this Report are in agreement with the books of account;
 - (d) In our opinion, the aforesaid financial statements comply with the Accounting Standards specified under Section 133 of the Act, read with Companies (Indian Accounting Standards) Rules, 2015, as amended;
 - (e) On the basis of the written representations received from the directors as on March 31, 2024 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2024 from being appointed as a director in terms of Section 164 (2) of the Act;
 - (f) The observations relating to the maintenance of accounts and other matters connected therewith are as stated in paragraph (b) above on reporting under Section 143(3)(b) and paragraph (i)(vi) below on reporting under Rule 11(g);
 - (g) With respect to the adequacy of the internal financial controls with reference to financial statements and the operating effectiveness of such controls, refer to our separate Report in '**Annexure II**' to this report;
 - (h) In our opinion, the managerial remuneration for the year ended March 31, 2024 has been paid /



provided by the Company to its directors in accordance with the provisions of section 197 read with Schedule V to the Act;

- (i) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:
 - i. The Company has disclosed the impact of pending litigations on its financial position in its financial statements - Refer Note 32 to the financial statements;
 - ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses;
 - iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company;
 - iv. a) The management has represented that, to the best of its knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ('Intermediaries'), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ('Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;
 - b) The management has represented that, to the best of its knowledge and belief, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ('Funding Parties'), with the understanding, whether recorded in writing or otherwise, that the Company

shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ('Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

- c) Based on such audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (a) and (b) contain any material misstatement.
- v. The interim dividend declared and paid by the Company during the year and until the date of this audit report is in accordance with section 123 of the Act.
- vi. Based on our examination which included test checks, the Company has used accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software except that, audit trail feature is not enabled for certain changes, if made, using privileged/ administrative access rights, as described in note 45 to the financial statements. Further, during the course of our audit we did not come across any instance of audit trail feature being tampered with in respect to the accounting software.

For S R B C & CO LLP

Chartered Accountants

ICAI Firm Registration Number: 324982E/E300003

per Pritesh Maheshwari

Partner

Membership Number: 118746

UDIN: 24118746BKFZUH6787

Place of Signature: Mumbai

Date: May 14, 2024



Annexure I

to the Independent Auditor's Report of even Date on the Financial Statements of Colgate-Palmolive (India) Limited

In terms of the information and explanations sought by us and given by the company by and the books of account and records examined by us in the normal course of audit and to the best of our knowledge and belief, we state that:

- (i) (a) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.
- (b) The Company has maintained proper records showing full particulars of intangibles assets.
- (c) All property, plant and equipment were physically verified by the Management in the previous year in accordance with a planned programme of verifying them once in three years which, in our opinion, is reasonable having regard to the size of the Company and the nature of its assets.
- (d) The title deeds of immovable properties (other than properties where the Company is the lessee and the lease agreements are duly executed in favor of the lessee) are held in the name of the company.
- (e) The Company has not revalued its Property, Plant and Equipment (including Right of use assets) during the year ended March 31, 2024.
- (f) There are no proceedings initiated or are pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.
- (ii) (a) The management has conducted physical verification of inventory at reasonable intervals during the year. In our opinion, the coverage and the procedure of such verification by the management is appropriate. No material discrepancies of inventory were noticed on such physical verification. Inventories lying with third parties have been confirmed by them as at March 31, 2024 and no material discrepancies were noticed in respect of such confirmations.
- (b) The Company has not been sanctioned working capital limits in excess of INR five crores in aggregate from banks or financial institutions during any point of time of the year on the basis of security of current assets. Accordingly, the requirement to report on clause 3(ii)(b) of the Order is not applicable to the Company.

- (iii) (a) During the year the Company has provided loans to companies as follows:

Particulars	Loans (₹ Lakhs)
Aggregate amount provided during the year	2,500
Balance outstanding as at balance sheet date in respect of above cases	625

During the year the Company has not made investments, provided guarantees, provided security and granted advances in the nature of loans to companies, firms, Limited Liability Partnerships or any other parties.

- (b) During the year the terms and conditions of the grant of all loans to companies are not prejudicial to the Company's interest. During the year the Company has not made investments, provided guarantees, provided security and granted advances in the nature of loans to companies, firms, Limited Liability Partnerships or any other parties.
- (c) The Company has granted loan during the year to companies where the schedule of repayment of principal and payment of interest has been stipulated and the repayment or receipts are regular.
- (d) There are no amounts of loans and advances in the nature of loans granted to companies, firms, limited liability partnerships or any other parties which are overdue for more than ninety days.
- (e) There were no loans or advance in the nature of loan granted to companies, firms, Limited Liability Partnerships or any other parties which was fallen due during the year, that have been renewed or extended or fresh loans granted to settle the overdues of existing loans given to the same parties.
- (f) The Company has not granted any loans or advances in the nature of loans, either repayable on demand or without specifying any terms or period of repayment to companies, firms, Limited Liability Partnerships or any other parties. Accordingly, the requirement to report on clause 3(iii)(f) of the Order is not applicable to the Company.



- (iv) There are no loans, investments, guarantees, and securities given in respect of which provisions of section 185 of the Companies Act 2013 are applicable and hence not commented upon. Further, according to the information and explanations given to us, provisions of sections 186 of the Companies Act, 2013 in respect of loans have been complied with by the Company.
- (v) The Company has neither accepted any deposits from the public nor accepted any amounts which are deemed to be deposits within the meaning of Sections 73 to 76 of the Companies Act and the Companies (Acceptance of Deposits) Rules, 2014 (as amended). Accordingly, the provisions of clause 3(v) of the Order are not applicable to the company.
- (vi) The Central Government has not specified the maintenance of cost records under Section 148(1) of

the Companies Act, 2013, for the products/services of the Company.

- (vii) (a) The Company is regular in depositing with appropriate authorities undisputed statutory dues including goods and services tax, provident fund, employees' state insurance, income-tax, duty of custom, cess and other statutory dues applicable to it. According, to the information and explanations given to us and based on audit procedures performed by us, no undisputed amounts payable in respect of these statutory dues were outstanding, at the year end, for a period of more than six months from the date they became payable.
- (b) The dues of income-tax, goods and services tax, duty of excise, customs, service tax, sales-tax, value added tax and cess on account of any dispute, are as follows:

Income Tax

Sr. no.	Name of the Statute	Period to which amount relates	Forum where dispute is pending	Amount (₹ Lakhs)
1.	Income Tax Act, 1961	AY 2014-15 to AY 2015-16 AY 2017-18 to AY 2018-19 AY 1996-97 to AY 2000-01	Income Tax Appellate Tribunal High Court	78,580.31 1,100.21
Total				79,680.52

Sales Tax

Sr. no.	Name of the Statute	Period to which amount relates	Forum where dispute is pending	Amount (₹ Lakhs)
1.	Statute applicable in Maharashtra, UP and Kerala	1993-94, 2004-05 and 2016-17	High court	431.97
2.	Statute applicable in Maharashtra, Uttar Pradesh, Madhya Pradesh, Andhra Pradesh, Kerala, Rajasthan, Uttaranchal, Delhi, Tripura, West Bengal, Bihar, Odisha, Assam, Gujarat, Karnataka, Jharkhand, Goa, Chandigarh, Haryana	1988-89, 1995-96 to 1998-99, 2000-01 to 2017-18	Assessing authorities and First Appellate Authorities of various states	1,012.55
3.	Statute applicable in Maharashtra, Uttar Pradesh, Andhra Pradesh, Kerala, Bihar, Odisha and Karnataka	1987-88, 1990-91, 1995-96 to 1997-98, 1999-00 to 2001-02, 2003-04	Sales Tax Appellate Tribunal of various States	210.61
Total				1,655.13



Service Tax

Sr. no.	Name of the Statute	Period to which amount relates	Forum where dispute is pending	Amount (₹ Lakhs)
1.	Service Tax (Finance Act, 1994)	July 2007 to October 2008	Customs, Excise and Service Tax Appellate Tribunal	15.20
		2003-2010 and 2013-2017	First appellate authorities	13.11
	Total			28.31

Excise related matters

Sr. no.	Name of the Statute	Period to which amount relates	Forum where dispute is pending	Amount (₹ Lakhs)
1.	The Central Excise Act, 1944	Excise duty liability 1994-95, 2005-06 to 2010-11 and Jun'14 - Jun'17	Customs, Excise and Service Tax Appellate Tribunal	1,998.07
		1998-1999 to 2004-05 and 2006-07 to 2016-17	First appellate authorities	803.16
	Total			2,801.23

Goods and Service Tax

Sr. no.	Name of the Statute	Period to which amount relates	Forum where dispute is pending	Amount (₹ Lakhs)
1.	Goods & Service Tax Act, 2017	2017-18 to 2022-23	Assessing Officer	8,976.53
		2017-18 to 2018-19 and 2020-21	First appellate authorities	660.88
	Total			9,637.41

(viii) The Company has not surrendered or disclosed any transaction, previously unrecorded in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year. Accordingly, the requirement to report on clause 3(viii) of the Order is not applicable to the Company.

(ix) (a) The Company did not have any outstanding loans or borrowing or interest thereon due to any lender during the year. Accordingly, the requirement to report on clause 3(ix)(a) of the order is not applicable to the Company.

(b) The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.

(c) The Company did not have any term loans outstanding during the year hence, the requirement to report on clause 3(ix)(c) of the Order is not applicable to the Company.

(d) The Company did not raise any funds during the year hence, the requirement to report on clause 3(ix)(d) of the Order is not applicable to the Company.

(e) The Company does not have any subsidiary, associate or joint venture. Accordingly, the requirement to report on clause 3(ix)(e) and 3(ix)(f) of the Order is not applicable to the Company.



- (x) (a) The Company has not raised any money during the year by way of further public offer (including debt instruments), hence, the requirement to report on clause 3 (x)(a) is not applicable to the Company.
- (b) The Company has not made any preferential allotment or private placement of shares /fully or partially or optionally convertible debentures during the year under audit and hence, the requirement to report on clause 3(x)(b) of the Order is not applicable to the Company.
- (xi) (a) No fraud by the company or no fraud on the company has been noticed or reported during the year.
- (b) During the year, no report under sub-section (12) of section 143 of the Companies Act, 2013 has been filed by us in Form ADT-4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government. As informed to us by the company no report under sub-section (12) of section 143 of the Companies Act, 2013 has been filed by secretarial auditor in Form ADT-4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government.
- (c) We have taken into consideration the whistle blower complaints received by the Company during the year while determining the nature, timing and extent of audit procedures.
- (xii) The Company is not a Nidhi Company as per the provisions of the Companies Act, 2013. Therefore, the requirement to report on clause 3(xii)(a), (b) & (c) of the order are not applicable to the Company.
- (xiii) Transactions with the related parties are in compliance with section 177 and 188 of Companies Act, 2013 where applicable and the details have been disclosed in the notes to the financial statements, as required by the applicable accounting standards.
- (xiv) (a) The Company has an internal audit system commensurate with the size and nature of its business.
- (b) The internal audit reports of the Company issued till the date of the audit report, for the period under audit have been considered by us.
- (xv) The Company has not entered into any non-cash transactions with its directors or persons connected with its directors and hence requirement to report on clause 3(xv) of the Order is not applicable to the Company.
- (xvi) (a) The provisions of section 45-IA of the Reserve Bank of India Act, 1934(2 of 1934) are not applicable to the Company. Accordingly, the requirement to report on clause 3(xvi)(a) of the Order is not applicable to the Company.
- (b) The Company is not engaged in any Non-Banking Financial or Housing Finance activities. Accordingly, the requirement to report on clause 3(xvi)(b) of the Order is not applicable to the Company.
- (c) The Company is not a Core Investment Company as defined in the regulations made by Reserve Bank of India. Accordingly, the requirement to report on clause 3(xvi)(c) of the Order is not applicable to the Company.
- (d) There are no other Companies part of the Group, hence, the requirement to report on clause 3(xvi) of the Order is not applicable to the Company.
- (xvii) The Company has not incurred cash losses in the current year and immediately preceding financial year.
- (xviii) There has been no resignation of the statutory auditors during the year and accordingly requirement to report on Clause 3(xviii) of the Order is not applicable to the Company.
- (xix) On the basis of the financial ratios disclosed in Note 43 to the financial statements, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the financial statements, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of



the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

- (xx) (a) In respect of other than ongoing projects, there are no unspent amounts that are required to be transferred to a fund specified in Schedule VII of the Companies Act (the Act), in compliance with second proviso to sub section 5 of section 135 of the Act. This matter has been disclosed in Note 30(B) to the financial statements
- (b) All amounts that are unspent under section (5) of section 135 of Companies Act, pursuant to any ongoing project, has been transferred to special account in compliance of with provisions of sub

section (6) of section 135 of the said Act. This matter has been disclosed in note 30(B) to the financial statements.

For S R B C & CO LLP

Chartered Accountants

ICAI Firm Registration Number: 324982E/E300003

per Pritesh Maheshwari

Partner

Membership Number: 118746

UDIN: 24118746BKFZUH6787

Place of Signature: Mumbai

Date: May 14, 2024



Annexure II

to the Independent Auditor's Report of even Date on the Financial Statements of Colgate-Palmolive (India) Limited

Report on the Internal Financial Controls under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ('the Act')

We have audited the internal financial controls with reference to financial statements of Colgate-Palmolive (India) Limited ('the Company') as of March 31, 2024 in conjunction with our audit of the financial statements of the Company for the year ended on that date.

Management's Responsibility for Internal Financial Controls

The Company's Management is responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India ('ICAI'). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to these financial statements based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the 'Guidance Note') and the Standards on Auditing, as specified under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls, both issued by ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to these

financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to these financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to these financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to these financial statements.

Meaning of Internal Financial Controls With Reference to these Financial Statements

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.



Inherent Limitations of Internal Financial Controls With Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial control with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to

financial statements and such internal financial controls with reference to financial statements were operating effectively as at March 31, 2024, based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

For S R B C & CO LLP

Chartered Accountants

ICAI Firm Registration Number: 324982E/E300003

per Pritesh Maheshwari

Partner

Membership Number: 118746

UDIN: 24118746BKFZUH6787

Place of Signature: Mumbai

Date: May 14, 2024



Balance Sheet

as at March 31, 2024

	Note	As at March 31, 2024 ₹ in lakhs	As at March 31, 2023 ₹ in lakhs
ASSETS			
Non-Current Assets			
Property, Plant and Equipment	3(A)	79,406.59	86,179.92
Capital Work-in-Progress	3(B)	11,028.40	11,407.68
Financial Assets			
(i) Loans	4	96.91	92.02
(ii) Others	5	1,681.83	1,853.97
Deferred Tax Assets (Net)	19	6,475.53	2,884.26
Other Non-Current Assets	6	793.07	1,303.74
Current Tax Assets (Net)	31(d)	29,789.33	29,788.98
		1,29,271.66	1,33,510.57
Current Assets			
Inventories	7	29,641.37	33,544.96
Financial Assets			
(i) Trade Receivables	8	16,738.93	15,736.61
(ii) Cash and Cash Equivalents	9	88,899.34	80,605.68
(iii) Bank Balances [other than (ii) above]	10	48,478.92	11,693.84
(iv) Loans	11	666.50	8,759.91
(v) Others	12	601.89	636.09
Other Current Assets	13	5,354.16	3,811.27
		1,90,381.11	1,54,788.36
		3,19,652.77	2,88,298.93
Total Assets			
EQUITY AND LIABILITIES			
Equity			
Equity Share Capital	14	2,719.86	2,719.86
Other Equity	15	1,84,716.30	1,68,918.57
		1,87,436.16	1,71,638.43
Liabilities			
Non-current liabilities			
Financial Liabilities			
(i) Lease liabilities	16	5,954.70	5,674.06
(ii) Other Financial Liabilities	17	130.08	123.70
Provisions	18	2,161.21	2,359.05
Other Non-Current Liabilities	20	36.10	40.15
		8,282.09	8,196.96
Current liabilities			
Financial Liabilities			
(i) Lease liabilities	16	1,220.23	1,222.09
(ii) Trade Payables	21		
- Total outstanding dues of micro enterprises and small enterprises		703.69	1,269.34
- Total outstanding dues of creditors other than micro enterprises and small enterprises		87,486.70	74,843.06
(iii) Other Financial Liabilities	22	4,142.33	3,773.42
Other Current Liabilities	23	12,582.70	12,788.81
Provisions	24	9,863.22	9,051.11
Current Tax Liabilities (Net)	31(e)	7,935.65	5,515.71
		1,23,934.52	1,08,463.54
		1,32,216.61	1,16,660.50
		3,19,652.77	2,88,298.93
Total Equity and Liabilities			
Significant accounting policies	1B		
The accompanying notes are an integral part of these financial statements.			

As per our report of even date.

For S R B C & CO LLP

 Chartered Accountants
 Firm Registration No. 324982E/E300003

per Pritesh Maheshwari

 Partner
 Membership Number - 118746

 Place : Mumbai
 Date : May 14, 2024

For and on behalf of the Board of Directors of Colgate-Palmolive (India) Limited
M. S. Jacob

 Whole-time Director &
 Chief Financial Officer
 (DIN : 07645510)

 Place : Mumbai
 Date : May 14, 2024

Prabha Narasimhan

 Managing Director &
 Chief Executive Officer
 (DIN : 08822860)

Surender Sharma

 Whole-time Director - Legal
 & Company Secretary
 (F-8913)
 (DIN : 02731373)



Statement of Profit and Loss

for the year ended March 31, 2024

	Note	₹ Lakhs	Year Ended March 31, 2024 ₹ Lakhs	Year Ended March 31, 2023 ₹ Lakhs
Revenue from Operations	25		5,68,042.84	5,22,619.71
Other Income	26		7,652.20	5,357.59
(A) Total Income			5,75,695.04	5,27,977.30
Expenses				
Cost of Materials Consumed		1,45,758.73		1,49,249.58
Purchases of Stock-in-Trade		24,491.33		29,776.86
Changes in inventories of Finished Goods, Stock-in-Trade and Work-in-Progress	27	2,048.26		391.94
Employee Benefits Expense	28	41,172.84		37,696.99
Finance Costs	29	499.63		491.38
Depreciation and Amortisation Expense	3A	17,151.05		17,480.37
Other Expenses	30	1,64,490.48		1,50,802.04
(B) Total Expense			3,95,612.32	3,85,889.16
(C) Profit Before Exceptional Item and Tax (A-B)			1,80,082.72	1,42,088.14
(D) Exceptional Items	48		1,950.20	1,120.87
(E) Profit Before Tax (C-D)			1,78,132.52	1,40,967.27
Tax Expense:	31			
Current Tax		49,365.56		37,242.69
Deferred Tax	19	(3,599.00)		(990.07)
(F) Total Tax Expense			45,766.56	36,252.62
(G) Profit for the year (E-F)			1,32,365.96	1,04,714.65
Other Comprehensive Loss/ (Income) (net of Tax)				
Items that will not be reclassified to Profit and Loss				
Re-measurement loss/(gains) on defined benefit plans			(30.74)	653.49
Tax adjustment on above	19		7.74	(164.47)
(H) Re-measurement loss/(gains) on defined benefit plans (Net of tax)			(23.00)	489.02
(I) Total Comprehensive Income (G-H)			1,32,388.96	1,04,225.63
Earnings Per Equity Share attributable to the Owners of the Company (Rupees)	36			
(Face Value of ₹ 1 per Equity Share)				
Basic and Diluted			48.67	38.50
Significant accounting policies	1B			
The accompanying notes are an integral part of these financial statements.				

As per our report of even date.

For S R B C & CO LLP

Chartered Accountants
Firm Registration No. 324982E/E300003

per Pritesh Maheshwari

Partner
Membership Number - 118746

Place : Mumbai
Date : May 14, 2024

For and on behalf of the Board of Directors of Colgate-Palmolive (India) Limited

M. S. Jacob

Whole-time Director &
Chief Financial Officer
(DIN : 07645510)

Place : Mumbai
Date : May 14, 2024

Prabha Narasimhan

Managing Director &
Chief Executive Officer
(DIN : 08822860)

Surender Sharma

Whole-time Director - Legal
& Company Secretary
(F-8913)
(DIN : 02731373)



Statement of Changes in Equity

for the year ended March 31, 2024

(A) Equity Share Capital (Note 14)

	Number of shares (in lakhs)	Amount (₹ in lakhs)
As at April 1, 2022	2,719.86	2,719.86
Increase / (Decrease) during the year	-	-
As at March 31, 2023	2,719.86	2,719.86
Increase / (Decrease) during the year	-	-
As at March 31, 2024	2,719.86	2,719.86

(B) Other Equity (Note 15)

Particulars	Reserves and Surplus				Total
	Securities Premium	General Reserve	Share Options Outstanding Account	Retained Earnings	
Balance as at April 1, 2022	1,279.93	38,437.13	222.30	1,30,808.54	1,70,747.90
Profit for the year	-	-	-	1,04,714.65	1,04,714.65
Other Comprehensive Income	-	-	-	(653.49)	(653.49)
Tax Adjustment on Other Comprehensive Income	-	-	-	164.47	164.47
Total Comprehensive Income for the year	-	-	-	1,04,225.63	1,04,225.63
Dividend paid [Refer Note 15 (iv)]	-	-	-	(1,06,074.39)	(1,06,074.39)
Employee stock option expense [Refer Note 38 (c)]	-	-	971.91	-	971.91
Transferred to Retained Earnings for employees transferred during the year	-	-	(692.86)	692.86	-
Payments made against liability created	-	-	(750.24)	-	(750.24)
Amount credited by Group Company	-	-	(270.26)	-	(270.26)
Tax Adjustment on Employee stock option [Refer Note 31 (c)]	-	-	68.02	-	68.02
Balance as at March 31, 2023	1,279.93	38,437.13	(451.13)	1,29,652.64	1,68,918.57
Profit for the year	-	-	-	1,32,365.96	1,32,365.96
Other Comprehensive Loss	-	-	-	30.74	30.74
Tax Adjustment on Other Comprehensive Loss	-	-	-	(7.74)	(7.74)
Total Comprehensive Income for the year	-	-	-	1,32,388.96	1,32,388.96



Statement of Changes in Equity

for the year ended March 31, 2024

(B) Other Equity (Note 15) (Contd..)

(₹ in lakhs)

Particulars	Reserves and Surplus				Total
	Securities Premium	General Reserve	Share Options Outstanding Account	Retained Earnings	
Dividend paid [Refer Note 15 (iv)]	-	-	-	(1,16,953.82)	(1,16,953.82)
Employee stock option expense [Refer Note 38 (c)]	-	-	1,204.21	-	1,204.21
Transferred from Share Options Outstanding account for employees transferred during the year	-	-	(105.84)	105.84	-
Payments made against liability created	-	-	(594.86)	-	(594.86)
Amount credited by Group Company	-	-	(329.75)	-	(329.75)
Tax Adjustment on Employee stock option [Refer Note 31 (c)]	-	-	82.99	-	82.99
Balance as at March 31, 2024	1,279.93	38,437.13	(194.38)	1,45,193.62	1,84,716.30

Significant accounting policies (Refer Note 1B)

The accompanying notes are an integral part of these financial statements.

As per our report of even date.

For S R B C & CO LLP

Chartered Accountants

Firm Registration No. 324982E/E300003

per Pritesh Maheshwari

Partner

Membership Number - 118746

Place : Mumbai

Date : May 14, 2024

For and on behalf of the Board of Directors of Colgate-Palmolive (India) Limited

M. S. Jacob

Whole-time Director &

Chief Financial Officer

(DIN : 07645510)

Place : Mumbai

Date : May 14, 2024

Prabha Narasimhan

Managing Director &

Chief Executive Officer

(DIN : 08822860)

Surender Sharma

Whole-time Director - Legal

& Company Secretary

(F-8913)

(DIN : 02731373)



Statement of Cash Flow

for the year ended March 31, 2024

	Year Ended March 31, 2024 (₹ in lakhs)	Year Ended March 31, 2023 (₹ in lakhs)
Cash flow from Operating Activities:		
Profit before Exceptional items and Tax	1,78,132.52	1,40,967.27
Adjustment for:		
Unrealised Foreign Exchange Loss	1.65	41.89
Depreciation and Amortisation Expenses	17,151.05	17,480.37
Lease Rentals received	(258.69)	(248.06)
Net loss / (profit) on disposal of property, plant and equipment	25.04	(31.28)
Interest Income On Financial Assets at Amortized Cost	(7,129.68)	(3,990.35)
Finance Cost	499.63	491.38
Bad Debts Written Off/ Provision for Doubtful Debts	15.19	3.29
Provisions no Longer Required Written Back	-	(90.65)
Interest income from Unwinding of discount on security deposits	(158.59)	(109.91)
Employee share-based payment expense	1,204.21	971.91
Operating Profit before Working Capital Changes	1,89,482.33	1,55,485.86
Adjustment for Increase/Decrease in Working Capital:		
Decrease in Inventories	3,903.59	2,173.81
(Increase) in Financial Assets	(37,579.59)	(1,724.85)
(Increase) in Other Assets	(1,565.03)	(601.11)
Increase / (Decrease) in Financial Liabilities	12,083.41	(1,093.86)
Increase in Other Liabilities and Provisions	434.65	1,473.76
Cash Generated from Operations	1,66,759.36	1,55,713.61
Direct Taxes Paid (Net)	(46,862.98)	(38,087.29)
Net Cash Generated from Operating Activities (A)	1,19,896.38	1,17,626.32
Cash Flow from Investing Activities:		
Purchase of Property, Plant and Equipment	(7,556.40)	(7,008.94)
Proceeds from disposal of Property, Plant and Equipment	3.46	59.72
Purchase of Current Investments / Proceeds from disposal of Current Investments	8,282.42	2,205.59
Lease Rentals received	258.69	248.06
Interest Received	6,935.78	3,740.80
Net Cash (used in)/ Cash flow from Investing Activities (B)	7,923.95	(754.77)
Cash Flow from Financing Activities:		
Dividends Paid	(1,16,702.57)	(1,05,745.18)
Payment of Lease Liabilities	(1,899.49)	(1,906.83)
Employee share-based payments	(924.61)	(1,020.50)
Net Cash used in Financing Activities (C)	(1,19,526.67)	(1,08,672.51)
Net increase/ (decrease) in Cash and Cash Equivalents (A+B+C)	8,293.66	8,199.04
Cash and Cash Equivalents at the beginning of the year	80,605.68	72,406.64
Cash and Cash Equivalents at the end of the year	88,899.34	80,605.68
Bank Balances in:		
Current Accounts	4,792.01	969.36
Deposit Accounts (with less than 3 months original maturity)	84,107.33	79,636.32
Cash and Cash Equivalents as at March 31, 2024 (Refer Note 9)	88,899.34	80,605.68



Statement of Cash Flow

for the year ended March 31, 2024 (Contd.)

	Year Ended March 31, 2024 (₹ in lakhs)	Year Ended March 31, 2023 (₹ in lakhs)
Changes in liabilities arising from Financing Activities:		
1) Dividend		
Unpaid Dividend as at beginning of the year	3,393.84	3,064.63
Dividend Declared	1,16,953.82	1,06,074.39
Dividend Paid	(1,16,702.57)	(1,05,745.18)
Dividend as at year end (Including unpaid)	3,645.09	3,393.84
2) Lease Liabilities		
Lease Liabilities as at beginning of the year	6,896.15	8,305.36
Additions during the year	1,678.64	6.24
Finance Charges paid under Lease Liabilities during the year	499.63	491.38
Payment of Lease Liabilities during the year	(1,899.49)	(1,906.83)
Lease Liabilities as at year end	7,174.93	6,896.15

Notes:

- The Cash Flow Statement has been prepared under the 'Indirect Method' as set out in Ind AS 7 on Statement of Cash Flow as notified under Companies (Accounts) Rules, 2015.

As per our report of even date.

For S R B C & CO LLP

Chartered Accountants

Firm Registration No. 324982E/E300003

per Pritesh Maheshwari

Partner

Membership Number - 118746

Place : Mumbai

Date : May 14, 2024

For and on behalf of the Board of Directors of Colgate-Palmolive (India) Limited

M. S. Jacob

Whole-time Director &

Chief Financial Officer

(DIN : 07645510)

Place : Mumbai

Date : May 14, 2024

Prabha Narasimhan

Managing Director &

Chief Executive Officer

(DIN : 08822860)

Surender Sharma

Whole-time Director - Legal

& Company Secretary

(F-8913)

(DIN : 02731373)



Notes to the Financial Statements

for the year ended March 31, 2024

1A. Corporate Information:

Colgate-Palmolive (India) Limited is a subsidiary of Colgate-Palmolive, USA and a listed Company in India. The Company was incorporated on September 23, 1937 under the provisions of The Companies Act. The registered office of the company is located at Colgate Research Center, Main street, Hiranandani Gardens, Powai, Mumbai - 400076. Its shares are listed on two recognized stock exchanges in India. The Company is engaged in manufacturing/trading of toothpaste, tooth powder, toothbrush, mouthwash and personal care products.

These financial statements for the year ended March 31, 2024 were approved by the Board of Directors on May 14, 2024.

1B. Material Accounting Policies:

The material accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Basis of preparation

i. Compliance with Ind AS

The financial statements comply in all material aspects with Indian Accounting Standards (Ind AS) notified under Section 133 of the Companies Act, 2013 (the Act) and Companies (Indian Accounting Standards) Rules, 2015 (as amended from time to time) and presentation requirements of Division II of Schedule III to Companies Act, 2013, (Ind AS compliant Schedule III), as applicable to financial statements.

The financial statements are presented in ₹ and all values are rounded to the nearest lakhs (₹ 00,000), except when otherwise indicated.

ii. Historical Cost Convention

These financial statements have been prepared on a historical cost basis, except as disclosed in the accounting policies below:

- Certain financial assets and liabilities are measured at fair value;

- Defined Benefit Plans - plan assets measured at fair value; and
- Share-Based payments.

iii. Current versus Non-current classification

The Company presents assets and liabilities in the balance sheet based on current/ non-current classification. An asset is treated as current when it is:

- Expected to be realized or intended to be sold or consumed in normal operating cycle
- Held primarily for the purpose of trading
- Expected to be realized within twelve months after the reporting period, or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in normal operating cycle
- It is held primarily for the purpose of trading
- It is due to be settled within twelve months after the reporting period, or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

The Company classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

Based on the nature of products and the time between the acquisition of assets for processing and their realization in cash and cash equivalents, the Company has ascertained its operating cycle as twelve months for the purpose of current / non-current classification of assets and liabilities.



Notes to the Financial Statements

for the year ended March 31, 2024

(b) Foreign currency translation

i. Functional and presentation currency

Items included in the financial statements of the Company are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The financial statements are presented in Indian currency (INR), which is the Company's functional and presentation currency.

ii. Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Realized gains and losses on settlement of foreign currency transactions are recognized in the Statement of Profit and Loss. Foreign currency denominated monetary assets and liabilities at the year-end are translated at the year-end exchange rates, and the resultant exchange difference is recognized in the Statement of Profit and Loss. Non-monetary foreign currency items are carried at cost.

(c) Property, plant and equipment

Property, plant and equipment are stated at historical cost less depreciation and impairment loss, if any. Historical cost includes expenditure that is directly attributable to the acquisition of the items including capital spares which are identified as a part of property, plant and equipment.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognized when replaced. All other repairs and maintenance are charged to the Statement of Profit and Loss during the reporting period in which they are incurred.

An item of property, plant and equipment and any significant part initially recognized is derecognized upon disposal or when no future economic

benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit and loss when the asset is derecognized.

Capital Work-In-Progress

Cost and direct expenses incurred for construction of assets or assets to be acquired, which are not ready to use in the manner intended by the management are disclosed under Capital Work- In-Progress.

Depreciation methods, estimated useful lives and residual value

The useful lives of the assets are based on technical estimates approved by the Management, and are lower than or same as the useful lives prescribed under schedule II to the Companies Act, 2013 in order to reflect the period over which depreciable assets are expected to be used by the Company. Depreciation is calculated on a pro-rata basis on the straight line method so as to write-down the cost of property, plant and equipment to its residual value systematically over its estimated useful life based on useful life of the assets as prescribed under Part C of Schedule II to the Companies Act, 2013 except in case of following assets, wherein based on internal assessment and technical evaluation, a different useful life has been determined.

Asset Class	Useful Life
Residential and Office Buildings	40 years
Factory Buildings	20 years
Plant and Equipment	7 to 15 years
Dies and Moulds (included in Plant and Equipment)	3 years
Furniture and Fixtures	5 years
Office Equipment (including Computer Servers)	5 years

Estimated useful lives, residual values and depreciation methods are reviewed annually, taking into account commercial and technological obsolescence as well as normal wear and tear and adjusted prospectively, if appropriate.



Notes to the Financial Statements

for the year ended March 31, 2024

(d) Leases

As a Lessee

The Company assesses whether a contract is or contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether:

- (i) the contract involves the use of an identified asset
- (ii) the Company has substantially all of the economic benefits from use of the asset through the period of the lease and
- (iii) the Company has the right to direct the use of the asset.

At the commencement date of a lease, the Company recognizes a liability to make lease payments (i.e., the lease liability) and an asset representing the right to use the underlying asset during the lease term (i.e., the right-of-use asset). Right-of-use assets are measured at cost, less any accumulated depreciation, impairment losses and adjusted for any re-measurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized and lease payments made at or before the commencement date. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets. If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The Company recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company. In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date.

After the commencement date, the amount of lease

liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is re-measured if there is a modification or a change in the lease term. The Company separately recognizes the interest expense on the lease liability as finance cost and the depreciation expense on the right-of-use asset.

The Company accounts for a lease modification as a separate lease when both of the following conditions are met:

- The modification increases the scope of the lease by adding the right to use one or more underlying assets.
- The consideration for the lease increases commensurate with the standalone price for the increase in scope and any adjustments to that stand-alone price reflects the circumstances of the particular contract.

For a lease modification that fully or partially decreases the scope of the lease the Company decreases the carrying amount of the right-of-use asset to reflect partial or full termination of the lease. Any difference between those adjustments is recognized in profit or loss at the effective date of the modification.

The Company has elected to use the exemptions proposed by the standard on lease contracts for which the lease terms ends within 12 months as of the date of initial application, and lease contracts for which the underlying asset is of low value which is considered to be ₹ 3.5 Lakhs.

As a Lessor

Leases in which the Company does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income. Contingent rents are recognized as revenue in the period in which they are earned.



Notes to the Financial Statements

for the year ended March 31, 2024

(e) Investment property

Property that is held for long-term rental yields or for capital appreciation or both, and that is not occupied by the Company, is classified as investment property. Investment property is measured initially at its cost, including related transaction costs and where applicable borrowing costs. Subsequent expenditure is capitalized to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Company and the cost of the item can be measured reliably. All other repairs and maintenance costs are expensed when incurred.

Investment properties are depreciated using the straight-line method over their estimated useful lives which are 40 years.

Though the Company measures investment property using cost based measurement, the fair value of investment property is disclosed in the notes. Fair values are determined based on an annual evaluation performed by an accredited external independent valuer.

Investment properties are derecognized either when they have been disposed of or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognized in profit or loss in the period of de-recognition.

(f) Intangible assets

Intangible Assets are stated at acquisition cost, net of accumulated amortization and accumulated impairment loss, if any.

Amortization

Intangible assets comprise Goodwill, Trademarks, Copyright and Technical Know-how. Intangible assets (other than Goodwill) are amortized over the useful life of assets, not exceeding 10 years.

The estimated useful life and amortization methods are reviewed at the end of each annual reporting period, with the effect of any changes in the estimate being accounted for on a prospective basis.

Expenditure on research is recognized as an expense when it is incurred. Development costs of products are also charged to the Statement of Profit and Loss unless all the criteria for capitalization have been met by the Company. Development expenditures on an individual project are recognized as an intangible asset when the Company can demonstrate:

- The technical feasibility of completing the intangible asset so that the asset will be available for use or sale
- Its intention to complete and its ability and intention to use or sell the asset
- How the asset will generate future economic benefits
- The availability of resources to complete the asset
- The ability to measure reliably the expenditure during development

(g) Impairment of non-financial assets

At each balance sheet date, the Company reviews whether there is an indication that an asset may be impaired. If any indication exists, the company estimates the recoverable amount of its assets other than inventory and deferred tax. An impairment loss is recognized when the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is determined as higher of the asset's fair value less costs of disposal and value in use. For the purpose of assessing impairment, assets are grouped at the levels for which there are separately identifiable cash flows (cash generating unit). Assessment is done at each Balance Sheet date as to whether there is any indication that an impairment loss recognized for an asset in the prior accounting period may no longer exist or may have decreased. An impairment loss is reversed to the extent that the assets carrying amount does not exceed the carrying amount that would have been determined if no impairment loss had previously been recognized.

(h) Inventories

Inventories of raw and packing materials, stores, work-in-progress, finished goods and stock in trade are valued at lower of cost or net realizable value.



Notes to the Financial Statements

for the year ended March 31, 2024

- Cost is determined using standard cost method that approximates actual cost.
- Cost of work-in-progress and finished goods includes materials, labour and manufacturing overheads and other costs incurred in bringing the inventories to their present location and condition.

Spares that do not qualify to be recognized as Property, Plant and Equipment are included in stores and spares.

Net realizable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

(i) Trade Receivables

Trade receivables are measured at contracted price and subsequently measured at amortized cost net of any expected credit losses, if any. The Company provides for expected credit loss using simplified approach based on the probability of defaults which are possible over the lifetime of assets.

(j) Cash and Cash equivalents

For the purpose of presentation in the Statement of cash flows, cash and cash equivalents include cash in hand, demand deposits with banks and other short-term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

(k) Financial Assets:

i. Initial recognition and measurement

All financial assets are recognized initially at fair value plus transaction costs that are attributable to the acquisition of the financial asset, except in the case of financial assets not recorded at fair value through profit or loss. Transaction costs of financial assets carried at fair value through profit or loss are expensed through the Statement of Profit and Loss.

Subsequent measurement

For purposes of subsequent measurement, the Company classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income, or through profit or loss), and
- those measured at amortized cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows. For assets measured at fair value, gains and losses will either be recorded in the Statement of Profit and Loss or other comprehensive income. For investments in debt instruments, this will depend on the business model in which the investment is held. For investments in equity instruments, this will depend on whether the Company has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income.

Amortized cost

Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortized cost. A gain or loss on a debt investment that is subsequently measured at amortized cost is recognized in Statement of Profit and Loss when the asset is derecognized or impaired. Interest income from these financial assets is included in finance income using the effective interest rate method.

Fair value through Other Comprehensive Income (FVOCI)

Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets cash flows represent solely payments of principal and interest, are measured at fair value through other comprehensive income (FVOCI). Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognized in the Statement of Profit and Loss. When the financial asset is derecognized, the cumulative gain or loss previously recognized in OCI is reclassified from equity to Statement of Profit and Loss. Interest income from these financial assets is included in other income using the effective interest rate method.



Notes to the Financial Statements

for the year ended March 31, 2024

Fair value through Profit or Loss (FVTPL)

Assets that do not meet the criteria for amortized cost or FVOCI are measured at fair value through profit or loss. A gain or loss on a debt investment that is subsequently measured at fair value through Profit or Loss is recognized in the Statement of Profit and Loss in the period in which it arises. Interest income from these financial assets is included in other income.

ii. Derecognition

A financial asset is derecognized only when:

- the rights to receive cash flows from the financial asset have expired, or
- the Company has transferred its rights to receive cash flows from the financial asset or has assumed an obligation to pay the received cash flows to one or more recipient

Where the entity has transferred an asset, the Company evaluates whether it has transferred substantially all risks and rewards of ownership of the financial asset. In such cases, the financial asset is derecognized. Where the entity has not transferred substantially all risks and rewards of ownership of the financial asset, the financial asset is not derecognized.

Where the entity has neither transferred a financial asset nor retains substantially all risks and rewards of ownership of the financial asset, the financial asset is derecognized if the company has not retained control of the financial asset. Where the Company retains control of the financial asset, the asset is continued to be recognized to the extent of continuing involvement in the financial asset. Expected credit losses are recognized for all financial assets subsequent to initial recognition.

(I) Financial Liabilities

i. Classification as liability or equity

Financial liabilities and equity instruments issued by the Company are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

ii. Initial recognition and measurement

Financial liabilities are recognized when the Company becomes a party to the contractual provisions of the instrument. Financial liabilities are initially measured at the amortized cost unless at initial recognition, they are classified as fair value through profit or loss.

iii. Subsequent measurement

Financial liabilities are subsequently measured at amortized cost using the effective interest rate method. Financial liabilities carried at fair value through profit or loss is measured at fair value with all changes in fair value recognized in the Statement of Profit and Loss.

iv. Derecognition

A financial liability is derecognized when the obligation specified in the contract is discharged, cancelled or expires.

Trade and other payables

These amounts represent liabilities for goods and services provided to the Company prior to the end of financial year which are unpaid. The amounts are usually unsecured. Trade and other payables are presented as current liabilities unless payment is not due within twelve months after the reporting period. They are recognized initially at their fair value.

Provisions

The Company recognizes a provision when there is a present legal or constructive obligation as a result of a past event that probably requires an outflow of resources and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognized as an interest expense.



Notes to the Financial Statements

for the year ended March 31, 2024

Contingent Liability

A disclosure for a contingent liability is made when there is a possible obligation or a present obligation that may, but probably will not, require an outflow of resources. Where there is a possible obligation or a present obligation that the likelihood of outflow of resources is remote, no provision or disclosure is made.

(m) Revenue from operations

i. Sale of goods

The Company's revenue contracts represent a single performance obligation to sell its products to trade customers. Sales are recorded at the time control of the products is transferred to trade customers, in an amount that reflects the consideration the Company expects to be entitled to in exchange for the products. Control is the ability of trade customers to direct the use of and obtain the benefit from our products. In evaluating the timing of the transfer of control of products to trade customers, the Company considers transfer of significant risks and rewards of products and the probability of flowing of future economic benefit to the Entity as per the terms of the Contract which usually coincide with the delivery of the goods.

Revenue is measured on the basis of contracted price and reduced by variable consideration. Variable consideration includes sales returns, trade discounts, volume based incentives, and cost of promotional programs, indirect taxes as may be applicable.

The Company provides volume based incentives to certain customers once the quantity of products purchased during the period exceeds a threshold specified in the contract. Incentives are offset against amounts payable by the customer. To estimate & recognize a liability for the incentives, the Company applies methods which best predicts the amount of incentive and is primarily driven by the number of volume thresholds contained in the contract. The volume incentive is estimated at contract inception and recognized when it is highly probable that significant revenue reversal will not occur.

Company's contracts with trade customers do not have significant financing components or non-cash consideration and the Company does not have

unbilled revenue or significant amounts of prepayments from customers.

The company pays sales commission to its employees for contract that they obtain for sales of goods and immediately expensed out sales commissions (included under employee benefits).

Contract balances

Contract liabilities

A contract liability is the obligation to transfer goods or services to a customer for which the Company has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is recognized when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognized as revenue when the Company performs its obligation to transfer goods or services under the contract.

ii. Service Income

Service Income is recognized on cost plus basis as per the terms of the contract with customers, as and when the service is performed.

iii. Interest income

Interest income from debt instruments is recognized using the effective interest rate method. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the gross carrying amount of a financial asset. When calculating the effective interest rate, the Company estimates the expected cash flows by considering all the contractual terms of the financial instrument but does not consider the expected credit losses.

iv. Rental income

Rental income from operating leases where the Company is a lessor is recognized in income on a straight-line basis over the lease term unless the receipts are structured to increase in line with expected general inflation to compensate for the expected inflationary cost increases. The respective leased assets are included in the balance sheet based on their nature.



Notes to the Financial Statements

for the year ended March 31, 2024

v. Government Grant

Government grants are recognized where there is reasonable assurance that the grant will be received, and all attached conditions will be complied with. When the grant relates to an expense item, it is recognized as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. Ind AS 20 permits the grant to be recognized in profit or loss. The Company has chosen to present grants related to an expense item as other operating income in the statement of profit and loss.

(n) Employee Benefits

i. Short Term Employee Benefits

Liabilities for salaries, wages and performance incentives including non-monetary benefits that are expected to be settled wholly within twelve months after the end of the period in which the employees render the related service are recognized in respect of employees services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefits obligations in the Balance Sheet.

ii. Long Term Employee Benefits

• Defined Contribution Plans

Provident Fund, Superannuation Fund and Employee's State Insurance:

The Company has Defined Contribution Plans for its employees such as Provident Fund, Superannuation Fund, Employee's State Insurance etc. and contribution to these plans are charged to the Statement of Profit and Loss as incurred, as the Company has no further obligation beyond making the contributions.

• Defined Benefit Plans

Gratuity:

The Company provides for gratuity, a defined benefit plan (the 'Gratuity Plan') covering eligible employees in accordance with the Payment of Gratuity Act, 1972. The Gratuity Plan provides a lump sum payment to vested employees at retirement, death, incapacitation or termination of employment, of an amount based on the respective employee's salary and the tenure of

employment. The Company's liability is actuarially determined (using the Projected Unit Credit method) at the end of each year. The benefits are discounted using the market yields at the end of the reporting period that have terms approximating to the terms of the related obligation. Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognized in the period in which they occur directly in other comprehensive income. They are included in retained earnings in the Statement of changes in Equity and in the Balance Sheet. Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognized immediately in the Statement of profit and loss as past service cost. Remeasurements are not reclassified to Profit or Loss in subsequent periods.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the Statement of Profit and Loss.

Provident Fund:

In respect of certain employees, Provident Fund contributions are made to a Trust administered by the Company. The interest rate payable by the trust to the beneficiaries every year is notified by the Government. The Company has an obligation to make good the shortfall, if any, between the return from the investment of the trust and interest as per the notified rate. The Company's liability is actuarially determined (using the Projected Unit Credit Method) at the end of the year. Measurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognized in the period in which they occur directly in other comprehensive income. They are included in retained earnings in the Statement of changes in Equity and in the Balance Sheet. Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognized immediately in the Statement of profit and loss as past service cost. Remeasurements are not reclassified to Profit or Loss in subsequent periods.



Notes to the Financial Statements

for the year ended March 31, 2024

Compensated Absences:

Accumulated compensated absences, which are expected to be availed or encashed within 12 months from the end of the year and are treated as short term employee benefits. The obligation towards the same is measured at the expected cost of accumulating compensated absences as the additional amount expected to be paid as a result of the unused entitlement as at the year end.

Accumulated compensated absences, which are expected to be availed or encashed beyond 12 months from the end of the year end are treated as other long term employee benefits. The Company's liability is actuarially determined (using the Projected Unit Credit method) at the end of each year. Actuarial losses/gains are recognized in the Statement of Profit and Loss in the year in which they arise.

Voluntary Retirement Scheme:

Expenditure on voluntary retirement scheme is charged to the Statement of Profit and Loss in the year in which incurred.

Share based Payments

The Company does not provide any equity-based compensation to its employees. However, the parent Company, Colgate Palmolive Company, U.S.A. ('the grantor') maintains equity incentive plans that provide for the grant of stock-based awards to its executive directors and certain categories of officers and employees. The 2009 Executive Incentive Compensation Plan and 2013 Incentive Compensation Plan ('Incentive Plan') provides for the grant of non-qualified and incentive stock options, as well as restricted stock units which are together referred to as employee stock options. Exercise prices in the case of non-qualified and incentive stock options are not less than the fair value of the underlying common stock of the grantor on the date of grant.

A stock option gives an employee, the right to purchase shares of Colgate Palmolive Company common stock at a fixed price for a specific period of time. Stock options generally have a term of six years and vest over three years.

A restricted stock unit (RSU) provides an employee with a share of Colgate Palmolive Company common stock upon vesting. Restricted stock units vest in annual installments generally over a period of three years. Dividends will accrue with each restricted stock unit award granted subsequent to grant date.

Employee Stock Options (ESOPs) issued by the parent entity are accounted for as equity-settled as the Company has no obligation to settle the share-based payment transaction and also the shares are of parent Company.

Company recognizes the expense over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied, as determined on the grant date, based on the fair value of the options/RSUs. At the end of each period, the entity revises its estimates of the number of options that are expected to vest based on the non-market vesting and service conditions. It recognizes the impact of the revision to original estimates, if any, in the Statement of Profit and Loss, with a corresponding adjustment to equity.

In case where there is a clear link between the recharge from the parent company and the expense, Company accounts for the recharge as capital distribution even if the amount of recharge is more than the expense recognized over the vesting period (as the recharge is based on the intrinsic value).

In case where the employee has not served the Company during the vesting period and for which they get the debit note from parent, the cost is debited to management recharge expense.

Further, where the management recharge is not expected from the parent entity as the employee has been relocated to another group company i.e. the employee is not expected to render future services to the Company at the time of exercise of option, the Company transfers the proportionate amount of share options outstanding account related to such employees to Retained Earnings, after taking into consideration the probability of employees re-locating back to the Company.



Notes to the Financial Statements

for the year ended March 31, 2024

(o) Income Tax

Tax expense for the period, comprising current tax and deferred tax, are included in the determination of the net profit or loss for the period. Current tax is measured at the amount expected to be paid to the tax authorities in accordance with prevailing income tax law. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

The Company evaluates whether it has any uncertain tax positions which requires adjustments to provision for current tax. The Company has ongoing disputes with Income Tax Authorities on various matters. In respect of certain allowance/deductions, it is probable that such positions will not be accepted by Tax authorities and hence the same has been considered and adequately provided for while calculating current tax provision of the respective years. In respect of certain allowances/ deductions taken by the Company, it is probable that such disputes will be accepted by Tax authorities and hence the same have been considered and disclosed as a part of Contingent Liability.

• Current Tax

Current tax assets and current tax liabilities are offset when there is a legally enforceable right to set off the recognized amounts and there is an intention to settle the asset and the liability on a net basis.

• Deferred Tax

Deferred tax is recognized for all the deductible temporary differences by using the liability method, only to the extent that there is a reasonable certainty that sufficient future taxable income will be available against which such deferred tax assets can be realized. Deferred tax assets and liabilities are measured using the tax rates and tax laws that have been enacted or substantively enacted by the Balance Sheet date. At each Balance Sheet date, the Company reassesses unrecognized deferred tax assets, if any.

Deferred tax relating to items recognized outside

profit or loss is recognized either in other comprehensive income or in equity. Deferred tax items are recognized in correlation to the underlying transaction either in OCI or directly in equity. Unrecognized deferred tax assets are re-assessed at each reporting date and are recognized to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and deferred tax liabilities are offset when there is a legally enforceable right to set off assets against liabilities representing current tax and where the deferred tax assets and deferred tax liabilities relate to taxes on income levied by the same governing taxation laws.

(p) Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker ('CODM'). The CODM, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Managing Director and Chief Financial Officer of the Company. The Company has identified 'Personal Care (including Oral Care)' as its only primary reportable segment, which primarily includes products such as Soaps, Cosmetics and Toilet Preparations.

(q) Cash Flow Statement

Cash flows are reported using the indirect method, whereby profit before tax is adjusted for the effects of transactions of non-cash nature and any deferrals or accruals of past or future cash receipts or payments.

(r) Offsetting Financial Instruments

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis, or realize the asset and settle the liability simultaneously.

(s) Contributed Equity

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax.



Notes to the Financial Statements

for the year ended March 31, 2024

(t) Earnings Per share

i. Basic Earnings per Share

Basic earnings per share are calculated by dividing:

- the profit attributable to owners of the Company
- By the weighted average number of equity shares outstanding during the financial year.

ii. Diluted Earnings per share

Diluted earnings per share adjust the figures used in the determination of basic earnings per share to take into account:

- the after income tax effect of interest and other financing costs associated with dilutive potential equity shares, and
- The weighted average number of additional equity shares that would have been outstanding assuming the conversion of all dilutive potential equity shares.

2. Critical accounting estimates and judgments

The preparation of financial statements requires the use of accounting estimates which, by definition, will seldom equal the actual results. This note provides an overview of the areas that involved a higher degree of judgment or complexity, and of items which are more likely to be materially adjusted due to estimates

and assumptions turning out to be different than those originally assessed. Detailed information about each of these estimates and judgments is included in relevant notes.

The areas involving critical estimates or judgments are:

- Estimation of defined benefit obligation (Refer Note 1B(n) and Note 28)
- Estimation of Useful life of Property, plant and equipment and intangibles (Refer Note 1B(c) and Note 3)
- Estimation of taxes (Refer Note 1B(o), Note 19 and 31)
- Estimation of impairment of trade receivables (Refer Note 1B(i) and Note 8)
- Estimation of provision and contingent liabilities (Refer Note 1B(l)(iv), Note 24 and 32)
- Estimation of Share based payments to employees (Refer Note 1B(n) and Note 38)
- Estimation of variable consideration in respect of revenue recognition (Refer Note 1B(m) and Note 25)

Estimates and judgments are continually evaluated. They are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Company and that are believed to be reasonable under the circumstances.

Notes to the Financial Statements

for the year ended March 31, 2024

Note 3 (A) (I) : Property, Plant and Equipment

(₹ in lakhs)

Particulars	Gross Carrying Amount				Accumulated Depreciation/Amortisation				Net Carrying Amount
	Cost / Gross carrying value as at April 1, 2023	Additions/ Adjustments	Disposals/ Transfers/ Adjustments	As at March 31, 2024	As at April 1, 2023	Depreciation/ Amortisation for the year	Disposals/ Transfers/ Adjustments	As at March 31, 2024	As at March 31, 2024
	Right-of-use assets [Refer 3 (D) (I)]	23,299.16	1,815.22	-	25,114.38	9,173.17	1,929.35	-	11,102.52
Buildings [Refer Note (ii) and (iv) below]	43,944.87	624.74	8.24	44,561.37	17,080.37	2,369.08	1.45	19,448.00	25,113.37
Plant and Equipment (Owned)	1,34,005.31	5,905.57	477.91	1,39,432.97	91,549.91	11,743.97	462.05	1,02,831.83	36,601.14
Furniture and Fixtures	2,128.61	154.48	84.27	2,198.82	2,088.60	101.70	83.93	2,106.37	92.45
Office Equipment	8,766.48	1,900.69	98.04	10,569.13	6,072.42	1,006.95	98.01	6,981.36	3,587.77
Total Assets	2,12,144.43	10,400.70	668.46	2,21,876.67	1,25,964.47	17,151.05	645.44	1,42,470.08	79,406.59
Capital Work-in-Progress [Refer Note 3 B below]									11,028.40

- (i) Land - Leasehold includes lease rights in respect of the land in the possession of the Company under Lease with Industrial Area Development Agency at Baddi, Goa Industrial Development Corporation at Goa and Sri city (P) Limited at Sricity, Andhra Pradesh, Gujarat Industrial Development Corporation (GIDC) at Sanand.
- (ii) Buildings include : (a) Factory Building at Sewri and leasehold rights in the land on which the building stands. While the ownership of the Factory Building is in the name of the Company, the Mumbai Port Trust (MPT) has not yet effected formal transfer of lease rights in the said land, in favour of the Company. The value of leasehold rights in the said land is ₹ Nil. As regards the plot of land adjoining the factory building, MPT has revoked its offer of assignment. The Company has made a representation to MPT in this respect and the matter is pending. The Company has taken legal opinion and is taking necessary legal steps for surrender of the land and contesting the demand. Further refer Note 33, (b) Research Centre at Powai, Mumbai, (c) Factory Building at Baddi, (d) Factory Buildings at Goa, (e) Factory Buildings at Sanand and (f) Factory Building at Sricity.
- (iii) Refer to Note 34 for disclosures of capital commitments for the acquisition of property, plant and equipment.
- (iv) Buildings include investment property with net carrying value of ₹ 176.41 Lakhs (March 31, 2023 : ₹ 188.98 Lakhs) and fair value of ₹ 3,434 Lakhs (March 31, 2023 : ₹ 3,260 Lakhs). Fair value is determined based on an annual evaluation performed by an accredited external independent valuer using the sales comparison method of valuation under market approach in which due weightages have been given to factors such as right to sell/transfer the property, demand and prospective buyers for such type of commercial offices etc. The significant unobservable inputs considered includes total of Weighted reconciliation is ₹ 21,800/- per square feet. The rental income and depreciation expense for the year ended March 31, 2024 are ₹ 258.69 Lakhs (March 31, 2023 : ₹ 248.06 Lakhs) and ₹ 12.57 lakhs (March 31, 2023 : ₹ 12.57 Lakhs) respectively. (Refer Note 16).



Notes to the Financial Statements

for the year ended March 31, 2024

Note 3 (A) (II) : Property, Plant and Equipment

(₹ in lakhs)

Particulars	Gross Carrying Amount				Accumulated Depreciation/Amortisation				Net Carrying Amount
	Cost / Gross carrying value as at April 1, 2022	Additions/ Adjustments	Disposals/ Transfers/ Adjustments	As at March 31, 2023	As at April 1, 2022	Depreciation/ Amortisation for the year	Disposals/ Transfers/ Adjustments	As at March 31, 2023	As at March 31, 2023
Right-of-use assets [Refer 3 (D) (I)]	23,268.06	31.10	-	23,299.16	7,149.48	2,023.69	-	9,173.17	14,125.99
Buildings [Refer Note (ii) and (iv) below]	43,952.01	6.70	13.84	43,944.87	14,725.70	2,354.67	-	17,080.37	26,864.50
Plant and Equipment (Owned)	1,27,847.49	6,229.75	71.93	1,34,005.31	79,433.31	12,173.81	57.21	91,549.91	42,455.40
Furniture and Fixtures	2,092.52	39.47	3.38	2,128.61	2,040.96	51.03	3.38	2,088.60	40.01
Office Equipment	7,875.23	1,084.56	193.31	8,766.48	5,388.72	877.17	193.43	6,072.46	2,694.02
Total Assets	2,05,035.31	7,391.58	282.46	2,12,144.43	1,08,738.17	17,480.37	254.02	1,25,964.51	86,179.92
Capital Work-in-Progress [Refer Note 3 B below]									11,407.68

Note 3 (B) : Capital Work-in-Progress (CWIP)

Capital Work-in-Progress movement during the year

(₹ in lakhs)

Particulars	As at March 31, 2024	As at March 31, 2023
Opening	11,407.68	12,184.42
Add - Addition during the year	8,093.08	6,529.19
Less - Capitalised during the year	8,472.36	7,305.93
Closing	11,028.40	11,407.68

Capital Work-in-Progress includes ₹ 34.85 Lakhs (March 31, 2023 - ₹ 74.08 Lakhs) being salary of ₹ 22.46 Lakhs (March 31, 2023 - ₹ 70.62 Lakhs) and other expenses of ₹ 12.39 Lakhs (March 31, 2023 - ₹ 3.46 Lakhs) incurred towards capital projects. Salary and other expenses disclosed in Note 28 and Note 30 respectively are net of amounts included in CWIP.





Notes to the Financial Statements

for the year ended March 31, 2024

Capital work in progress ageing schedule

(₹ in lakhs)

As at 31 March, 2024	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	2,887.83	56.71	-	8,083.86	11,028.40
Total	2,887.83	56.71	-	8,083.86	11,028.40

(₹ in lakhs)

As at 31 March, 2023	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	2,740.85	260.38	266.47	43.13	3,310.83
Projects temporarily suspended	-	-	3.20	8,093.65	8,096.85
Total	2,740.85	260.38	269.67	8,136.78	11,407.68

For capital-work-in progress, whose completion is overdue, the project wise details of when the project is expected to be completed is given below as of March 31, 2024

(₹ in lakhs)

As at 31 March 2024	To be completed in				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
CWIP					
Projects in progress					
Toothpaste Plant Building*	8,083.86	-	-	-	8,083.86
Total	8,083.86	-	-	-	8,083.86

*During the previous year, project was suspended however in current year the same is covered under projects in progress. Subsequent to year end, the Company has capitalised this project in April 2024.

For capital-work-in progress, whose completion is overdue, the project wise details of when the project is expected to be completed is given below as of March 31, 2023

(₹ in lakhs)

As at 31 March 2023	To be completed in				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
CWIP					
Projects temporarily suspended					
Toothpaste Plant Building	-	8,083.86	-	-	8,083.86
Total	-	8,083.86	-	-	8,083.86

Note 3 (C): Other Intangible Assets

The Gross carrying value of intangible assets of ₹ Nil have been fully depreciated and the carrying value as at March 31, 2024 is Nil. (March 31, 2023 - Nil). Intangible assets comprise Goodwill, Trademarks, Copyright and Technical Know-how.



Notes to the Financial Statements

for the year ended March 31, 2024

Note 3 (D) (I): Right-of-use assets recognized and the movements during the year

(₹ in lakhs)

	Plant and Equipment	Vehicles	IT Equipment	Buildings	Others	Right-of-use assets (excluding land) (A)	Leasehold Land (B)	Total (A+B)
As at April 01, 2023	6,211.10	-	9.14	706.10	56.19	6,982.54	7,143.45	14,125.99
Addition/Modification	12.48	-	259.17	1,543.57	-	1,815.22	-	1,815.22
Amortisation	1,091.00	-	86.58	618.65	49.16	1,845.39	83.96	1,929.35
Deletion	-	-	-	-	-	-	-	-
As at March 31, 2024	5,132.58	-	181.73	1,631.02	7.03	6,952.37	7,059.49	14,011.86

Note 3 (D) (II): Right-of-use assets recognized and the movements for the previous year

(₹ in lakhs)

	Plant and Equipment	Vehicles	IT Equipment	Buildings	Others	Right-of-use assets (excluding land) (A)	Leasehold Land (B)	Total (A+B)
As at April 01, 2022	7,304.29	7.88	9.81	1,197.27	372.76	8,892.01	7,226.57	16,118.58
Addition/Modification	-	-	6.08	25.02	-	31.10	-	31.10
Amortisation	1,093.19	7.88	6.75	516.19	316.57	1,940.57	83.12	2,023.69
Deletion	-	-	-	-	-	-	-	-
As at March 31, 2023	6,211.10	-	9.14	706.10	56.19	6,982.54	7,143.45	14,125.99

Financial Assets

Note 4: Non-Current Loans

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Secured and Considered Good Loans to Employees	96.91	92.02
	96.91	92.02

Note 5: Other Non-Current Financial Assets

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Security Deposits (Amortised Cost)	1,429.87	1,604.35
Deposits with banks (with maturity period of more than 12 months) *	251.96	249.62
	1,681.83	1,853.97

* Held as lien by Banks against Bank Guarantees issued to Regulatory authorities in the normal course of business.



Notes to the Financial Statements

for the year ended March 31, 2024

Note 6: Other Non-current Assets

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Capital Advances (Refer Note 34)	61.63	594.44
Deposits with Government and other authorities	692.66	637.28
Prepaid Expenses	38.78	72.02
	793.07	1,303.74

Note 7: Inventories

(Lower of cost or net realisable value)

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Raw and Packing Materials	7,333.53	9,214.90
Work-in-Progress	2,770.68	2,009.57
Finished Goods	15,069.96	16,880.22
Stock-in-Trade	1,666.70	2,665.81
[includes goods in transit ₹ 317.18 Lakhs (March 31, 2023: ₹ 91.32 Lakhs)]		
Stores and Spares	2,800.50	2,774.46
	29,641.37	33,544.96

Note 8: Trade Receivables

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Trade Receivables	14,189.80	12,968.94
Receivables from related parties (Refer Note 37)	3,145.40	3,359.69
Less : Allowance for doubtful debts	(596.27)	(592.02)
	16,738.93	15,736.61
Unsecured and Considered Good	16,738.93	15,736.61
Trade Receivables which have significant increase in credit Risk	596.27	592.02
Allowance for doubtful debts	(596.27)	(592.02)
	16,738.93	15,736.61

Trade receivables ageing schedule*

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Undisputed Trade receivables - Considered good		
Current but not due	8,969.29	9,468.48
less than 6 months	7,337.51	5,952.15
6 months - 1 year	256.12	247.04



Notes to the Financial Statements

for the year ended March 31, 2024

Note 8: Trade Receivables (Contd..)

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
1-2 years	137.29	42.99
2-3 years	10.28	3.28
More than 3 years	28.44	22.67
	16,738.93	15,736.61
Undisputed Trade receivables - which have significant increase in credit risk		
6 months - 1 year	174.10	149.46
1-2 years	120.00	82.21
2-3 years	48.67	86.17
More than 3 years	253.50	274.18
	596.27	592.02
Total Trade receivables		
Current but not due	8,969.29	9,468.48
less than 6 months	7,337.51	5,952.15
6 months - 1 year	430.22	396.50
1-2 years	257.30	125.20
2-3 years	58.95	89.45
More than 3 years	281.94	296.85
Total	17,335.20	16,328.63

There are no disputed trade receivables.

* Outstanding for the above periods are based on due date of payment.

Note 9: Cash and Cash Equivalents

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Bank Balances in:		
- Current Accounts	4,792.01	969.36
- Deposit Accounts (with less than 3 months original maturity)	84,107.33	79,636.32
	88,899.34	80,605.68

Note 10: Other Bank Balances

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Earmarked balances with Banks in:		
- Unpaid Dividend Account	3,558.10	3,308.19
- Unpaid Share Capital Reduction Account	87.49	85.65
- Deposits with maturity more than 3 month but less than 12 months	44,833.33	8,300.00
	48,478.92	11,693.84



Notes to the Financial Statements

for the year ended March 31, 2024

Note 11: Current Loans

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Secured and Considered Good		
Loans to Employees	36.88	39.98
Unsecured and Considered Good		
Inter-Corporate Deposits*	629.62	8,719.93
	666.50	8,759.91

* (Inter-Corporate Deposits includes amounts with maturity period of 91 days, Rate of interest at 10% (March 31, 2023 - 91-125 days, Rate of interest ranging 6%-10%)

Note 12: Other Current Financial Assets

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Receivables from Related Parties (Refer Note 37)	268.76	410.98
Security Deposits	333.13	190.00
Insurance Claims Receivable	-	35.11
	601.89	636.09

Note 13: Other Current Assets

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Balances with Government Authorities	213.37	213.37
Prepaid Expenses	809.32	673.24
Advances to Suppliers	4,022.21	2,742.09
Employee Advances	239.48	112.79
Fringe Benefit Advance Tax	69.78	69.78
	5,354.16	3,811.27

Note 14: Equity Share Capital

Authorised Equity Share Capital:

	Number of shares	Amount (₹ Lakhs)
As at April 1, 2022	1,37,00,00,000	13,700.00
Increase during the year	-	-
As at March 31, 2023	1,37,00,00,000	13,700.00
Increase during the year	-	-
As at March 31, 2024	1,37,00,00,000	13,700.00



Notes to the Financial Statements

for the year ended March 31, 2024

Note 14: Equity Share Capital (Contd..)

Issued, Subscribed and Paid-up:

(A) Movement in Equity Share Capital

	Number of shares	Equity Share Capital (par value in Lakhs)
As at April 1, 2022	27,19,85,634	2,719.86
Increase / (Decrease) during the year	-	-
As at March 31, 2023	27,19,85,634	2,719.86
Increase / (Decrease) during the year	-	-
As at March 31, 2024	27,19,85,634	2,719.86

(B) Rights, Preferences and Restrictions attached to Equity Shares:

The Company has one class of Equity Shares having par value of ₹ 1 per share. Each Shareholder is eligible for one vote per share held. The dividend proposed by the Board of Directors is subject to the approval of the Shareholders in the ensuing Annual General Meeting, except in case of interim dividend. In the event of liquidation, the Equity Shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.

(C) Shares held by Ultimate Holding Company and its Subsidiaries:

	As at March 31, 2024	As at March 31, 2023
Colgate-Palmolive Company, U.S.A., the Ultimate Holding Company 10,89,52,694 (March 31, 2023 - 10,89,52,694) equity shares.	1,089.53	1,089.53
Colgate-Palmolive (Asia) Pte Ltd., Singapore, Subsidiary of the Ultimate Holding Company 2,97,58,852 (March 31, 2023 - 2,97,58,852) equity shares.	297.59	297.59
Norwood International Incorporated, U.S.A., Subsidiary of the Ultimate Holding Company 1,126 (March 31, 2023 - 1,126) equity shares.	0.01	0.01

(D) Details of Shareholders holding more than 5% of the aggregate Shares in the Company:

Particulars	As at March 31, 2024	As at March 31, 2023
Colgate-Palmolive Company, U.S.A.		
Number of Shares	10,89,52,694	10,89,52,694
% of Holding	40.06	40.06
Colgate-Palmolive (Asia) Pte Ltd., Singapore		
Number of Shares	2,97,58,852	2,97,58,852
% of Holding	10.94	10.94

(E) Details of shares held by promoters

Particulars	As at March 31, 2024	As at March 31, 2023
Colgate-Palmolive Company, U.S.A.		
Number of Shares at the beginning of the year	10,89,52,694	10,89,52,694
Change during the year	-	-



Notes to the Financial Statements

for the year ended March 31, 2024

Note 14: Equity Share Capital (Contd..)

Particulars	As at March 31, 2024	As at March 31, 2023
Number of Shares at the end of the year	10,89,52,694	10,89,52,694
% of Total shares	40.06	40.06
% of change during the year	-	-
Colgate-Palmolive (Asia) Pte Ltd., Singapore		
Number of Shares at the beginning of the year	2,97,58,852	2,97,58,852
Change during the year	-	-
Number of Shares at the end of the year	2,97,58,852	2,97,58,852
% of Total shares	10.94	10.94
% of change during the year	-	-
Norwood International Incorporated, U.S.A		
Number of Shares at the beginning of the year	1,126	1,126
Change during the year	-	-
Number of Shares at the end of the year	1,126	1,126
% of Total shares	0.00	0.00
% change during the year	-	-
Total Promoters Shareholding		
Number of Shares at the beginning of the year	13,87,12,672	13,87,12,672
Change during the year	-	-
Number of Shares at the end of the year	13,87,12,672	13,87,12,672
% of Total shares	51.00	51.00
% change during the year	-	-

Note 15: Other Equity

	As at March 31, 2024 (₹ Lakhs)	As at March 31, 2023 (₹ Lakhs)
Securities Premium Account [Refer (i) below]	1,279.93	1,279.93
General Reserve [Refer (ii) below]	38,437.13	38,437.13
Share Options Outstanding Account [Refer (iii) below]	(194.38)	(451.13)
Retained Earnings [Refer (iv) below]	1,45,193.62	1,29,652.64
	1,84,716.30	1,68,918.57

(i) Securities Premium

	As at March 31, 2024 (₹ Lakhs)	As at March 31, 2023 (₹ Lakhs)
Balance at the beginning of the year	1,279.93	1,279.93
Balance at the end of the year	1,279.93	1,279.93

(Securities Premium reserve is used to record the premium on issue of shares. The reserve can be utilised in accordance with the provisions of the Companies Act, 2013)



Notes to the Financial Statements

for the year ended March 31, 2024

Note 15: Other Equity (Contd..)

(ii) General Reserve

	As at March 31, 2024 (₹ Lakhs)	As at March 31, 2023 (₹ Lakhs)
Balance at the beginning of the year	38,437.13	38,437.13
Balance at the end of the year	38,437.13	38,437.13

(Under the erstwhile Companies Act 1956, general reserve was created through an annual transfer of net income at a specified percentage in accordance with applicable regulations. Consequent to introduction of Companies Act 2013, the requirement to mandatorily transfer a specified percentage of the net profit to general reserve has been withdrawn. However, the amount previously transferred to the general reserve can be utilised only in accordance with the specific requirements of Companies Act, 2013)

(iii) Share Options Outstanding account (Refer Note 38)

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Balance at the beginning of the year	(451.13)	222.30
Add: Employee stock option expense	1,204.21	971.91
Less: Transferred to Retained Earnings for employees transferred during the year/relocated to another group companies	(105.84)	(692.86)
Less: Payments made against liability created	(594.86)	(750.24)
Less: Amount credited by Group Company	(329.75)	(270.26)
Add: Tax Adjustment on above	82.99	68.02
Balance at the end of the year	(194.38)	(451.13)

(Reserve created for all outstanding employee stock options and RSUs. The share-based payment reserve is used to recognise the value of equity-settled share-based payments provided to employees)

(iv) Retained Earnings

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Balance at the beginning of the year	1,29,652.64	1,30,808.54
Add: Profit for the year	1,32,365.96	1,04,714.65
Add: Other Comprehensive (Loss)/ Income	23.00	(489.02)
Add: Transferred from Share Options Outstanding account for employees transferred during the year	105.84	692.86
Less: Appropriations		
- Second Interim Dividend FY 22-23 - ₹ 21/- per share (FY 21-22 - ₹ 21/- per share)	(57,116.98)	(57,116.98)
- First Interim Dividend ₹ 22/- per share (FY 2022-23 - ₹ 18/- per share)	(59,836.84)	(48,957.41)
Total Appropriations	(1,16,953.82)	(1,06,074.39)
Balance at the end of the year	1,45,193.62	1,29,652.64
	1,84,716.30	1,68,918.57

(Retained earnings are the profits that a company has earned to date, after appropriation for dividends payouts)



Notes to the Financial Statements

for the year ended March 31, 2024

Note 16: Lease liabilities

As a Lessee

The Company has lease contracts for various items of plant and equipments, vehicles, offices and residential buildings. Leases of plant and equipments has lease term of 10 years, while other leases have lease terms ranging from 2 years to 9 years. The Company's obligations under its leases are secured by the lessor's title to the leased assets. The Company has lease contracts that includes extension option, however the lease term in respect of such extension option is not defined in the contract.

The Company also has certain leases with lease terms of 12 months or less and leases of low value. The Company applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.

The carrying amounts of right-of-use assets recognised and the movements during the year are given in Note 3(D)(I).

Carrying amounts of lease liabilities and the movements during the year

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
As at April 01	6,896.15	8,305.36
Addition	1,678.64	6.24
Interest	499.63	491.38
Payment	(1,899.49)	(1,906.83)
As at March 31	7,174.93	6,896.15
Non current	5,954.70	5,674.06
Current	1,220.23	1,222.09
Depreciation expense of right-of-use assets (Note 3D)	1,929.35	2,023.69
Interest expense on lease liabilities (Note 29)	499.63	491.38
Expense relating to leases of low-value assets (included in Note 30 under lease rentals)	471.99	491.56
	471.99	491.56

The effective interest rate for lease liabilities is 7.33% p.a. to 7.64% p.a., with maturity between 2024-2030.

The Company had total cash outflows for leases of ₹ 1,899.49 lakhs for the year ended March 31, 2024 and ₹ 1,906.83 lakhs for the year ended March 2023.

The maturity analysis of lease liabilities are disclosed in Note 40.

As a Lessor

The Company has given office premise space under non-cancellable operating lease for a period of 1 year ended 31st May, 2024. The rental income from the asset given on lease of ₹ 258.69 Lakhs (March 31, 2023 : ₹ 248.06 Lakhs) has been disclosed as "Lease Rentals" under Other Income in Note 26 to the Statement of Profit and Loss.

Description of significant operating lease arrangements in respect of premises:

- The Company has taken refundable interest free security deposit under the lease agreements.
- Agreement contain provision for renewal at the option of either party.
- Agreement provide for restriction on sub lease.



Notes to the Financial Statements

for the year ended March 31, 2024

Note 16: Lease liabilities (Contd..)

Future minimum lease payments that the Company is expected to receive under the non-cancellable lease are as under:

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Within one year	43.47	-

Beyond one year future minimum lease payments that the Company is expected to receive under the non-cancellable lease is ₹ Nil. (Previous Year: ₹ Nil)

Note 17: Other Non-Current Financial Liabilities

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Security Deposits	130.08	123.70
	130.08	123.70

Note 18: Non-Current Provisions

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Provision for Employee Benefits:		
- Gratuity [Refer Note 28 II (B) (iii)(a)]	974.42	1,112.17
- Compensated Absences [Refer Note 28 III]	714.42	964.65
- Provident Fund [Refer Note 28 II (B) (iii)(b)]	472.37	282.23
	2,161.21	2,359.05

Note 19: Deferred Tax Assets / (Liabilities) [Net]

The balance comprises temporary differences attributable to:

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Deferred Tax Liabilities: (A)		
Difference between carrying value of property, plant and equipment and written down value as per tax	(346.37)	(1,432.07)
Deferred Tax Assets: (B)		
Impact of indexation on leasehold land	1,311.06	1,170.59
Voluntary retirement obligation	392.66	-
Expenses allowable on payment basis for tax purposes	3,675.55	1,659.88
Employee benefits	1,292.56	1,336.86
Impairment of trade receivables	150.07	149.00
Net Deferred Tax Assets (A+B)	6,475.53	2,884.26



Notes to the Financial Statements

for the year ended March 31, 2024

Note 19: Deferred Tax Assets / (Liabilities) [Net]

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Movement in Deferred Tax Assets / (Liabilities)		
Opening balance as at beginning of the year	2,884.26	1,729.72
Tax income during the year recognised in profit or loss [Refer Note 31 (a)]	3,599.00	990.07
Tax income during the year recognised in OCI	(7.74)	164.47
Closing balance as at year end	6,475.53	2,884.26

Note 20: Other Non-Current Liabilities

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Payable under Voluntary Retirement Scheme	36.10	40.15
	36.10	40.15

Note 21: Trade Payables

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
- Total outstanding dues of micro enterprises and small enterprises (Refer Note 42)	703.69	1,269.34
- Total outstanding dues of creditors other than micro enterprises and small enterprises	87,486.70	74,843.06
	88,190.39	76,112.40
Trade Payables	77,178.08	65,683.91
Trade Payable to related parties (Refer Note 37)	11,012.31	10,428.49
	88,190.39	76,112.40

Trade payables ageing schedules*

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Total outstanding dues of micro enterprises and small enterprises		
Current but not due	653.47	892.66
Less than 1 year	50.22	341.18
1-2 years	-	35.50
Total	703.69	1,269.34



Notes to the Financial Statements

for the year ended March 31, 2024

Note 21: Trade Payables (Contd..)

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Total outstanding dues of creditors other than micro enterprises and small enterprises		
Unbilled	58,518.74	50,323.97
Current but not due	1,196.68	6,338.18
Less than 1 year	27,599.64	17,976.48
1-2 years	0.89	20.09
2-3 years	7.17	16.39
More than 3 years	163.58	167.95
Total	87,486.70	74,843.06
Total Undisputed Trade payables		
Unbilled	58,518.74	50,323.97
Current but not due	1,850.15	7,230.84
Less than 1 year	27,649.86	18,317.66
1-2 years	0.89	55.59
2-3 years	7.17	16.39
More than 3 years	163.58	167.95
Total	88,190.39	76,112.40

There are no disputed trade payables.

* Outstanding for the above periods are based on due date of payment

Note 22: Other Current Financial Liabilities

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Dividends* :		
- Other Unpaid Dividends**	3,558.10	3,308.19
Unpaid Balance for Share Capital Reduction**	87.49	85.65
Capital Creditors	496.74	379.58
	4,142.33	3,773.42

*There are no amounts due for payment to the Investor Education and Protection Fund (IEPF) under Section 125 of the Companies Act, 2013 as at the year end as per the Company records.

** Considered for movement in liabilities arising from financing activities in cash flow.

Note 23: Other Current Liabilities

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Payable towards Statutory Liabilities	3,956.10	5,463.49
Employee Benefits Payable	7,430.11	6,486.95
Payable under Voluntary Retirement Scheme	-	3.16
Advances from Customers	1,196.49	835.21
	12,582.70	12,788.81



Notes to the Financial Statements

for the year ended March 31, 2024

Note 24: Current Provisions

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Provision for Employee Benefits :		
- Provident Fund [Refer Note 28 II (B) (iii) (b)]	402.05	649.65
- Compensated Absences [Refer Note 28 III]	84.42	318.47
Others :		
- Provision for Statutory Liabilities [Refer Note (A)]	4,349.76	3,545.72
- Other Matter [Refer Note (B)]	5,026.99	4,537.27
	9,863.22	9,051.11

(A) Provision for statutory liabilities

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Opening Balance	3,545.72	3,292.25
Add: Provision made	961.52	976.76
Less: Provision Utilised/Reversed	(157.48)	(723.29)
Closing Balance	4,349.76	3,545.72

Future cash flow in respect of the above, if any, is determinable only on receipt of judgements/decisions pending with relevant authorities.

(B) Other Matter

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Opening Balance	4,537.27	4,099.61
Add: Provision made	489.72	437.66
Closing Balance	5,026.99	4,537.27

Provision for other matter represents claim against the Company not acknowledged as debt that may materialise in respect of matter of a Leased Property in dispute (Refer note 33).

Note 25: Revenue from Operations

	Year Ended March 31, 2024 (₹ in lakhs)	Year Ended March 31, 2023 (₹ in lakhs)
Revenue from Contract with Customers :		
- Sale of Products (net of GST)	5,64,418.01	5,18,786.36
Other Operating Revenue		
- Service Income	3,177.93	3,202.55
- Scrap Sales	446.90	630.80
	5,68,042.84	5,22,619.71



Notes to the Financial Statements

for the year ended March 31, 2024

Note 25: Revenue from Operations (Contd..)

Disaggregated revenue information

	Year Ended March 31, 2024 (₹ in lakhs)	Year Ended March 31, 2023 (₹ in lakhs)
1) Type of goods or service		
Personal Care (Including Oral Care)	5,64,418.01	5,18,786.36
Research and Development Service Income	3,177.93	3,202.55
Scrap Sales	446.90	630.80
	5,68,042.84	5,22,619.71
2) Geographical		
India	5,47,011.25	4,99,789.24
Outside India	21,031.59	22,830.47
	5,68,042.84	5,22,619.71
3) Timing of revenue recognition		
Sale on transfer of goods to customer at a point in time	5,64,864.91	5,19,417.16
Service Income as and when services rendered	3,177.93	3,202.55
	5,68,042.84	5,22,619.71
4) Revenue		
External customer	5,54,043.67	5,05,918.80
Related Party	13,999.17	16,700.91
	5,68,042.84	5,22,619.71
Contract balances		
Trade receivables*	16,738.93	15,736.61
Contract Liability - Advances from Customers**	1,196.49	835.21

*Trade receivables are non-interest bearing and on credit allowed to certain customers. As on March 31, 2024, ₹ 596.27 lakhs (March 31, 2023 - ₹ 592.02 lakhs) is recognised as allowance for doubtful debts.

**Contract Liability represents short term advances received from customer to deliver the goods. The company has recognised revenue of ₹ 835.21 lakhs (March 31, 2023 - ₹ 873.50 lakhs) that was included in contract liability balance at the beginning of the year.

	Year Ended March 31, 2024 (₹ in lakhs)	Year Ended March 31, 2023 (₹ in lakhs)
Reconciling the amount of revenue recognised in the statement of profit and loss with the contracted price at net of discount and rebates		
Revenue (Refer Note below) net of on invoice discount	6,22,762.55	5,74,643.51
Sales return	(2,956.35)	(2,905.69)
Variable Consideration - off invoice	(51,763.36)	(49,118.11)
Revenue from contract with customers	5,68,042.84	5,22,619.71

Note - Sales as per contracted price before discounts ₹ 649,375.99 Lakhs for the year ended March 31, 2024 (March 31, 2023 ₹ 597,959.77 Lakhs)

Performance obligation

The Company's revenue contracts represent a single performance obligation to sell its products to trade customers. Sales are recorded at contracted price at the time control of the products is transferred to trade customers, in an amount that reflects



Notes to the Financial Statements

for the year ended March 31, 2024

Note 25: Revenue from Operations (Contd..)

the consideration the Company expects to be entitled to in exchange for the products. Control is the ability of trade customers to direct the use of and obtain the benefit from our products. In evaluating the timing of the transfer of control of products to trade customers, the Company considers transfer of significant risks and rewards of products and the probability of flowing of future economic benefit to the entity as per the terms of the Contract which usually co-incide with the delivery of the goods. The performance obligation for service Income is satisfied as and when the service is performed.

The payment terms include advance payment and credit given to certain customers.

The nature of goods includes personal care (including oral care) and Research and Development service income.

Variable consideration

Variable consideration includes sales returns, trade discounts, volume based incentives, and cost of promotional programs, indirect taxes as may be applicable.

Note 26: Other Income

	Year Ended March 31, 2024 (₹ in lakhs)	Year Ended March 31, 2023 (₹ in lakhs)
Interest income on Financial Assets at Amortised cost	7,129.68	3,990.35
Interest income from Unwinding of discount on security deposits	158.59	109.91
Lease Rentals (Refer Note 16)	258.69	248.06
Foreign Exchange Gain (Net)	37.34	264.37
Net gain on disposal of property, plant and equipment	-	31.28
Provisions no Longer Required Written Back	-	90.65
Miscellaneous Income	67.90	622.97
	7,652.20	5,357.59

Note 27: Changes in inventories of Finished Goods, Stock-in-Trade and Work-in-Progress:

		Year Ended March 31, 2024 (₹ in lakhs)	Year Ended March 31, 2023 (₹ in lakhs)
Opening Stock			
Finished Goods	16,880.22		15,024.03
Stock-in-Trade	2,665.81		4,698.07
Work-in-Progress	2,009.57		2,225.44
		21,555.60	21,947.54
Less: Closing Stock			
Finished Goods	15,069.96		16,880.22
Stock-in-Trade	1,666.70		2,665.81
Work-in-Progress	2,770.68		2,009.57
		19,507.34	21,555.60
		2,048.26	391.94



Notes to the Financial Statements

for the year ended March 31, 2024

Note 28: Employee Benefits Expense

	Year Ended March 31, 2024 (₹ in lakhs)	Year Ended March 31, 2023 (₹ in lakhs)
Salaries, Wages and Bonus	36,331.39	33,258.61
Contribution to Provident Fund, Gratuity and Other Funds	3,019.27	2,756.32
Share Based Payments to Employees [Refer Note 38 (c)]	1,204.21	971.91
Compensated Absences [Refer III below]	19.84	210.08
Staff Welfare Expenses	598.13	500.07
	41,172.84	37,696.99

I Defined Contribution Plans

	Year Ended March 31, 2024 (₹ in lakhs)	Year Ended March 31, 2023 (₹ in lakhs)
Charge to Statement of Profit and Loss for Defined Contribution Plans:		
- Employers' Contribution to Provident Fund	197.36	202.00
- Employers' Contribution to Superannuation Fund	121.12	113.74
- Employers' Contribution to Employee's State Insurance	27.45	39.41
- Employers' Contribution to Employee's Pension Scheme 1995	305.23	314.98
- Employers' Contribution to National Pension Scheme	136.73	115.67
Total (Included in Employee Benefits Expense - Contribution to Provident Fund, Gratuity and Other Funds)	787.89	785.80

II Defined Benefit Plans

Contribution to Gratuity Fund (Funded Scheme), Provident Fund (Funded Scheme) and accrued liability towards Pension Scheme (Non-Funded Scheme). In accordance with Ind AS 19, Actuarial valuation was performed in respect of the aforesaid defined benefit plans.

A) Significant actuarial assumptions were as follows:

	Year Ended March 31, 2024	Year Ended March 31, 2023
Discount Rate (per annum)	7.25%	7.50%
Rate of increase in Compensation levels	7.00%	7.00%

B) Balance Sheet Amounts

i) Balance sheet amounts- Gratuity

The Company provides for gratuity for employees as per the Company policy. Employees who are in continuous service for a period of 5 years are eligible for gratuity. The amount of Gratuity is payable on retirement/ termination of the employee's based on last drawn basic salary per month multiplied for the number of years



Notes to the Financial Statements

for the year ended March 31, 2024

Note 28: Employee Benefits Expense (Contd..)

of service. The Company has established 'Colgate-Palmolive India Gratuity Fund for Workmen' and 'Colgate-Palmolive India Gratuity Fund for Non-Workmen' to which the Company makes contribution.

(₹ in lakhs)

Particulars	Present value of obligation (A)	Fair value of plan assets (B)	Net Amount (A)-(B)
Opening Balance as at April 1, 2022	9,564.38	9,246.88	317.50
Current service cost (i)	774.48	-	774.48
Interest expense/(income) (ii)	669.51	661.05	8.46
Total amount recognised in the Statement of Profit and Loss (i+ii)	1,443.99	661.05	782.94
<i>Remeasurements</i>			
Return on plan assets, excluding amounts included in interest expense/(income)	-	(303.70)	303.70
(Gain)/loss from change in demographic assumptions	(9.60)	-	(9.60)
Gains from change in financial assumptions	(324.70)	-	(324.70)
Experience Gains	359.83	-	359.83
Total amount recognised in other comprehensive loss	25.53	(303.70)	329.23
Employers contributions	-	317.50	(317.50)
Benefit payments	(1,073.88)	(1,073.88)	-
Closing Balance as at March 31, 2023	9,960.02	8,847.85	1,112.17

(₹ in lakhs)

Particulars	Present value of obligation (A)	Fair value of plan assets (B)	Net Amount (A)-(B)
Opening Balance as at April 1, 2023	9,960.02	8,847.85	1,112.17
Current service cost (i)	809.36	-	809.36
Interest expense/(income) (ii)	725.10	656.68	68.42
Total amount recognised in the Statement of Profit and Loss (i+ii)	1,534.46	656.68	877.78
<i>Remeasurements</i>			
Return on plan assets, excluding amounts included in interest (income)	-	399.52	(399.52)
(Gain)/loss from change in demographic assumptions	-	-	-
Gains from change in financial assumptions	290.85	-	290.85
Experience Gains	205.30	-	205.30
Total amount recognised in other comprehensive loss	496.15	399.52	96.63
Employers contributions	-	1,112.16	(1,112.16)
Benefit payments	(1,084.56)	(1,084.56)	-
Closing Balance as at March 31, 2024	10,906.07	9,931.65	974.42



Notes to the Financial Statements

for the year ended March 31, 2024

Note 28: Employee Benefits Expense (Contd..)

ii) Balance sheet amounts- Provident Fund

The Company has established 'Colgate-Palmolive (India) Limited Provident Fund' in respect of certain employees to which both the employee and the employer make contribution. Such contribution to the provident fund for all employees, are charged to the Statement of Profit and Loss. In case of any liability arising due to shortfall between the return from its investments and the guaranteed specified interest rate, the same is provided for by the Company. The actuary has provided an actuarial valuation and the interest shortfall liability if any has been provided in the books of accounts after considering the assets available with the Company's Provident Fund Trust. The guaranteed rate of return (p.a) is 8.25% (March 31,2023 - 8.15%).

Particulars	(₹ in lakhs)		
	Present value of obligation (A)	Fair value of plan assets (B)	Net Amount (A)-(B)
Opening Balance as at April 1, 2022	30,012.59	29,404.97	607.62
Current service cost	1,078.87	-	1,078.87
Interest expense	2,232.63	2,248.00	(15.37)
Total amount recognised in the Statement of Profit and Loss	3,311.50	2,248.00	1,063.50
<i>Remeasurements</i>			
(Gain)/loss due to Mark to market	-	607.61	(607.61)
Gain from change in financial assumptions	(157.72)	-	(157.72)
Experience losses	(121.66)	(1,377.33)	1,255.67
Shortfall arising on account of asset diminution.	-	-	-
Total amount recognised in other comprehensive loss	(279.38)	(769.72)	490.34
Contributions:			
Employers	-	1,204.31	(1,204.31)
Employees	1,910.54	1,910.54	-
Payment for plan:			
Benefit payments	(1,246.97)	(1,246.97)	-
Settlements	249.85	249.85	-
Actual Employer contribution towards interest rate guarantee	-	(125.44)	125.44
Adjustment to recognize the effects of plan assets at book value	-	150.71	(150.71)
Closing Balance as at March 31, 2023	33,958.13	33,026.25	931.88

Particulars	(₹ in lakhs)		
	Present value of obligation (A)	Fair value of plan assets (B)	Net Amount (A)-(B)
Opening Balance as at April 1, 2023	33,958.13	33,026.25	931.88
Current service cost	1,300.74	-	1,300.74
Interest expense	2,571.17	2,501.27	69.90
Total amount recognised in the Statement of Profit and Loss	3,871.91	2,501.27	1,370.64



Notes to the Financial Statements

for the year ended March 31, 2024

Note 28: Employee Benefits Expense (Contd..)

(₹ in lakhs)

Particulars	Present value of obligation (A)	Fair value of plan assets (B)	Net Amount (A)-(B)
<i>Remeasurements</i>			
Gain from change in financial assumptions	216.47	-	216.47
Experience losses	977.78	1,321.61	(343.83)
Total amount recognised in other comprehensive loss	1,194.25	1,321.61	(127.36)
<i>Contributions:</i>			
Employers	-	1,300.74	(1,300.74)
Employees	1,924.33	1,924.33	-
<i>Payment for plan:</i>			
Benefit payments	(1,901.16)	(1,901.16)	-
Settlements	(675.76)	(675.76)	-
Actual Employer contribution towards interest rate guarantee	-	-	-
Adjustment to recognize the effects of plan assets at book value	-	-	-
Closing Balance as at March 31, 2024	38,371.70	37,497.28	874.42

(iii) Amount recognised in the Balance Sheet (Funded Scheme)

a) Gratuity

	Year Ended	
	March 31, 2024 ₹ in lakhs	March 31, 2023 ₹ in lakhs
Present Value of Obligation as at the end of the year	10,906.07	9,960.02
Fair Value of Funded Plan Assets as at the end of the year	(9,931.65)	(8,847.85)
Liability recognised in the Balance Sheet	974.42	1,112.17

[Included in Non Current Provisions ₹974.42 Lakhs (March 31, 2023 - ₹1,112.17 Lakhs) (Refer Note 18)]

b) Provident Fund (Funded Scheme)

	Year Ended	
	March 31, 2024 ₹ in lakhs	March 31, 2023 ₹ in lakhs
Present Value of Obligation of Funded Plan as at the end of the year	38,371.70	33,958.13
Fair Value of Funded Plan Assets as at the end of the year	(37,497.28)	(33,026.25)
Liability recognised in the Balance Sheet	874.42	931.88

Note - Plan assets for Provident fund trust have been valued at cost or fair market value whichever is lower.

[Included in Non Current Provisions ₹ 472.37 lakhs (March 31, 2023 - ₹ 282.23) (Refer Note 18) and in Current Provisions ₹ 402.05 lakhs (March 31, 2023 ₹ 649.65 lakhs) (Refer Note 24)]



Notes to the Financial Statements

for the year ended March 31, 2024

Note 28: Employee Benefits Expense (Contd..)

(iv) Percentage of each category of Plan Assets to Total Fair Value of Plan Assets

a) Gratuity

	Year Ended	
	March 31, 2024	March 31, 2023
	%	%
Category of Assets (% Allocation)		
Government of India Securities	0%	0%
Insurer Managed Funds	100%	99%
Others	0%	1%

b) Provident Fund

	Year Ended	
	March 31, 2024	March 31, 2023
	%	%
Category of Assets (% Allocation)		
Government of India Securities	47%	47%
Other Debt Instruments	35%	37%
Equity instruments	16%	13%
Others	2%	3%

c) Sensitivity Analysis

i) Gratuity

	Year Ended	
	March 31, 2024	March 31, 2023
Discount Rate:		
Impact of increase in 50 bps on DBO	-5.23%	-5.10%
Impact of decrease in 50 bps on DBO	5.67%	5.52%
Salary Escalation Rate:		
Impact of increase in 50 bps on DBO	5.55%	5.49%
Impact of decrease in 50 bps on DBO	-5.23%	-5.14%

ii) Provident Fund

	Year Ended	
	March 31, 2024	March 31, 2023
Guaranteed Rate of Return:		
Impact of increase in 100 bps on DBO	4.04%	3.55%
Impact of decrease in 100 bps on DBO	-1.41%	-0.95%



Notes to the Financial Statements

for the year ended March 31, 2024

Note 28: Employee Benefits Expense (Contd..)

D) Projected Plan Cash flow:

The expected contribution payable to the Gratuity plan for the next year is ₹ 400 Lakhs. The expected contribution payable to the Provident Fund plan for the next year is ₹ 1,391.78 lakhs.

The weighted average duration to the payment of these cash flows for Gratuity is 10.88 years (March 31, 2023 : 10.61 years). The weighted average duration to the payment is for Provident Fund plan is 12.42 years (March 31, 2023 : 12.36 years)

Expected cash flow profile of the benefits to be paid to the current membership of the plan: Gratuity	Year Ended	
	March 31, 2024	March 31, 2023
Less than a year	513.36	584.17
Between 1- 2 years	905.56	411.60
Between 2- 5 years	1,865.60	2,082.80
Between 5- 9 years	3,477.44	3,636.61
10 years and above	21,677.66	19,806.12

III Other Employee Benefit - Compensated Absences

The liability for Compensated Absences as at the year end is ₹ 798.84 Lakhs (March 31, 2023 : ₹ 1,283.12 Lakhs).

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Included in :		
Non-Current Provisions (Refer Note 18)	714.42	964.65
Current Provisions (Refer Note 24)	84.42	318.47
	798.84	1,283.12
Movement of Compensated Absences:		
Balance at the beginning of the year	1,283.12	1,483.10
Add: Charge during the year	19.84	210.08
Less: Amount paid during the year*	504.12	410.06
Balance at the end of the year	798.84	1,283.12

*One time accumulated leave balances related to HO employees are paid in March 2024 and April 2024 and there is no further carry forward for unused leaves.

Note 29 : Finance Costs

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Interest expense	499.63	491.38
	499.63	491.38



Notes to the Financial Statements

for the year ended March 31, 2024

Note 30: Other Expenses

		Year Ended March 31, 2024 (₹ in lakhs)	Year Ended March 31, 2023 (₹ in lakhs)
Consumption of Stores and Spares		2,724.44	2,561.36
Processing Charges		574.53	976.12
Power and Fuel		4,850.75	4,744.34
Freight and Forwarding Charges		15,043.61	15,287.70
Lease Rentals (Refer Note 16)		471.99	491.56
Rates and Taxes		195.95	255.26
Insurance		681.71	748.71
Repairs and Maintenance			
- Plant and Machinery	4,609.74		4,530.90
- Buildings	231.28		277.39
- Others	132.52		156.67
		4,973.54	4,964.96
Advertising		76,041.84	63,407.44
Fees and Commission to Independent Directors		200.50	177.50
Auditors' Remuneration [Refer Note (A) below]		116.82	110.31
Royalty			
- Royalty Expense	23,791.96		22,863.84
- Withholding tax on Royalty	4,198.07		2,802.80
		27,990.03	25,666.64
Expenditure towards Corporate Social Responsibility [Refer Note (B) below]		2,786.82	2,538.00
Bad Debts Written Off		10.95	3.29
Provision for Doubtful Debts		4.25	-
Net loss on disposal of property, plant and equipment		25.04	-
Travel and Conference Expenses		2,871.87	2,943.29
Outside Services		15,880.65	14,085.81
Miscellaneous		9,045.19	11,839.75
		1,64,490.48	1,50,802.04
(A) Auditors' Remuneration (excluding Goods and Services Tax) :			
As Auditor :			
- Statutory Audit		66.00	64.00
- Limited Review		31.00	31.00
- Tax Audit		12.00	12.00
Reimbursement of Expenses		7.81	3.31
		116.81	110.31



Notes to the Financial Statements

for the year ended March 31, 2024

Note 30 (B): Corporate Social Responsibility Expenditure

	Year Ended March 31, 2024 (₹ in lakhs)	Year Ended March 31, 2023 (₹ in lakhs)
(I) Gross amount required to be spent by the Company during the year	2,786.82	2,535.12
(II) Amount approved by the Board to be spent during the year	2,786.82	2,538.00
(III) CSR expenditure during the year:		
(A) Amount paid in cash -		
(i) Construction/acquisition of any asset	-	-
(ii) On purposes other than (i) above:		
- Administrative Overheads	92.31	-
- Social Impact Assessment of CSR Programs	36.22	40.10
- Promoting Preventive Health Care	1,528.12	634.06
- Water Access and Water Augmentation for livelihoods and Women Empowerment	200.00	530.15
- Empowering Youth through Education/Career Building Opportunities /Sports program	-	780.50
- Smiles for Life - Program on Cleft Surgeries	300.00	-
- Waste Management	100.00	-
- Financial & Digital Literacy for Women & PwD & community support	250.00	-
(B) Amount unspent -		
- Promoting preventive health care	280.17	553.19
	2,786.82	2,538.00

(IV) Details of unspent amount along with details of ongoing projects as per section 135(6)

i) Details of unspent amount for ongoing projects as per section 135(6)

Opening Balance		Amount required to be spent during the year	Amount spent during the year		Closing Balance	
With Company	In Separate CSR Unspent A/c		From Company's bank A/c	From Separate CSR Unspent A/c	With Company*	In Separate CSR Unspent A/c
-	553.19	2,786.82	2,506.65	553.19	280.17	-

* Subsequent to year end, the amount is deposited in separate CSR unspent account in compliance with the provisions of section 135(6) of the Companies Act, 2013

ii) Details of movement in provisions

Opening Provision	Spent during the year	Current Year Provision	Closing Provision
553.19	553.19	280.17	280.17

V) There are no amounts contributed to any trust, society or Section 8 company which controlled by the Company in relation to CSR expenditures as per Indian Accounting Standard 24 - Related Party Disclosures (Ind AS 24).



Notes to the Financial Statements

for the year ended March 31, 2024

Note 31 : Income Tax expenses

	Year Ended March 31, 2024 (₹ in lakhs)	Year Ended March 31, 2023 (₹ in lakhs)
(a) Income tax expense		
Current tax		
Current tax on profit for the year	49,365.56	37,242.69
Total current tax expenses	49,365.56	37,242.69
Deferred tax		
Relating to origination and reversal of temporary differences	(3,599.00)	(990.07)
Income tax expenses	45,766.56	36,252.62
(b) Reconciliation of tax expense and the accounting profit multiplied by India's tax rate:		
Profit before income tax expense	1,78,132.52	1,40,967.27
Tax at the Indian tax rate of 25.168% (March 31, 2023 - 25.168%)	44,832.39	35,478.64
Tax effect of amounts which are not deductible (allowable) in calculating taxable income:		
Expenses not deductible for tax purposes	954.96	794.77
Income considered under separate head of income	(20.79)	(20.79)
Income tax expense	45,766.56	36,252.62
(c) Amounts Recognised directly in Equity		
Current Tax Impact arising in the reporting period in respect of distribution of Employee Stock Option directly recognised in Equity	82.99	68.02
(d) Current Tax Assets (Net)		
Current Tax Assets (Net) [Net of Provision of Tax ₹ 204,240.90 lakhs, March 31, 2023 : ₹ 204,240.90 lakhs]	29,789.33	29,788.98
(e) Current Tax Liabilities (Net)		
Current Tax Liabilities (Net) [Net of Advance Tax payments ₹ 198,387.73 lakhs, March 31, 2023 : ₹ 151,524.25 lakhs]	7,935.65	5,515.71

Note 32: Contingent Liabilities

(To the extent not provided for)

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Claims against the Company not acknowledged as debts:		
- Excise and Related Matters	2,372.33	5,358.74
- GST Matters	149.13	687.22
- Custom Matters	221.70	221.70
- Service Tax Matters	1,399.13	1,399.14
- Sales Tax Matters	830.82	1,217.20
- Income Tax Matters	1,26,435.00	92,207.57
- Commercial Matters	15.00	15.00

Future cash flow in respect of the above, if any, is determinable only on receipt of judgements/decisions pending with the relevant authorities.



Notes to the Financial Statements

for the year ended March 31, 2024

Note 32: Contingent Liabilities (Contd..)

For certain years for which the Company has received favourable orders from the Income Tax Appellate Tribunal (ITAT) quashing outstanding demand of ₹ 53,943.87 lakhs, the Income Tax Department has preferred further appeals with the High Court which are yet to be admitted in the High Court.

Note 33: Demand notices in relation to leased property

During the year, the Company has further received demand notices of ₹ 1,385.90 Lakhs (₹ 9,775.91 Lakhs for March 31, 2023) from lessor in respect of leased property at Sewri resulting into total outstanding demand of ₹ 13,030.48 Lakhs as at March 31, 2024 (₹ 11,644.58 Lakhs as at March 31, 2023), for increase in the rentals with retrospective effect from October 01, 2012. The Company is seeking explanation from authorities in relation to such demands and basis legal opinion obtained by the Company, the Company believes that such demand is exorbitant and not tenable before the Court of Law.

Note 34: Capital Commitments

	As at March 31, 2024 (₹ in lakhs)	As at March 31, 2023 (₹ in lakhs)
Estimated amount of contracts remaining to be executed on capital account and not provided for [net of capital advances of ₹ 61.63 Lakhs (March 31, 2023 : ₹ 594.44 Lakhs) (Refer Note 6)]	1,722.52	1,190.53

Note 35: Segment Information

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker ("CODM") of the Company. The CODM, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Managing Director and Chief Financial Officer of the Company. The Company operates only in one Business Segment i.e. 'Personal Care (including Oral Care)' which primarily includes products such as Soaps, Cosmetics and Toilet Preparations and the activities incidental thereto within India, hence does not have any reportable Segments as per Ind AS 108 "Operating Segments". The performance of the Company is mainly driven by sales made locally and hence, no separate geographical segment is identified.

Note 36: Earnings Per Share (EPS)

	Year Ended March 31, 2024 (₹ in lakhs)	Year Ended March 31, 2023 (₹ in lakhs)
i) Basic and Diluted Earnings Per Share (₹)		
Profit for the year (₹ Lakhs)	1,32,365.96	1,04,714.65
Weighted average number of outstanding shares for Basic and Diluted EPS (Nos.)	27,19,85,634	27,19,85,634
Nominal Value of shares outstanding (₹)	1	1
Basic and Diluted Earnings Per Share (₹)	48.67	38.50
ii) Weighted average number of shares used as the denominator		
Opening Balance	27,19,85,634	27,19,85,634
Increase / (Decrease) during the year	-	-
Weighted average number of shares used as the denominator for calculating basic and diluted earnings per share	27,19,85,634	27,19,85,634



Notes to the Financial Statements

for the year ended March 31, 2024

Note 37: Disclosure of Related Parties

A) Ultimate Holding Company

: Colgate-Palmolive Company, U.S.A.

B) Group Companies where common control exists

: Colgate-Palmolive Mktg. SDN BHD, Malaysia
 : Colgate-Palmolive East Africa Ltd., Kenya
 : Colgate-Palmolive DEL Ecuador S.A
 : Colgate-Palmolive Pty. Ltd., South Africa
 : Colgate-Palmolive (Thailand) Ltd., Thailand
 : Colgate-Palmolive Asia Pacific Ltd., Wan Chai, Hongkong (Formerly known as Colgate-Palmolive Management Services HK Ltd)
 : Colgate-Palmolive (China) Co. Ltd., China
 : Colgate Palmolive (Vietnam) Ltd, Vietnam
 : Colgate Sanxiao Company Limited, China*
 : Colgate-Palmolive Peru SA
 : Colgate-Palmolive Ukraine TOV
 : Colgate-Palmolive (Burlington) Limited*
 : Colgate Palmolive Temizlik Urunleri Sanayi ve Ticaret S.A., Turkey
 : Colgate-Palmolive Cameroun S.A., Cameroun*
 : Colgate-Palmolive (Eastern) Pte. Ltd., Singapore*
 : Colgate-Palmolive Indústria Ltda., Brazil
 : Norwood International Incorporated, U.S.A.*
 : Colgate-Palmolive Tanzania Limited, Tanzania
 : Colgate-Palmolive Pty. Ltd., Boksburg, South Africa.
 : Colgate Global Business Services Pvt Ltd, India
 : Colgate-Palmolive Zambia Inc., Zambia*
 : Colgate-Palmolive Services (Poland) Sp.z.o.o, Poland
 : Colgate-Palmolive Europe SARL, Italy*
 : Colgate Palmolive Bt. Ltd., (Blantyre), Malawi*
 : Colgate-Palmolive CACE Region, Istanbul, Turkey*
 : Colgate-Palmolive Senegal, Senegal*
 : Colgate Philippines Inc., Philippines
 : Colgate-Palmolive Mocambique Limitada*
 : Colgate-Palmolive Ghana Ltd, Ghana*
 : Colgate-Palmolive Europe Sarleu Div
 : CP Middle East Exports Ltd
 : Colgate-Palmolive (Myanmar) Limited, Myanmar
 : Hill'S Pet Nutrition Asia Limited*
 : Colgate-Palmolive Arabia Ltd.
 : Colgate-Palmolive Pty. Ltd.,Australia
 : Colgate-Palmolive (Russia) Ltd., Russia
 : Hypo Homecare Products Limited, Nigeria
 : Colgate Tolaram LFTZ Enterprise
 : Colgate-Palmolive IHQ Services Thailand
 : Colgate- Palmolive ACI Bangladesh Private Limited
 : Hawley & Hazel (ZHONGSHAN) CO.,Ltd.

C) Key Managerial Personnel of the Company

(i) Executive Directors

: Prabha Narasimhan
 : M. S. Jacob
 : M. Chandrashekhar (Up to June 30, 2022)
 : R. Raghavan (Up to April 15, 2022)
 : S. Sharma



Notes to the Financial Statements

for the year ended March 31, 2024

Note 37: Disclosure of Related Parties (Contd..)

(ii) Non-Executive and Non Independent Directors : M. Deoras

(iii) Non-Executive and Independent Directors : V. S. Mehta

: I. Shahani

: S. Gopinath

: S. Kripalu

: G. Pant

: S. Natarajan

: I. Bhushan - Appointed w.e.f July 26, 2023

: S. Gupta - Appointed w.e.f Jan 22, 2024

: S. Sharma

(iv) Company Secretary

D) Post Employment Benefit Funds

: Colgate-Palmolive (India) Limited Provident Fund

: Colgate-Palmolive India Gratuity Fund for Workmen

: Colgate-Palmolive India Gratuity Fund for Non-Workmen

* There are no transactions with the Company during the current year

(I) Transactions entered into with Parties referred to in Category A and B

₹ in lakhs

Nature of Transaction	Parties referred to in Category A		Parties referred to in Category B		Total	
	Year Ended		Year Ended		Year Ended	
	March 31, 2024	March 31, 2023	March 31, 2024	March 31, 2023	March 31, 2024	March 31, 2023
Purchase of Goods/Materials						
Colgate-Palmolive Asia Pacific Limited	-	-	2,163.16	3,726.19	2,163.16	3,726.19
Colgate-Palmolive Company, U.S.A.	2,307.78	622.82	-	-	2,307.78	622.82
Others	-	-	131.82	180.87	131.82	180.87
Sub-Total	2,307.78	622.82	2,294.98	3,907.06	4,602.76	4,529.88
Sale of Goods/Materials						
Hypo Homecare Products Limited, Nigeria	-	-	-	768.48	-	768.48
Colgate-Palmolive Europe Sarleu Div	-	-	7,030.58	8,044.17	7,030.58	8,044.17
Colgate-Palmolive East Africa Ltd., Kenya	-	-	613.22	445.91	613.22	445.91
Colgate-Palmolive Pty. Ltd., South Africa	-	-	69.81	240.13	69.81	240.13
Colgate-Palmolive Pty. Ltd., Boksburg	-	-	1,612.21	1,584.87	1,612.21	1,584.87
Colgate-Palmolive Asia Pacific Limited	-	-	-	375.97	-	375.97
Colgate Tolaram LFTZ Enterprises	-	-	97.57	-	97.57	-
Colgate- Palmolive ACI Bangladesh Private Limited	-	-	538.63	-	538.63	-
Others	-	-	859.21	2,038.11	859.21	2,038.11
Sub-Total	-	-	10,821.23	13,497.64	10,821.23	13,497.64
Purchase of Fixed Assets/Spares						
Colgate-Palmolive Company, U.S.A.	113.77	-	-	-	113.77	-
Hawley & Hazel (ZHONGSHAN) CO.,Ltd.	-	-	3.29	-	3.29	-
Sub-Total	113.77	-	3.29	-	117.06	-
Services Rendered (inclusive of Goods and Service Tax)						
Colgate-Palmolive Company, U.S.A.	3,553.81	3,618.41	-	-	3,553.81	3,618.41
Others	-	-	305.26	292.71	305.26	292.71
Sub-Total	3,553.81	3,618.41	305.26	292.71	3,859.07	3,911.12



Notes to the Financial Statements

for the year ended March 31, 2024

Note 37: Disclosure of Related Parties (Contd..)

₹ in lakhs

Nature of Transaction	Parties referred to in Category A		Parties referred to in Category B		Total	
	Year Ended		Year Ended		Year Ended	
	March 31, 2024	March 31, 2023	March 31, 2024	March 31, 2023	March 31, 2024	March 31, 2023
Services Received						
Colgate-Palmolive Company, U.S.A.	8,704.92	9,577.18	-	-	8,704.92	9,577.18
Colgate Global Business Services Pvt Ltd., India	-	-	914.11	1,219.95	914.11	1,219.95
Sub-Total	8,704.92	9,577.18	914.11	1,219.95	9,619.03	10,797.13
Reimbursement of Expenses Charged by the Company/(on the Company)						
Colgate-Palmolive Company, U.S.A.	(4,755.23)	(4,531.35)	-	-	(4,755.23)	(4,531.35)
Colgate-Palmolive Asia Pacific Limited	-	-	(596.76)	(788.88)	(596.76)	(788.88)
Others	-	-	236.88	281.15	236.88	281.15
Sub-Total	(4,755.23)	(4,531.35)	(359.88)	(507.73)	(5,115.11)	(5,039.08)
Dividend Paid						
Colgate-Palmolive Company, U.S.A.	46,849.66	42,491.55	-	-	46,849.66	42,491.55
Colgate-Palmolive (Asia) Pte. Ltd., Singapore	-	-	12,796.31	11,605.95	12,796.31	11,605.95
Norwood International Incorporated, U.S.A.	-	-	0.48	0.44	0.48	0.44
Sub-Total	46,849.66	42,491.55	12,796.79	11,606.39	59,646.45	54,097.94
Royalty [exclusive of withholding tax of ₹ 4,198.07 lakhs (March 31, 2023 - ₹ 2,802.80 lakhs)]						
Colgate-Palmolive Company, U.S.A.	23,791.96	22,863.84	-	-	23,791.96	22,863.84
Sub-Total	23,791.96	22,863.84	-	-	23,791.96	22,863.84

(ii) Transactions entered into with Parties referred to in Category C

	Year Ended	
	March 31, 2024	March 31, 2023
Executive Directors		
Remuneration	1,191.22	1,451.39
Contribution to Provident and Other Funds*	48.49	41.75
Share Based Payments	544.27	161.84
Sub Total	1,783.98	1,654.98
*As the liabilities for defined benefit plan are provided based on actuarial valuation for the Company as a whole, the amount pertaining to key managerial persons are not included.		
- Executive Directors		
Prabha Narasimhan	917.02	419.40
M. S. Jacob	492.54	489.94
R. Raghavan	-	186.76
M. Chandrasekar	-	266.50



Notes to the Financial Statements

for the year ended March 31, 2024

Note 37: Disclosure of Related Parties (Contd..)

	Year Ended	
	March 31, 2024	March 31, 2023
S. Sharma	374.42	292.38
Sub Total	1,783.98	1,654.98
- Independent Directors		
Sitting Fees and Commission Paid		
V. S. Mehta	32.50	29.50
I. Shahani	33.50	29.50
S. Gopinath	30.50	30.00
S. Kripalu	32.00	29.50
G. Pant	32.00	29.50
I. Bhushan	6.50	-
S. Natrajan	31.50	29.50
S.Gupta	2.00	-
Sub Total	200.50	177.50

(iii) Transactions entered into with Parties referred to in Category D

	Year Ended	
	March 31, 2024	March 31, 2023
Contribution made by the Company in the following funds:		
Colgate-Palmolive (India) Limited Provident Fund	1,300.74	1,204.31
Colgate-Palmolive India Gratuity Fund for Workmen	400.65	146.13
Colgate-Palmolive India Gratuity Fund for Non-Workmen	711.51	171.37

₹ in lakhs

Outstanding Balances	Parties referred to in Category A		Parties referred to in Category B		Total	
	As at		As at		As at	
	March 31, 2024	March 31, 2023	March 31, 2024	March 31, 2023	March 31, 2024	March 31, 2023
Trade Receivables						
Colgate-Palmolive Company, U.S.A.	931.24	899.58	-	-	931.24	899.58
Hypo - Homecare Product Ltd.	-	-	2.50	2.47	2.50	2.47
Colgate-Palmolive Pty. Ltd., Boksburg	-	-	338.88	433.09	338.88	433.09
Colgate Palmolive Europe Sarl Ltd.	-	-	1,251.82	1,067.35	1,251.82	1,067.35
Colgate-Palmolive South Africa	-	-	13.15	57.64	13.15	57.64
Colgate-Palmolive Asia Pacific Limited	-	-	12.39	11.00	12.39	11.00
Others	-	-	595.42	888.56	595.42	888.56
Sub-Total (Refer Note 8)	931.24	899.58	2,214.16	2,460.11	3,145.40	3,359.69
Trade Payables						
Colgate-Palmolive Company, U.S.A.	8,933.20	8,033.78	-	-	8,933.20	8,033.78
Colgate-Palmolive Asia Pacific Limited, Hongkong	-	-	1,829.48	2,118.15	1,829.48	2,118.15



Notes to the Financial Statements

for the year ended March 31, 2024

Note 37: Disclosure of Related Parties (Contd..)

₹ in lakhs

Outstanding Balances	Parties referred to in Category A		Parties referred to in Category B		Total	
	As at		As at		As at	
	March 31, 2024	March 31, 2023	March 31, 2024	March 31, 2023	March 31, 2024	March 31, 2023
Colgate Global Business Services Pvt Limited, India	-	-	212.23	180.65	212.23	180.65
Others	-	-	37.39	95.91	37.39	95.91
Sub-Total (Refer Note 21)	8,933.20	8,033.78	2,079.10	2,394.71	11,012.30	10,428.49
Other Receivables (included in Other Current Financial Assets)						
Colgate-Palmolive Company, U.S.A.	83.26	112.04	-	-	83.26	112.04
Colgate-Palmolive Asia Pacific Limited, Hongkong	-	-	143.82	185.98	143.82	185.98
Colgate-Palmolive (Myanmar) Limited	-	-	-	14.81	-	14.81
Colgate Palmolive Pty (LTD)	-	-	2.47	2.31	2.47	2.31
Others	-	-	39.21	95.84	39.21	95.84
Sub-Total (Refer Note 12)	83.26	112.04	185.50	298.94	268.76	410.98

Terms and conditions:

Transactions relating to dividends and bonus shares were on the same terms and conditions that apply to other Shareholders.

Goods and Services procured or provided from/ to related parties are generally priced at arm's length. Other reimbursement of expenses to/ from related parties is on Cost basis.

All other transactions were made on normal commercial terms and conditions and at market rates.

All outstanding balances are unsecured and are repayable/ receivable in cash.

Note 38: Share Based Payments

(a) Employee option plan

The Company does not provide any equity-based compensation to its employees. However, the parent company, Colgate-Palmolive Company, U.S.A. ("the grantor") maintains equity incentive plans that provide for the grant of stock-based awards to its executive directors and certain categories of officers and employees. The Parent's Incentive Plan provides for the grant of non-qualified and incentive stock options, as well as restricted stock units. Exercise prices in the case of non-qualified and incentive stock options are not less than the fair value of the underlying common stock on the date of grant.

A stock option gives an employee, the right to purchase shares of Colgate-Palmolive Company common stock at a fixed price for a specific period of time. Stock options generally have a term of six years from the date of grant and vest over a period of three years.

A restricted stock unit provides an employee with a share of Colgate-Palmolive Company common stock upon vesting. Restricted stock units vest generally over a period of three years. Dividends will accrue with each restricted stock unit award granted subsequent to the grant date.



Notes to the Financial Statements

for the year ended March 31, 2024

Note 38: Share Based Payments (Contd..)

The details pertaining to number of options, weighted average price and assumptions considered for fair value are disclosed below:

Particulars	March 31, 2024		March 31, 2023	
	Weighted Average Exercise price	Number of options	Weighted Average Exercise price	Number of options
Options outstanding at the beginning of the year	5,408	2,19,464	5,183	3,07,490
Options granted/transferred during the year	5,895	37,801	5,684	83,985
Exercised during the year	4,805	(32,082)	4,865	(61,762)
Transferred to other group companies during the year	5,659	(17,408)	5,295	(1,10,249)
Lapsed during the year	-	-	-	-
Options outstanding at the end of the year	5,569	2,07,775	5,408	2,19,464
Options vested and exercisable at the end of the year		1,15,317		1,12,638

The weighted average share price at the dates of exercise of options exercised during the year ended March 31, 2024 was ₹ 6,231/- (March 31, 2023 : ₹ 6,527/-)

Share options outstanding at the end of the year have the following expiry dates and exercise prices

Grant year	Expiry Year	Exercise price (₹)	March 31, 2024	March 31, 2023
			Number of options	Number of options
2014 - 2016	2019 - 2022	3,907 - 4,890	-	-
2017 - 2018	2020 - 2024	4,440 - 4,729	26,423	54,645
2019	2027 - 2029	5,153	27,958	29,969
2020-2023	2025 - 2031	5,658 - 5,990	1,53,394	1,34,850
Total			2,07,775	2,19,464
Weighted average remaining contractual life of options outstanding at end of year			4.75 Year	4.94 Years

Fair Value of options granted

The fair value at the grant date of options granted during the year ended March 31, 2024 was ₹ 1,224.59 per option (March 31, 2023 : ₹ 1,115.19 per option). The fair value at grant date is determined using the Black-Scholes Model which takes into account the exercise price, expected volatility, option's life, the share price at grant date, expected price volatility of the underlying share, the expected dividend yield and the risk free interest rate for the term of the option.

The model inputs for the options granted during the year ended March 31, 2024 and March 31, 2023 are as below:

Particulars	March 31, 2024	March 31, 2023
Expected volatility (%)	21.67%	21.14%
Expected life of the options	6 years	6 years
Risk free interest rate(%)	2.79%	2.99%
Grant Year	2022	2022
Expiry Year	2031	2031
Expected dividend (%)	2.52%	2.42%



Notes to the Financial Statements

for the year ended March 31, 2024

Note 38: Share Based Payments (Contd..)

The risk free interest rates are determined based on the zero-coupon sovereign bond yields with maturity equal to the expected term of the option. The expected volatility was determined based on the volatility of the equity share for the period of one year prior to issue of the option. Volatility calculation is based on historical stock prices using standard deviation of daily change in stock price. The historical period is taken into account to match the expected life of the option. Dividend yield has been calculated taking into account expected rate of dividend on equity share price as on grant date.

(b) Restricted Stock Units (RSU's)

Particulars	March 31, 2024		March 31, 2023	
	Weighted Average Grant date Fair value	Number of Units	Weighted Average Grant date Fair value	Number of Units
Units outstanding at the beginning of the year	5,844	39,236	5,469	43,156
Units granted / transferred during the year	5,822	21,567	5,916	26,407
Exercised during the year	5,856	(13,704)	4,583	(10,969)
Transferred to other group companies during the year	5,785	(3,090)	5,517	(19,358)
Lapsed during the year	-	-	-	-
Units outstanding at the end of the year	5,833	44,009	5,844	39,236

Restricted Stock Units outstanding at the end of the year have the following expiry date and exercise prices

Particulars	March 31, 2024	March 31, 2023
Weighted average remaining contractual life of RSUs outstanding at end of year	1.72 Years	1.79 Years

The weighted average fair value at the date of exercise of RSU's exercised during the year ended March 31, 2024 was ₹ 6,444 (March 31, 2023 : ₹ 6,340)

(c) Expenses Arising from share based payment transactions

Total expenses arising from share-based payment transactions recognised in statement of profit and loss as part of employee benefit expense were as follows:

Particulars	March 31, 2024 (₹ Lakhs)	March 31, 2023 (₹ Lakhs)
Employee share based payment expense (Refer Note 28)	1,204.21	971.91

Note 39: Fair value measurements

The Company uses the following hierarchy for determining and disclosing the fair value of financial instrument:

Level 1 : Quoted prices for identical instruments in active market.

Level 2 : Directly or indirectly observable market inputs, other than Level 1 inputs; and

Level 3 : Inputs which are not based on observable market data.



Notes to the Financial Statements

for the year ended March 31, 2024

Note 39: Fair value measurements (Contd..)

(i) Financial Instruments by Category and fair values of the same measured at amortised cost

(₹ in lakhs)

	March 31, 2024			March 31, 2023		
	Carrying amount / Fair Value			Carrying amount / Fair Value		
	FVPL	FVOCI	Amortised cost	FVPL	FVOCI	Amortised cost
Financial Assets						
(i) Investments - Non-Current	-	-	-	-	-	-
(ii) Trade Receivable	-	-	16,738.93	-	-	15,736.61
(iii) Cash and Cash Equivalents	-	-	88,899.34	-	-	80,605.68
(iv) Other Bank Balances	-	-	48,478.92	-	-	11,693.84
(v) Loans - Current	-	-	666.50	-	-	8,759.91
(vi) Loans - Non Current	-	-	96.91	-	-	92.02
(vii) Receivable from Related Parties	-	-	268.76	-	-	410.98
(viii) Security Deposits - Non-Current	-	-	1,429.87	-	-	1,604.35
(ix) Security Deposits - Current	-	-	333.13	-	-	190.00
(x) Insurance Claim Receivables	-	-	-	-	-	35.11
(xi) Deposits with Banks	-	-	251.96	-	-	249.62
Total Financial Assets	-	-	1,57,164.32	-	-	1,19,378.12
Financial Liabilities						
(i) Trade payables-Total outstanding dues of micro enterprises and small enterprises	-	-	703.69	-	-	1,269.34
(ii) Trade payables-Total outstanding dues of creditors other than micro enterprises and small enterprises	-	-	87,486.70	-	-	74,843.06
(iii) Security Deposits - Non-Current	-	-	130.08	-	-	123.70
(iv) Lease Liabilities	-	-	7,174.93	-	-	6,896.15
(v) Capital Creditors	-	-	496.74	-	-	379.58
(vi) Dividends (Including Unpaid)	-	-	3,558.10	-	-	3,308.19
(vii) Unpaid Balance of Share Capital Reduction	-	-	87.49	-	-	85.65
Total Financial liabilities	-	-	99,637.73	-	-	86,905.67

(ii) Assets and Liabilities that are disclosed at Amortised Cost for which Fair values are disclosed are classified as Level 3.

Current financial asset and current financial liabilities have fair values that approximate to their carrying amounts due to their short-term nature. Non current financial assets and non current financial liabilities have fair values that approximate to their carrying amounts as it is based on the net present value of the anticipated future cash flows.

Note 40: Financial Risk Management

Inherent to the nature of the Company's business are a variety of financial risks, namely liquidity risk, market risk and credit risk. Developing policies and processes to assess, monitor, manage and address these risks is the responsibility of the Company's Management. The Risk Management Committee oversees this risk management framework in the Company and intervenes as necessary to ensure there exists an appropriate level of safeguards against the key risks. Updates on compliance, exceptions and mitigating action are placed before the Audit Committee periodically. Risk management



Notes to the Financial Statements

for the year ended March 31, 2024

Note 40: Financial Risk Management (Contd..)

policies and systems are reviewed regularly to reflect changes like major changes in ERP systems or go to market model, changes in organization structure, events denoting material change in the risk environment, etc.

The Company's Management works closely with its Treasury department and Internal Audit department to ensure there are appropriate policies and procedures governing the operations of the Company with a view to providing assurance that there is visibility into financial risks and that the business is being run in conformity with the stated risk objectives. Periodic reviews with concerned stakeholders provides an insight into risks to the business associated with currency movements, credit risks, commodity price fluctuations, etc. and necessary deliberations are undertaken to ensure there is an appropriate response to the developments.

A MANAGEMENT OF LIQUIDITY RISK

The Company follows a conservative policy of ensuring sufficient liquidity at all times through a strategy of profitable growth, efficient working capital management as well as prudent capital expenditure and dividend policies. The Company has a overdraft facility with banks to support any temporary funding requirements. The Company is cognizant of reputational risks that are associated with the liquidity risk and the risk is factored into the overall business strategy.

The Company's treasury department regularly monitors the rolling forecasts to ensure it has sufficient cash on an on-going basis to meet operational needs. Any short term surplus cash generated by the operating entities, over and above the amount required for working capital management and other operational requirements, is retained as cash and cash equivalents (to the extent required) and any excess is invested in interest bearing term deposits and debt investments with appropriate maturities to optimise the cash returns on investments while ensuring sufficient liquidity to meet its liabilities.

The following table shows the maturity analysis of the Company's financial liabilities based on contractually agreed undiscounted cash flows as at the Balance Sheet date.

	(₹ in lakhs)					
	Carrying Amount	Payable on demand	Less than 3 months	3-12 months	More than 12 months	Total
As at March 31, 2024						
(i) Trade payables	88,190.39	-	88,190.39	-	-	88,190.39
(ii) Security Deposits	130.08	-	-	-	130.08	130.08
(iii) Lease Liabilities	7,174.93	-	305.06	915.17	5,954.70	7,174.93
(iv) Capital Creditors	496.74	-	496.74	-	-	496.74
(v) Dividends (Including Unpaid)	3,558.10	3,558.10	-	-	-	3,558.10
(vi) Unpaid Balance of Share Capital Reduction	87.49	87.49	-	-	-	87.49
As at March 31, 2023						
(i) Trade payables	76,112.40	-	76,112.40	-	-	76,112.40
(ii) Security Deposits	123.70	-	-	-	123.70	123.70
(iii) Lease Liabilities	6,896.15	-	305.52	916.57	5,674.06	6,896.15
(iv) Capital Creditors	379.58	-	379.58	-	-	379.58
(v) Dividends (Including Unpaid)	3,308.19	3,308.19	-	-	-	3,308.19
(vi) Unpaid Balance of Share Capital Reduction	85.65	85.65	-	-	-	85.65



Notes to the Financial Statements

for the year ended March 31, 2024

Note 40: Financial Risk Management (Contd..)

B MANAGEMENT OF MARKET RISK

The Company's size and operations result in it being exposed to the following market risks that arise from its use of financial instruments:

- currency risk;
- commodity price risk;

The above risks may affect the Company's income and expenses, or the value of its financial instruments. The objective of the Company's Management of market risk is to maintain this risk within acceptable parameters, while optimising returns. The Company's exposure to, and management of, these risks are explained below.

POTENTIAL IMPACT OF RISK	MANAGEMENT POLICY	SENSITIVITY TO RISK
<p>1. CURRENCY RISK</p> <p>The Company is subject to the risk of changes in foreign currency values that impact costs of imported raw material (directly and by local suppliers), import of finished goods, equipment for expansion at the plants, expatriate costs, service income, reimbursement of expenses, service related charges from overseas related and third parties as well as revenue from exports. Receivable and Payable having foreign currencies denomination in the balance sheet will also be impacted.</p> <p>As at March 31, 2024, the unhedged exposure to the Company on holding financial assets and liabilities other than in its functional currency amounted to ₹ 3,303 Lakhs and ₹ 3,933 Lakhs respectively (March 31, 2023 : ₹ 3,531 Lakhs and ₹ 4,035 Lakhs)</p>	<p>The Company is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to USD, Euro, and Chinese Yuan. The Company's business model incorporates assumptions on currency risks and ensures any exposure is covered through the normal business operations. This intent has been achieved in all years presented.</p>	<p>As an estimation of the approximate impact of the residual risk, with respect to financial instruments, the Company has calculated the impact of a 1% change in exchange rates.</p> <p>A 1% strengthening of the INR against key currencies to which the Company is exposed at year end would have led to approximately an additional ₹ 6.29 lakhs pre-tax gain in the Statement of Profit and Loss (2022-23 : ₹ 5.04 lakhs pre-tax gain). A 1% weakening of the INR against these currencies would have led to an equal but opposite effect.</p> <p>A 1% strengthening of the INR against key currencies would have led to approximately an additional pre-tax gain of ₹ 809 lakhs in the Statement of Profit and Loss (2022-23 : ₹ 865 Lakhs pre-tax gain). A 1% weakening in currency prices would have led to an equal but opposite effect.</p>



Notes to the Financial Statements

for the year ended March 31, 2024

Note 40: Financial Risk Management (Contd..)

POTENTIAL IMPACT OF RISK	MANAGEMENT POLICY	SENSITIVITY TO RISK
2. COMMODITY PRICE RISK The Company is exposed to the risk of changes in commodity prices in relation to its purchase of its raw materials especially corn, carton board, resins and palm oils.	The Company develops periodic financial forecasts based on commodity price forecasts by its Procurement group and appropriate actions including selling price changes and cost saving measures to reduce the impact of commodity price changes is considered as part of the financial modelling.	A 1% increase in commodity prices would have led to approximately ₹ 530 lakhs additional loss in the Statement of Profit and Loss (2022-23: ₹ 601 Lakhs loss). A 1% weakening in commodity prices would have led to an equal but opposite effect.

C MANAGEMENT OF CREDIT RISK

Credit risk is the risk of financial loss to the Company if a customer or other counter-party fails to meet its contractual obligations.

Trade Receivables

Trade receivables are subject to credit limits, controls and approval processes. A majority of customers pay prior to shipment, thereby reducing exposure to trade receivables significantly. Due to a large customer base, the Company is not exposed to material concentration of credit risk. Basis the historical experience supported by the level of default, the credit risk in case of trade receivable is low and so trade receivables are considered to be a single class of financial assets. (Refer Accounting Policy 1 B (i) on trade receivables.)

The gross carrying amount of trade receivables is ₹ 17,335.20 Lakhs as at March 31, 2024 and ₹ 16,328.63 Lakhs as at March 31, 2023.

(I) Reconciliation of loss allowance provision- Trade receivables

	(₹ in lakhs)	
	March 31, 2024	March 31, 2023
Loss allowance at the beginning of the year	592.02	682.68
Add / (Less) : Changes in loss allowances	4.25	(90.66)
Loss allowance at the end of the year	596.27	592.02

Balance as on March 31, 2024

Ageing	Not due	0-180 days	>180 days	Total
Gross carrying amount	8,969.29	7,337.51	1,028.40	17,335.20
Provision for doubtful debts	-	-	(596.27)	(596.27)
Carrying amount of trade receivables (net of Provision)	8,969.29	7,337.51	432.13	16,738.93



Notes to the Financial Statements

for the year ended March 31, 2024

Note 40: Financial Risk Management (Contd..)

Balance as on March 31, 2023

Ageing	Not due	0-180 days	>180 days	Total
Gross carrying amount	9,468.48	5,952.15	908.00	16,328.63
Provision for doubtful debts	-	-	(592.02)	(592.02)
Carrying amount of trade receivables (net of Provision)	9,468.48	5,952.15	315.98	15,736.61

Other financial assets

The Company maintains exposure in cash and cash equivalents, term deposits with banks and investments in debt instruments. The Company concentrates its major investment activities with a limited number of counter-parties which have secure credit ratings, to reduce this risk. Individual risk limits are set for each counter-party based on financial position, credit rating and past experience. Credit limits and concentration of exposures are actively monitored by the Company's Treasury department.

Note 41: Capital Management

The Company's objective in managing its capital is to safeguard its ability to continue as a going concern and to optimise returns to our Shareholders. The Company considers the following components of its Balance Sheet to be managed capital:

1) Share Capital, 2) Securities Premium and 3) Other Reserves comprising of General Reserve and Retained Earnings.

The Company's capital structure is based on the Managements assessment of the balances of key elements to ensure strategic decisions and day to day activities. The capital structure of the Company is managed with a view of the overall macro economic conditions and the risk characteristics of the underlying assets.

The Company's policy is to maintain a strong capital structure with a focus to mitigate all existing and potential risks to the Company, maintain Shareholder, vendor and market confidence and sustain continuous growth and development of the Company.

The Company's focus is on keeping a strong total equity base to ensure independence, security, as well as high financial flexibility without impacting the risk profile of the Company.

In order, to maintain or adjust the capital structure, the Company will take appropriate steps as may be necessary. The Company does not have any debt or financial covenants.

Note 42: Details of dues to micro and small enterprises as defined under the MSMED Act, 2006

The Company has certain dues to suppliers registered under Micro, Small and Medium Enterprises Development Act, 2006 ('MSMED Act'). The disclosures pursuant to the said MSMED Act are as follows:

Particulars	Year ended March 31, 2024	Year ended March 31, 2023
(i) Principal amount due to suppliers registered under the MSMED Act and remaining unpaid as at year end*	703.69	1,269.34
(ii) Interest due to suppliers registered under the MSMED Act and remaining unpaid as at year end	0	0
(iii) Principal amounts paid to suppliers registered under the MSMED Act, beyond the appointed day during the year	835.75	495.52



Notes to the Financial Statements

for the year ended March 31, 2024

Note 42: Details of dues to micro and small enterprises as defined under the MSMED Act, 2006 (cont.)

Particulars	Year Ended March 31, 2024	Year Ended March 31, 2023
(iv) Interest paid, other than under Section 16 of MSMED Act, to suppliers registered under the MSMED Act, beyond the appointed day during the year	0	0
(v) Interest paid, under Section 16 of MSMED Act, to suppliers registered under the MSMED Act, beyond the appointed day during the year	0	0
(vi) Interest due and payable towards suppliers registered under MSMED Act, for payments already made**	7.13	3.04
(vii) Further interest remaining due and payable for earlier years	0	0

* The principal amount represents amount outstanding as per invoices received from vendors as at the Balance Sheet date.

** Includes interest on amounts outstanding as at the beginning of the accounting year.

Note 43: Ratio Analysis and its elements

Ratio	Numerator	Denominator	March 31, 2024	March 31, 2023	% Change	Reason for variance
Current ratio	Current Assets	Current Liabilities	1.54	1.43	8%	-
Debt Equity ratio	Total Debt	Total Shareholder's Equity	0.04	0.04	0%	-
Debt Service Coverage ratio	Earnings available for Debt Service*	Debt Service**	78.92	64.24	23%	-
Return on Equity ratio	Net Profits after taxes	Average Shareholder's Equity	0.74	0.61	21%	-
Inventory Turnover ratio	Cost of goods sold	Average inventory	5.45	5.18	5%	-
Trade Receivable Turnover	Net Sales	Average Trade Receivable	34.76	27.16	28%	Increase in receivables driven out of increase in sales and change in channel mix to new retail channels
Trade Payable Turnover	Net Credit Purchases	Average Trade Payable	2.05	2.31	-11%	-
Net Capital Turnover ratio	Net Sales	Working capital***	8.49	11.20	-24%	-
Net Profit ratio	Net Profit	Net Sales	0.23	0.20	15%	-
Return on Capital employed	Earnings before interest and taxes	Capital Employed****	0.99	0.84	18%	-
Return on Investment	Income generated from Investments	Time weighted average Investments*****	0.07	0.05	40%	Higher return on investment is on account of higher interest rates and higher investments in Fixed Deposits

* Earnings available for Debt Service = Net profit after taxes + Non cash operating expenses like depreciation and amortizations + Interest + loss on sale of fixed assets

**Debt Service = Interest + Principal payments

*** Working capital = Current assets - Current liabilities

**** Capital Employed = Total Shareholders equity (Other equity + Equity Share capital) - Deferred Tax assets

***** Time weighted average Investments = Number of days of investment / 365 days * Value of Investment



Notes to the Financial Statements

for the year ended March 31, 2024

Note 44: Relationship with struck off companies

₹ in lakhs

Name of struck off company	Nature of transactions with struck off company	March 31, 2024	Relationship with the Struck off company, if any, to be disclosed	March 31, 2023	Relationship with the Struck off company, if any, to be disclosed
Kothari Intergroup Limited	Shareholders	0.00	None	0.00	None
M H T Investment Private Limited	Shareholders	0.00	None	-	None
Nibr Metal Industries Private Limited	Shareholders	0.00	None	-	None
Paxal Leasing Ltd	Shareholders	0.01	None	0.01	None
R. Sanghi Stock Brokers And Finance Private Limited	Shareholders	0.00	None	0.00	None
Karni Securities Private Limited	Shareholders	0.00	None	-	None
Roopak Trading And Investments Private Limited	Shareholders	0.00	None	0.00	None
Siddha Papers Private Limited	Shareholders	0.00	None	0.00	None
The India Sugar Agencies Private Limited	Shareholders	0.00	None	0.00	None
Economic Gateway Consultants Private Limited	Vendor	0.71	None	0.71	None
Havin Homes Realty & Consulting Services Private Limited	Vendor	-	None	0.14	None
Multitech System Industrial Automation Private Limited	Vendor	-	None	0.07	None
Orion Innovations India Private Limited	Vendor	12.00	None	12.00	None

Note : Amount less than ₹ 1,000 appearing in above table are disclosed at 0.00 due to presentation in lakhs.

Note 45: The Company has used accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. With respect to changes made by certain privileged access rights to the SAP application and/or the underlying database audit trail feature is not enabled. The Company does have a privileged access monitoring tool that monitors these access rights and the Company is in the process of further strengthening this feature with adequate logs to be maintained. Further no instance of audit trail feature being tampered with was noted in respect of the software. The Company is also in the process of maintaining daily back up of audit trail (edit logs) on servers physically located in India.

Note 46: Other Statutory information

- (i) The company does not have any Benami property, where any proceeding has been initiated or pending against the company for holding any Benami property.
- (ii) The company does not have any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).



Notes to the Financial Statements

for the year ended March 31, 2024

- (iii) The Company has not been declared as wilful defaulter by any bank or financial institution or any other lender.
- (iv) The Company has not traded, nor invested in any Crypto currency or virtual currency during the period ended March 31, 2024.
- (v) During the period, the Company has not advanced or given any loan or invested funds to any other persons or entities, including foreign entities (Intermediaries) with the understanding that Intermediary shall:
 - (a) Directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company (Ultimate Beneficiaries) or
 - (b) Provide any guarantee, security or the like to or on behalf the Ultimate Beneficiaries.
- (vi) During the period, the Company has not received any fund from any persons or entities, including foreign entities(Funding Party) with the understanding (whether recorded in writing or otherwise) that Company shall:
 - (a) Directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or
 - (b) Provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

Note 47: Subsequent to year end, the Company has declared a Second Interim dividend of ₹ 26/- per share and one time special interim dividend of ₹ 10/- per share aggregating to ₹ 97,915 Lakhs on May 14, 2024 for FY 2023-24 which will be paid on and from June 7, 2024.

Note 48: Exceptional Item includes severance and related expenses of ₹ 1,950.20 Lakhs (Previous Year : 1,120.87 Lakhs) for the year ended 31st March 2024 with respect to certain organisation structure changes.

Note 49: Previous year's figures have been regrouped / reclassified as considered necessary, to conform with the current year presentation, where applicable.

Signature to Notes 1 to 49 are an integral part of these financial statements

As per our report of even date.

For and on behalf of the Board of Directors of Colgate-Palmolive (India) Limited

For S R B C & CO LLP

Chartered Accountants
Firm Registration No. 324982E/E300003

M. S. Jacob

Whole-time Director &
Chief Financial Officer
(DIN : 07645510)

Prabha Narasimhan

Managing Director &
Chief Executive Officer
(DIN : 08822860)

per Pritesh Maheshwari

Partner
Membership Number - 118746

Surender Sharma

Whole-time Director - Legal
& Company Secretary
(F-8913)
(DIN : 02731373)

Place : Mumbai
Date : May 14, 2024

Place : Mumbai
Date : May 14, 2024

GRI Content Index

Statement of use	Colgate-Palmolive India Limited has reported in accordance with the GRI Standards for the period April 01, 2022 to March 31, 2023.
GRI 1 used	CRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED			
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	Page 4	A blue cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	2-2 Entities included in the organization's sustainability reporting	Page 4				
	2-3 Reporting period, frequency and contact point	Page 4				
	2-4 Restatements of information	Page 208, 209, 199, 210, 211, 212				
	2-5 External assurance	Page 183				
	2-6 Activities, value chain and other business relationships	Page 10 Page 184				
	2-7 Employees	Page 84				
	2-8 Workers who are not employees	Page 84				
	2-9 Governance structure and composition	Page 21 Page 34-41				
	2-10 Nomination and selection of the highest governance body	Page 135				
	2-11 Chair of the highest governance body	Page 21				
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 21				
	2-13 Delegation of responsibility for managing impacts	Page 21				
	2-14 Role of the highest governance body in sustainability reporting	Page 23				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED			
	2-15 Conflicts of interest	Page 194				
	2-16 Communication of critical concerns	Page 21				
	2-17 Collective knowledge of the highest governance body	Page 37-39				
	2-18 Evaluation of the performance of the highest governance body	Page 129				
	2-19 Remuneration policies	Page 78				
	2-20 Process to determine remuneration	Page 78				
	2-21 Annual total compensation ratio	Page 270				
	2-22 Statement on sustainable development strategy	Page 2-3				
	2-23 Policy commitments	Page 35 Page 85				
	2-24 Embedding policy commitments	Page 131				
	2-25 Processes to remediate negative impacts	Page 130 Page 186				
	2-26 Mechanisms for seeking advice and raising concerns	Page 22				
	2-27 Compliance with laws and regulations	Page 192				
	2-28 Membership associations	Page 215				
	2-29 Approach to stakeholder engagement	Page 22				
	2-30 Collective bargaining agreements	Page 78				
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 22	A blue cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	3-2 List of material topics	Page 22				
Business ethics and governance						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 22				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page 194				
	205-2 Communication and training about anti-corruption policies and procedures	Page 193				
	205-3 Confirmed incidents of corruption and actions taken	Page 194				
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Page 215				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
Sustainable packaging						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 69				
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Page 62				
	301-2 Recycled input materials used	Page 62				
	301-3 Reclaimed products and their packaging materials	Page 62				
Energy & Emission Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 54, 69				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 57				
	302-2 Energy consumption outside of the organization		302-2	Information unavailable/incomplete	We are in the process of setting up monitoring systems for energy consumption outside of the organization	
	302-3 Energy intensity	Page 57, 208				
	302-4 Reduction of energy consumption	Page 57				
	302-5 Reductions in energy requirements of products and services		302-5	Not applicable	Our products don't consume energy in the use phase	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 59				
	305-2 Energy indirect (Scope 2) GHG emissions	Page 59				
	305-3 Other indirect (Scope 3) GHG emissions		305-3	Information unavailable/incomplete	We are in the process of setting up monitoring systems for Scope 3 emissions	



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED			
	305-4 GHG emissions intensity	Page 210				
	305-5 Reduction of GHG emissions	Page 57, 59				
	305-6 Emissions of ozone-depleting substances (ODS)	Page 59				
	305-7 Nitrogen oxides (NO _x), sulfur oxides (SO ^x), and other significant air emissions	Page 59				
Water Stewardship						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 63				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 63				
	303-2 Management of water discharge-related impacts	Page 63-64				
	303-3 Water withdrawal	Page 63, 208				
	303-4 Water discharge	Page 64, 209				
	303-5 Water consumption	Page 63-64				
Waste Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 54, 60				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 60				
	306-2 Management of significant waste-related impacts	Page 60				
	306-3 Waste generated	Page 60, 210				
	306-4 Waste diverted from disposal	Page 61				
	306-5 Waste directed to disposal	Page 61				
Responsible supply chain						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 69				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Page 69				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Page 69				
	308-2 Negative environmental impacts in the supply chain and actions taken	Page 69, 71				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 69				
	414-2 Negative social impacts in the supply chain and actions taken	Page 69, 71				
Product Stewardship						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 46				
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Page 46, 47				
	417-2 Incidents of non-compliance concerning product and service information and labeling	Page 46, 47				
	417-3 Incidents of non-compliance concerning marketing communications	Page 46, 47				
Health and safety of our people						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 86				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 86, 87				
	403-2 Hazard identification, risk assessment, and incident investigation	Page 87				
	403-3 Occupational health services	Page 87				
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 78				
	403-5 Worker training on occupational health and safety	Page 87				
	403-6 Promotion of worker health	Page 87				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 87				
	403-8 Workers covered by an occupational health and safety management system	Page 86				
	403-9 Work-related injuries	Page 88				
	403-10 Work-related ill health	Page 88				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED			
Diversity and inclusion						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 80				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 84				
	405-2 Ratio of basic salary and remuneration of women to men	Page 84				
Human rights						
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Page 69, 71				
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 69, 71				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Page 69, 71				
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 69, 71				
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Page 85				
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Page 69				
Community development						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 98				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Page 98				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
Consumer health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 46, 80				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Page 46				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Page 46				
Others						
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 84, 216				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 78				
	401-3 Parental leave	Page 81				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 84				
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 78, 92				
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 93				



Your Company cares about the environment and sustainability, and we urge you to do the same. Please do not print this out unless absolutely necessary.