

Familiarization Programme – Strategy Review

A meeting of Directors was conducted on May 27, 2026 which began with a store visit and consumer visit at 9.30 a.m. followed by discussion on business strategies at 1:30 p.m. at the registered office of the Company.

Below Directors of the Company attended the programme:

1. Ms. Anjuly Chib Duggal
2. Mr. Sanjay Asher
3. Mr. Pramod Agarwal
4. Mr. Kumar Venkatasubramanian (*only attended the discussion on business strategy*)
5. Ms. Rohini Venkateswaran
6. Ms. Srividya Srinivasan

Mr. Ghanashyam Hegde – General Counsel, Ms. Mrinalini Srinivasan-Head, Corporate Finance and Ms. Flavia Machado, Company Secretary, also attended the sessions on business strategy.

Various areas of business were discussed in detail and presentations were made by the team leaders, as detailed in table below:

Topic of discussion	Presenter
Grooming category strategy review	Abhishek Desai
Oral care category strategy review	Shailesh Sathyanarayan
Go-to-market strategy review	Rohini V.

The meeting concluded at 2:00 pm.