

Familiarization Programme – Strategy Review

A meeting of Directors was conducted on April 3, 2025 which began with a store visit and consumer visit at 9.30 a.m. followed by discussion on business strategies at 12:30 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. C P Gurnani (*only attended the discussion on business strategy via video conference*)
5. Mr. Kumar Venkatasubramanian (*only attended the discussion on business strategy*)
6. Ms. Srividya Srinivasan
7. Mr. P. M. Srinivas (*only attended the discussion on business strategy*)

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 | Presented by |
|------------------------------|-----------------------------|
| Grooming business review | Mr. Abhishek Desai |
| Oral care business review | Mr. Shailesh Satyanarayanan |
| Go-to-Market strategy review | Ms. Rohini Venkateswaran |
| Supply chain strategy review | Mr. Ankur Bhagat |

The meeting concluded at 2:20 pm.