



Colgate Palmolive (India) Limited  
Analyst Conference - December 13, 2022

# Safe Harbour Statement



This communication, except for the historical data, may contain forward-looking statements, including words, phrases, numbers that set forth anticipated results based on management's current plans and assumptions. These statements are made on the basis of the Company's views and assumptions as of this time. 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. Actual events or results may differ materially 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.

# Colgate Leadership Team



**Prabha Narasimhan**

(Managing Director & CEO)



**M.S. Jacob**

(Whole time Director &  
Chief Finance Officer)



**Surender Sharma**

(Wholetime Director-Legal &  
Company Secretary)



**Balaji Sreenivasan**

(Executive VP-Human  
Resources)



**Sarala Menon**

(Executive VP- Manufacturing  
& Product Supply Chain)



**Arvind Chintamani**

(VP - Marketing)



**Niraj Kumar**

(Director -  
New Geographies)



**Ashish Bansal**

( VP- Customer Service &  
Logistics)



**Ruchir Bhatnagar**

(VP- Customer Development)



**Swati Agarwal**

(VP- India Global  
Technology Center)





# About Me



*Hindustan Unilever Limited*





**What makes Colgate Strong?**



# Category Creators

India's most penetrated brand

88.1%



We reach **9/10** households

India's **#1** Brand



**>3X**

bigger than the next oral care player



## Cutting Edge Technology || Superior Scientific Credibility

**100+** | Research studies

**10k+** | Patents studied

**1500+**

Patents per year

**2.7X**

Higher Oral Care scientific  
publications than the next player

# Execution Prowess: Traditional Trade



**1.7mn**

direct coverage

**95%**

active every quarter

**70%**

active with Smile Stores



## Category Supremacy II Strategic Partnerships

**~75%** Biz coverage have merchandisers



**\$SOM over-indexed than TT**



DT

**+180 bps**

Ecomm

**+1040 bps**



# Winning with Profession



**Top Prescribed Brand by Dentists**



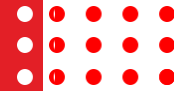
**ida**  
Indian Dental Association

**Strong Partnerships with  
Key Bodies**

*“I believe PerioGard to be the best & most effective gum care solution available  
and recommend it to all my patients”*

Prof. Dr. Porus Turner M.D.S., MSc. Oral Implantology

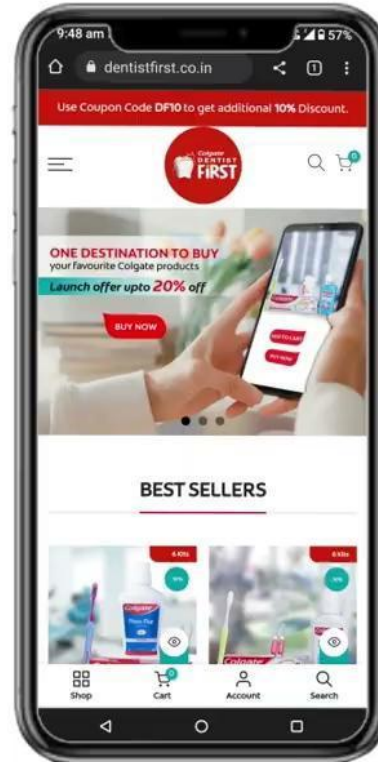
# India's first professional eB2B platform



Here's how it works.

**Exclusive  
for Dentists**

<http://dentistfirst.co.in>



# Most Trusted & Loved

One of India's Most Trusted Brands -  
for 11 consecutive years





# Unparalleled India Opportunity



# Opportunity: Volume



## Per Capita TP Consumption



India

X



Philippines

1.8X



Brazil

3.1X

## India Split

	Urban	Rural
Per Capita Consumption	1.7x	0.6x

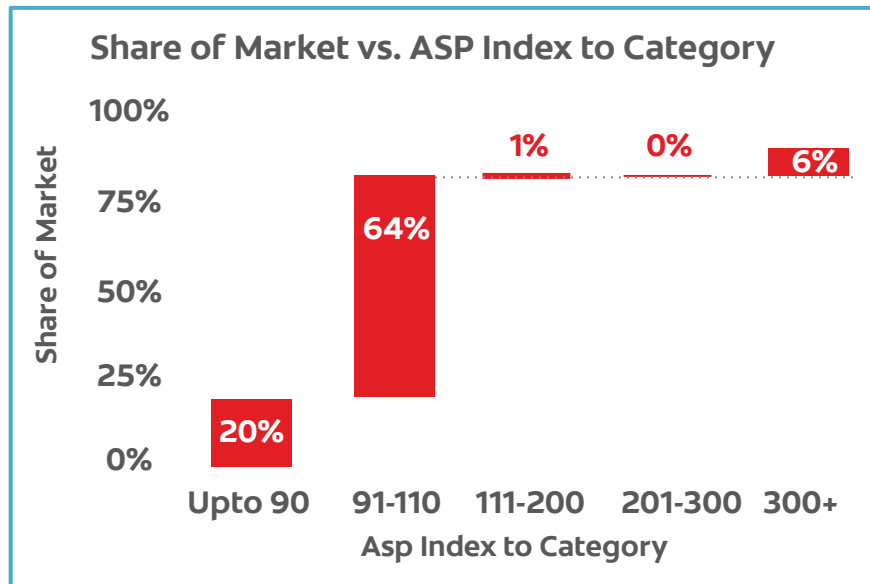
Urban ~ **20%** Households brush twice a day

Rural ~ **55%** Households do not brush daily



## Potential for Premiumisation

MAT Mar'22b	Toothpaste	Toilet Soaps
Indexed Spends/HH by Socio Economic Class		
SEC A	2x ↑ 1.4x	4.4x ↑ 1.7x
SEC C	1.4x	2.6x
SEC DE	x	1.7x







# Strategy in Action



Growth Pillars

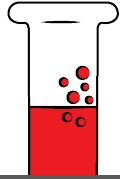


Growth Enablers

# Strategy in Action: Growth Pillars



**Lead  
Toothpaste  
Category  
Growth**



**Drive  
Science Led  
Premiumisation**



**Lead  
Category  
Growth in  
Toothbrush  
& Devices**

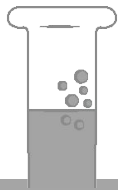


**Build  
Personal  
Care**

# Strategy in action: Growth Pillars



**Lead  
Toothpaste  
Category  
Growth**



**Drive  
Science Led  
Premiumisation**



**Lead  
category  
growth in  
Toothbrush  
& Devices**



**Build  
Personal  
Care**

# A Strong Journey



Purchased by **7 out of every 10** HHs in India  
**2X+ SOM** than any other toothpaste

**Best in industry science for strong teeth**

**Patented Arginine Technology in our most penetrated toothpaste**

The Colgate logo is located in the top left corner, featuring the brand name in white on a red circular background.

Colgate®

The background of the advertisement shows a man with a beard and a young girl smiling together. The man is wearing a green hoodie over a yellow shirt, and the girl is wearing a blue shirt. They are in a warm, indoor setting, possibly a home or a school hallway.

**Strong Teeth  
Strong You**

*Colgate*<sup>®</sup>



**Strong  
Teeth**  
Strong You



Fresh News in Freshness

Freshness: Largest category driver

SIRF FRESH NAHIN,  
MAXFRESH!

Cooling Crystals Tech

Bamboo Charcoal

Wintergreen Mint

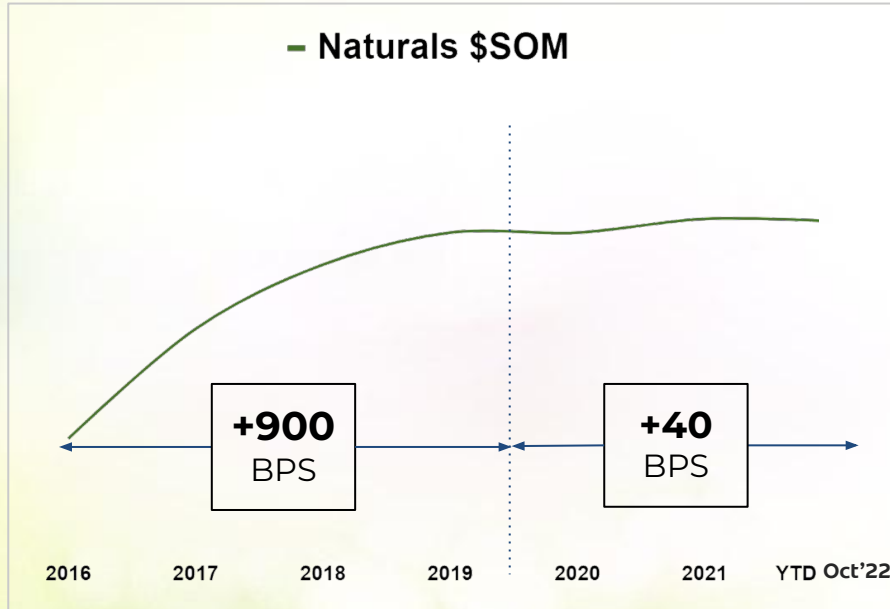


Pricing : 115 Index to Base



# Naturals Plateauing

After a steep rise, segment flattens



**Continue to build**  
In Ayurveda



New, stronger formula to improve oral health,  
for overall health



Amplify Ingredient with Science



# Lead with #1 Natural Ingredient Toothpaste



**INew, Stronger Germ Fighting Formula With Salt & Eugenoll**

# Continued Consumer Connect



Highlighting  
regional culture  
codes

Local influencer  
content for TN



# Drive Consumption

**65%** HH in Rural

**55%** don't brush daily

Drive **everyday** toothpaste consumption

**STRONG BELIEF IN DATUN**

**UNAWARE OF THEIR ORAL HEALTH STATUS**

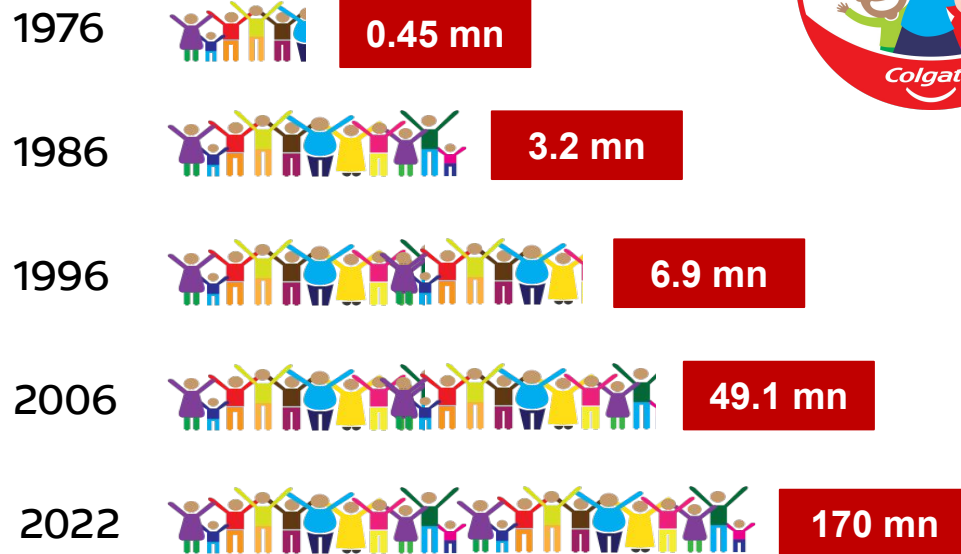
**BELIEVE TOOTHPASTE IS CONVENIENT, FEELS FRESH**

**TOOTHPASTE IS PROGRESSIVE. KIDS MUST USE IT**





# Partnerships to improve Oral Health



Special partnership in Andhra Pradesh  
***Project Chirunavvu***

Education- oral health practices

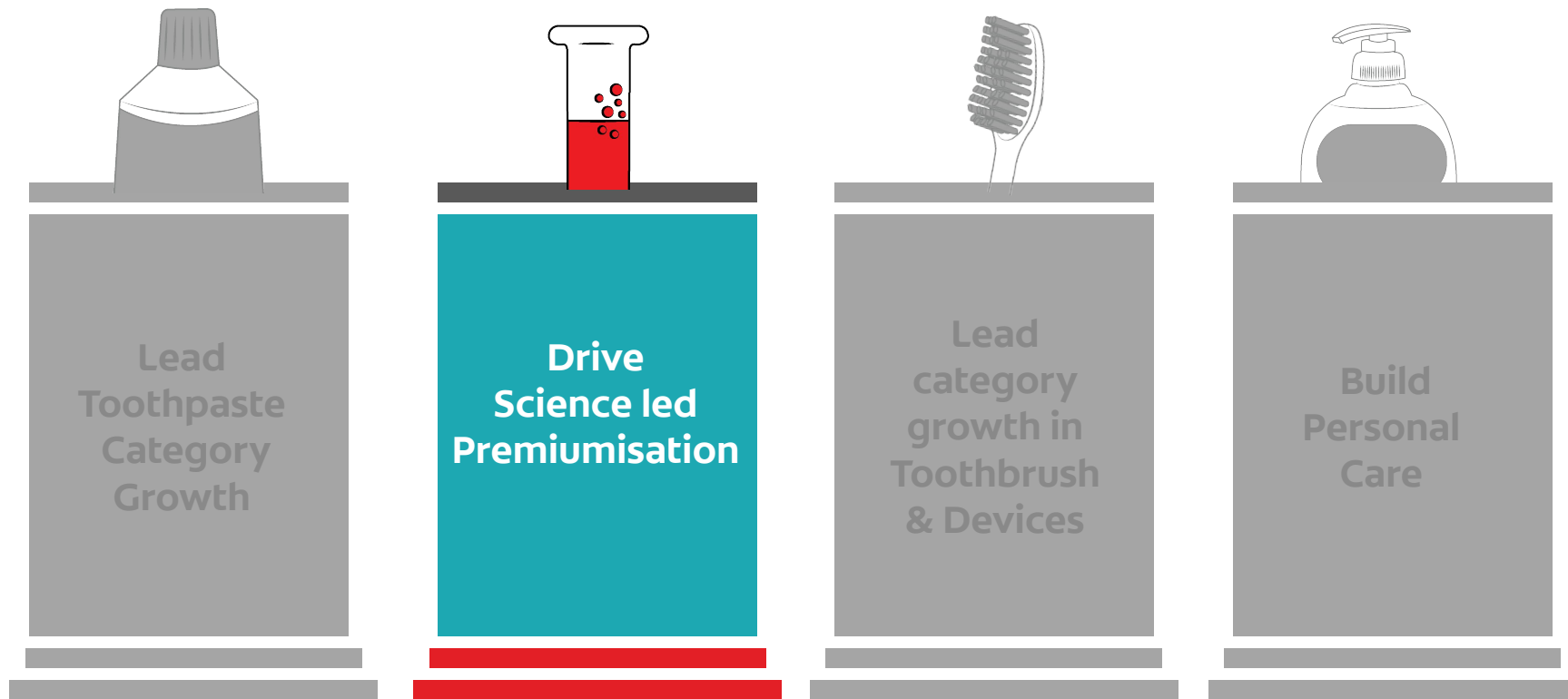
Dental Health Infrastructure in  
govt hospitals



**170 mn+** school children contacted

Target **more than 4 mn** children  
across AP

# Strategy in action: Growth Pillars



REVOLUTIONARY  
Active-Oxygen  
Technology



COLGATE  
**VISIBLE WHITE O2**



**Colgate®**

30 sec

04.03.22

# The Whitening Wave



Created this segment II Visible white owns **70%** of this

**+85%** business in 2022



*Product Launch of the year  
Award for VW O2*

**360%** increase in Google Search on brand



Wedding Campaign to build  
relevance in beauty occasions

**Total: Superior Formula** 

**Powerful Dual-Zinc  
+  
Arginine Formula**



**Advanced tech for whole mouth health**



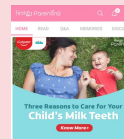


# Kids - Building a New Segment



**Tender care  
for Every age  
at Every stage**

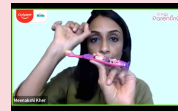
**Parent  
Platforms**



**Closed User  
Groups**



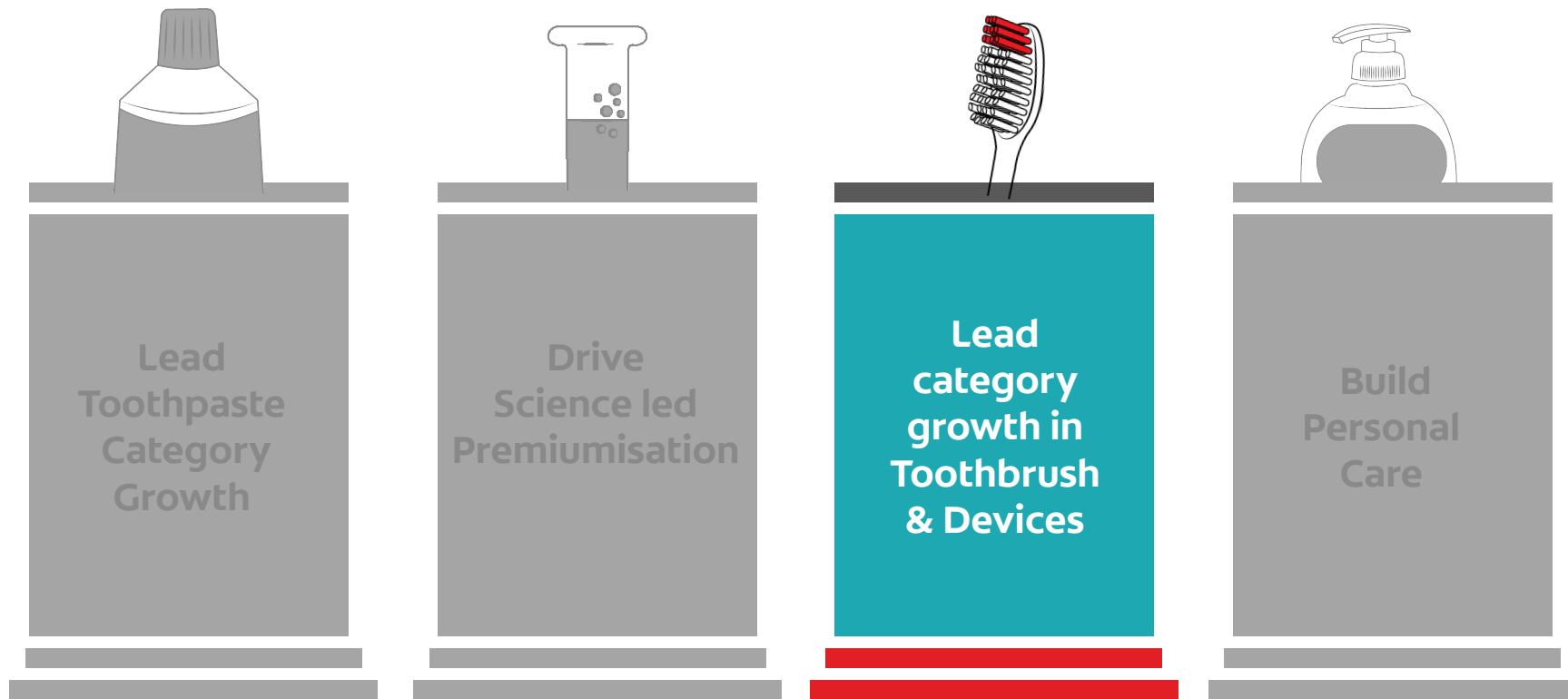
**Social  
Media**



**Offline &  
On  
Platform**



# Strategy in action: Growth Pillars





# Toothbrush Opportunity

## Volume

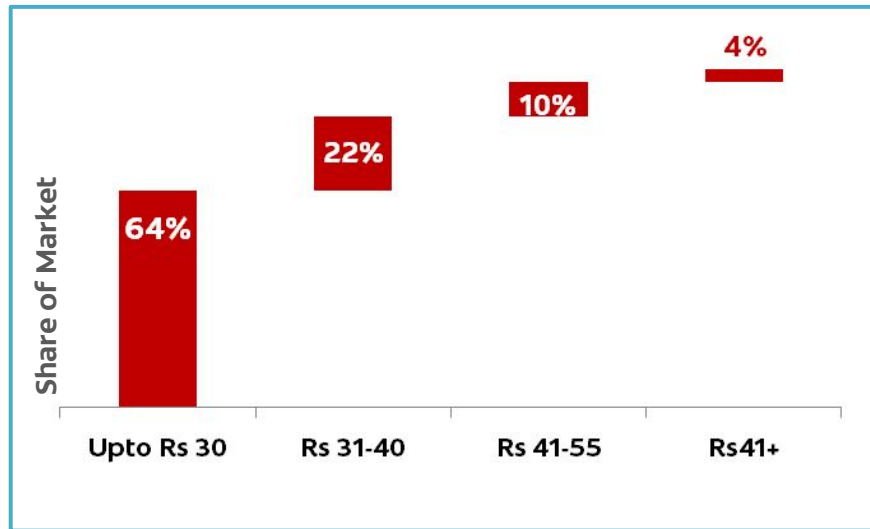
	Urban	Rural
Per Capita Consumption	1.3x	0.5x

## Brush Replacement

**Urban** ~ Once every 6 months

**Rural** ~ Once every 15 months

## Value



~90% market at <INR 50 price point

# India's #1 Toothbrush



Relaunch after 10 years- **Ultra Flexible Tech** for superior cleaning



Strong **Distribution**

Impactful **Visibility**

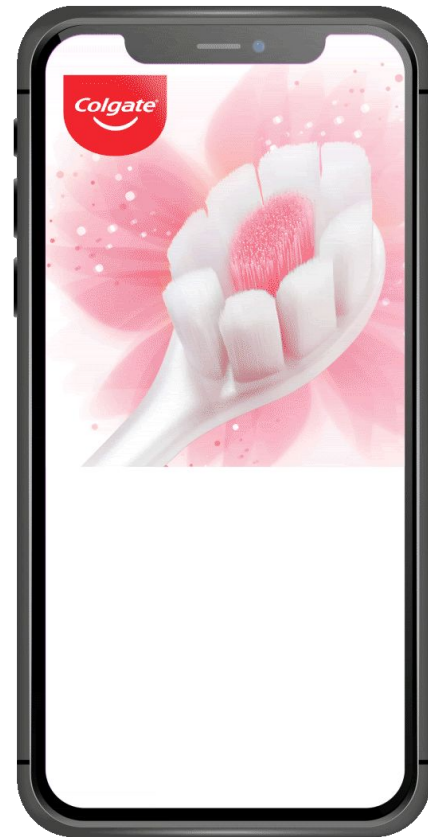
**50%** reach uplift

Source: Internal Data, YTD'22, Once in 3 months average numbers





# The gentle Revolution



# Premiumisation with Gentle

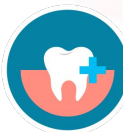


ASP Index to Catg.

8x



5x



3.7x



2x



+ Benefit

AI (U+R) SOM

Q3'22



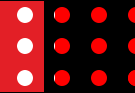
1.8x

2020



X

# Regimen Innovation: VW O2 Toothbrush



The  
Whitening  
Combo







**POWERED TOOTHBRUSHES by  
COLGATE**



# Proclinical Range



# Kids Powered Range



Brushing with  
friends is always fun!

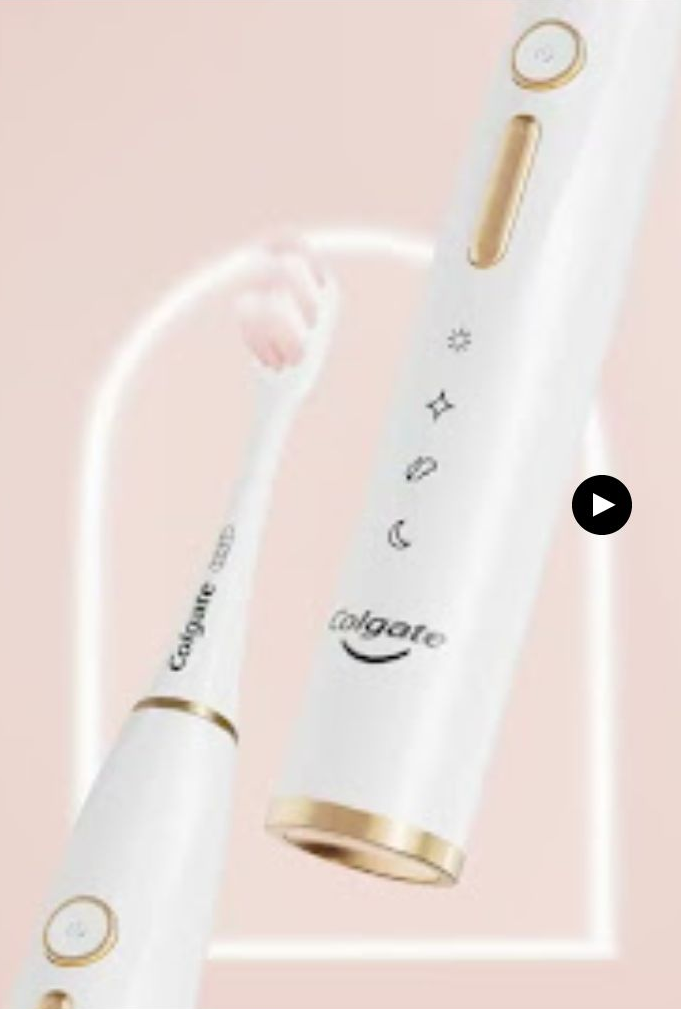


*Attractive entry price point*  
*Higher conversion with parents*

**+66%** YTD growth

The Colgate logo, featuring the brand name in white script on a red background with a smile icon below it.

Colgate

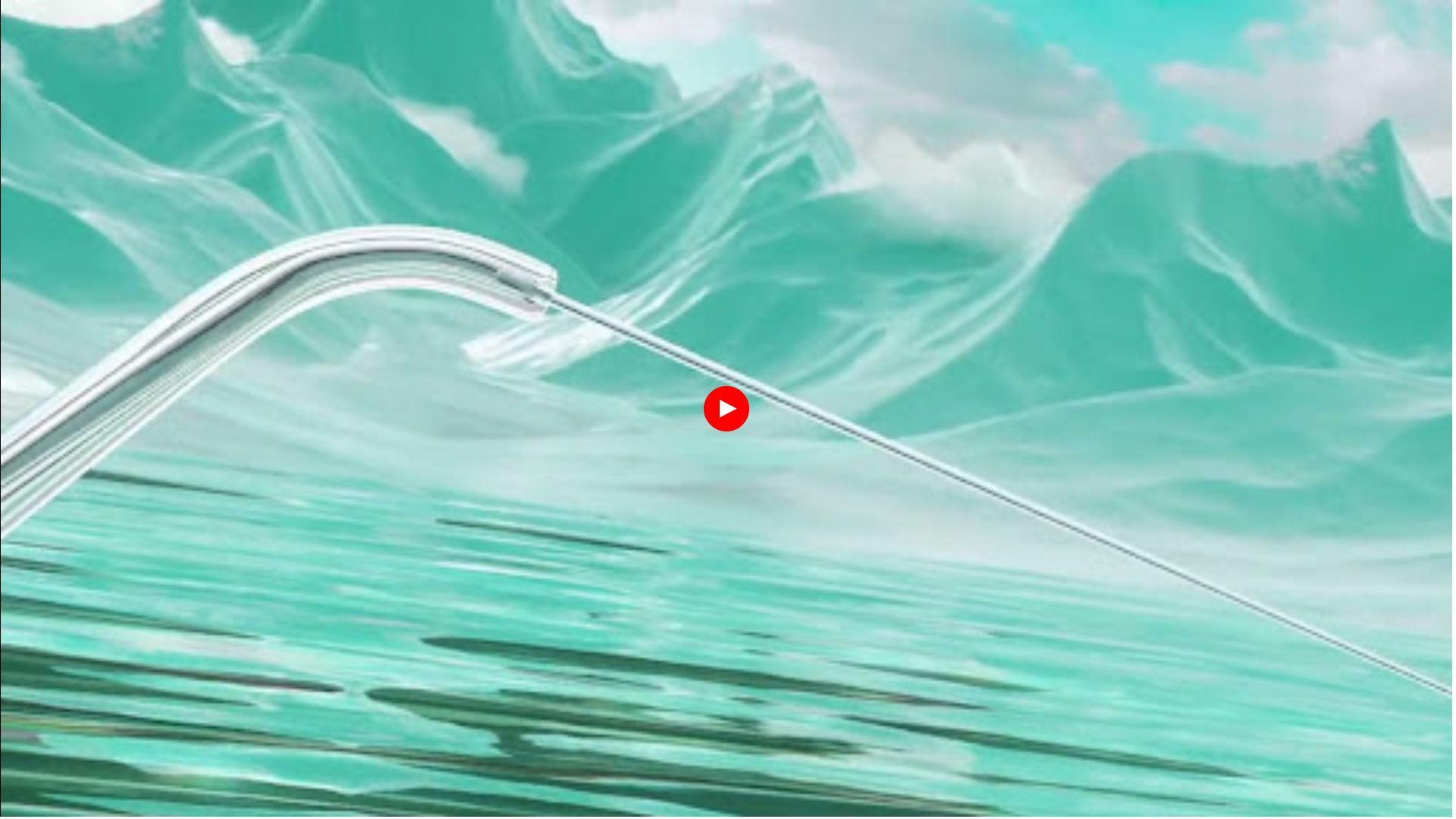


TAILORED  
FOR YOUR  
SMILE





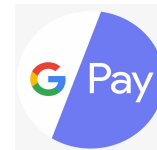






## Agility in Action- Conception to Go Live in **90 days**

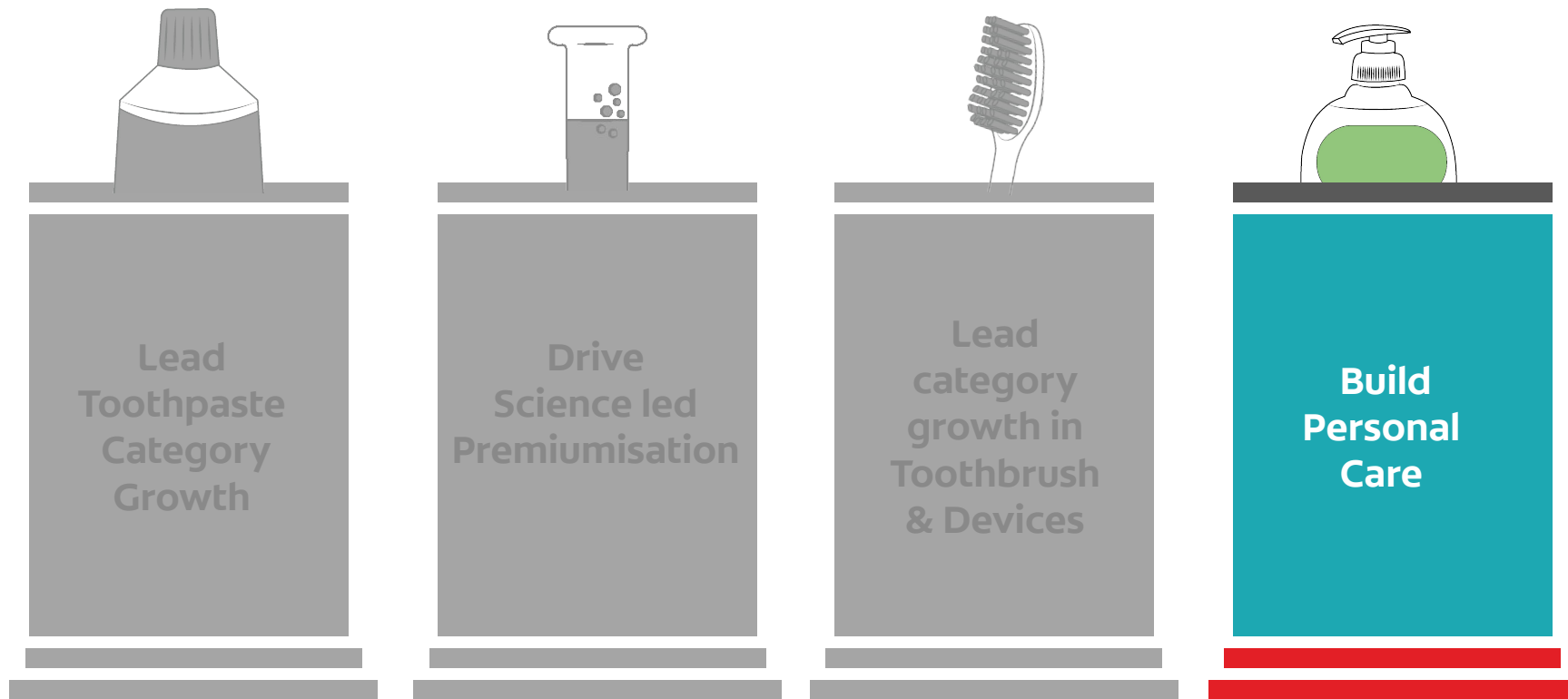
Partnerships → Experiment → Build Reach



**12x** biz growth in '22 over '21



# Strategy in action: Growth Pillars



A background image showing sunlight filtering through dense green foliage, creating a bokeh effect with bright, out-of-focus light spots and rays of light. The overall tone is warm and natural.

# PALMOLIVE



# Build Personal Care



GRAZIA  
MOST  
LOVED  
BRANDS 2022

Palmolive wins **Most loved Brands 2022 Award** by Grazia



3rd largest player  
**20 SOM** in Flipkart SuperMart

★★★★☆ 4.5/5 NYKAA

**BODY: INVEST & GROW**



Early Success  
**5.7 SOM** in Hyper

★★★★☆ 4.6/5 NYKAA

**FACE: PILOT & SCALE**

The background of the advertisement is a lush green, out-of-focus forest scene. Numerous water droplets are suspended in the air, creating a misty or rain-like effect. The droplets vary in size and are distributed across the entire frame, adding a sense of freshness and movement to the image.

**PALMOLIVE®**

HAVE  
YOU SAID  
**YES TO YOU ?**

# Strategy in action



## Strategic Pillars

Lead  
Toothpaste  
Category  
Growth

Drive  
Science led  
Premiumisation

Lead Category  
Growth in  
Toothbrush &  
Devices

Build Personal  
Care

## Enablers

Superior Science backed Products

Driving Financial Efficiency

Digital at the Core

Talent - Nurture & Grow

Environment, Social, Governance (ESG)



# Superior Products



Patented Arginine Tech for strong teeth



Salt & Eugenol Tech to fight germs



Freezestorm Tech for intense cooling



UltraFlexible tech  
Deep cleaning



Antibacterial  
Bristles



7X dense bristles  
Superior foam





# Driving Financial Efficiency



# Strong Financial Metrics



**Higher Gross Margins**

**67.1%**

**Continue to Invest in  
Brand Building**

**12.7%**

**Controlled Overhead  
Expenses**

**Strong Profit To Sales**  
**21.3%**

**Net Sales**

**5066 cr**

# Financial Strategy



**Revenue  
Growth  
Management**

**Funding  
the Growth**

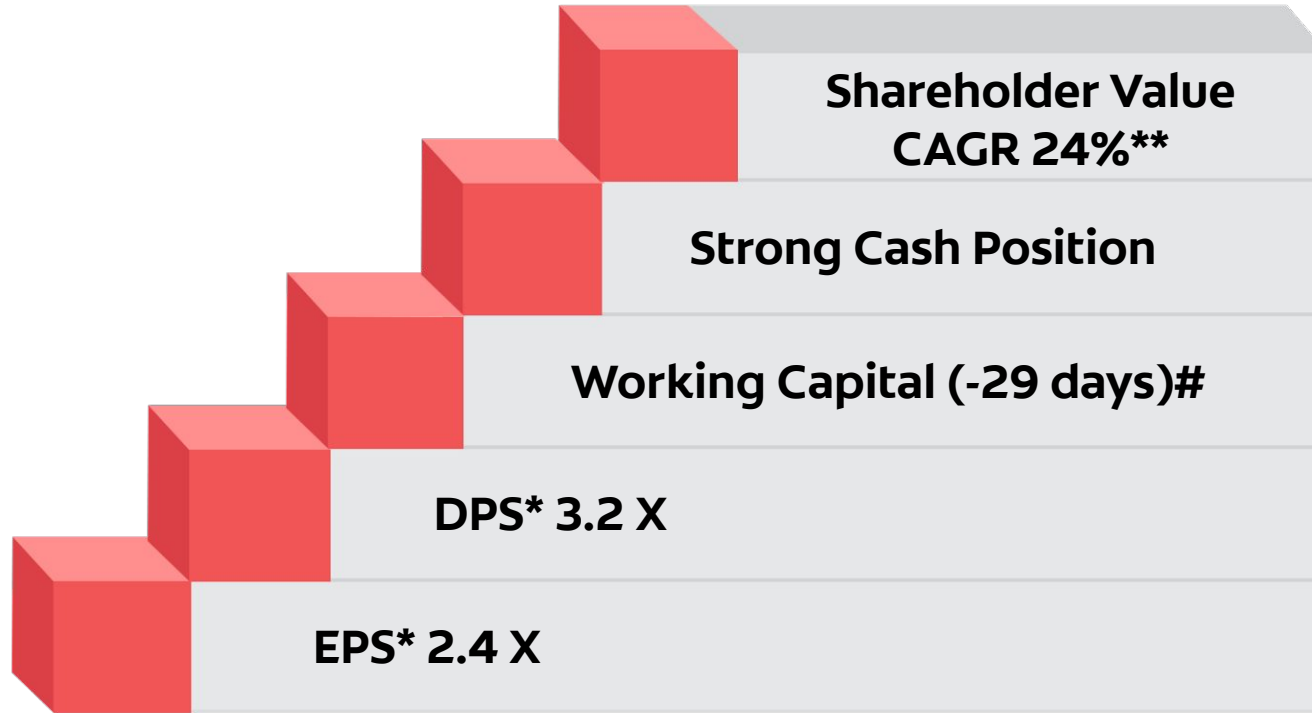
- ❖ Driving Premiumisation
- ❖ Leveraging Analytics for Pricing strategy
- ❖ Optimizing Promotion Depth

- ❖ Cost Optimization across all lines of P&L
- ❖ Streamline Supply Chain operations
- ❖ Drive efficiency and agility to Deliver Superior products

**Reinvesting to  
grow brands**

**EBITDA margin up by ~900 bps in 10 years**

# Enhancing Shareholder Value



\*EPS & DPS comparison for 10 years

\*\*CAGR index since IPO

# Working Capital (post dividend)



# Digital at the Core





# Dedicated Analytics Center



## A) Future Ready DnA Ecosystem | Data → Insights → Knowledge



Connected Data



Predictive Insights



Data driven execution

## B) Bringing AI into the core of Business Actions across value chains

### Smile Stores

AI led assortment  
recommendation for  
1.7 mn stores

### Analytics → RGM

Prescriptive Insights  
for promo  
investment

### Smart Insights

Advanced analytics  
led business insights  
platform



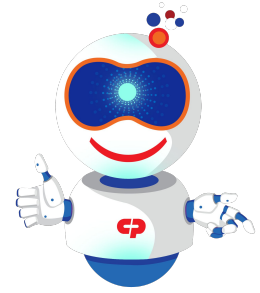
Building Digital &  
Analytics into  
In-Store Excellence

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AI Based  
Image Recognition tool

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# Digitisation in-store: Own IP\*



Scan the shelves to capture images

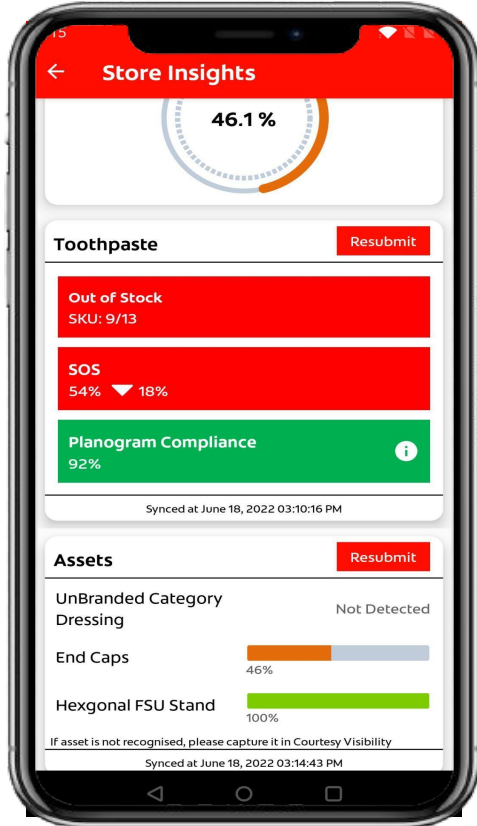
Live insights in **30sec** to correct gaps

*Out of Stock*

*Share of Shelf*

*Planogram*

*Asset Health*



**7 lac+** images analysed

**600+** products trained

**40+** assets trained

**90%+** accuracy

\*image engine IP





# Digitally driving Colgate Equity



Mentions of “Colgate Smile” - Earned media reaching **400MM+** Indians (YTD’22)



# CP India Content Lab: In-Action



**3x** Digital content volume

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**4x** Faster turnaround-time

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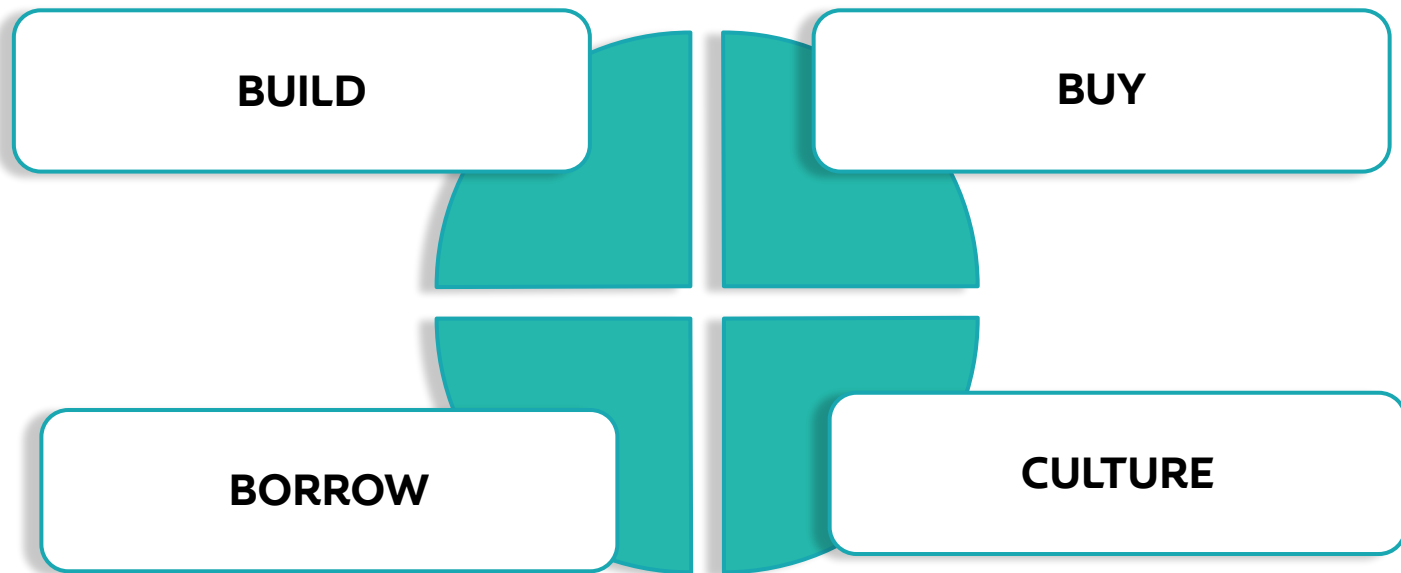
**87%** Production Cost Savings



# Future Ready Organization & Talent



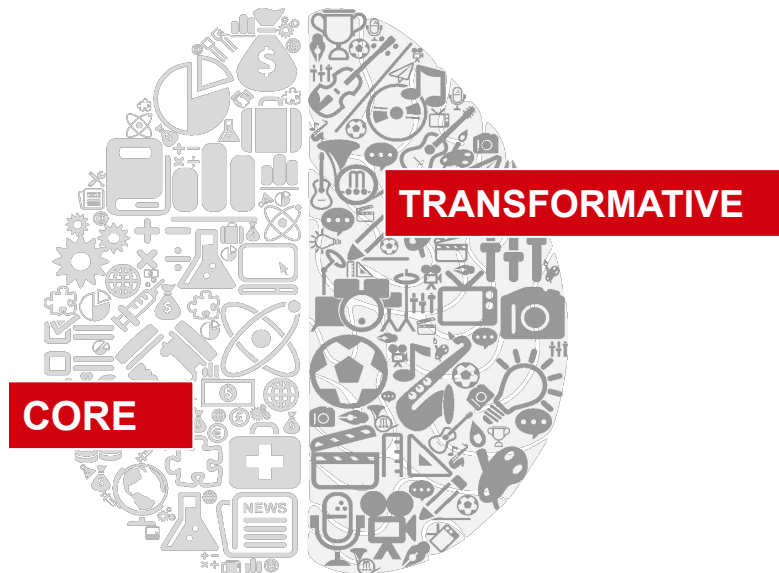
# Making the org future fit





## OUR PHILOSOPHY

Developing the leadership edge by *mastering the 'Core'* and *driving the 'Transformative'*



# LEAP



# 63

CPIL Talent in  
Global Positions

# 90%

LT with Global  
experience

# BUY & BORROW



## BUY

Strategic hires from time to time with an intent to build niche capabilities



Digital Marketing



Digital Commerce



Data & Analytics

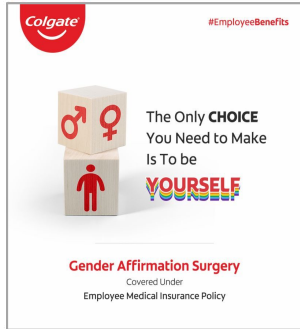
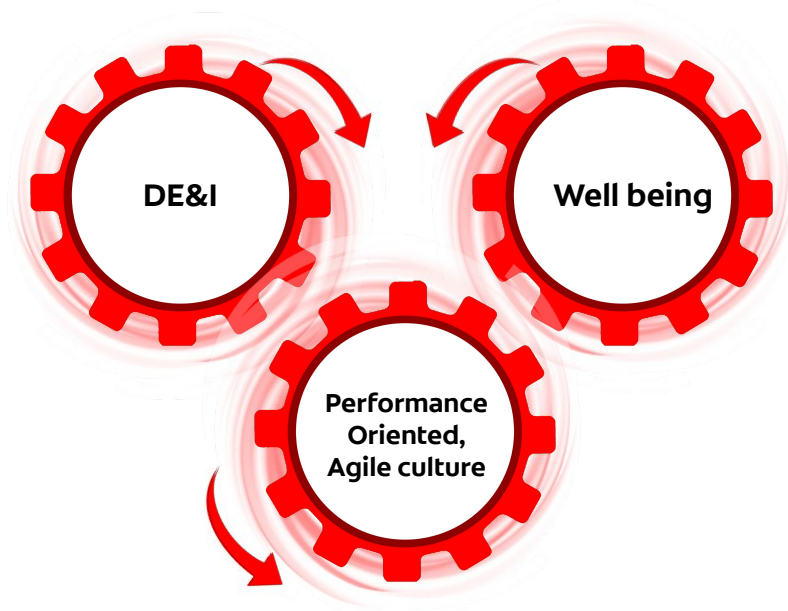


New skills to ramp-up  
Org Capability

## BORROW

Leverage Partnerships / Gig Talent to 'Borrow' Talent/Expertise





**Focused**  
**Empowered**  
**Experimental**  
**Digital**  
the Growth





## **Environment, Social, Governance (ESG) Reporting**

# Taking ESG Efforts Ahead

## 2025 Sustainability and Social Impact Strategy

Sustainability Management



Strong Governance Mechanism

Driving **S**ocial Impact

Helping **MIL**ions of Homes

Preserving our **E**nvironment

# Scaling impact - Water & Women-led Programs



Driving **S**ocial Impact

**2,25,00,000**  
liters

Of water has been replenished under our water programs for communities

**10,000+**  
women

Skilled for Digital & Financial Literacy in underserved communities in FY 2021-22

**44,600+**  
people

Majorly women, have benefited from our water programs



# Ensuring a Future to Smile about

Helping **MIL**lions of Homes



**Patent: World's first recyclable tube**



**Metal Handle  
Replaceable heads**

**Recycled Plastic**





# Accelerating Action on Climate Change

Preserving our **E**nvironment

## Renewable Energy

85% of the energy received at Baddi plant is from hydroelectric energy Sri City and Sanand plants use power generated through renewable sources including wind and solar power.

## Certification

Maintain TRUE® Zero Waste certification for all Colgate owned plants

## Environment Friendly

Refrigerant gases are fed in all our manufacturing plants





- ❑ Drive category volume growth
- ❑ Elevate science to drive expertise
- ❑ Build viable business in personal care
- ❑ Simplify, Digitize, Energize



Q&A

