

# DRIVING GROWTH FOR COLGATE INDIA

1. Shifted marketing and innovation strategy back towards science-led, core and premium innovation
2. Focus on expanding brushing occasions to increase consumption
3. Significant increase in advertising spending

# WITH ME **TODAY**

**Prabha Narasimhan**

EVP, General Manager India





# CP INDIA OPERATES **IN A COUNTRY** **WITH TREMENDOUS POTENTIAL**



## #3 Economy by 2030

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**~6.5-7.0%**

Estimated GDP Growth 2025-30

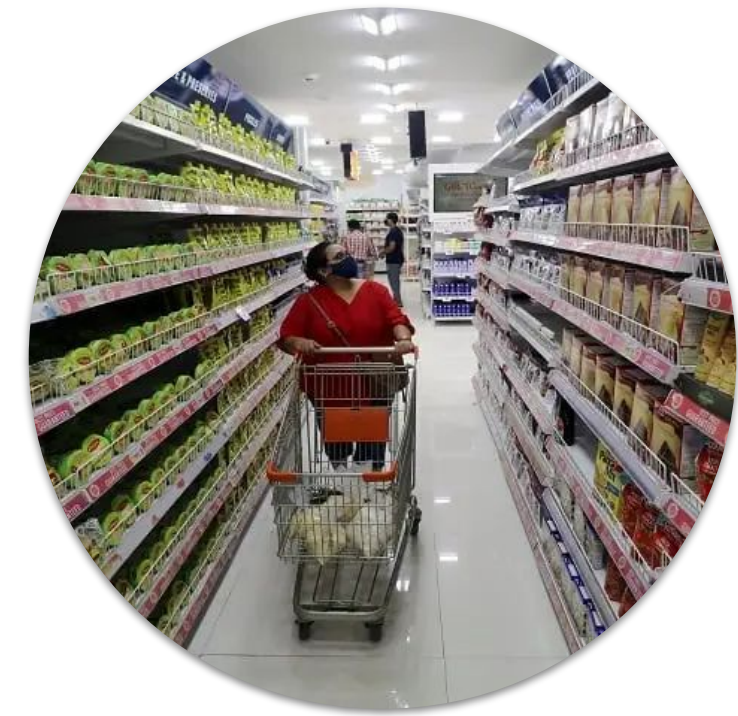


## Favorable Demographics

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**~200M**

High & Upper-middle Income  
Households by 2030



## Sizeable 'New Retail'

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**34%**

Share of Modern Trade + eCom to  
Overall Retail by 2030

# CP INDIA IS A **FUNDAMENTALLY STRONG BUSINESS**



**Strong, Listed Business**

**\$8B\***

Market Capitalization

**24% CAGR**

Shareholder Return over 45 Yrs



**#1 Oral Care Brand**

**2.8X**

Share of Market vs #2 Brand

**9/10**

Households Purchase Annually



**Strong Execution**

**95%**

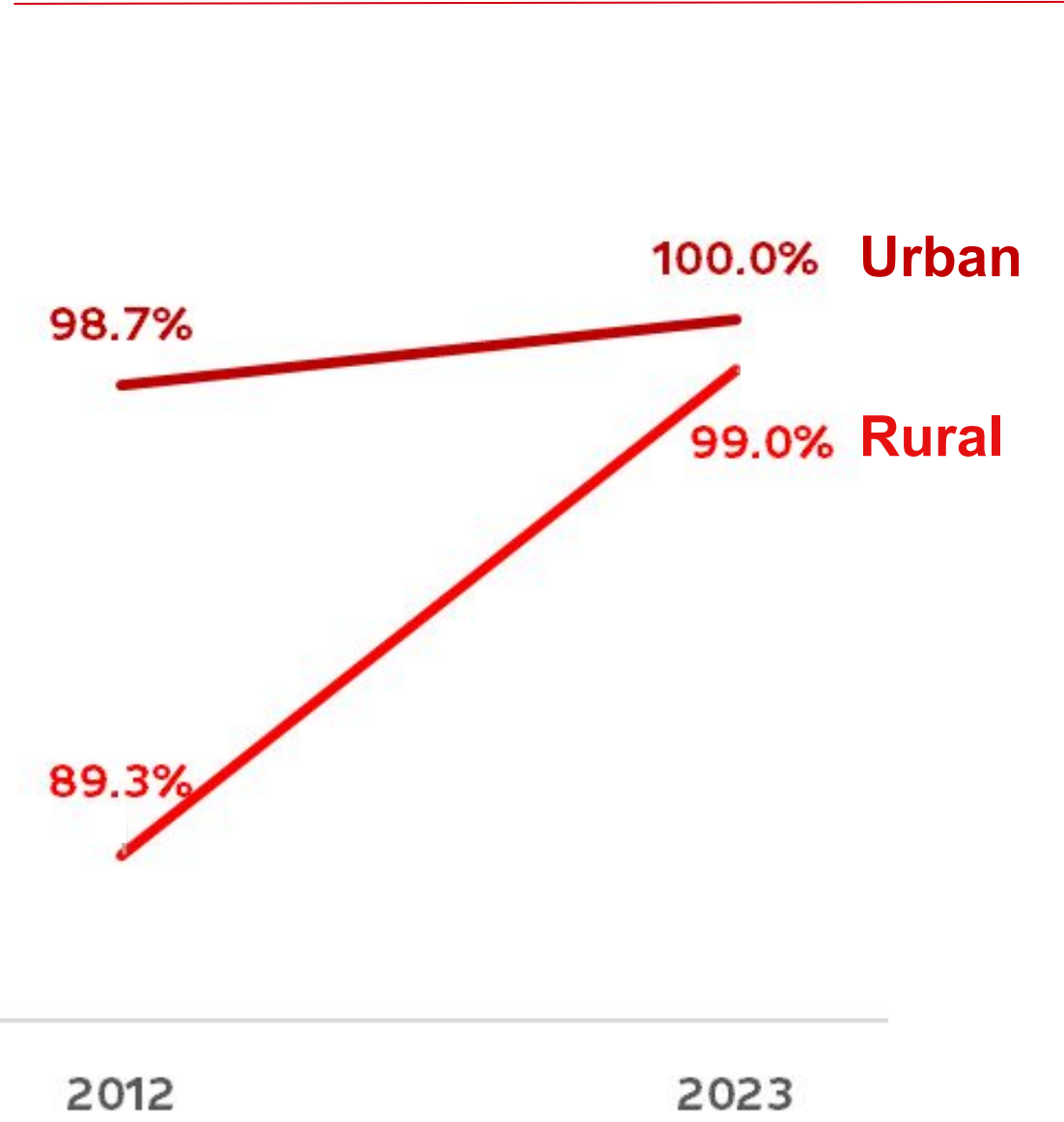
Weighted Distribution

**7M**

Stores with Colgate Availability

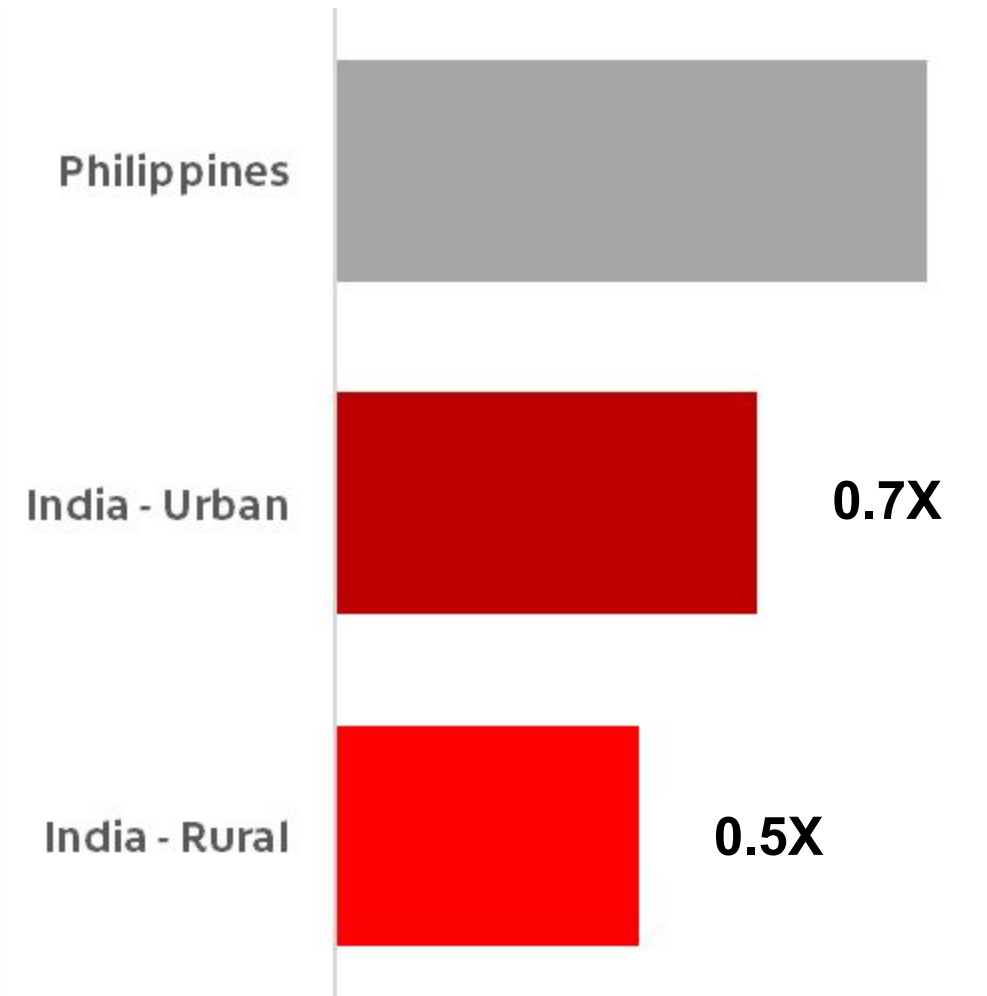
# ORAL CARE IN INDIA HAS IMMENSE POTENTIAL FOR GROWTH

## Universal Penetration



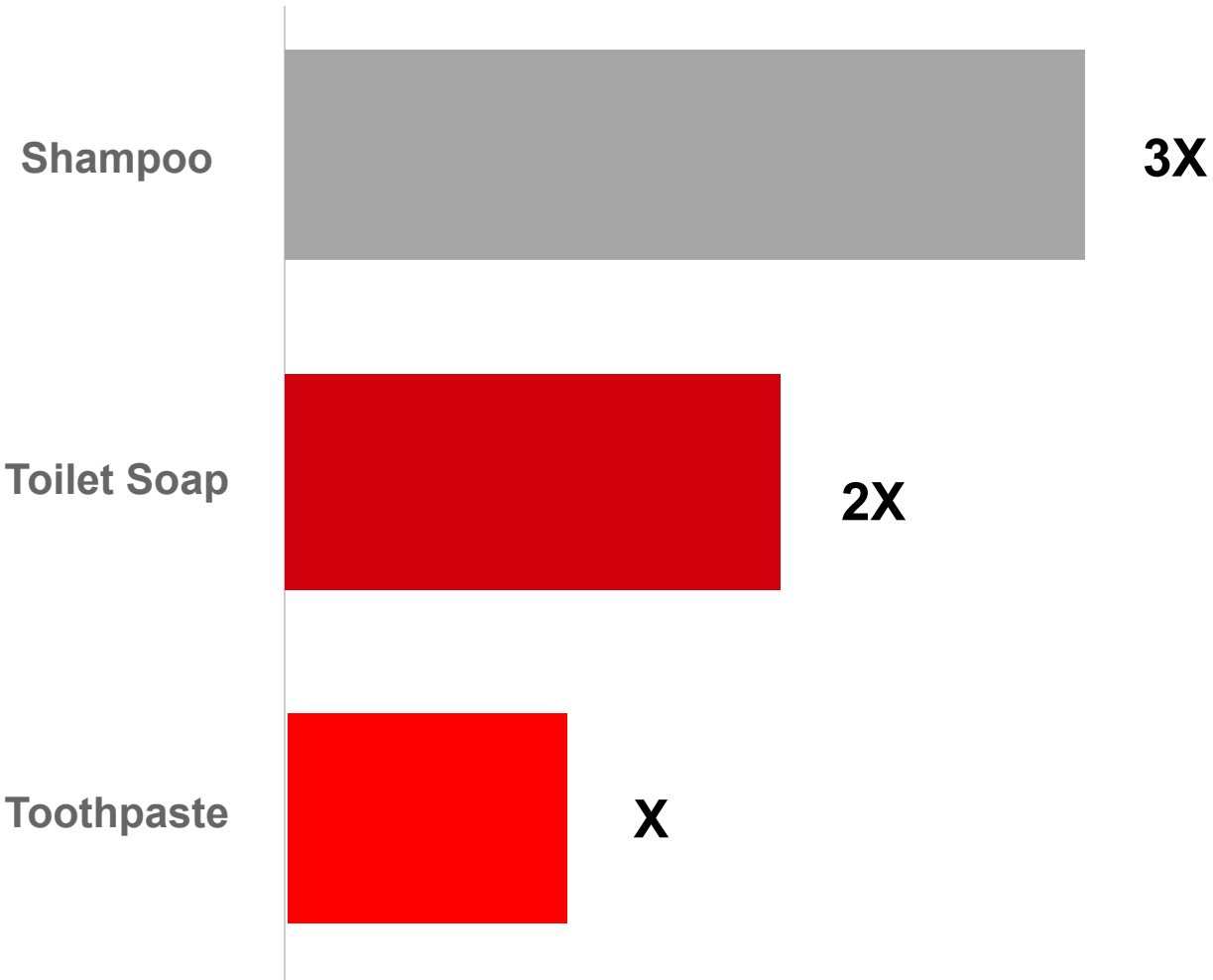
## Opportunity to Increase Consumption

Per capita Toothpaste consumption (gms)



## Opportunity to Increase Premiumization

% Category premiumization



Source: Kantar HH Panel, premium defined as >=140 ASP idx to category

# INCREASING **HOUSEHOLD PENETRATION** AND IMPROVING **BRAND HEALTH** IN **CP INDIA**



**More  
Product**

**More  
People**

**More  
Money**



# INCREASING **HOUSEHOLD PENETRATION** AND IMPROVING **BRAND HEALTH** IN **CP INDIA**



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# OPPORTUNITY TO **INSTILL THE RIGHT ORAL CARE HABITS**



**80%** Urban Indians do not brush 2X a day



**55%** Rural Indians do not brush daily



Indians change their toothbrush **once every 9 months**





# MISSION

**To help people improve  
their oral health  
and well-being.**





# COLGATE INDIA HAS BEEN CHAMPIONING THE CAUSE FOR DECADES



## Bright Smiles, Bright Futures

Foundational oral health  
education in schools



## Dental Check-Ups

Free Dental Check-ups since  
2004



## Forging Government Partnerships

To include oral health as a  
narrative into public policy



## Urban #BrushTonight

2023 Onwards  
Driving behaviour change



## Oral Health Movement

Always-on,  
all encompassing  
behaviour change efforts

# INCREASING **HOUSEHOLD PENETRATION** AND IMPROVING **BRAND HEALTH** IN **CP INDIA**



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# MORE PEOPLE: ADD HOUSEHOLDS TO CORE THROUGH SUPERIORITY

272 M Household buy 1.2 tubes, 7 times a year = 2.3 B tubes bought annually



Drive Superiority

**Superior Technology | Superior Consumer Experience | Improving Physical Availability**



# MORE PEOPLE: ADD HOUSEHOLDS TO CORE THROUGH SUPERIORITY

## Superior Technology



Remineralizing Teeth  
Ca Boost+Arginine



Winning Freshness  
with Ultrafreeze



यह कॉमिकल ड्रामा है. तस्को सबको धोना चाहिए. जो आँखों पे पड़े तो साफ़ पानी से नाश करवा इसका उद्देश्य है.



Solving Dental Problems  
Salt-based Proprietary Tech



# MORE PEOPLE: **ADD HOUSEHOLDS TO CORE THROUGH SUPERIORITY**

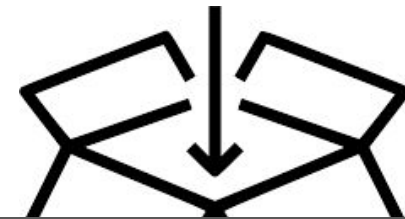
## Superior Consumer Experience



Product  
Superiority

**87%**

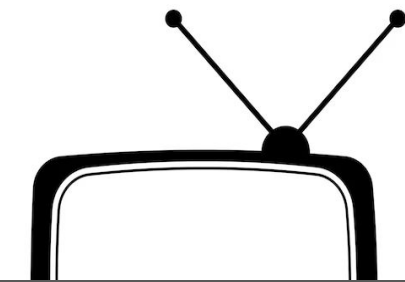
**Core Brands test superior**  
vs  
Competition



Packaging

**100%**

**Portfolio had a packaging upgrade**  
To aid navigation  
& win in store



Creative  
Performance

**95%**

**Tracking above norms**  
For ads on air



# MORE PEOPLE: ADD HOUSEHOLDS TO CORE THROUGH SUPERIORITY

## Improving Physical Availability



Machine Learning  
led recommendation  
for improving assortment



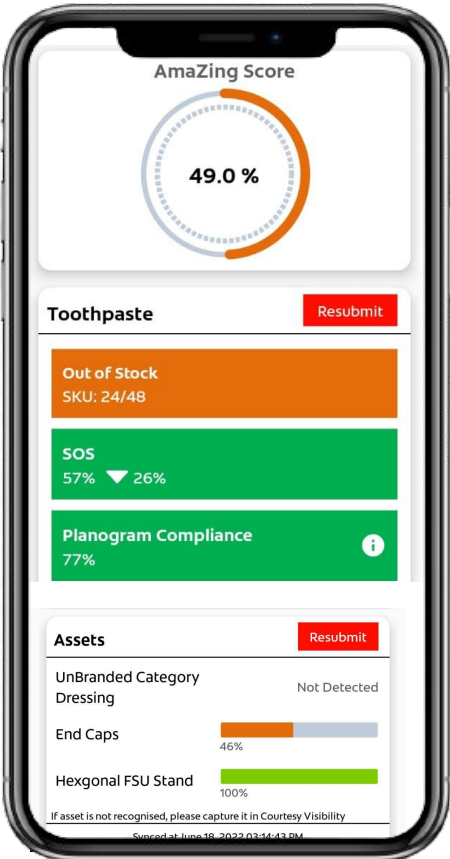
Image Recognition Based AI Model  
to drive visible availability

1.7M

Stores covered

30M

SKU x Store combinations  
Recommended every month



# INCREASING **HOUSEHOLD PENETRATION** AND IMPROVING **BRAND HEALTH** IN **CP INDIA**



More  
Product

More  
People

More  
Money



# MORE MONEY: **SCIENCE-BACKED PREMIUMIZATION**

CP Premium Growth: 2X vs Category Growth

**Own Active Prevention  
with Total**



**Create desire for Whitening  
with Visible White**



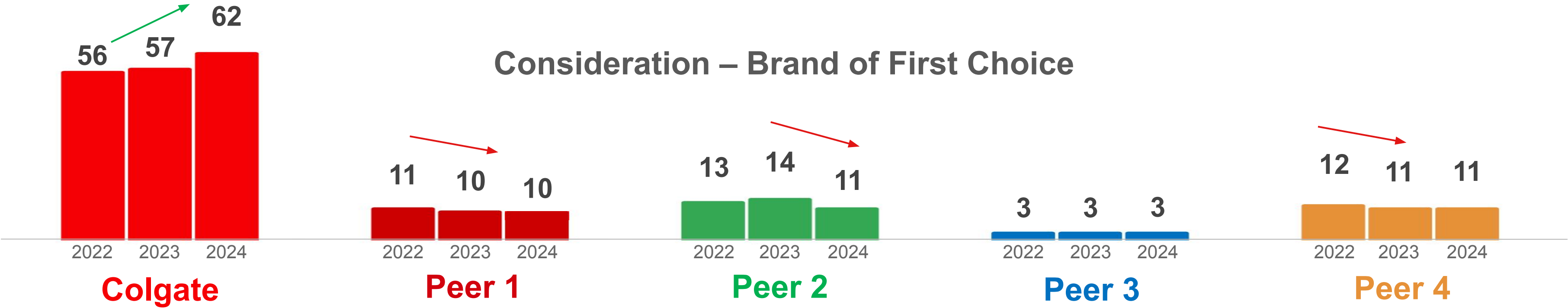
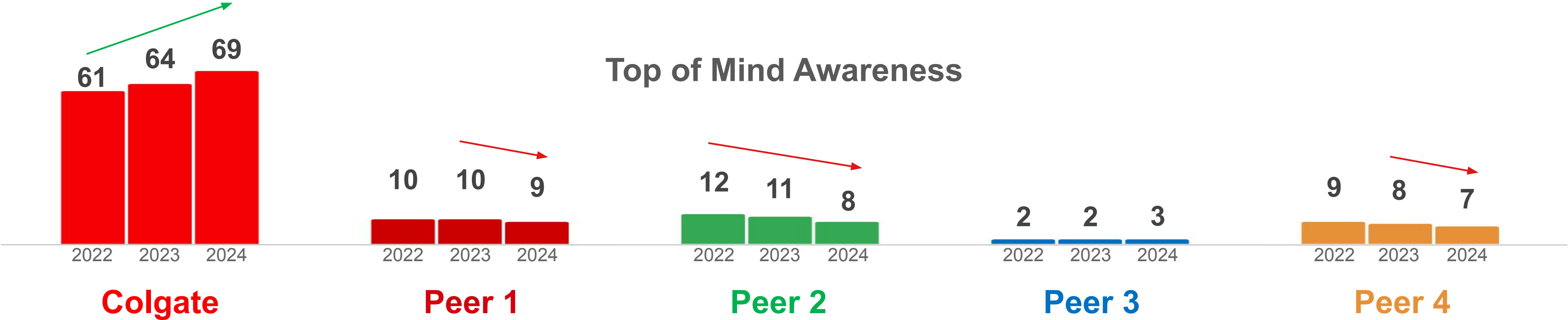
**Build Profession-led  
Therapeutics**



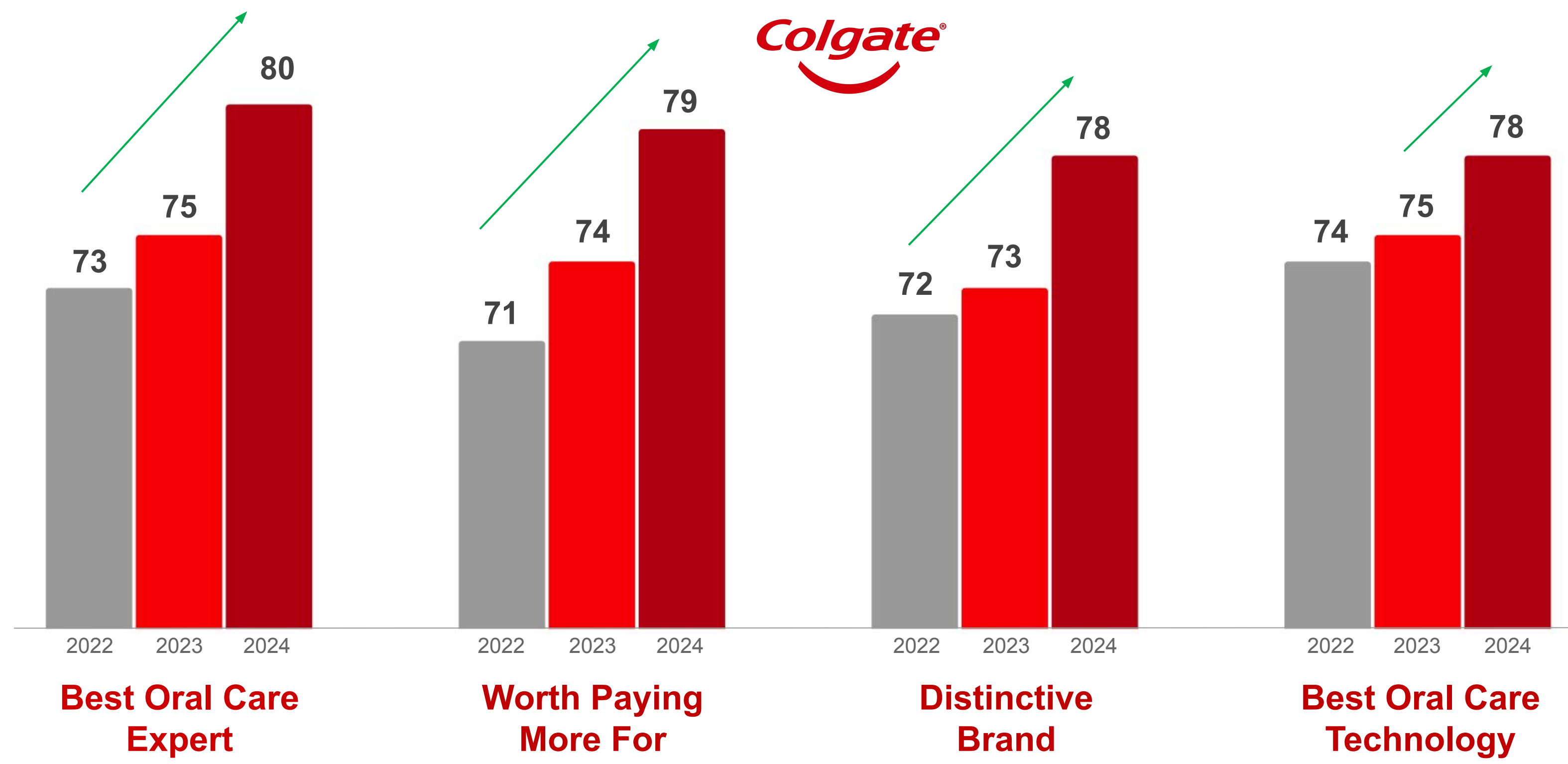
**Growth Enablers**

**Superior Technology | Increasing investment | Strong partnership with KOLs**

# STRONGER & SUPERIOR BRAND HEALTH



# STRONGER & SUPERIOR BRAND HEALTH



# LEADING TO **PROFITABLE** **TOP LINE GROWTH**

## Consistent Net Sales Growth

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**+8.3%**

2-yr CAGR

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**1.7x**

Net Sales growth index  
vs. FMCG peers\*

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**~ +110M US\$**

added to topline in the last 2 years

## Strengthening Profitability

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**33.0%**

EBITDA to Net Sales;  
+340 bps vs. 2022

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**1.4x**

EBITDA Margin index vs.  
FMCG peers\*

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**+17.7%**

Net Profit after tax - 2-yr CAGR

Note: Sector average includes top 12 listed FMCG companies

\*2022-2024



# INDIA - **KEY TAKEAWAYS**

- CP India has built **strong business fundamentals**
- We have tremendous **headroom opportunity on the '3 Mores'**
- **World-class execution** to drive momentum
- Deliver in our role as a **key growth engine** for Colgate-Palmolive