

COLGATE-PALMOLIVE (INDIA) LIMITED
Chairperson's Speech 2024

Ladies and gentlemen, before we start, I'd like to share a story about my granddaughter. Like many kids, she often questions her parents before brushing at night. One evening, as I asked her to brush as she headed to bed, she responded, "I have so many teeth. Which ones should I brush?"

I simply answered, "**Brush those teeth you want to keep.**"

I hope this anecdote brought a little smile to your face.

I say this because as we reflect on the last year and chart our course for the next, I want to focus on a simple yet powerful theme we call 'SMILE Based Targets'. Inspired by the Science Based Targets initiative adopted globally, including by our parent company, it represents a philosophy that defines our approach to every stakeholder, our commitment to society & the environment, our relentless pursuit of excellence in innovation, and our business operations rooted in sustainability and good governance. The ripple effects of joy from this resonate far beyond our balance sheet, helping us establish a lasting legacy of positivity, purpose, and prosperity.

For decades, Colgate has nurtured India's oral health. Today we are **available in over 6.5 million stores and almost 9 out of 10 households use our brand.**

This year, ladies and gentlemen, it gives me immense pleasure to inform you that every aspect of your business has exceeded expectations. Even our ESG initiatives have achieved new heights.

The proof is in the pudding. Hence, without further ado, I'd like to begin by first presenting to you, your company's stellar financial performance for FY24.

THIS IS OUR BIGGEST SMILE - OUR FINANCIAL PERFORMANCE

Our innovative products, strategic partnerships, and customer-centric approach and relentless focus on efficiency have driven strong growth and improved profitability. Our success is a testament to the hard work and dedication of our team, and I remain grateful for their commitment that has led our business performance to exceed expectations.

Let me put some numbers to back this claim...

Led by double digit growth in the toothpaste category, we achieved **domestic topline growth of 9.5% year-on-year in FY24**. Topline growth was also accompanied by a robust **Gross margin expansion which translated into PAT growth of 26.4% year-on-year**. Our **EBITDA margin of 33.7% in FY24 was the highest ever in your company's history**. Our all-round performance is also amongst one of the highest in the FMCG sector.

Just yesterday, we announced strong and consistent performance in the quarter ended June 30, 2024. Our **domestic revenues grew by 12.8% year-on-year in Q1 FY25**.

Toothpaste portfolio demonstrated a positive shift in its competitive growth trajectory, achieving strong double-digit growth led by high-single digit volume growth. **Aided by good all round performance across the portfolio, we have seen an NPAT growth of 26.3% year-on-year for the quarter, excluding exceptional items from the prior year.**

These excellent results were driven by our focus on strategic pillars of growing the core while building category consumption, driving premiumisation in Toothpaste, winning the battle for Toothbrush and devices, and finally building the inherent strengths of Palmolive.

Our margin delivery has been fueled by great executions on our 'Funding The Growth' program and gains are consistently being reinvested to grow the business.

WE ENDEAVOR TO PUT A SMILE ON EVERY FACE

Employees, Shareholders, Communities and Consumers - we constantly strive to create a positive impact for each. Our employees have a supportive and inclusive work environment to thrive and grow. Shareholders get consistent returns and long-term value. Our social responsibility initiatives drive our beneficiaries' focus. And all of this is made possible by our consumers, who count on us to provide products that better their lives.

We achieved these by relaunching our Colgate Strong Teeth, Colgate Active Salt, and Colgate Total toothpaste, with improved, more efficacious formulas developed by our scientists. We **relaunched MaxFresh with a new-to-world proprietary formula infused with unique cooling crystals to deliver a superior freshness experience**. Furthermore, we supported this launch with a highly successful 'Neend Bhagao, Taazgi Jagao' campaign.

We enhanced Colgate Visible White with a revolutionary whitening technology. To elevate your oral beauty regimen, we launched the Visible White Teeth Whitening Pen through dentists, an at-home solution to brighten your smile while you sleep.

We also revitalized the ZigZag range of toothbrushes, making it our fastest-growing core brand. Under the Palmolive body wash portfolio, we introduced new and exotic variants with unique fragrances.

WE BELIEVE IN CREATING HEALTHY SMILES

Research on the correlation between oral and physical health shows: **good teeth IS good health**. We take fostering healthy oral care habits among Indians as both a privilege and a responsibility.

Therefore, we initiated numerous campaigns and initiatives to encourage nighttime brushing. Our educational campaigns, community outreach programs, and partnerships with dental professionals have helped raise awareness about the benefits of good oral care, especially night brushing.

Recognizing that many indulge in sweets after dinner but forget to brush, we launched ‘**The Sweet Truth**’ campaign. Timed with the festive season it was hugely successful and won several prestigious awards. Am sure you have seen it, but I would like to take the opportunity to share this once again and request you to spread the message .. don’t forget to brush at night.

A film on NIGHT BRUSHING was played

The quirky '**Neend Bhagao, Taazgi Jagao**' under our MaxFresh campaign, emphasized the impacts of morning drowsiness and promoted alertness through Maxfresh toothpaste. The campaign, along with strategic interventions, led to MaxFresh emerging as one of the fastest-growing core brands in Colgate's portfolio in 2023.

An advertising film on Maxfresh was played.

Earlier last year, our **#DaantonKaPoshan** campaign had a TVC that featured a beloved granny and her **#CuttingMachine**. This campaign received acclaim for its blend of entertainment, authenticity and universal resonance.

AND NOW MOVING ON TO TALK ABOUT SUSTAINABILITY AND US

SMILE-based Targets are more than value creation. They lead to meaningful social impact, brand loyalty, employee fulfillment, and sustainable growth.

In our previous AGMs, we talked about Colgate-Palmolive being the **world's first company to manufacture recyclable toothpaste tubes**, a technology we shared with the entire industry, including our competitors, for a better future for all.

This year I am delighted to announce that our toothpaste tube recycling initiative has **reached a 50% rate**, and we are **on track to meet our target of exiting the year at 100%**. If we do this, we will be ahead of our self-committed timeline.

We have also made significant progress on our goal of **net-zero carbon emissions by 2040**, with all **our industrial sites being TRUE® Zero-waste certified**. Last year I told you about two of our four facilities having achieved water positivity. A third – the Sanand plant also joined the ranks this year.

BUT MOST IMPORTANTLY, WE DEDICATE OURSELVES TO CREATE A SMILE THROUGH SOCIAL IMPACT

Every year, my favorite part is where I talk about our commitment to the communities we serve. From pioneering innovations in oral care to championing education, women empowerment, and sustainable water and waste management, our endeavors are driven by a commitment to making a meaningful difference.

One of our biggest successes has been the Colgate **Bright Smiles, Bright Futures® (BSBF)** program, our flagship in-school initiative that has engaged over 176 million children in India until now, teaching them crucial oral care habits and awareness about tobacco prevention and good nutrition. This year alone, BSBF reached over **5.2 million children across 10,000+ schools in over 150 cities** and towns. We hope to reach **10 million children in the next year**.

In our water augmentation program, we had set a goal to reach **100 water-stressed villages by 2025**. I am delighted to report that we **reached that target this year itself, with engagements in 102 villages**.

We had also set a goal to empower over **100,000 women in rural and tribal areas on financial and digital literacy by 2030**. I am again delighted to report that we have positively impacted over **60,000 beneficiaries** already.

For our employees, we identified a **Culture of Caring, Being Inclusive and Courageous as organizational values**. We are focused on creating a work environment that helps them to reach their true potential.

This year we also introduced the **Workplace INclusivity policy for New & Expectant Parents**.

Under this new policy, supportive caregivers, such as partners, spouses, or other family members previously entitled to 4 weeks of fully paid leave will now get 12 weeks. As an **industry first in India**, this expands parental leave eligibility, ensuring equal opportunities for childcare regardless of gender, sexual orientation, or path to parenthood.

In 2023, The Economic Times recognized Colgate-Palmolive as one of the “Best Workplaces for Women”; while at the Indian Social Impact Awards, we won the Best CSR Projects for **BSBF** and our **Finance & Digital Literacy program for Women**.

Our advertising and social media campaigns also won accolades at different forums. Though we don’t seek out these recognitions, getting them does validate our commitment to fulfilling the oral and personal care needs of millions.

AND ABOVE ALL, WE BUILD A FUTURE FILLED WITH SMILES

Our focus on long-term growth is driven by sustainability and social responsibility. We are confident our approach will enable us to build a sustainable future and leave a lasting legacy of positive impact. We are excited by the possibilities and opportunities that lie ahead.

At Colgate-Palmolive, we are committed to creating a world where everyone has a reason to smile. We are grateful for the support of our shareholders, employees, partners, distributors and most importantly our consumers, and we look forward to continuing our journey together. Thank you for being part of the Colgate family.

So, which teeth do you brush? The ones that you want to keep. We want to keep them all: profitability, sustainability, inclusivity, innovation, and social responsibility.

Let’s keep growing and making a difference, one smile at a time.

THANK YOU.