

## COLGATE-PALMOLIVE (INDIA) LIMITED

### Chairperson's Speech 2025

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Ladies and gentlemen, now I come to my speech for the AGM. I want to start with a simple observation that has always guided us and propelled our successes. Think about the humble compass. It's a small instrument, but its power lies in its ability to point 'true north', no matter what the course of the journey is or how dense the fog.

At Colgate-Palmolive, our 'true north' is our steadfast commitment to our consumers, our relentless pursuit of innovation, and our deep-rooted sense of purpose. This past year, much like navigating an evolving landscape, we've faced shifting currents and new horizons. There were moments that tested our resolve, just as a ship is tested by a storm. Yet, time and again, our teams, guided by this collective compass, adapted, innovated, and steered us toward growth.

This consistent direction, this clear sense of purpose, is what defines our journey and fuels our future. Last year, I told you about our commitment towards what we called '**Smile Based Targets**'. This year, powered by bold innovation, operational agility, and amplified sustainability actions, we have **accelerated** progress across every vector of growth under our **three-O framework: Organize, Optimize, and Outperform**.

And as we delve into the details of our performance today, you'll see how our strategy has translated into tangible results, reflecting the strength and resilience embedded in every facet of Colgate-Palmolive.

#### I. SMILE BASED SUSTAINABILITY TARGETS

In an age where resources dwindle and responsibility grows, we asked: *Can industry thrive without costing the Earth?* This year, as we do every other year, we made sure our answer echoed in every action. We lived this as we transformed commitment into our little revolution.

- Business Responsibility and Sustainability Report Core Framework is independently assured, successfully for second year in a row
- We harnessed 33% renewable electricity, and achieved net-zero water in three of our four plants – Goa, Sanand & Sri City manufacturing facility.
- All our CPIL plants continue to be TRUE® Certified for Zero Waste
- And as I had told you in the last few years, 80% of our toothpaste tubes are recyclable by volume, and we also have 91% of packaging material reusable, recyclable, or compostable.

But beyond metrics lies our deeper truth: Sustainability is the bridge between generations. Through the Water Augmentation and livelihood Program, we are repurposing 22 million liters of water, increasing annual water recharge capacity to 240 million liters, uplifting farmer incomes and equipping 77,000 plus women with financial and digital literacy, we're not just reporting numbers. We're planting forests for future generations.

## II. SMILE BASED INNOVATION TARGETS

In a world chasing shortcuts, we choose the marathon. Why? Because agility isn't pivoting blindly – it's sprinting forward with pace, on the path we've charted. While others zigzagged, we doubled down on fundamentals. How did we do that?

- In **urban markets, premiumization led the way**, powered by innovations in whitening, freshness and gum care.
- We introduced **Colgate Visible White Purple**, a toothpaste based on color theory: purple cancels yellow for a whiter, brighter smile. Today, it is one of our most successful innovations in the last decade and the new **MaxFresh Sensorial range** for unique sensory experiences. These solutions are helping us reposition brushing as a form of self-care, moving beyond routine to aspiration.

Let's take a quick glimpse of recent collaboration Sarah Ali Khan for our Colgate Visible White Purple

**A film on Colgate - Purple (SARA) was played**

We relaunched **Colgate Strong Teeth** offering a superior sensory experience in key geographies. **Colgate Total Plaque Release toothpaste** was introduced featuring advanced Amino foam and Zinc technology. **Colgate Total's new regimen**, including a new toothbrush, offers comprehensive, science-backed oral health care.

For decades, we have been on a mission to improve the Oral Health of every Indian. Last year, we took a significant step towards this long-standing commitment and launched the **Colgate Oral Health Movement** - Backed by over 50,000 dental professionals from the **Indian Dental Association (IDA)** and scaled through AI enabled technology, OHM empowered millions of Indians to self-screen their Oral Health through smartphones. This has resulted in more than **4.5 million** Indians screening their Dental Health across the length and breadth of the country with participation from **18,000+ pin codes** covering more than **700 districts**. Further, over **7 Lakh** of them visited a dentist post-screening, thereby reflecting how the Movement successfully nudged Indians towards further action.

Recently we had the honour of hosting **Shri Jagat Prakash Nadda, Honorable Union Minister, Ministry of Health and Family Welfare** at our OHM Summit, who addressed the importance of Oral Health, acknowledged the contributions of Colgate to the country, and highlighted the Government's policies and initiatives to strengthen preventive healthcare and accessibility. He also unveiled '**India's Oral Health Report**' - A special publication summarizing our on-ground work, backed by dental screenings bringing together nationwide data and actionable intelligence. The minister's participation is a strong affirmation of the Indian government's dedication to public health, and it deeply motivates us at Colgate.

**A film on OHM Summary was played**

## III. ACCELERATING SMILES ACROSS A DIVERSE INDIA

India is a continent of diverse markets. Our winning strategy is anchored in a multi-tiered approach, precisely targeting each segment by geography, price point, and unique consumer behavior.

We're optimizing Revenue Growth Management (RGM), media spend, and promotions while achieving cost savings through automation. AI-powered recommendations for SKU-to-store deployments are monthly, boosting on-shelf availability and fortifying retail relationships. This enables us to quickly adapt to market changes and ensures our unparalleled capability to deliver the right product, via the right channels, at the right time. We boast the highest retail store availability in oral care, thanks to our strong sales force and a dedicated ground team of over 5,000 individuals ensuring daily presence.

#### **IV. OUR FOUNDATION: FINANCIAL FORTITUDE**

For 87 years, we've woven ourselves into India's daily fabric – not just as oral care leaders, but as stewards of trust.

This year, your company redefined resilience. Let me illuminate that confidence with numbers:

For FY25, our topline revenue increased by 6.3% year-on-year, with domestic Net Sales growth at 5.6% and Net Profit after tax grew by 8.5%. Our margin remains healthy and resilient, underpinned by our Funding-the-Growth program. We increased advertising spending by 7% in FY25 to support innovation and drive brand health and household penetration, while also improving efficiency.

The Toothpaste portfolio recorded mid-single-digit value growth, and our Toothbrush portfolio delivered another year of robust growth.

Our sharp focus on cash flow is paying off, with operating cash flow increasing 10% to a record level in FY25. We maintained a strong balance sheet, and the Board authorized an increased quarterly cash dividend. We declared a First Interim Dividend of ₹24 per share in Q2 FY25 and a Second Interim Dividend of ₹27 per share in Q4 FY25, totaling ₹51 per share for FY25.

For the Quarter ended June 30, 2025, the company reported net sales of Rs. 1,421 Crore, as compared to Rs. 1,486 Crore for the same period last year. The net profit after tax for the quarter stood at Rs. 321 Crore as compared to Rs. 364 Crore for the same period last year. While our Q1 results reflect tough operating conditions, we expect to navigate the current challenges and anticipate a gradual recovery in the back half of the year.

#### **V. HUMANITY'S SMILE: BEYOND BUSINESS**

*If profit measures success, what measures the soul of an enterprise?* For us, it is the light we ignite beyond our walls – where purpose transcends products in shops. As with all the other years, this year, too, we turned our compassion into concrete change.

- This year, we extended the kids we reach through our flagship Bright Smiles, Bright Futures®, to 8.2 million children in 250+ towns, 25,000 schools, and 11 states, adding to a total of over 185 million children since inception. This is our mission to transform oral health into lifelong confidence-building.
- We envision a future where oral health is prioritized through a concerted, policy-driven approach, ultimately opening doors to a healthier life for everyone. Our state-level Public-Private Partnerships (PPPs) for our BSBF program are already paving the way, effectively collaborating

with education and healthcare departments in states like Uttar Pradesh, Goa, Assam, Maharashtra, and Andhra Pradesh. This ongoing work is effectively delivering results, demonstrating the power of collective action.

- This year, our Keep India Smiling movement granted over 1,000 scholarships, 60% of which went to girls from marginalized groups.

For us, these are not CSR bullet points; they are human stories written in action. When a child in a remote village learns to brush correctly, or a woman farmer escapes debt through sustainable agriculture, we see business as a force to strengthen society's heartbeat.

## VI. OUR PEOPLE: THE SMILE WITHIN

*Can optimism be institutionalized?* The answer is a resounding yes when optimism becomes a company's culture, courage becomes its SOP.

26% of managerial workforce comprise women which is up by more than 20% since 2020.

Last year, I mentioned the extension to our Workplace Inclusivity Policy to drive equal parenting opportunity for both men and women where they can avail three months of leave, up from the current one-month. We have seen 25 male employees embrace the opportunity to support their partners in early childcare.

## VII. THE UNBROKEN CIRCLE

In uncertain times, we didn't just survive; we thrived – because we never lost sight of our north star, i.e.:

- **Deliver great oral health** through relentless innovation and access through Colgate Oral Health Movement
- **Generate great returns** by marrying profit with principle.
- **Stay agile** – not by shifting direction, but by **deepening our grip on the wheel**.

As we look ahead, we do so by remembering that the world changes, but purpose endures. We'll keep our smile – the kind born of confidence, hardened by resilience, and committed to progress – because that's how we turn miles of challenge into milestones of triumph.

To our shareholders, partners, distributors, retailers and Colgate family: Thank you for walking this path with us. Together, we'll keep India smiling – one toothbrush, one village, one stakeholder at a time.

Denis Waitley once said: *A smile is the light in your window that tells others there's a caring, sharing person inside.*

So, Stay confident. Stay optimistic. And never forget to smile.

**THANK YOU.**