



Colgate Palmolive (India) Limited

Analyst Meet - May 12, 2023

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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- End to End
Supply Chain



Gunjit Jain
VP - Marketing



Niraj Kumar
Director -
New Geographies



Ruchir Bhatnagar
VP- Customer Development



Swati Agarwal
VP- India Global
Technology Center

GROW.

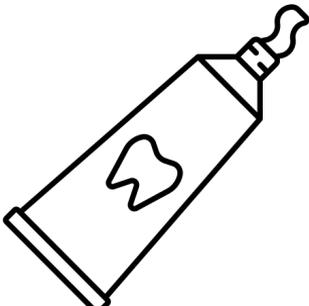
STRENGTHEN.

SIMPLIFY.



DRIVE CATEGORY VOLUME GROWTH

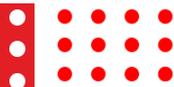
Toothpaste Opportunity Immense



Indexed to Philippines	U+R	Urban	Rural
Per Capita Consumption	0.6	0.7	0.5

20% Urban Households brush twice a day

55% Rural Households do not brush daily



DRIVE CATEGORY VOLUME GROWTH



Per Capita Toothbrush Opportunity

Annual	Urban	Rural
Per Capita Consumption	1.3x	0.5x

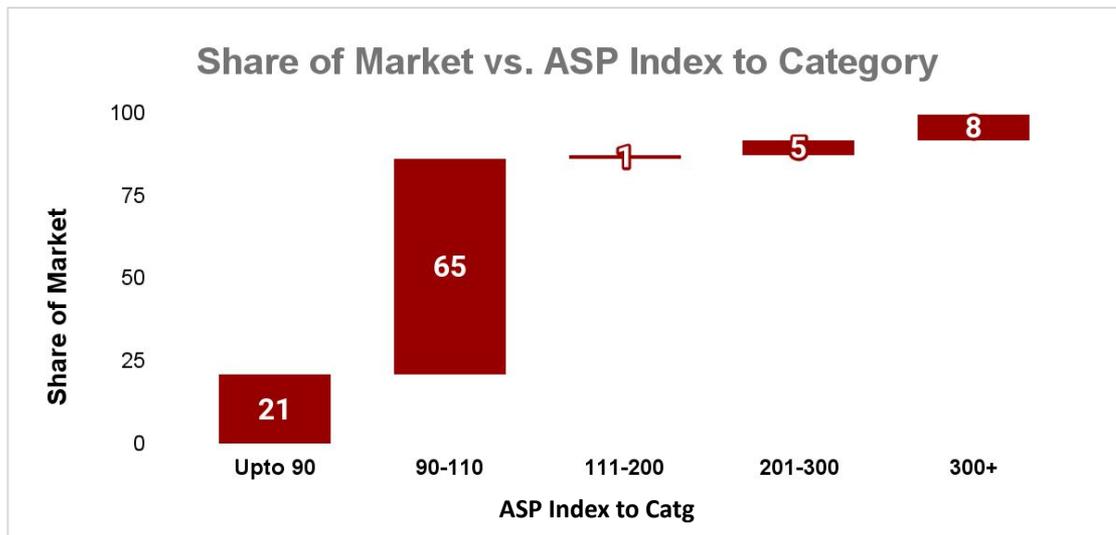
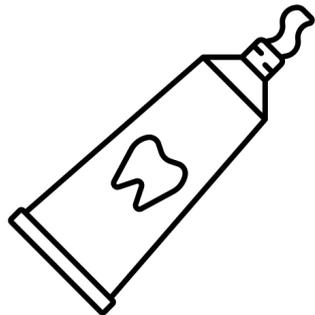
Brush Replacement

Urban ~ Once every **6 months**

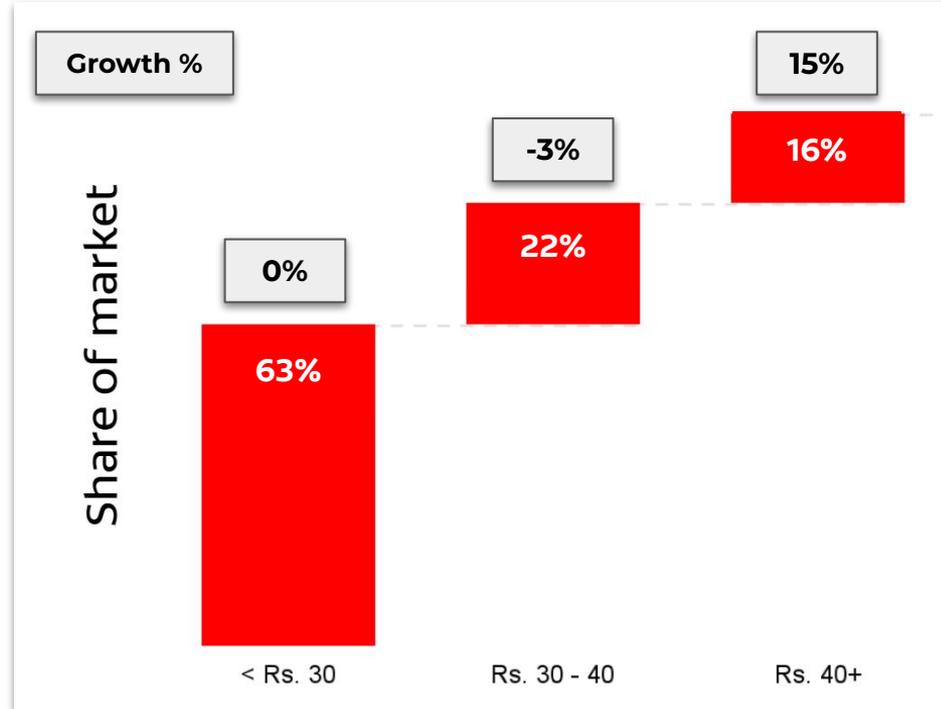
Rural ~ Once every **15 months**

DRIVE CATEGORY PREMIUMIZATION

Indexed Spends/HH by SEC	SEC DE	SEC C	SEC A
Toothpaste	X	1.4X	1.4X → 2X
Toilet Soaps	1.7X	2.6X	1.7X → 4.4X



DRIVE CATEGORY PREMIUMIZATION



~85% market at <INR 40 price point

Grow, Strengthen, Simplify



ACCELERATE THE CORE - STRONG TEETH

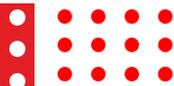


Unique Arginine Technology
in our most penetrated toothpaste



2X Remineralization of Teeth
(vs Regular Fluoride Toothpaste)

Grow, Strengthen, Simplify



ACCELERATE THE CORE - STRONG TEETH



A Toothpaste that
doesn't just clean but nourishes

Building Superiority

Calcium Boost + Arginine
that nourishes
to **make Teeth 2X Stronger**



ACCELERATE THE CORE - STRONG TEETH



Amplified Commercial Investment



35Mn Samples of new formula

Rural Growth Focus



ShareChat

ACCELERATE THE CORE - MAX FRESH



Superior freshness technology
v/s eyeball competition



+580 BPS increase in HH Penetration



5X Faster Growth than Market

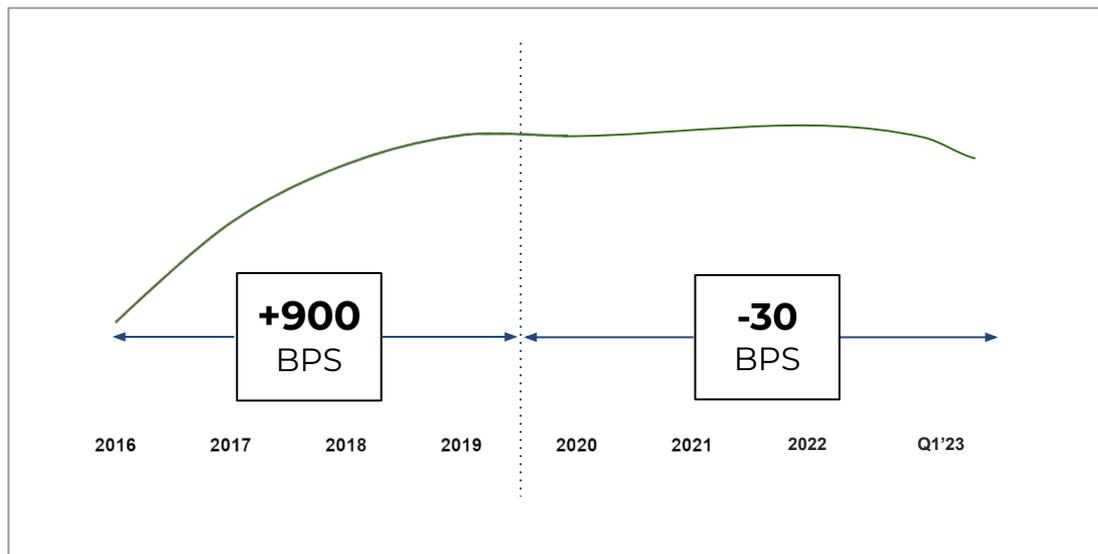


Amplified commercial investment
behind winning mix

ACCELERATE THE CORE - NATURALS

After a steep rise, segment flattens

Share of Market - Naturals Segment



Grow, Strengthen, Simplify



ACCELERATE THE CORE - ACTIVE SALT



Active Salt + Clove Technology

Science backed product for prevention of dental problems



Best-in-class Communication

Tested in top 25% of advertising



700 BPS Reach Increase

in Priority Geos

PREMIUMIZE THE CATEGORY - WHITENING



Whitening Portfolio
ASP Index - 200



Nascent Category, Scope to Grow
Penetration of Whitening - 1.5% AI (U+R)



High Consumer Interest, Bias for Action



30X Faster Growth than Market

Grow, Strengthen, Simplify

PREMIUMIZE THE CATEGORY - WHITENING

DRIVE BEAUTY RELEVANCE



CREATE THE ULTIMATE BEAUTY ASSOCIATION WITH INDIAN BRIDES & GROOMS

INNOVATE WITH DEVICES





PREMIUMIZE THE CATEGORY - THERAPEUTICS



Gums



Sensitivity



Whitening



Bad Breath

Grow, Strengthen, Simplify

PREMIUMIZE THE CATEGORY - THERAPEUTICS



Periogard Regimen
ASP Index - 450



Advocacy with Experts
Indian Society of Periodontology



Partner with Dental Profession
Dentists, Dental Schools



Leading Position in Pharmacy
Through a prescription focus



Grow, Strengthen, Simplify

PREMIUMIZE THE CATEGORY - THERAPEUTICS



"I have seen, tested and liked the concept of Zinc Citrate as an antibacterial and immunobooster in the prevention of gum problems"



Dr. Porus Turner

"I like the concept of introducing Zinc Citrate, it has a wonderful taste and clinical results"



Dr. Abhijeet Bhasin

**Periogard Regimen
ASP Index - 450**



Grow, Strengthen, Simplify

PREMIUMIZE THE CATEGORY - COLGATE GENTLE



Gentle Range
ASP Index - 160



Superior Bristle Technology
Across Benefit Segments



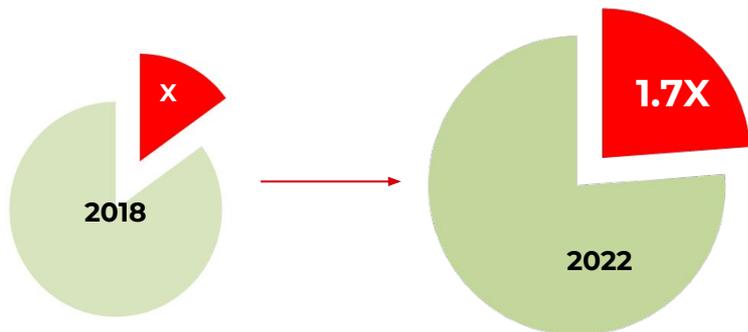
Growing 4X faster than category
1.8X Market Share vs 2020





PREMIUMIZE THE CATEGORY - NEW COMMERCE

New retail SOB 2018-22
(**18% CAGR** 18-22)



5X vs Traditional Trade
(Premium Mix)



460 BPS increase
Premium mix Vs 2021



LEVERAGE PORTFOLIO ADVANTAGE



23/28 states where CP has 2 out of 4 top equities



Portfolio Advantage in 85% Market



Leverage Portfolio to accelerate growth



DIVERSIFY BEYOND ORAL CARE - PALMOLIVE



Nascent Category, Scope to Grow

Penetration of Body Wash - 2% AI (U+R)



Strong brand equity, built over 73 years

2 out of 3 brand aware

4

Focus
Areas

Assortment,
Distribution

Brand
Superiority

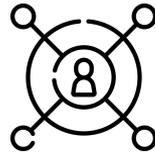
Mental
Availability

Innovation

STRENGTHEN PROFESSIONAL PARTNERSHIP



X



Amplified Reach

#1 reach in Dentists



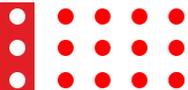
Unique B2B Channel

Enables access to Advanced CP portfolio



Leading Conversation

Guest Lectures X IDA
Key Conferences



SUSTAINABLE PROFITABLE GROWTH

Mar'23 Quarter

Higher Gross Margins

66.6%

**Continue to Invest in
Brand Building**

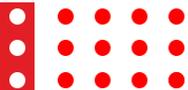
10.7%

**Controlled Overhead
Expenses**

Strong Profit To Sales
23.6%

Net Sales

1342 Cr



SUSTAINABLE PROFITABLE GROWTH

FY'23 Performance

High Gross Margins

65.4%

Continue to Invest in
Brand Building

12.2%

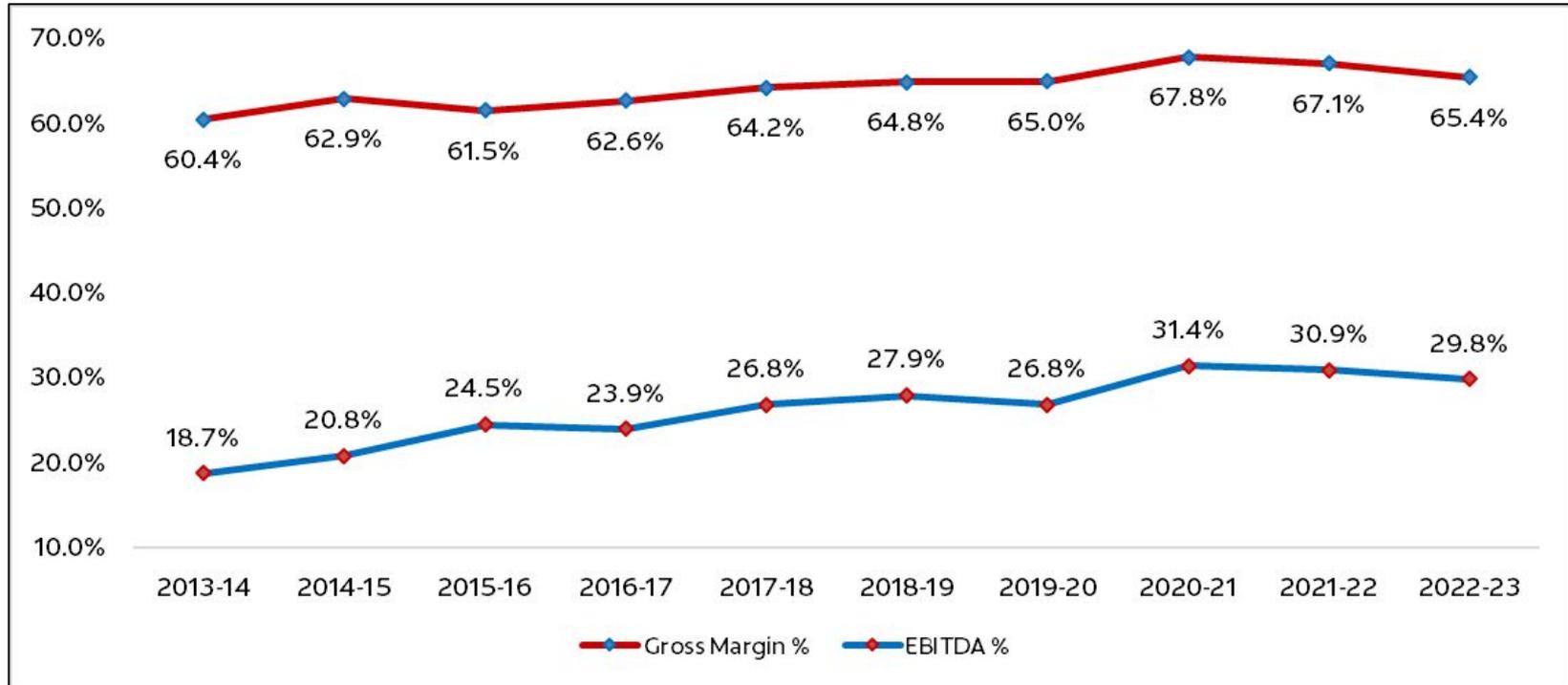
Controlled Overhead
Expenses

Strong Profit To Sales
20.2%

Net Sales

5188 Cr

SUSTAINABLE PROFITABLE GROWTH





SUSTAINABLE PROFITABLE GROWTH

Revenue Growth Management

Driving Premiumization
Analytics for Pricing Strategy
Optimizing Promo Depth

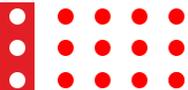


Funding the Growth

Cost Optimization
Streamline SC operation
Efficiency to deliver superior products



EBITDA +1100 BPS in 10 Yrs



SUSTAINABLE PROFITABLE GROWTH

Dividend Per Share



2018-19
Rs.23



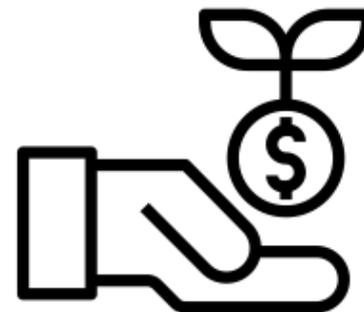
2019-20
Rs.28



2020-21
Rs.38



2021-22
Rs.40



2022-23
Rs.39



SUSTAINABLE PROFITABLE GROWTH

Business Standard



COLGATE-PALMOLIVE (INDIA) LIMITED



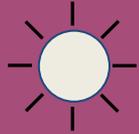
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**Ranked Company in India on the FSI
Index at BS1000 Annual Review**

ENVIRONMENT, SOCIAL, GOVERNANCE EFFORTS

			
Waste Management	Reusable, recyclable or compostable plastic packaging	Water Usage	Sustainable Sourcing
Maintain TRUE® Zero Waste certification for owned plants	100% by 2025 (Usage, Collection)	Net Zero water at India level by 2025	Allocate 80% of Material Spends inline with responsible sourcing guidelines by 2025
Certification maintained for all CP plants	80% recyclable packaging by FY 2022-2023 120% collection of post consumer plastic in FY 2022-2023	50% of our factories are water positive (Goa & SriCity)	65% spends allocated by FY 2022-2023

ENVIRONMENT, SOCIAL, GOVERNANCE EFFORTS



Bright Smiles,
Bright Futures

Engage with
10Mn children
additionally by 2030

0.10 Mn by
FY 2022-2023



Increase Female
Representation in
management and board

27% by 2025

25% by FY 2022-2023



Implement Water Access
Programs

100 villages by 2025

96 by
FY 2022-2023



Empower rural women
with Digital+Financial
Literacy

100K women by 2030

30K by
FY 2022-2023

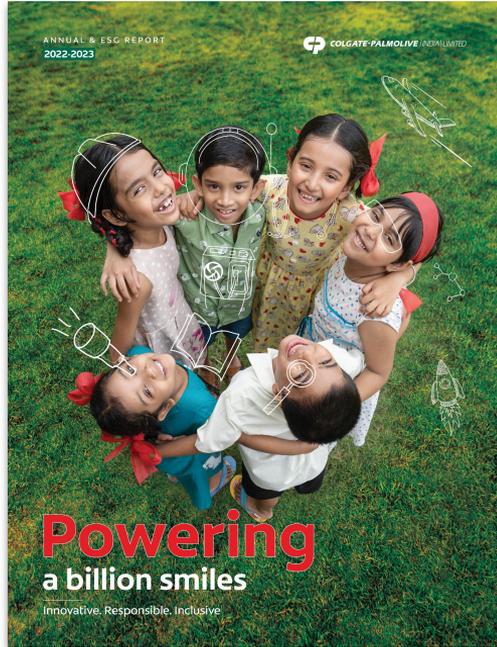


'Smiles for Life'
Care for Children
suffering from Cleft

3000 by 2025

1346 by
FY 2022-2023

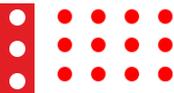
ENVIRONMENT, SOCIAL, GOVERNANCE EFFORTS



Annual & ESG Report

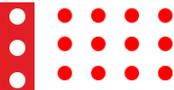


Bright Smiles Bright Futures

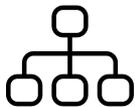


ORGANIZATIONAL AND PEOPLE CAPABILITY





ORGANIZATIONAL AND PEOPLE CAPABILITY



Structure

Towards a Digital, Agile and 'Right-Layered' Org. Design



Culture

Results Oriented, Empowered and Experimental Culture that harnesses the power of Diversity



Processes

End-to-End Integrated Systems and Seamless Processes that Facilitate Intelligent Data Flow



People

Attract, Retain and Engage the Best Talent



ORGANIZATIONAL AND PEOPLE CAPABILITY



Recognized for employee Excellence!

taggd. | Business Today



Recognized amongst top 4 FMCGs to work for!



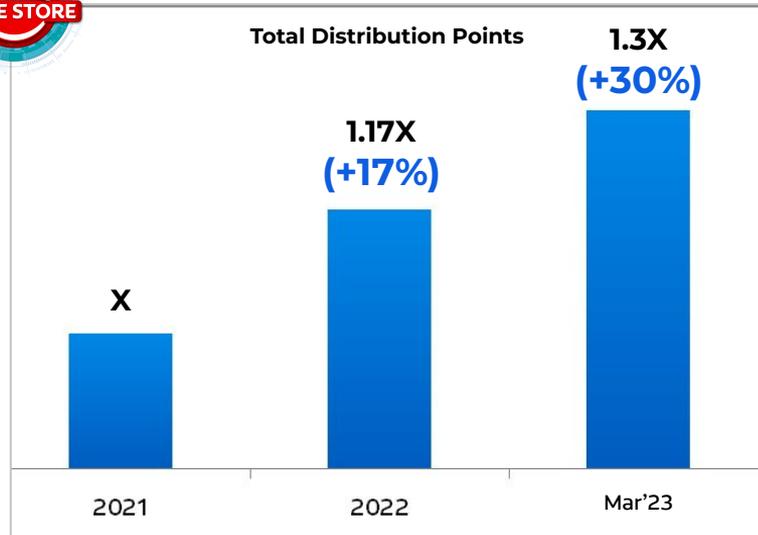
Recognized as ET Best workplaces for women - 2nd time in a row!

SIMPLIFY SALES FUNDAMENTALS

ML Led bespoke assortment model for 1.6 Mn stores
Drive customized assortment



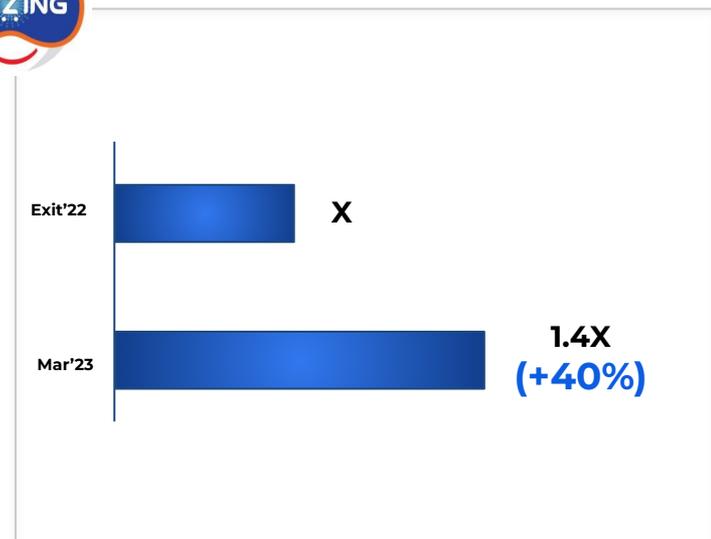
Assortment Score



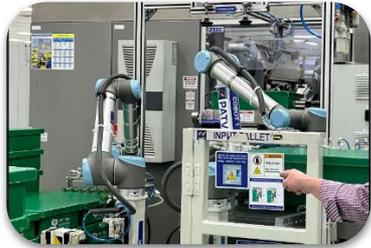
IR based AI model to drive MT 5Ps
Drive premium availability and superior shopability



On Shelf Availability



NETWORK SIMPLIFICATION



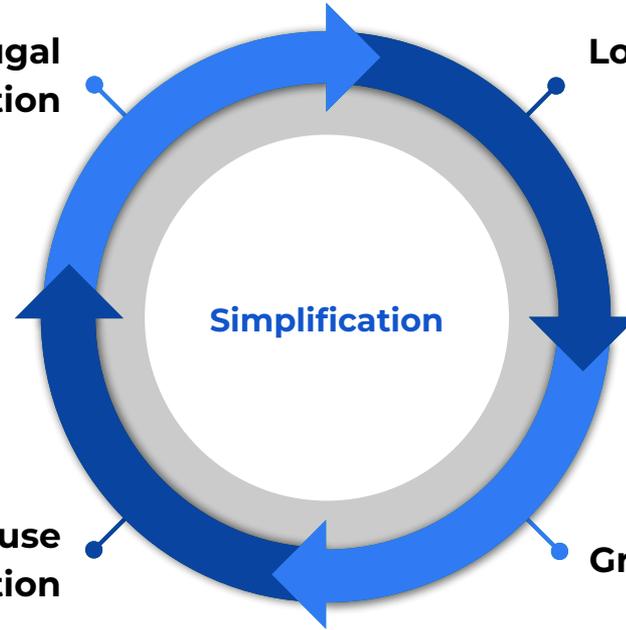
**Frugal
Innovation**

Localization



**Warehouse
Consolidation**

Green Energy



Simplification

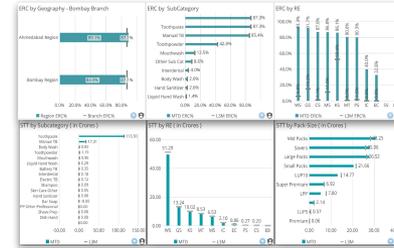
DATA AND ANALYTICS

1 Single Source of Truth



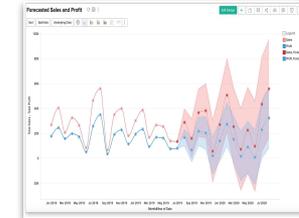
Simplified and Efficient Insights 24/7

E.g. Project Race - Daily Sales Efficiency



Predict The Future

E.g. AI led Demand Forecasting and Planning



Strategy in Action: Growth Pillars



Strategic Pillars

Lead Toothpaste Category

a) Volume
b) Grow Core

Premiumize through Science Based Superior Innovation

Lead Category Growth in Toothbrush & Devices

Build Personal Care

Enablers

Superior Science backed Products

Driving Financial Efficiency

Digital at the Core

Organizational and People Capabilities

Environment, Social, Governance (ESG)

Colgate[®]



Q&A

