



Colgate Palmolive (India) Limited

Analyst Meet - May 12, 2023



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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

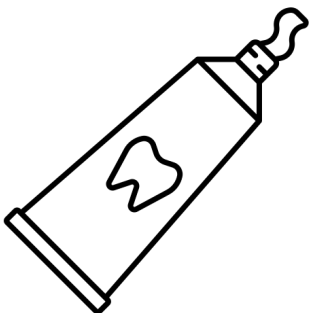


Swati Agarwal
VP- India Global
Technology Center

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

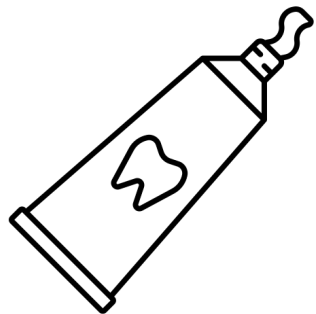
Brush Replacement

Urban ~ Once every **6 months**

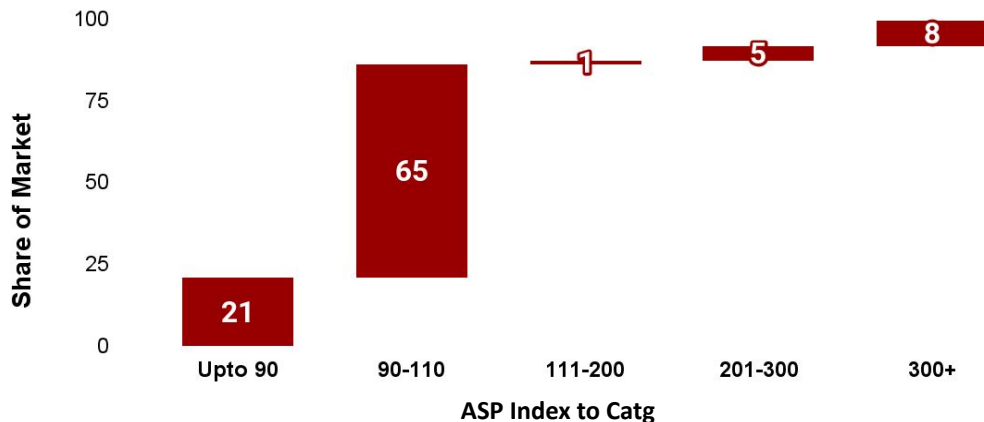
Rural ~ Once every **15 months**

DRIVE CATEGORY PREMIUMIZATION

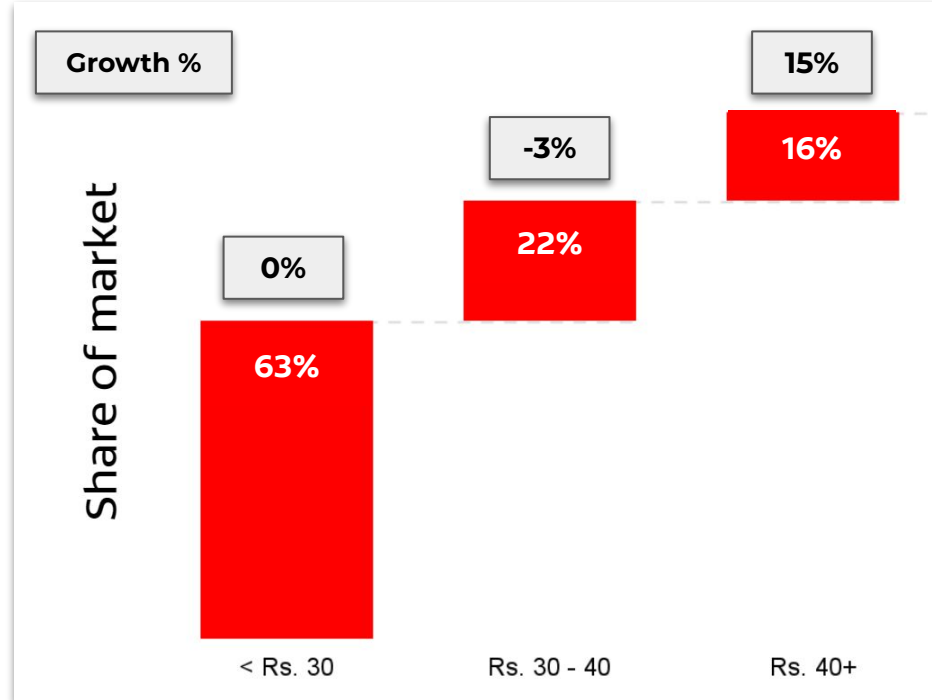
Indexed Spends/HH by SEC	SEC DE	SEC C	SEC A
Toothpaste	X	1.4X	1.4X → 2X
Toilet Soaps	1.7X	2.6X	1.7X → 4.4X



Share of Market vs. ASP Index to Category



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**



Grow, Strengthen, Simplify

ACCELERATE THE CORE - STRONG TEETH



Amplified Commercial Investment



35Mn Samples of new formula

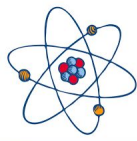
Rural Growth Focus



ShareChat

Grow, Strengthen, Simplify

ACCELERATE THE CORE - MAX FRESH



Superior freshness technology
v/s eyeball competition



+580 BPS increase in HH Penetration



5X Faster Growth than Market

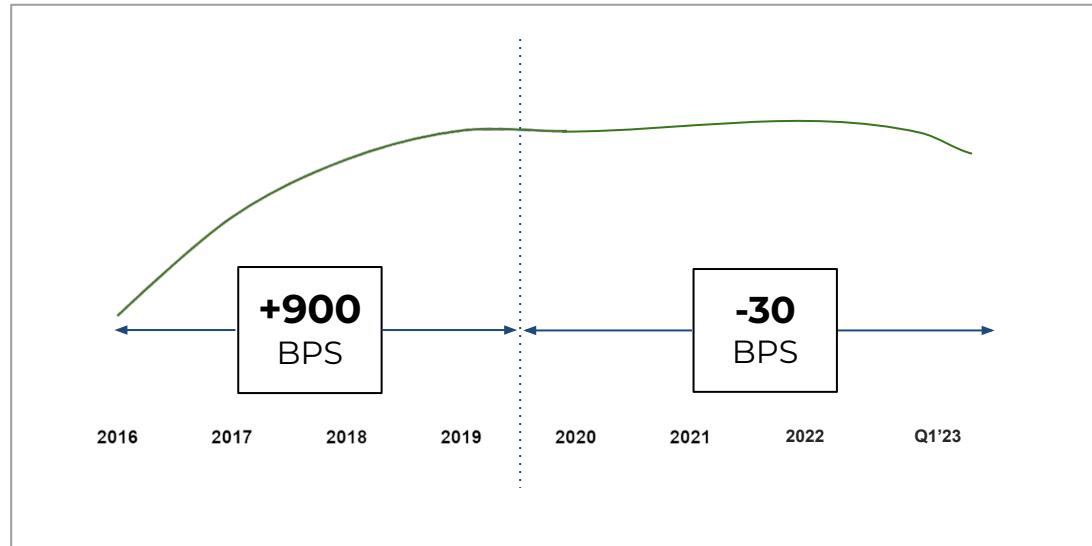


Amplified commercial investment
behind winning mix

ACCELERATE THE CORE - NATURALS

After a steep rise, segment flattens

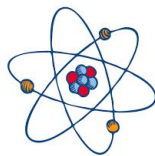
Share of Market - Naturals Segment



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



Periogard Regimen
ASP Index - 450

"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"



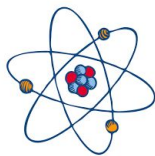
Dr. Abhijeet Bhasin

Grow, Strengthen, Simplify

PREMIUMIZE THE CATEGORY - COLGATE GENTLE



Gentle Range
ASP Index - 160



Superior Bristle Technology
Across Benefit Segments

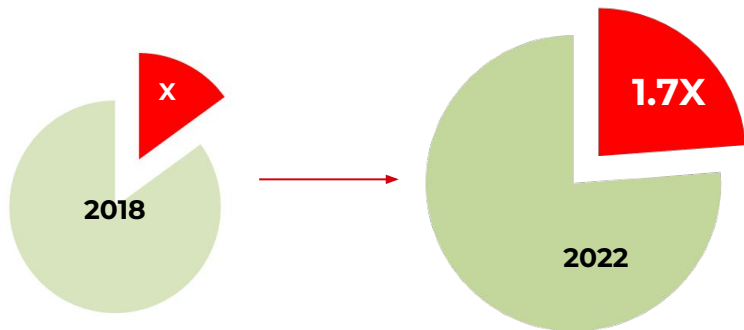


Growing 4X faster than category
1.8X Market Share vs 2020



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

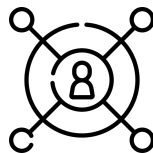
Mental
Availability

Innovation

STRENGTHEN PROFESSIONAL PARTNERSHIP

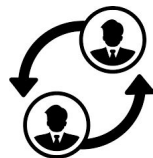


X



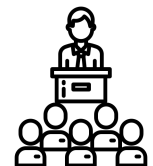
Amplified Reach

#1 reach in Dentists



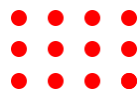
Unique B2B Channel

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**

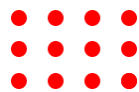
10.7%

**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%

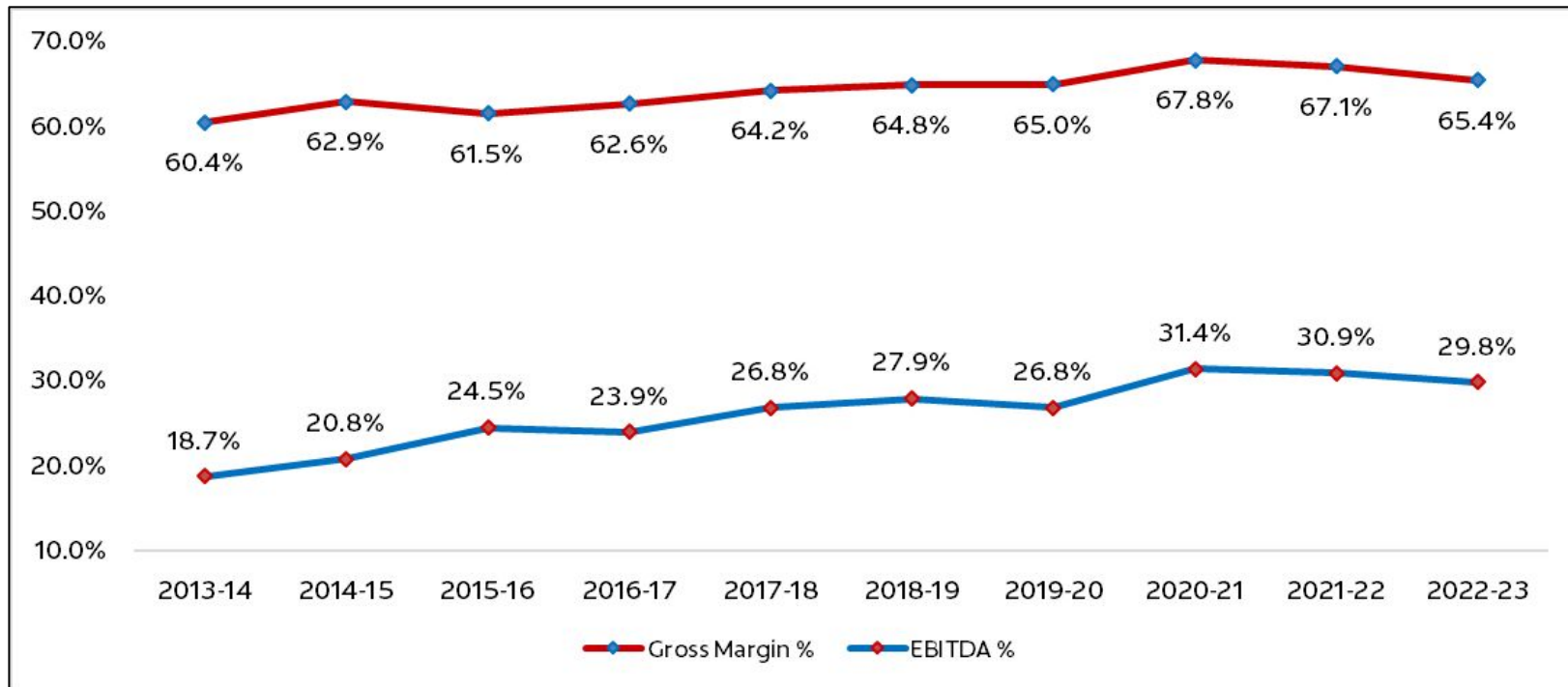
**Controlled Overhead
Expenses**

Strong Profit To Sales
20.2%

Net Sales

5188 Cr

SUSTAINABLE PROFITABLE GROWTH



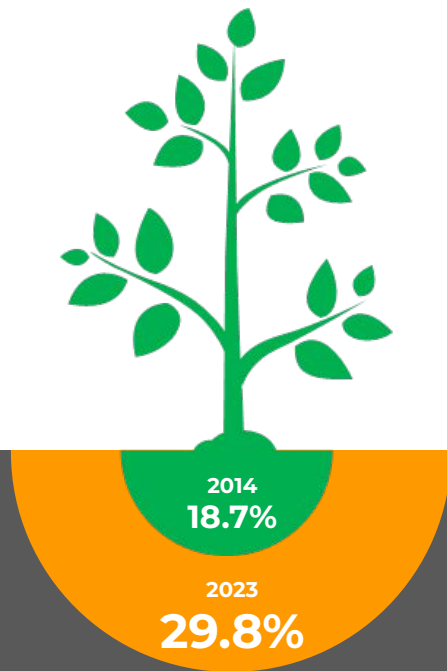
SUSTAINABLE PROFITABLE GROWTH

Revenue Growth Management

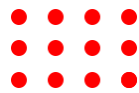
Driving Premiumization
Analytics for Pricing Strategy
Optimizing Promo Depth

Funding the Growth

Cost Optimization
Streamline SC operation
Efficiency to deliver superior products

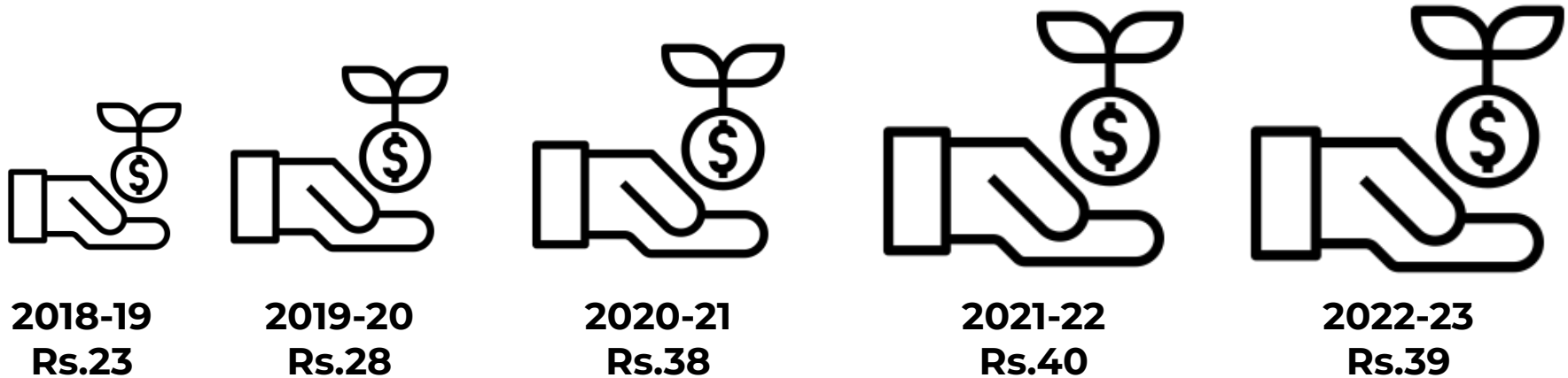


EBITDA +1100 BPS in 10 Yrs

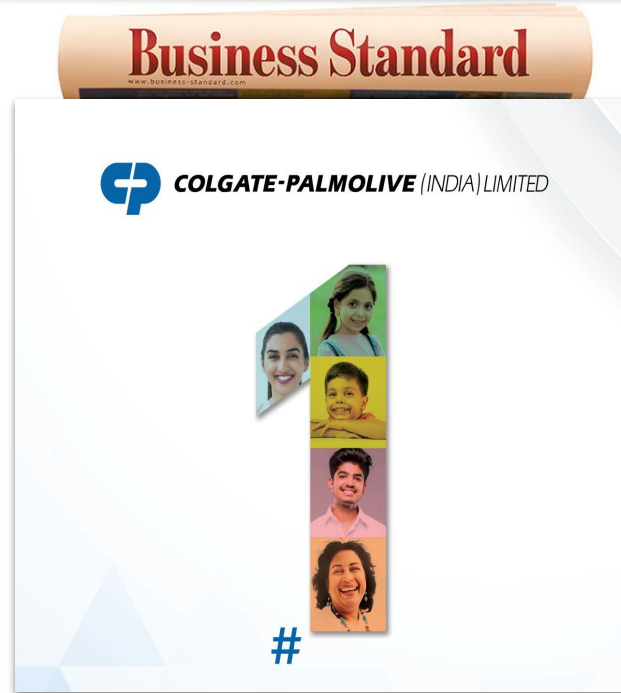


SUSTAINABLE PROFITABLE GROWTH

Dividend Per Share



SUSTAINABLE PROFITABLE GROWTH



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

ENVIRONMENT, SOCIAL, GOVERNANCE EFFORTS



Waste Management

Maintain **TRUE® Zero Waste** certification for owned plants

Certification maintained for all CP plants



Reusable, recyclable or compostable plastic packaging

100% by 2025
(Usage, Collection)

80% recyclable packaging by FY 2022-2023
120% collection of post consumer plastic in FY 2022-2023



Water Usage

Net Zero water at India level by 2025

50% of our factories are water positive (Goa & SriCity)

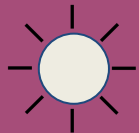


Sustainable Sourcing

Allocate **80% of Material Spends** inline with **responsible sourcing guidelines** by 2025

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



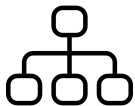
Bright Smiles Bright Futures



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!



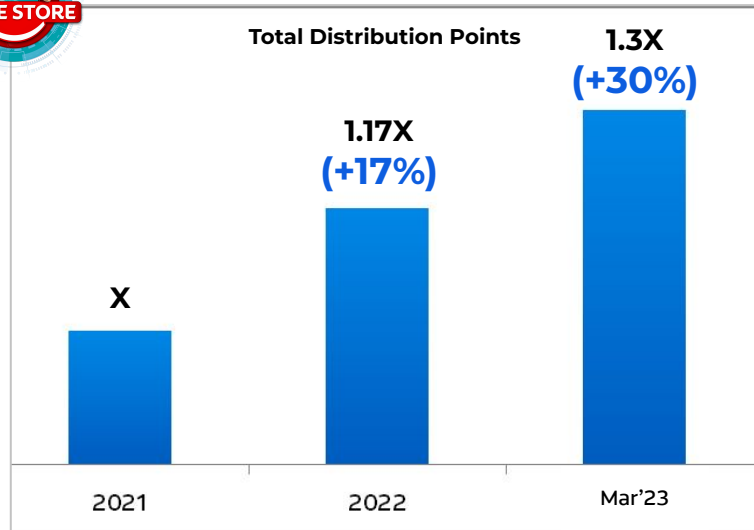
Recognized as ET Best workplaces for women - 2nd time in a row!

SIMPLIFY SALES FUNDAMENTALS

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



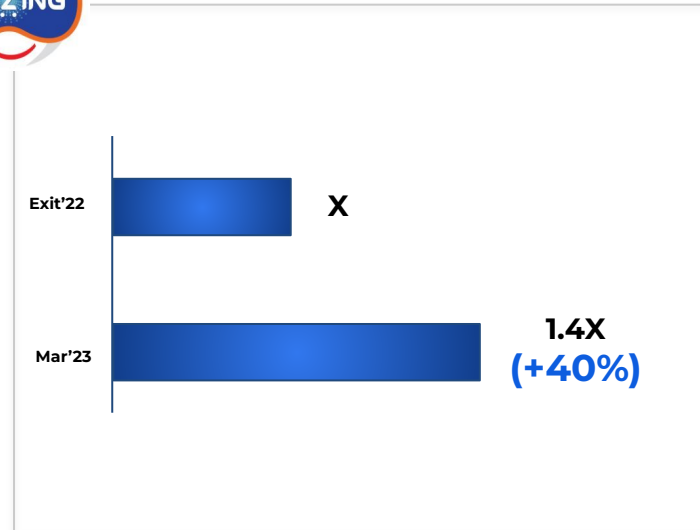
Assortment Score



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



On Shelf Availability

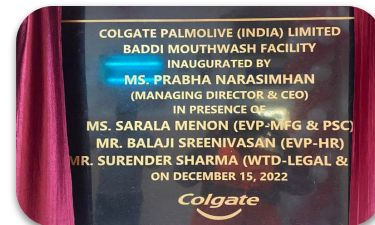


NETWORK SIMPLIFICATION



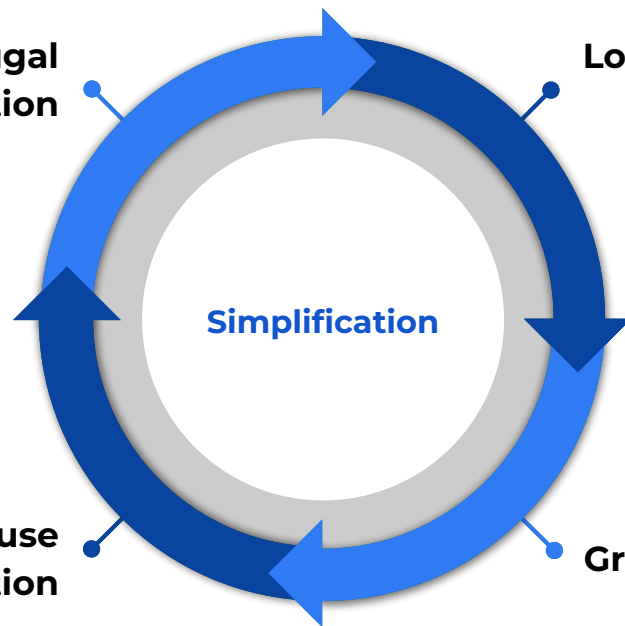
**Frugal
Innovation**

Localization



**Warehouse
Consolidation**

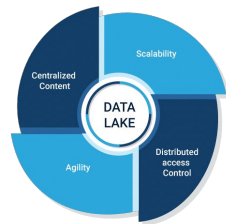
Green Energy



Simplification

DATA AND ANALYTICS

1 Single Source of Truth



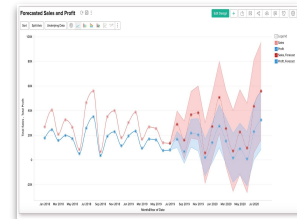
Simplified and Efficient Insights 24/7

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)



Q&A

