



Colgate-Palmolive (India) Limited

Analyst Meet - 15 May 2024

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**Let's talk
about**

2023-24 Performance Update

Our View of Oral Care

Strategy in Action

Financial Performance

GROW.

STRENGTHEN.

SIMPLIFY.



**Let's talk
about**

2023-24 Performance Update

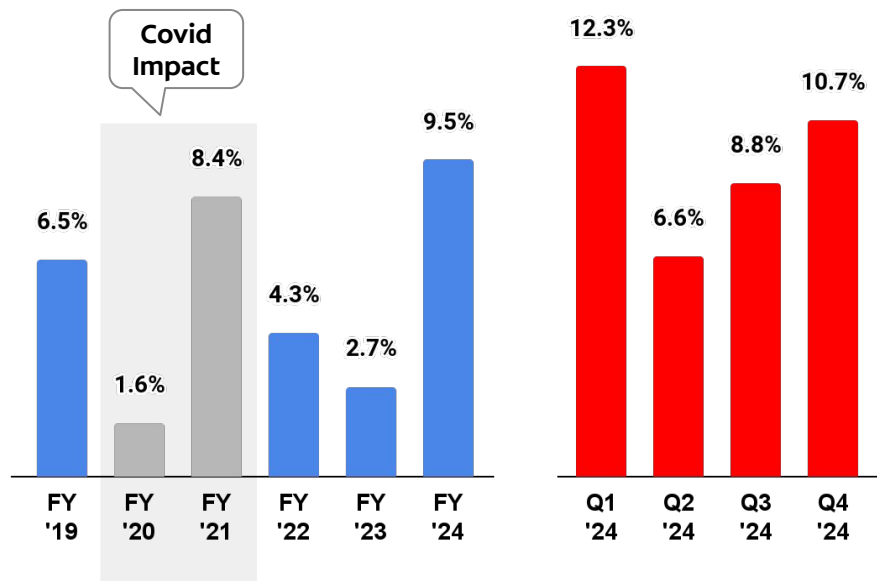
Our View of Oral Care

Strategy in Action

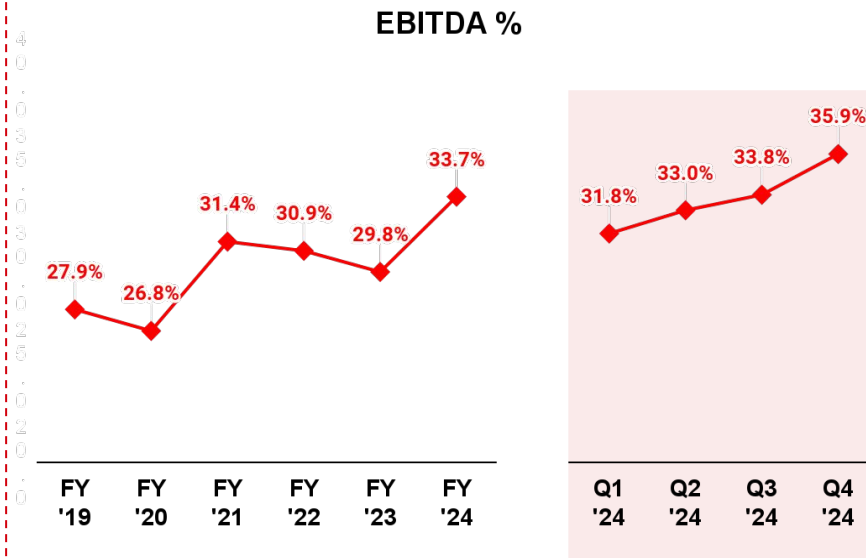
Financial Performance

GROW: Delivering Sustainable Growth

Accelerating Domestic Growth

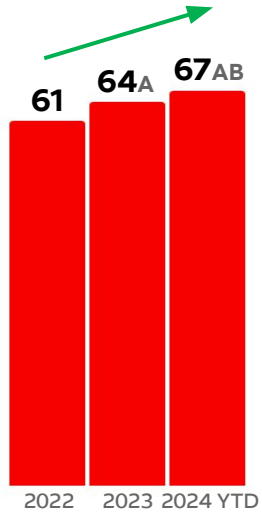


Margin Strength

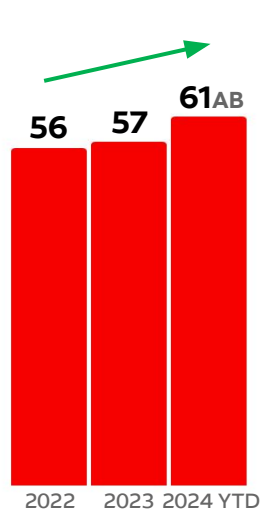


STRENGTHEN: Our Brand Health has become stronger

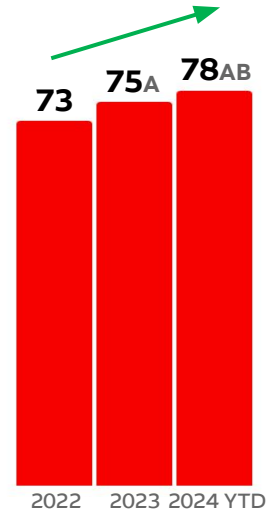
Awareness Top of Mind



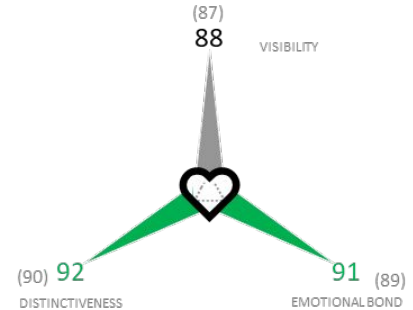
Consideration Brand of First choice



Oral Care Expert

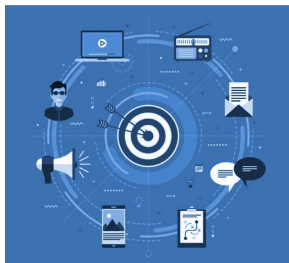


North Star



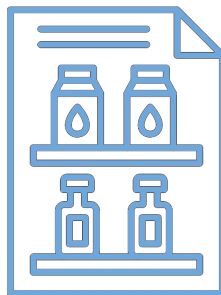
SIMPLIFY: Business processes across functions

Advanced Analytical Marketing-Mix Module



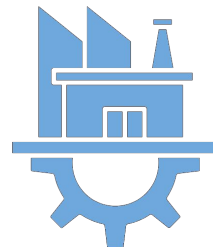
Maximise Media ROI

AI Led Planogramming



**95% Compliance in on-shelf
availability**

Simplifying Supply Chain



**AI/ML demand forecasting
Optimised Network Inventory**



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Category Volume & Premiumisation



Toothpaste

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

Toothbrush

78%

Category below INR 40

We're best placed to do this

**India's # 1
Oral Care Brand**

**India's Most
Loved
Oral Care Brand**



Most Penetrated
9/10 households



Most Recalled
67% top of mind



Most Considered
87%

We're best placed to do this

Wide portfolio catering to All Needs



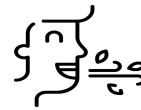
3X

vs. #2 brand



1.4X

vs. #2 brand



CP
#2 Player
#3 Player
#4 Player
#5 Player



ASP Index

<80

81-100

101-180

181-250

250+

CP
#2 Player
#3 Player
#4 Player
#5 Player





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Our View of Oral Care

Strategy in Action

Financial Performance

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 Mix (Products, Communication, Execution)

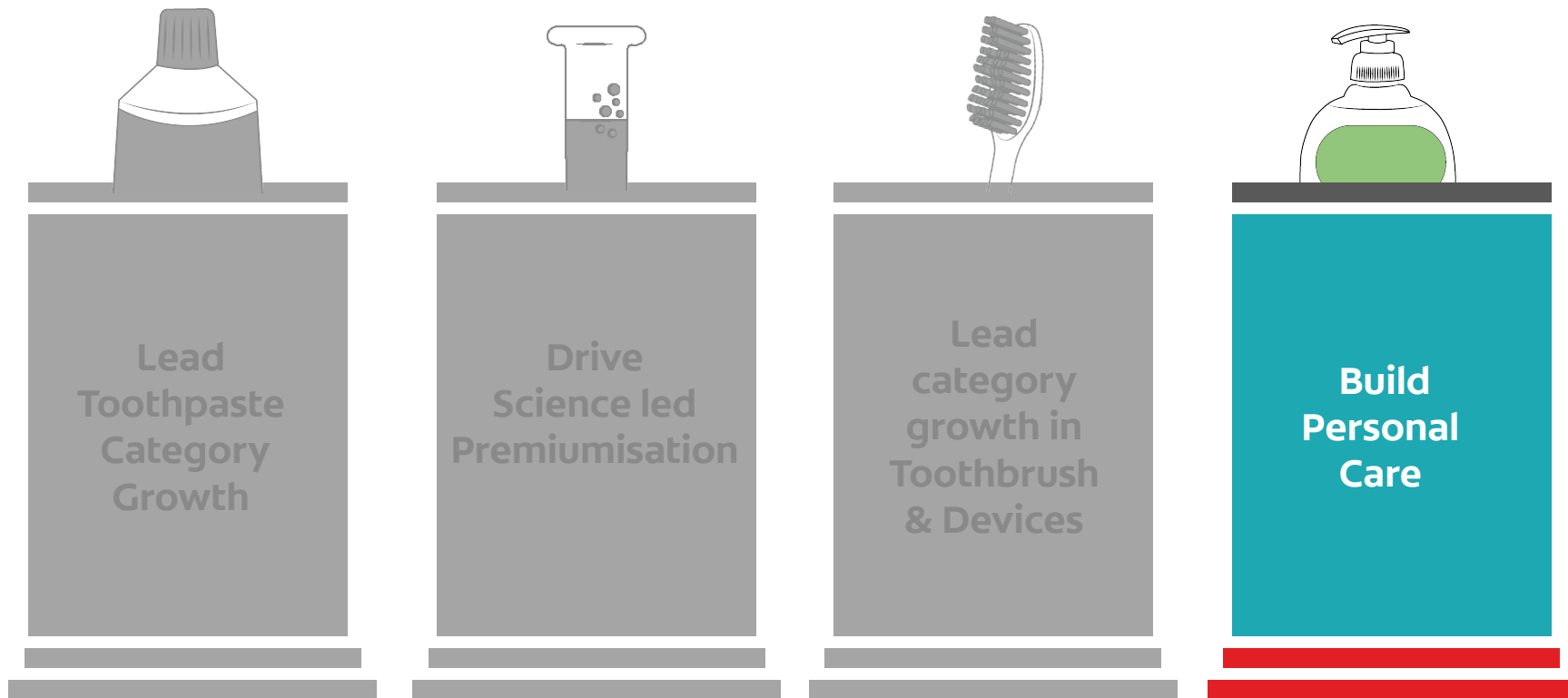
Driving Financial Efficiency

Digital at the Core

Organizational and People Capabilities

Environment, Social, Governance (ESG)

Strategy in Action: Growth Pillars



We start with Personal Care today!

Palmolive's equity is built over 73 years

~60% of target audience is aware

Clear strategy to build body wash

Category penetration 3% AI (U+R)

Strong global portfolio & technology

Aiding accelerated innovations



Build Palmolive Body Wash



New Range launched
3 new variants with
improved fragrance



New Communication live
'Savour The Feeling' campaign



On Growth Momentum
1.2x \$SOM v prev quarter in MT

PALMOLIVE
BODY WASH



Creative Visualisation.

Strategic Diversification: Large opportunity

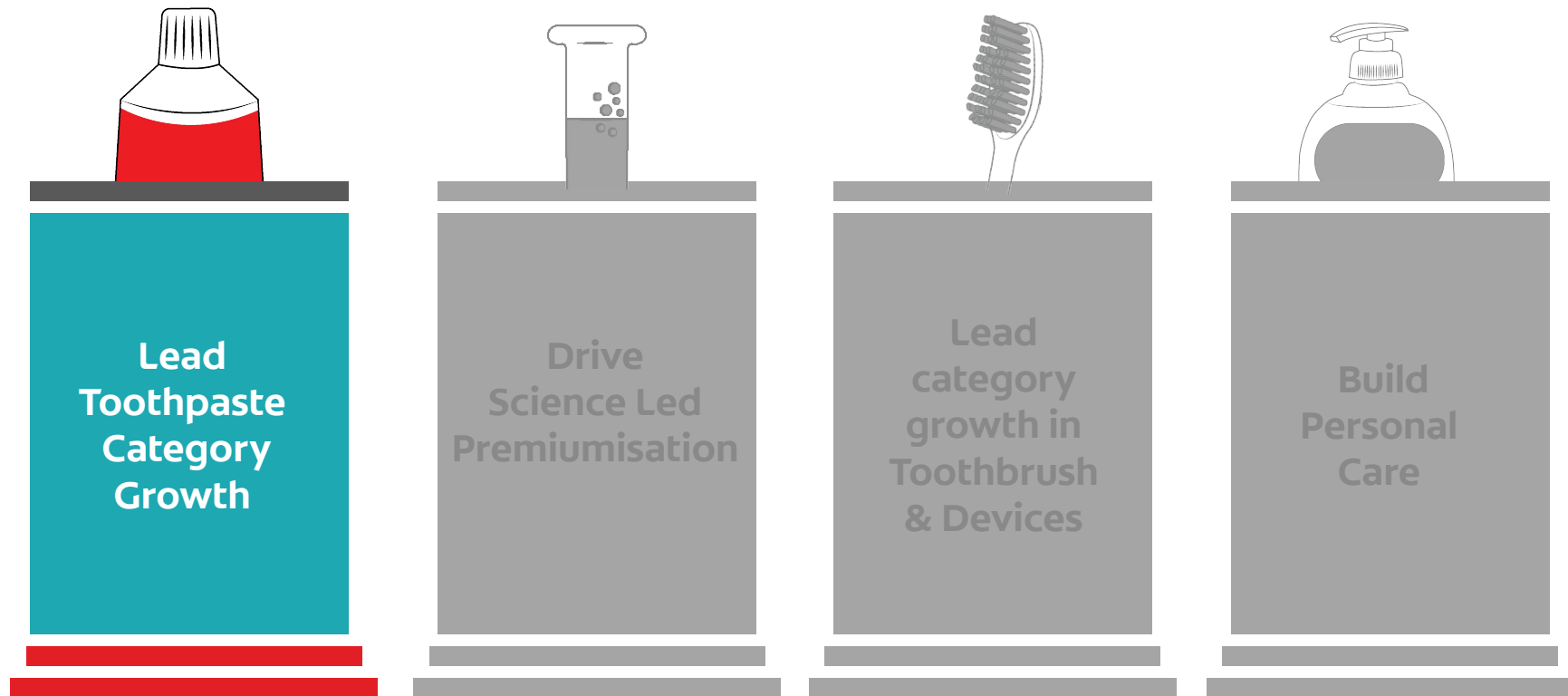


**Wide Global Portfolio
to choose from**



**Assess inorganic
growth opportunities**

Strategy in Action: Growth Pillars



Driving Consumption: Urban- Brush at night



Driving Consumption: Urban- Brush at night



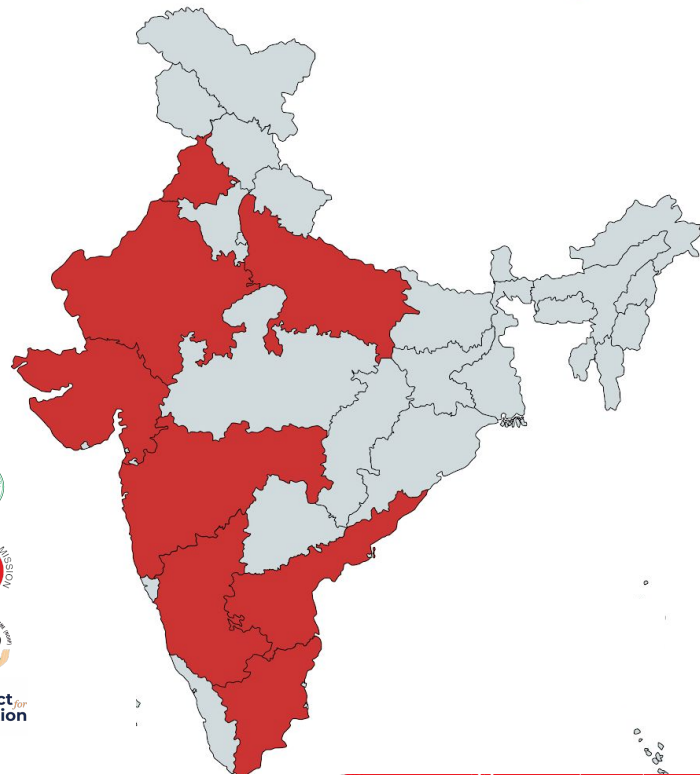
Driving Consumption: Amplifying our efforts

Bright Smiles, Bright Futures®, Govt. Partnerships and Public Policy



50+
years
176.2mn
kids reached

25k
schools
10mn
Additional kids
By 2025



Accelerating the Core via Superiority

New communication on pack

Spotlighting Benefit & Technology

Rural reach program

Wall paintings in 18k villages & towns

Curated Commercial plans

By State X Retail Environment



Accelerating the Core via Superiority

Enhanced product experience

10X Longer lasting cooling
Stand up tubes, new packaging

Accelerate Rs. 20 growth

Strong commercial support

Continuous activations to drive consumer engagement

10x
*Longer lasting
cooling*





Accelerating the Core via Superiority

Strengthened product efficacy


New and improved Active Salt Technology
to fight painful dental problems

New superior communication

Tested in top 15% of advertising

Strong Commercial Investment



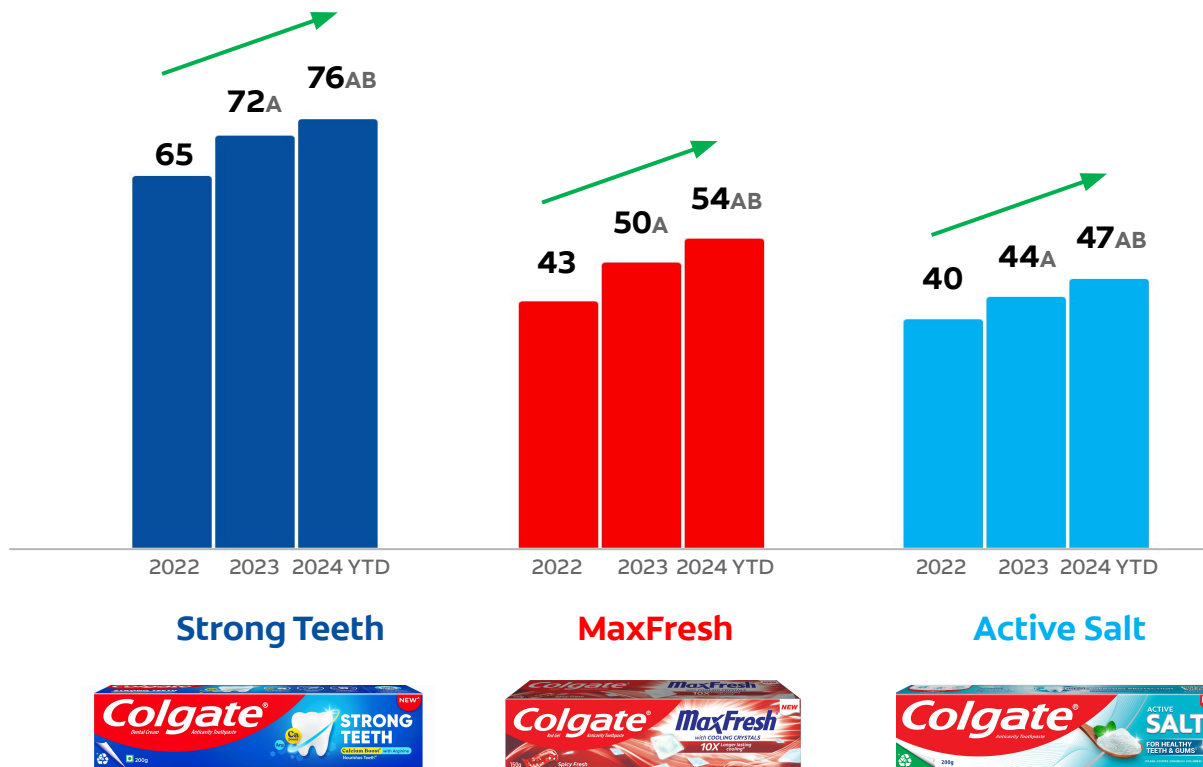


रचनात्मक प्रस्तुति.

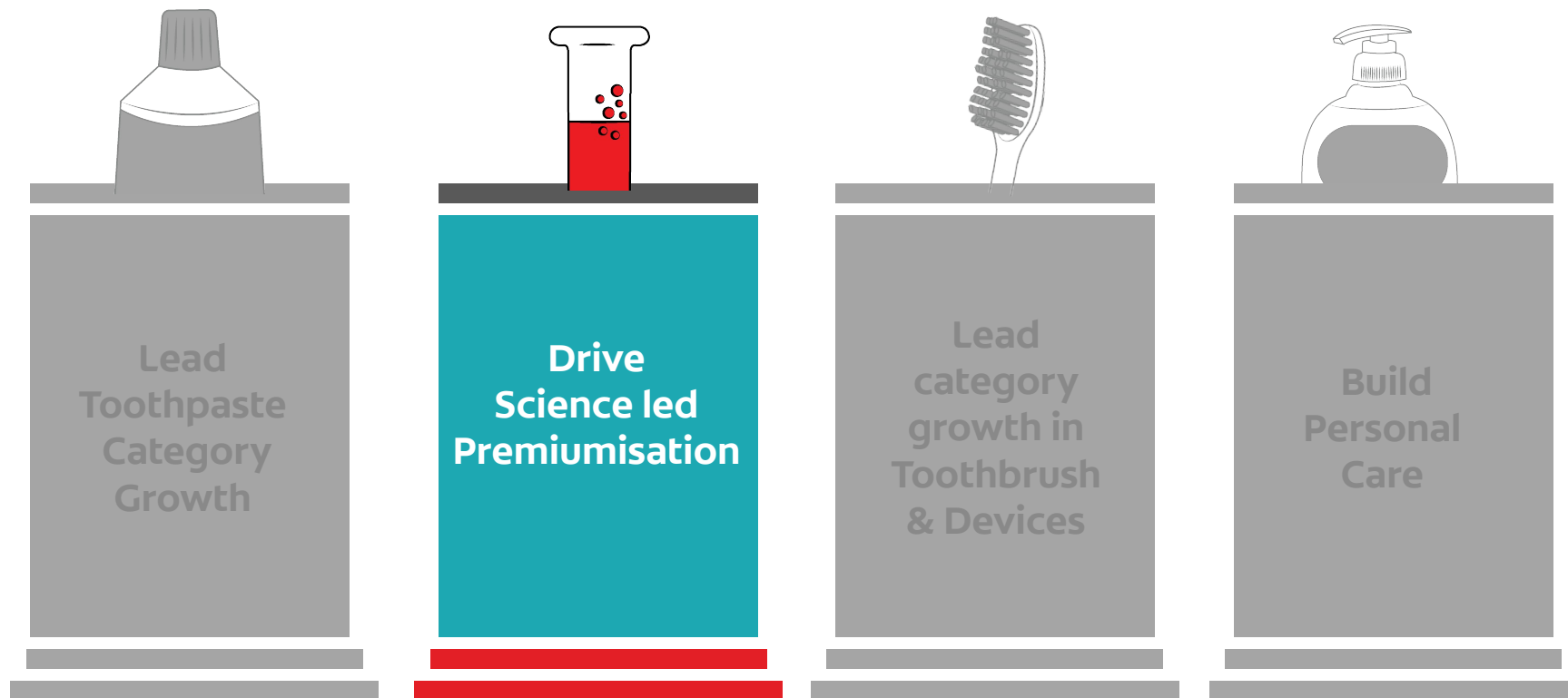
The chair belongs to our king...

Accelerating the Core via Superiority

Consideration for Key Sub-Brands



Strategy in Action: Growth Pillars



Premiumise: Own Proactive Health

Build Accessibility, Drive Trials

Access pack launched
9 Mn Trials annual

Sweet Spot of Premiumization

Accelerating in New Retail

MT+eCom \$SOM 1.2x v previous yr



Premiumise: Create Desire for Whitening

Strong Influencer outreach

Reaching 50 Mn consumers

Targeted Media approach

Cohort wise sharp media plan

Chair To Sink Offerings

Whitening Booster launch in June



Build Therapeutics Credentials with Profession

Strategic business pillar

4.5x growth v overall business in 2023

Best-in-class Dentist Connects

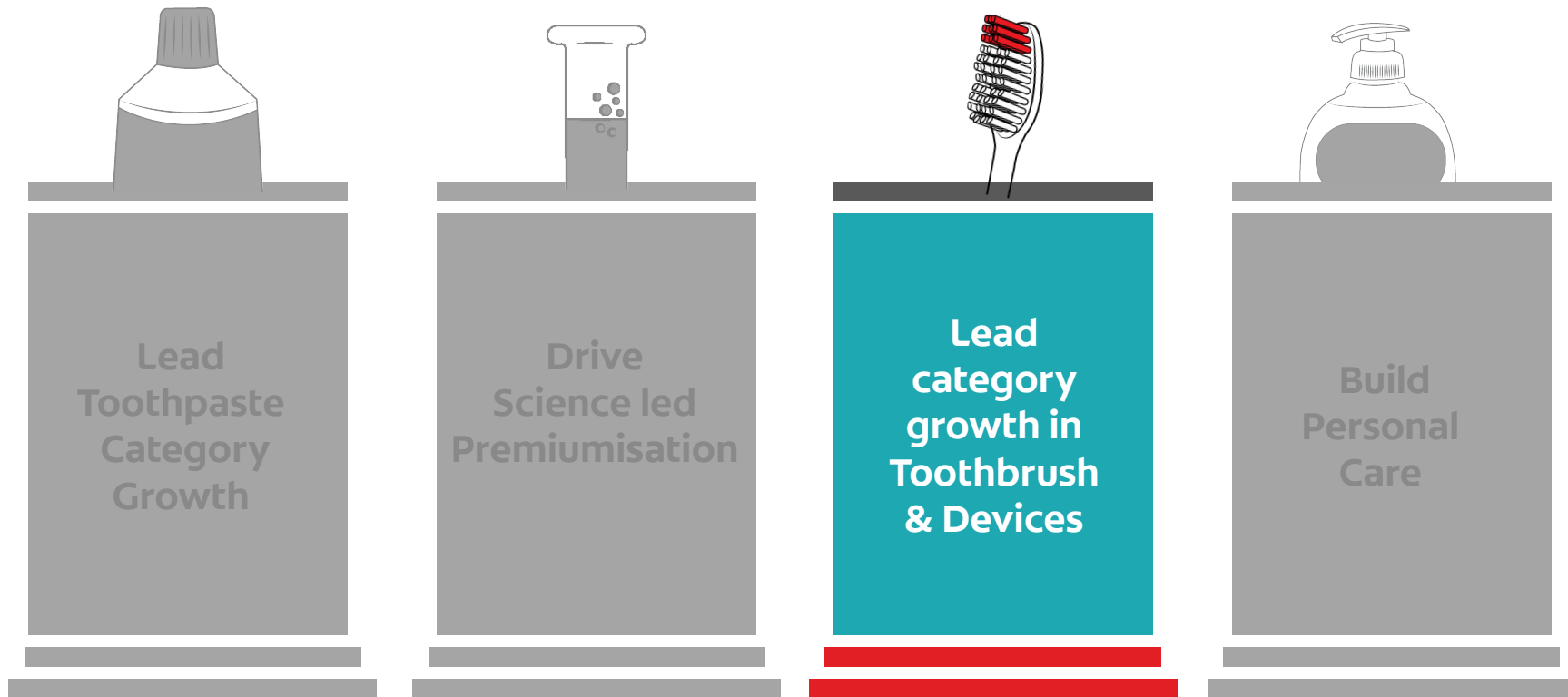
2.5 Mn+ annual touchpoints

100+ Dental Colleges Tie-ups

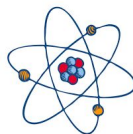
1.8X higher than closest competitor



Strategy in Action: Growth Pillars



Lead Toothbrush Category Growth



Superior portfolio across price tiers
Upselling to retailers with promotions



Leveraging strength of Toothpaste
Cross promotions for trade, consumer



Curated Commercial plans
By State X Retail Environment

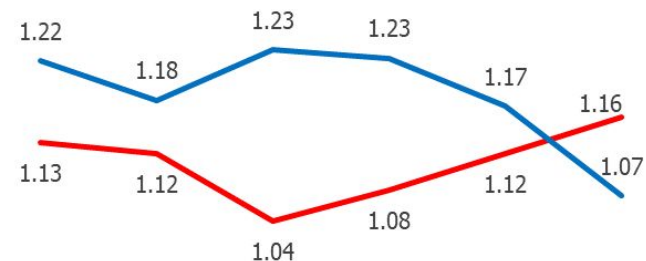
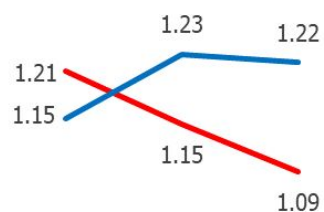
Lead Toothbrush Category Growth

UP

\$SOM Trend
(Indexed)



Competition 1



2021 2022 2023

Q1'23 Q2'23 Q3'23 Q4'23 Jan'24 Feb'24

Strategy in Action: Enablers

Strategic Pillars

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Toothpaste
Category

- a) Volume
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through Science
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Build Personal
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Enablers

Superior Mix (Products, Communication, Execution)

Driving Financial Efficiency

Digital at the Core

Organizational and People Capabilities

Environment, Social, Governance (ESG)

Elevating Modern Trade shopper experience



Benefit first planogramming
For ease of shoppability



Visual storytelling
Engagement & education zones



Premiumization laddering
3x Premium \$SOM &
~20% ASP growth month on month

Digital at the Core: Premiumising our Digital Shelves



Market Share Accretive

1.2x \$SOM Index v TT in 2023



Growth Accretive

3X growth of eCommerce business
v overall in 2023



Margin Accretive

Higher Premium Contribution

Organisation & People Priorities



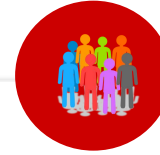
We are shaping a future ready org

- Agile, growth oriented org design & resourcing
- Bringing in Top Talent from the market for select positions



We help our people grow everyday

- Flagship programs for Fundamentals, People & Strategic leadership, Analytics
- Custom programs for ind./ team needs
- Internal Talent Marketplace



We strive to create a culture of belonging

- Culture DNA assimilation
- Industry leading inclusion policies
- Holistic wellbeing focus

~2X
Time with
Consumers



Scores for Clarity if Direction,
Empowerment, Innovation,

IGNITE



evolve

Circus street
Digital skills



Colgate
Leadership Program
@
STANFORD



Environment & Society at our Core



Waste Management

GOAL

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

PROGRESS

Certification maintained for all CP plants

Steady collection of over 100% of plastic waste under EPR



Reusable, recyclable or compostable plastic packaging

100% by 2025
(Usage, Collection)

83% Recyclable Packaging
(Primary & Secondary)

Over 100% collection of post consumer plastic since 2021



Water Usage

Net Zero water at India level by 2025

75% of factories are water positive
(Goa, SriCity & Sanand)

407+ Mn litres of water replenished through CSR programs since 2018



Bright Smiles, Bright Futures®

Oral health education for **10Mn children** additionally by 2025

176+ Mn Children reached since 1976.
(5.2 Mn children engaged in FY 2023-24)

Strategic Partnerships with UN Bodies and States (AP, UP)



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Driving Financial Efficiency



Q4 2023-24 Quarter Performance

Growth Momentum

₹ 1,481 Crore

+10.4% y-o-y

+10.7%

Domestic growth

Strong Margins

Gross Margin **69.1%**

EBITDA Margin **35.9%**

~250 bps

EBITDA Margin Expansion

Robust Profitability

₹ 380 Crore

Net Profit after tax (NPAT)

NPAT growth %

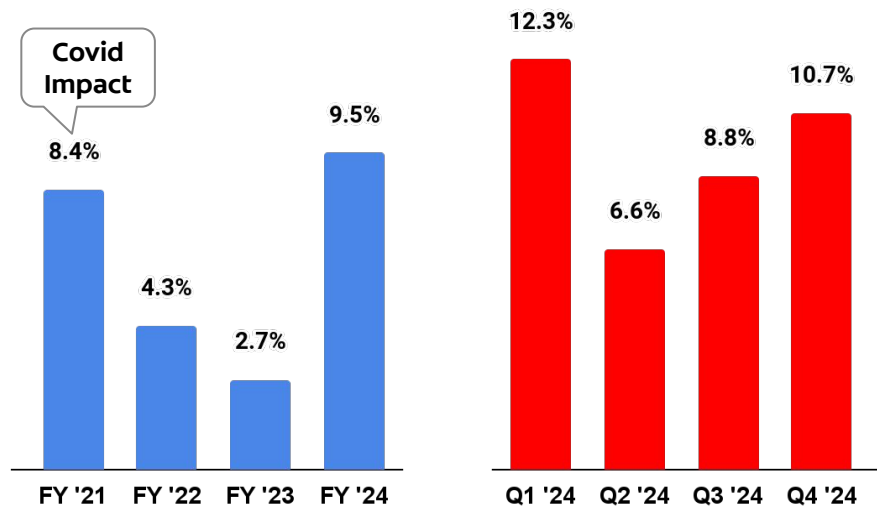
+20.1% y-o-y

+18.2%

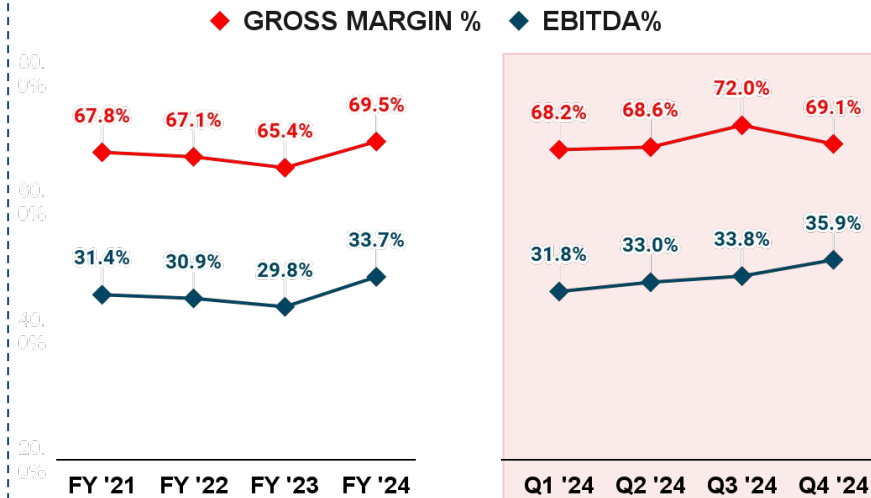
Invest in Brand Building

Delivering Sustainable Growth

Accelerating Domestic Growth

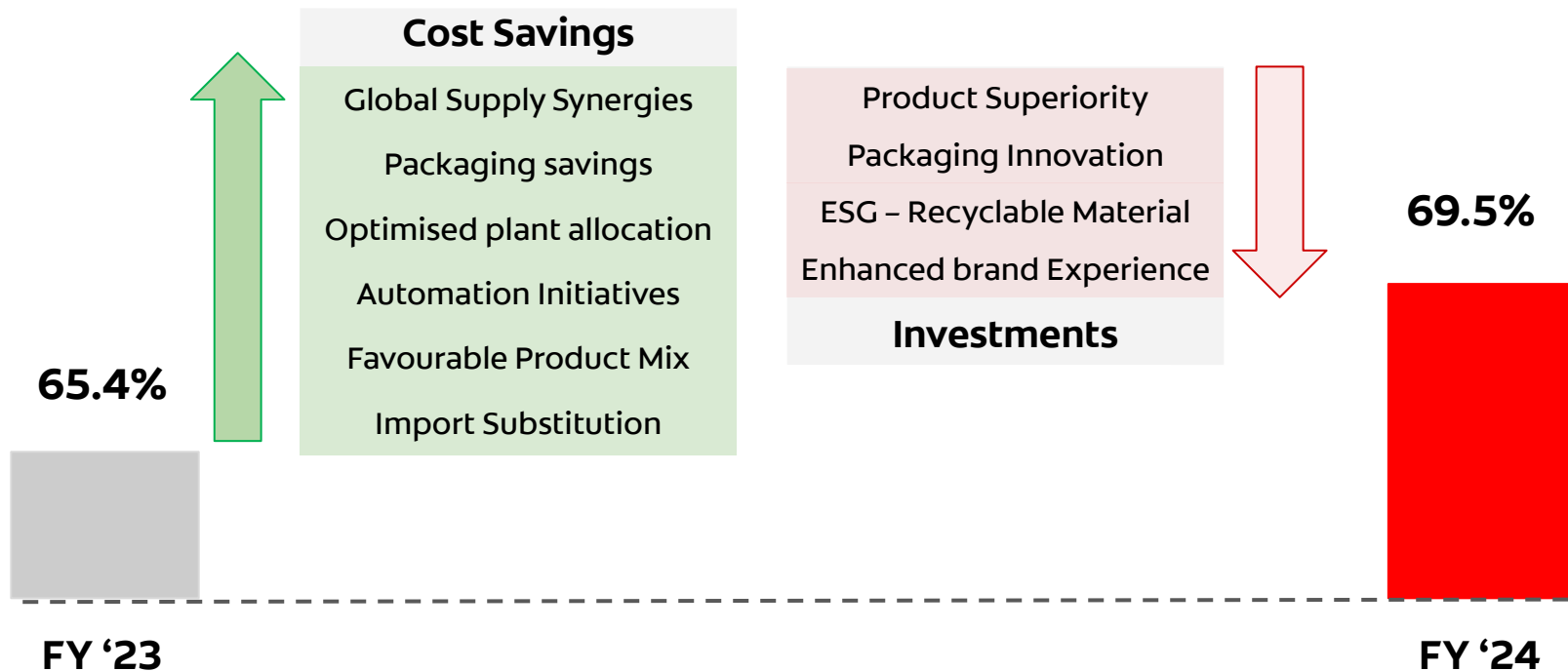


Margin Strength



Funding the Growth

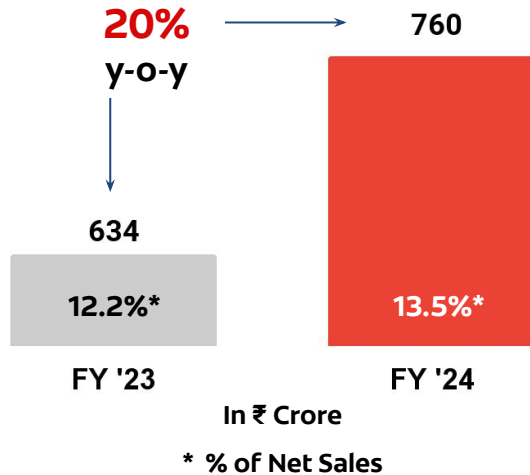
Gross Margin expansion ~400 bps



Continued Investment in Brand Building

Advertising as a % of Sales

+125 bps y-o-y



Driving Consumption -

- ❑ Brush at Night
 - ❑ Bright Smiles, Bright Futures®
-

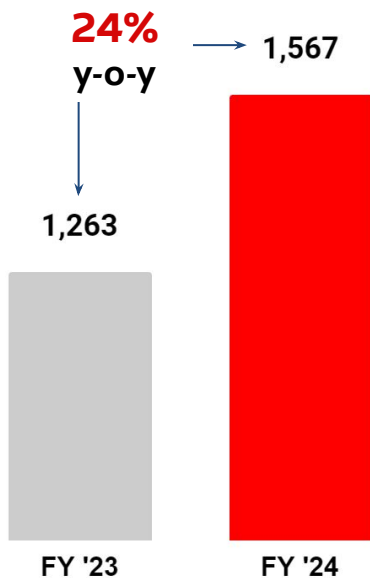
Funding the Strategy -

- ❑ Strengthening Core
- ❑ Driving Premiumisation
- ❑ Building Personal Care

Enhancing Shareholder Value

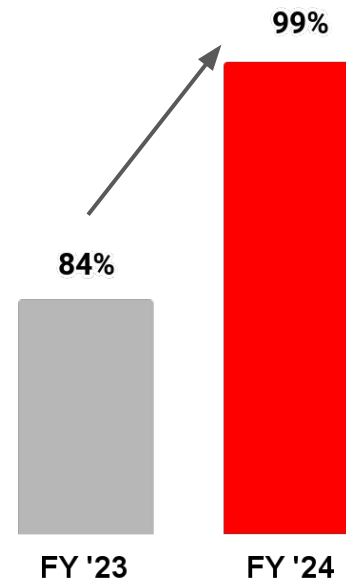
Improved Cash Generation

In ₹ Crore



* Excluding Changes in Bank Balances

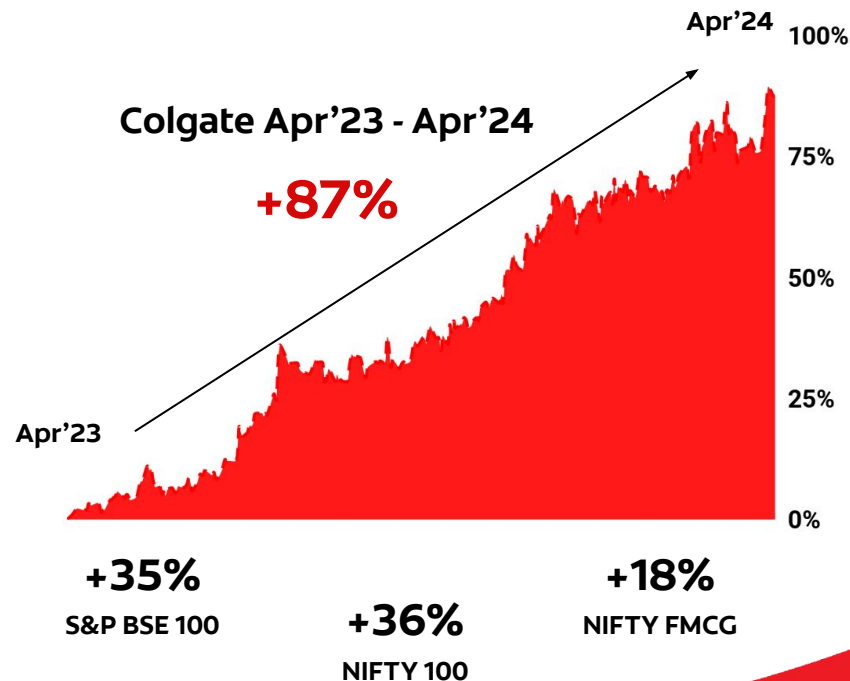
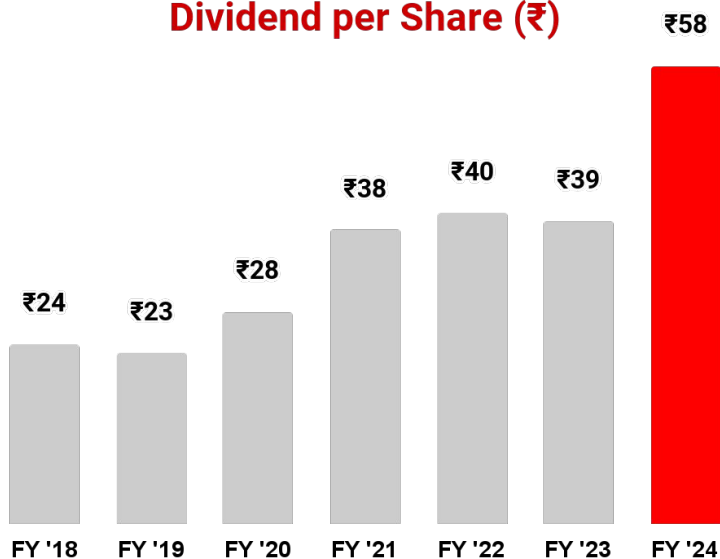
Higher RoCE



Consistent Dividend Payouts

Excellent Value Creation - **24% CAGR** Since IPO (45 years)

Dividend per Share (₹)



Strategy in action

Results being delivered

Colgate leads the Oral care category

Headroom to Accelerate Growth

Diversification presents a Significant Opportunity

GROW. STRENGTHEN. SIMPLIFY.



Q&A