



Colgate-Palmolive (India) Limited

Investor Day

17 August 2026



Safe Harbour Statement

This communication, except for the historical data, may contain forward-looking statements, including words, phrases, numbers that set forth targets and projections for future results, the expected achievement and effect of our sustainability strategy and initiatives, and the amounts and timing of their expected impact based on management's current plans and assumptions.

Forward-looking statements generally can be identified by words such as "believes," "expects," "estimates," "intends," "plans," "strives," "may," "could," "projects," "should," "will," "continue," "targets," "goals" and other similar expressions, and are based on the Company's views and assumptions as of the date they were made. The Company does not, nor does any other person, assume responsibility for the accuracy and completeness of those statements.

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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.


**220
YEARS**

**of Adding
Smiles to Lives**



Building Healthier
Lives for Generations
To Come



Celebrating

**90
YEARS**

of Making
INDIA Smile



Agenda

01. Oral Care Category

02. Strategy in Action

03. Financial Performance

04. Summary



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01. Oral Care Category

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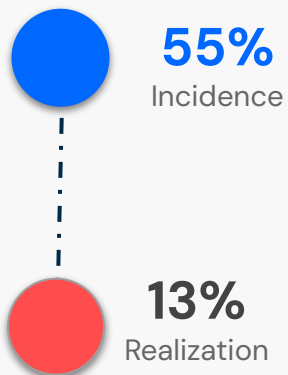


MISSION

*To help people improve
their oral health
and beauty.*

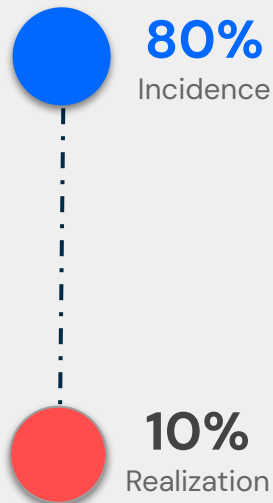


Gap in Oral Health Awareness in India



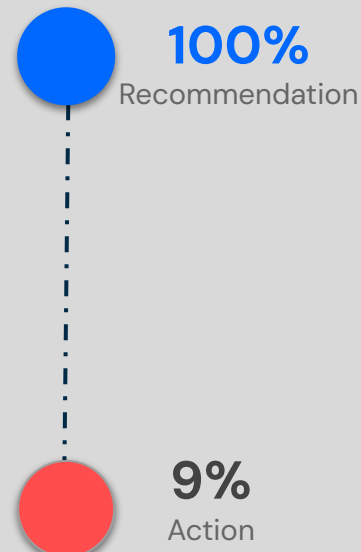
Gum Problems

Incidence vs. Realization



Cavities

Incidence vs. Realization



Visiting a Dentist

Recommendation vs. Action

Systemic Health & Consumption Habits

Impact Oral Health



Diabetes → 2.7X gum issues risk



Tobacco → 13.7X stains risk

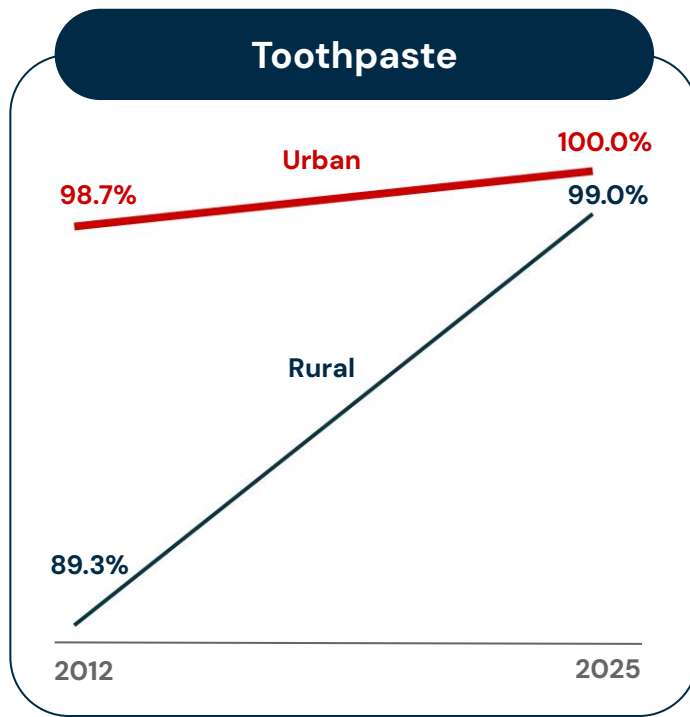


Snacking → 1.6X gum issues risk



Sweets → 1.3X cavities risk

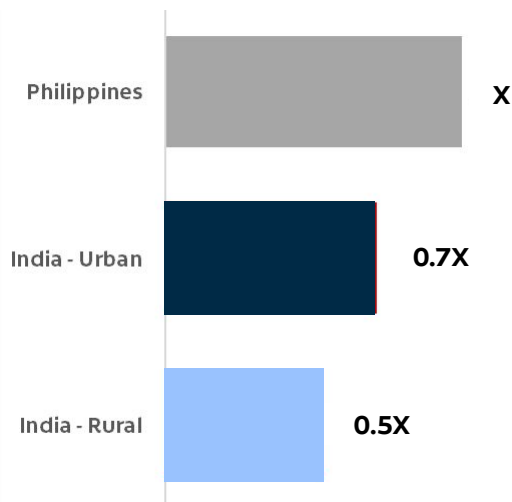
Category Penetration is Universal



Opportunity in Toothpaste Consumption & Habits

Under Indexed vs Others

Per capita Toothpaste consumption (gms)



Better Habits is the Unlock



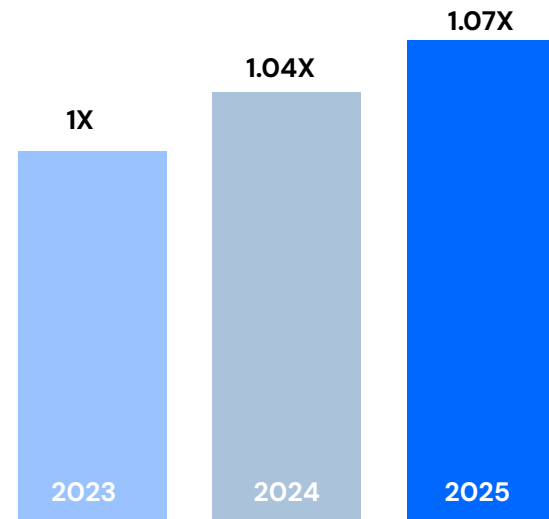
76% Urban Indians do not brush 2X a day



45% Rural Indians do not brush daily

Consumption on a Rise

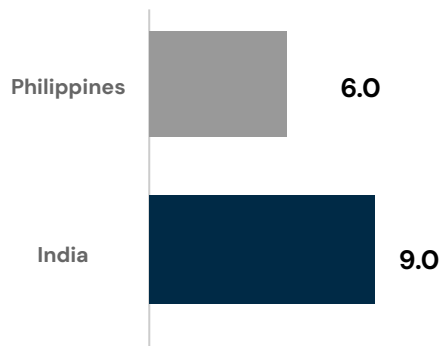
Per capita Toothpaste consumption (gms)



Opportunity to increase Toothbrush consumption

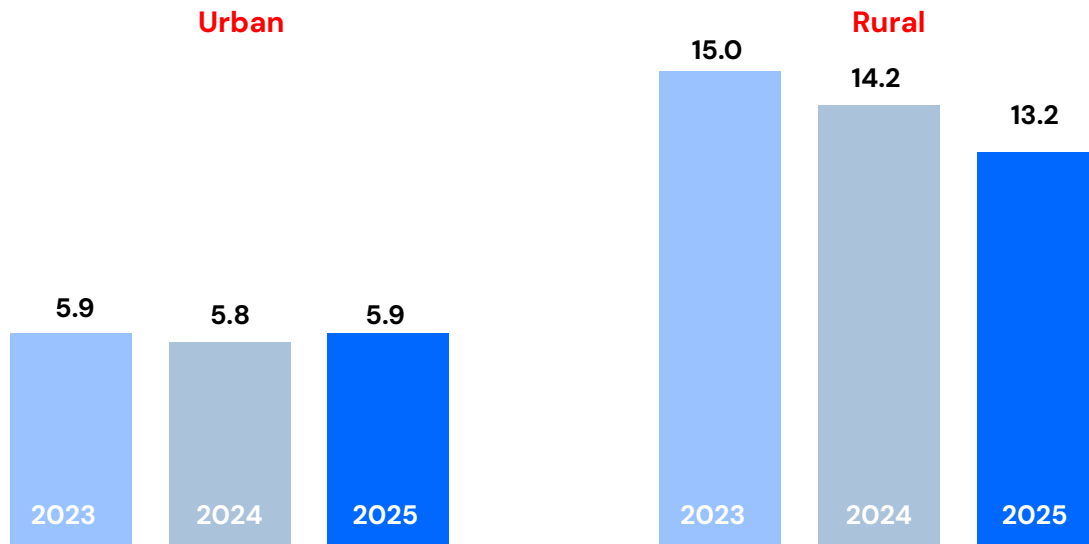
Under Indexed vs Others

Months / Toothbrush Handle



Improving in the Short Term

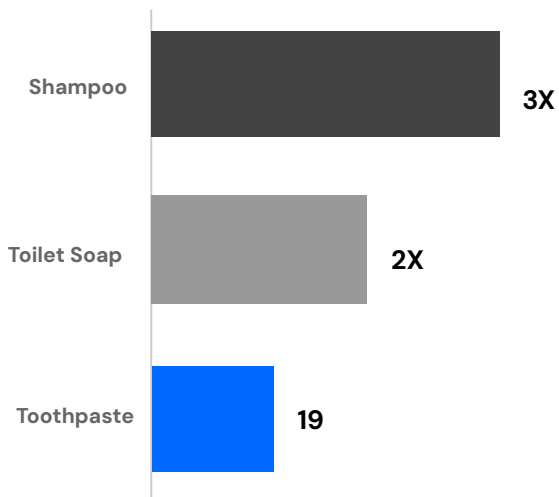
Months / Toothbrush Handle



Opportunity to Increase Premiumisation

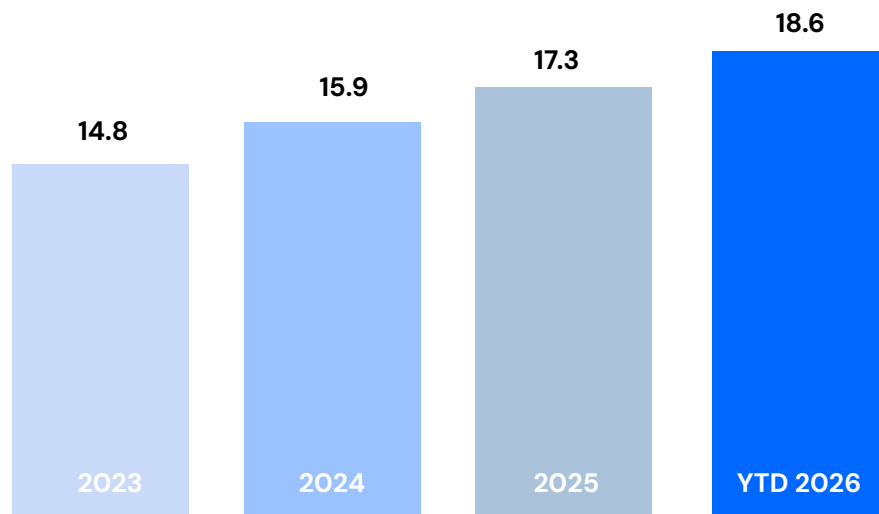
Under Indexed vs Others

% Premium Category



On a Rising Trajectory

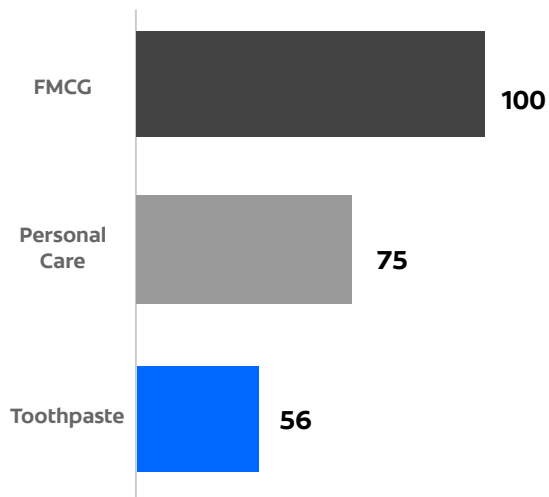
% Premium – Toothpaste Category



Opportunity to Expand Retail Footprint

Store Footprint

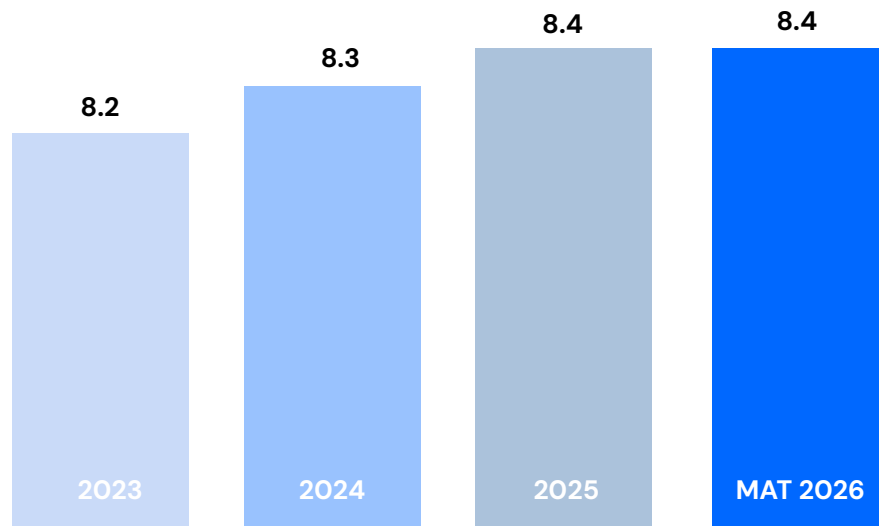
% Universe



On a Rising Trajectory

Urban + Rural

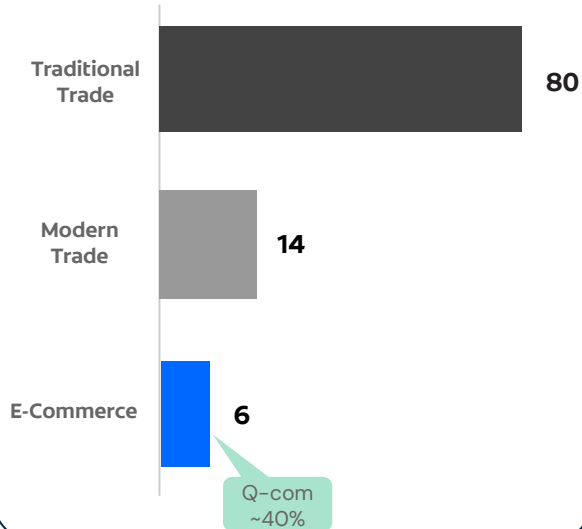
in Million



Transitioning towards New Retail

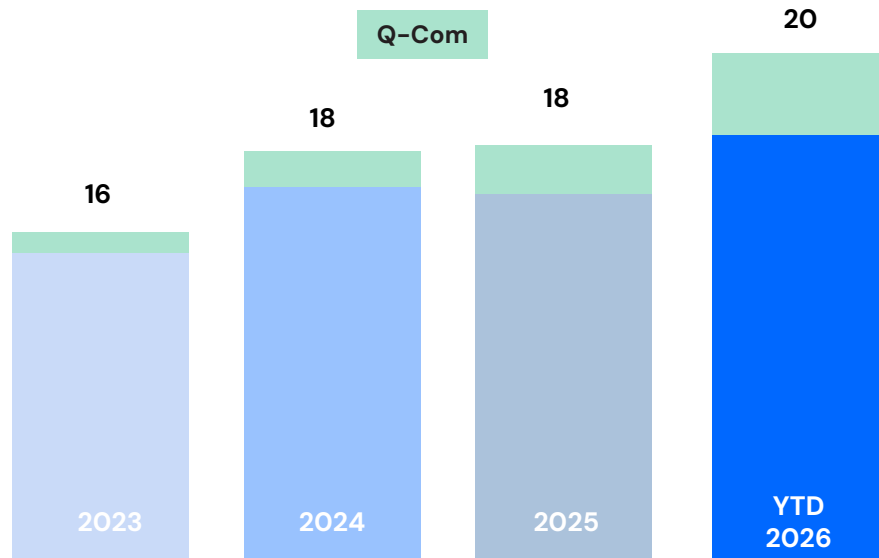
Channel Contribution

% Category Contribution Toothpaste

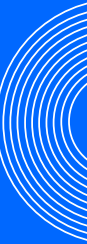


New Retail Continues to Accelerate

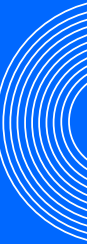
Modern Trade + e-Commerce Contribution %



Colgate's Responsibility to Grow Oral Care



Colgate's Right to Win In Oral Care



We're best placed to do this

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



Most Recalled

67% top of mind



Most Considered

90%

We're best placed to do this

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



Strong Direct Coverage

1.7 Mn stores



Wide Total Reach

7.1 Mn stores

We're best placed to do this

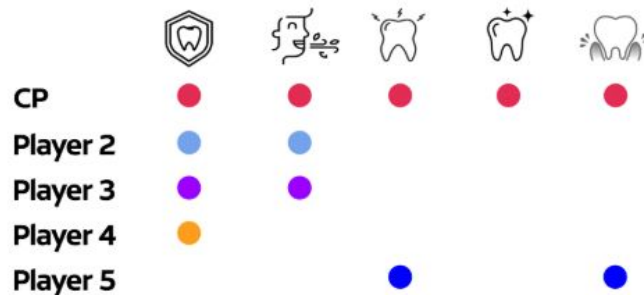
Wide Portfolio Catering to All Needs

MARKET LEADERSHIP
VS. #2 BRAND



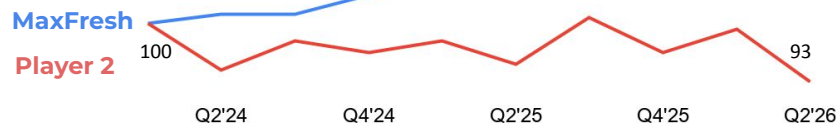
3X
Toothpaste

PRESENCE ACROSS KEY BENEFIT SEGMENTS



MAKING STRONGER INROADS IN FRESHNESS

(Market share Indexed to Q1'24)



We're best placed to do this

Superior Tech for Superior Health



**Scientific
Expertise**

900+

Scientists



**Rigorous
Quality**

750+

Quality Specialists



**Global
Patents**

900+



**WHO
Foundation**



**Alliance for a
Cavity-Free Future**



Global Partnerships

Agenda

01. Oral Care Category

02. Strategy in Action

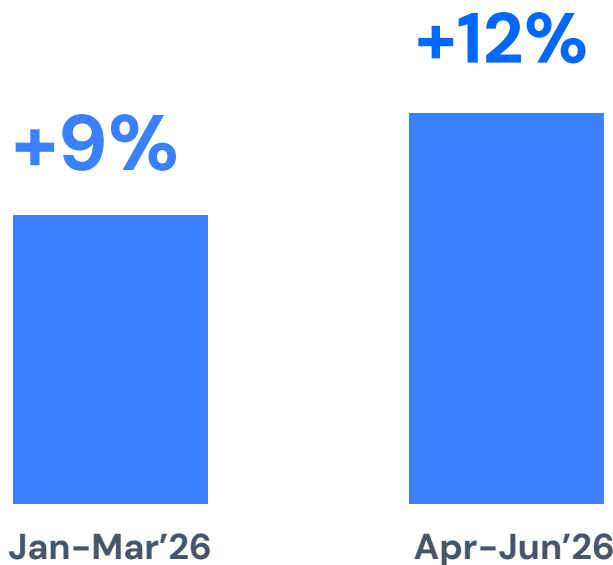
03. Financial Performance

04. Summary



Strong Growth Acceleration in 2026

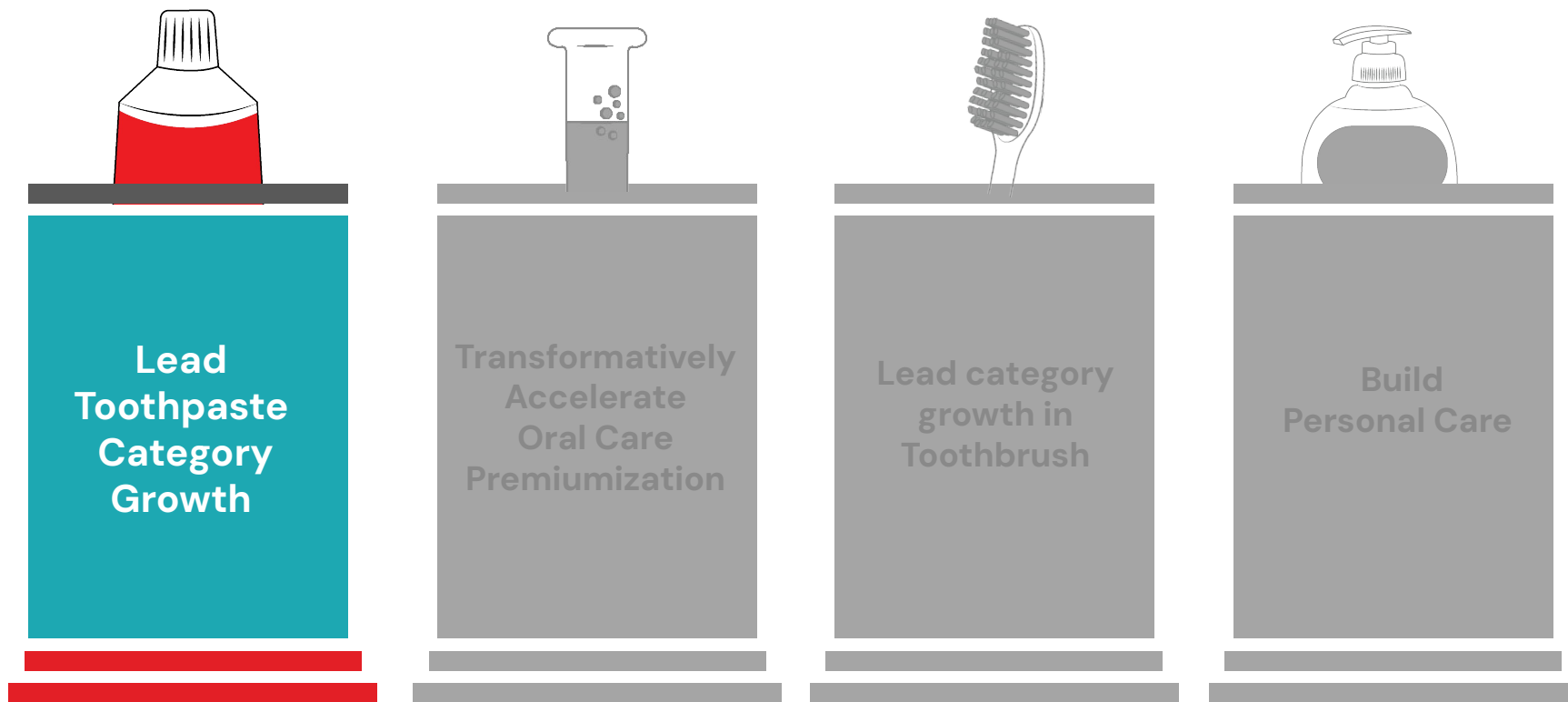
Robust Net Sales Growth in the first
two quarters of 2026



Strategy in Action: Growth Pillars



Strategy in Action: Growth Pillars





Driving Category Consumption

Championing the Cause for Decades



Bright Smiles Bright Future

Foundational oral health education in schools



Oral Health Movement

Oral Health Awareness led by Free Dental Checkups



Urban – Brush Twice A Day

Driving behaviour change in Urban



Rural – Brush Once A Day

Driving behaviour change in Urban



Driving Consumption: BSBF

Colgate Bright Smiles, Bright Futures®, Government Partnerships and Public Policy



Expanding Government Partnerships



Uttar Pradesh Govt
Integrated Oral Health
Education for 4,000+
Anganwadi Teachers



**Ongoing partnership
with 8+ Govts**
(42% National Population):
Haryana onboarded in 2026

Experimenting with Reminders in School

1200+ Rural Schools | 5L+ Students



India's Largest Oral Health Education Program

200 Million+ Children
engaged till date

2026
12 Million+ Children
engaged in 2026



Driving Consumption: Oral Health Movement

Encouraging better oral care habits, enabled by free dental check ups

Our Purpose on Our Packs

Enabled by QR Code on Packs;
Scans from Across the Nation



Dental Checkups Across the Country

1 Million +
Dental Checkups Available*



Strengthening our Equity with Dentist



Positive Feedback:

"It's a nice step to build a healthy smiling population"
"Colgate products have been helpful for me and for the patients."

Driving Consumption: Brushing At Night

Targeting the 80% Urban Population still brushing only once a day

#TheSweethTruth

Multi Award Winning Communication:
*"Last thing Indians put on their teeth
is sugar, not toothpaste"*



#IndianSweetsLeague

IPL Integration Platform:
*Contextual food basis match,
with #BrushTonight messaging*



#50%LessCavitiesOffer

Digital Activation:
Brushing Twice a Day can reduce
cavities by 50%



Colgate[®]



Driving Consumption: Everyday Rural Brushing

Innovating interventions to influence daily habits

Wall Paintings



Key message featuring **local people**

Engaging Street Plays



Engaging Street Plays highlighting the importance of regular oral hygiene

Growing Core Through Superiority

Drive Superiority

Superior Technology

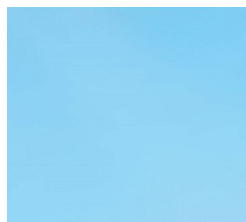
Superior Consumer Experience

Improving Physical Availability



Growing Core Through Superiority

Superior Technology



Need Space

Cavity Protection

Technology

Ca Boost + Arginine

Brand Claim

24 Hour Cavity Protection



Freshness

UltraFreeze

10X Longer Lasting Freshness



Solves Dental Problems

Salt + KNO3

Fights 99.9% Germs

Growing Core Through Superiority

Superior Consumer Experience

Product



100% Superior Products
vs eye ball competitor

Packaging

100% Packaging Upgrades

To aid navigation & Win in Store

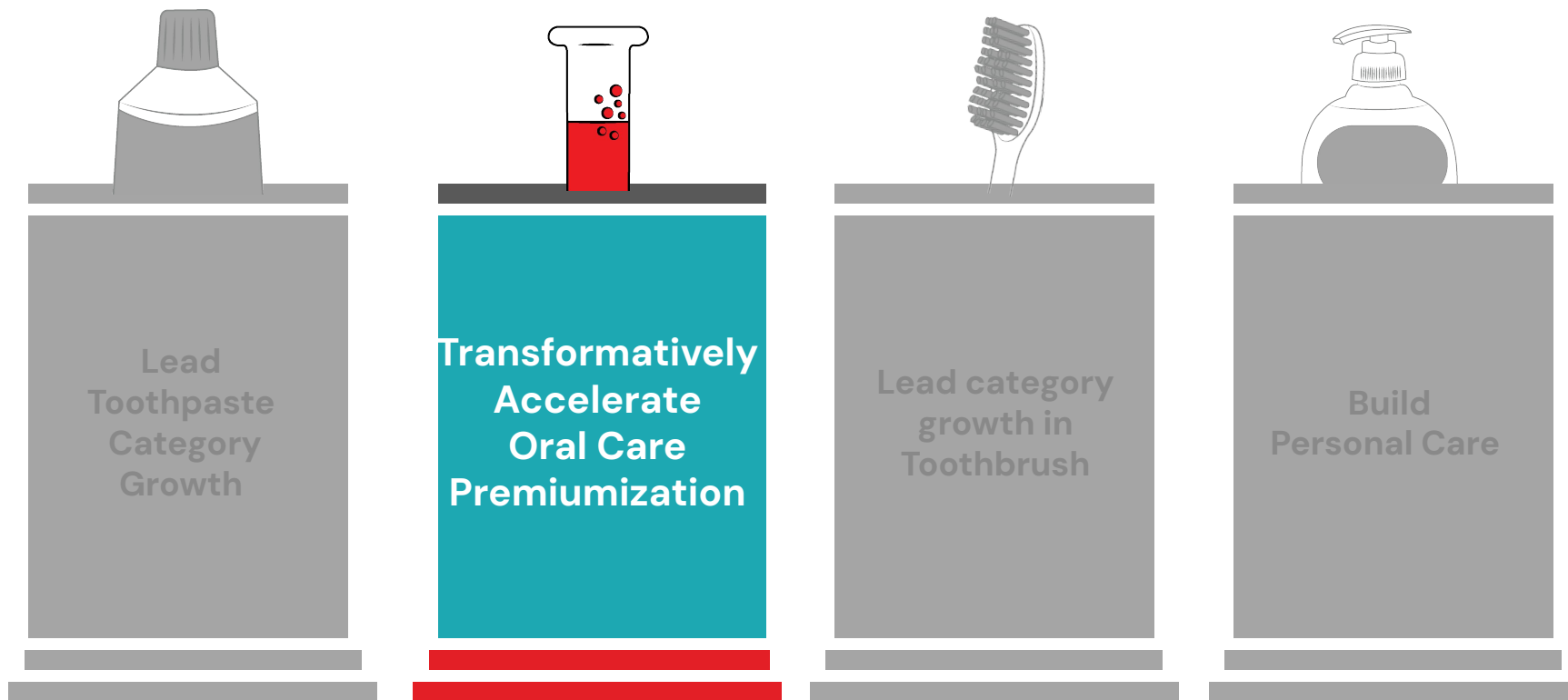


Communication



100% Top Box Communication
Pre Tested

Strategy in Action: Growth Pillars



Accelerating Premium Through Superiority



Drive Superiority

Superior Technology

Superior Consumer Experience

Improving Physical Availability

Accelerating Premium Through Superiority

Superior Technology



130+ Patents

Need Space

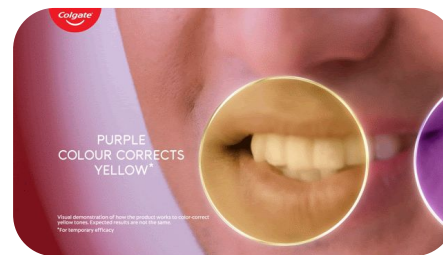
Active Prevention

Technology

Dual Zinc + Arginine

Brand Claim

Prevents 8 Dental Problems



Top 10%ile Premium Launches in FMCG*

Teeth Whitening

Purple Color Correction

Color Correction for Whiter Teeth

Accelerating Premium Through Superiority

Superior Consumer Experience

Superior Communication

Winning Communication

Top Box Tested Asset



Endorsement by Relevant Cultural Forces

Elite athletes: Linking oral health and peak performance



Abhishek Sharma & Kriti Sanon :
India's biggest Beauty Arbiters



Accelerating Premium Through Superiority

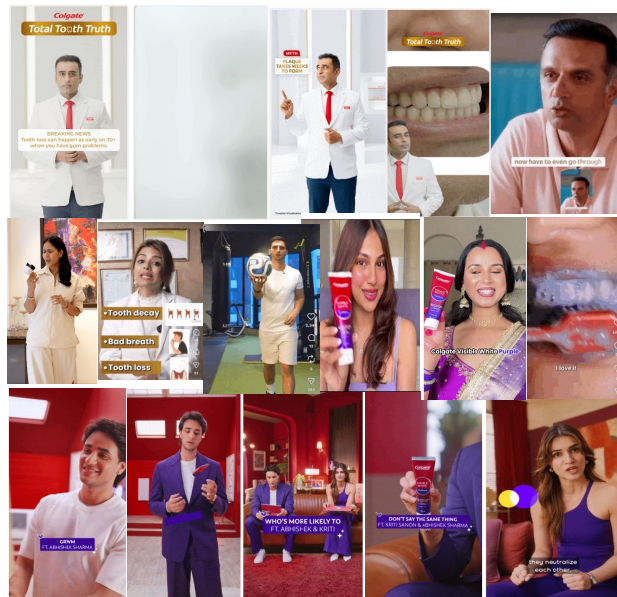
Superior Consumer Experience

Impactful Deployment Across Touchpoints

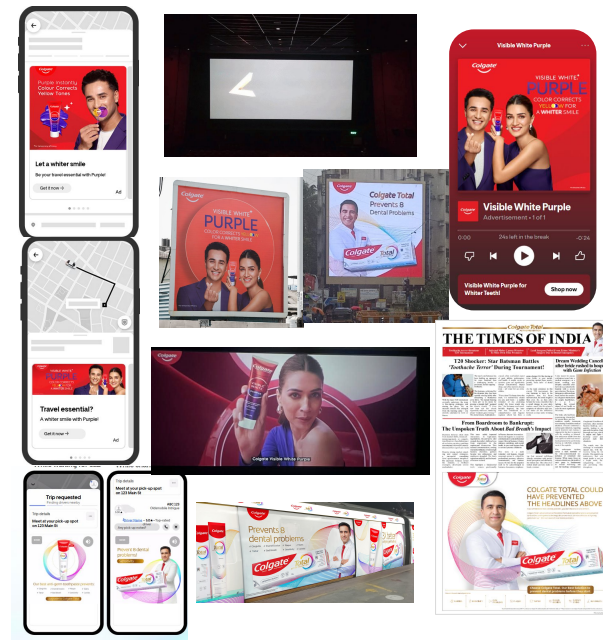
TV / Video



Social



Other Touchpoints



Accelerating Premium Through Superiority

Superior Consumer Experience

Embedding in Culture

Total x Sports Activation with IPL

Visible White Activation for Weddings

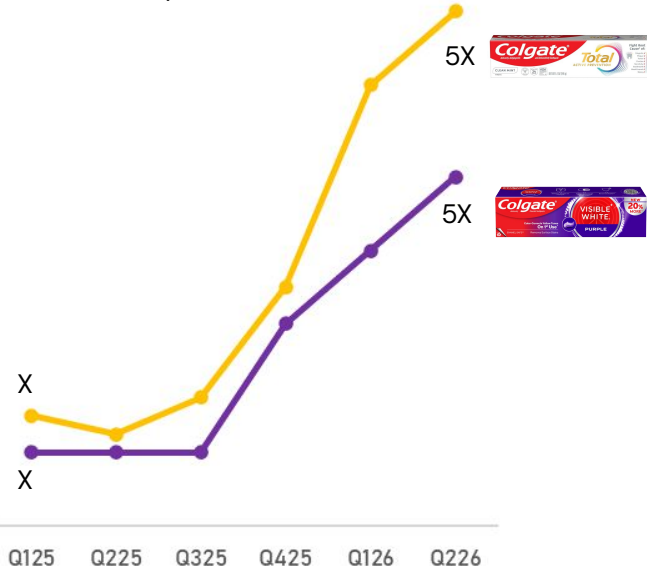


Acceleration Reflecting in Brand Awareness

Resulting in 5X Growth for Colgate Premium vs Direct Competitor

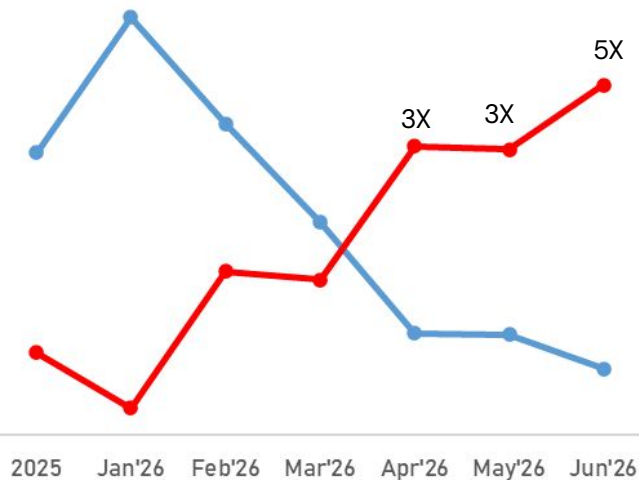
Brand Health

Spontaneous Awareness



Offtake Growth

Growth Index vs Key Competitor



Colgate®



A magical clean for witches,
wizards and Muggles alike!



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FPO

The **NEW** Colgate
SMART PUMP

ALWAYS FRESH. ALWAYS POTENT.



VACUUM LOCKED
Technology



TRY IT TODAY!

Colgate®

IT'S TIME TO make
BRUSHING FUN WITH
YOUR FAVOURITE PUP!



Accelerating Premium Through Superiority

1

Improve Availability

2

Win on Shelf

3

Win on Screen

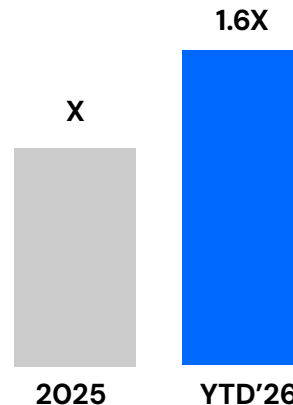
Leading with Access Packs

Priced under INR 100



Strong Momentum on Distribution

Internal No of Stores



Accelerating Premium Through Superiority

1

Improve Availability

2

Win on Shelf

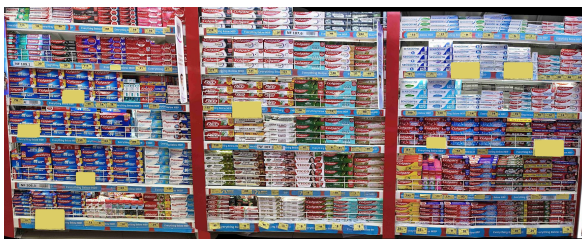
3

Win on Screen

Enhanced Planogram

Revamped planograms

Objective to drive Premium



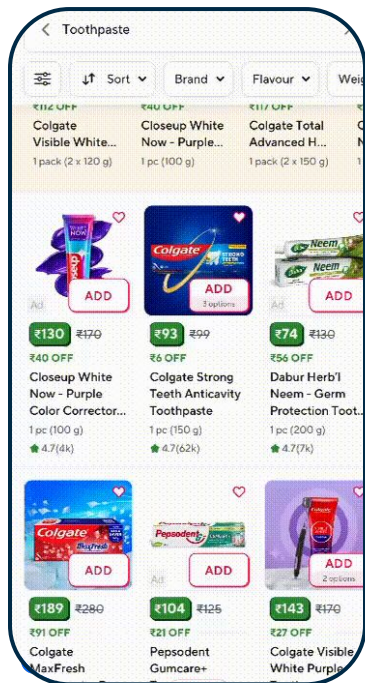
Impactful Visibility



Accelerating Premium Through Superiority

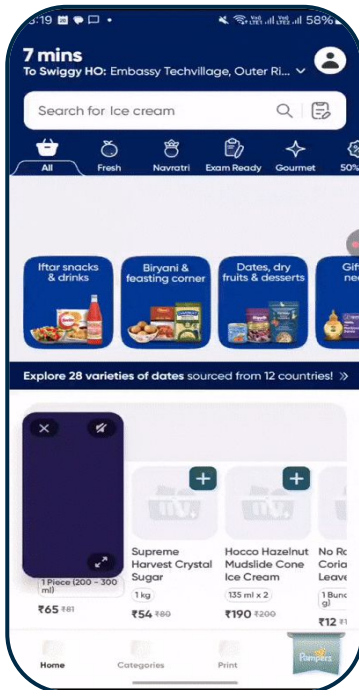
1

Improve Availability



2

Win on Shelf



3

Win on Screen



Growth, Margin Accretive

Net sales growth at high double-digit
Margin higher by ~400 bps



Increasing Premium Mix

Premium share of business more than 50%



Share Accretive

e-Commerce market share higher by ~400 bps

Colgate Sensitive: A Challenger Mindset

Colgate's Play in the Sensitive Segment

Revamped Portfolio

Relaunch in 2025



Sensitive Pro Relief:
Works in 1 Min



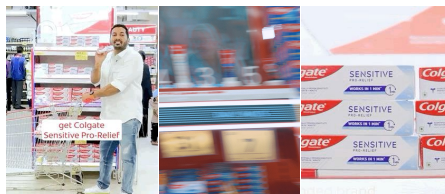
Sensitive Protection:
24 Hour Sensitivity Protection

Commercial & Demand Activation

RGM Actions in Chemist &
Modern Trade



Social Forward Activation:
Affordable Sensitivity Relief



Strong Business Momentum

All India YTD'26 Net Sales Growth

~10x

faster growth vs Sensitive
Category

Focus on Building Therapeutics via Profession

Colgate is the #1 Brand used by Dentists in India; Periogard net sales doubling annually

Indian Society of Periodontology



- Biggest community of Periodontists & Implant Dentists in the country (13K+ members)
- **Periogard is the ONLY toothpaste brand to be endorsed by the ISP**

Periogard – Gum Care System

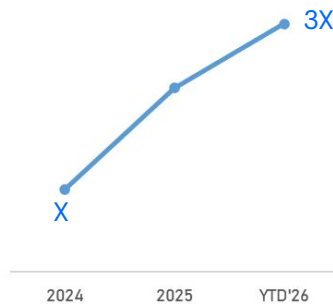
- Treats 5 signs of gum problems and prevents recurrence of issues
- Regimen: Toothpaste + Toothbrush + Mouthwash for complete care



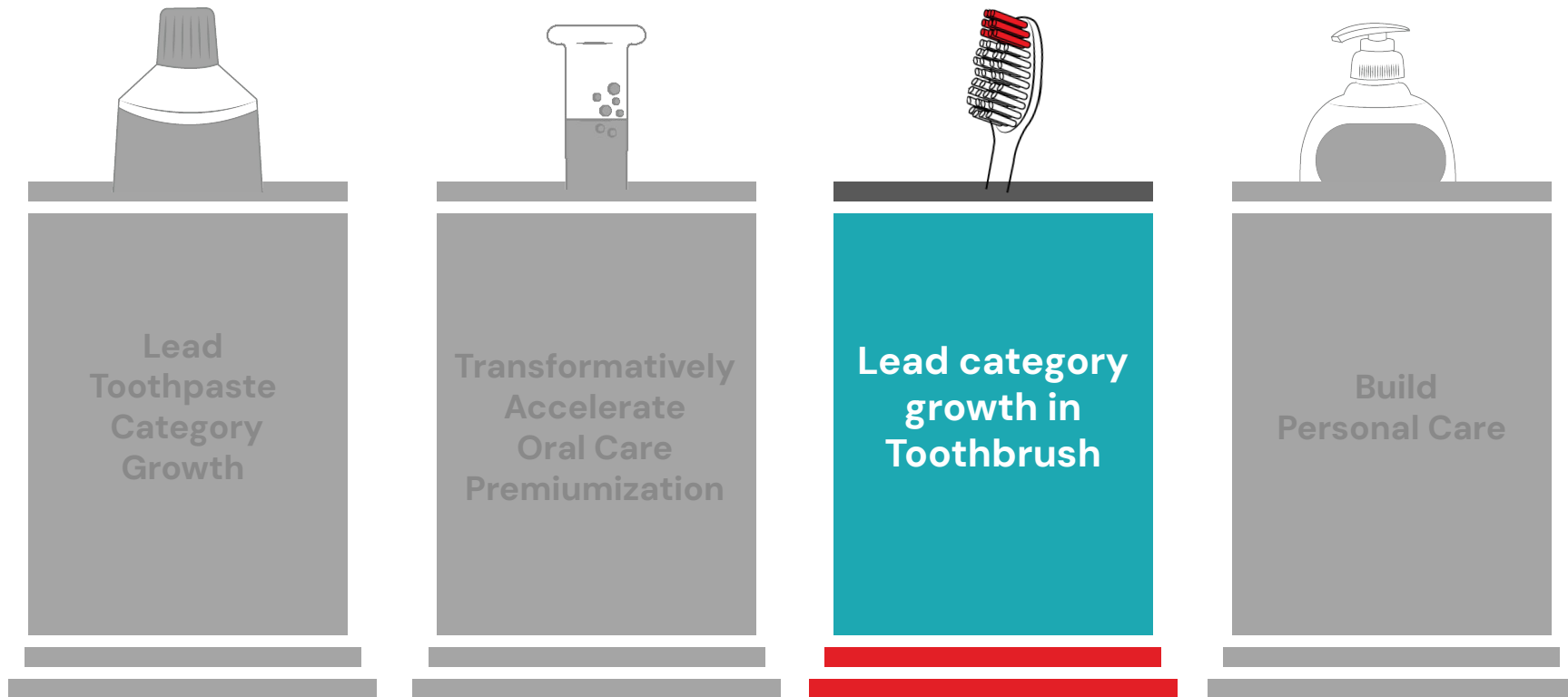
Drive Prescriptions via Periogard

- Massive investment in people & sampling
- Reflecting in Prescription Share Increase

Gums Rx Share – Periogard



Strategy in Action: Growth Pillars



Colgate leads the Toothbrush Category

India's No.1 Toothbrush Brand

Lead Category Growth in Toothbrush

Colgate's Robust Portfolio Across the Tiers

Price Per Handle INR



Lead Category Growth in Toothbrush

Colgate's Robust Portfolio Across the Tiers

Expanding Availability for Value & Mid Tier

Focused Distribution & Trade Actions



Fortifying Leadership in Super Premium

Leveraging Toothpaste Equities via Regimen Communication

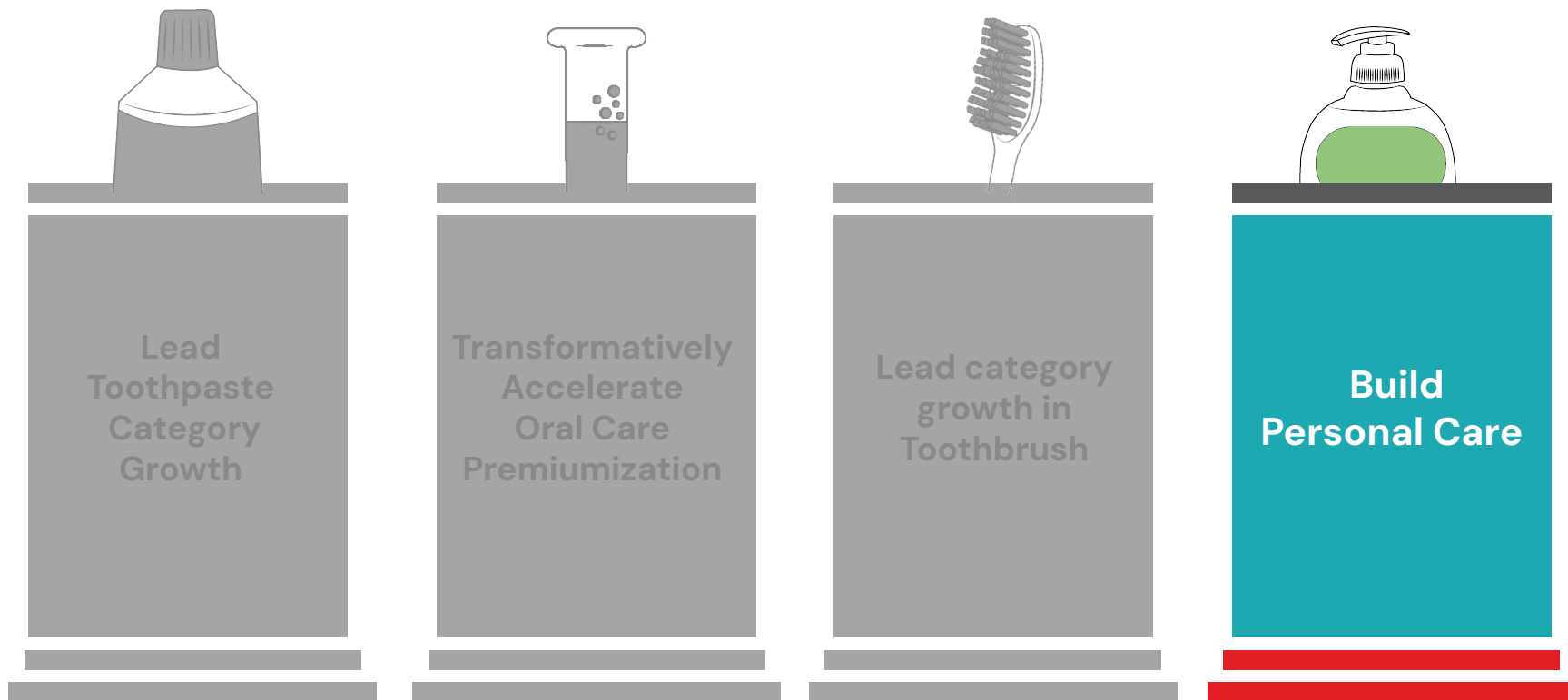


Grow the Kids Segment

Infuse excitement for kids portfolio



Strategy in Action: Growth Pillars



Integrating Digital First Growth Framework in Palmolive

Bringing Digital-Native data driven Growth Thinking into Colgate

Key Focus Areas

1 Scaling Digital Commerce Capabilities

2 Optimise Media Spend, Maximise Efficiency

3 Establish Replicable D2C Ecosystem



Building digital capabilities

Agenda

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Q1'FY27 – Accelerated Topline Growth; ahead of profitability

Topline

₹ 1,591 Crore

12.0% y-o-y

Jan-Jun'26 NS growth at +10.5%

Ahead of Oral Care peers

Profitability

₹ 343 Crore

Net Profit after tax (NPAT)

NPAT growth % *

+10.6% y-o-y

NPAT %*

22.3% to NS

Driving Financial Efficiency

Best-in-Class Profitability

Strengthened Margin Profile

Driving Efficiencies through
"Funding the Growth"

Stepping up Brand
Investments

Strong Balance sheet

Efficient Working Capital
Management

Sustained Cash Generation

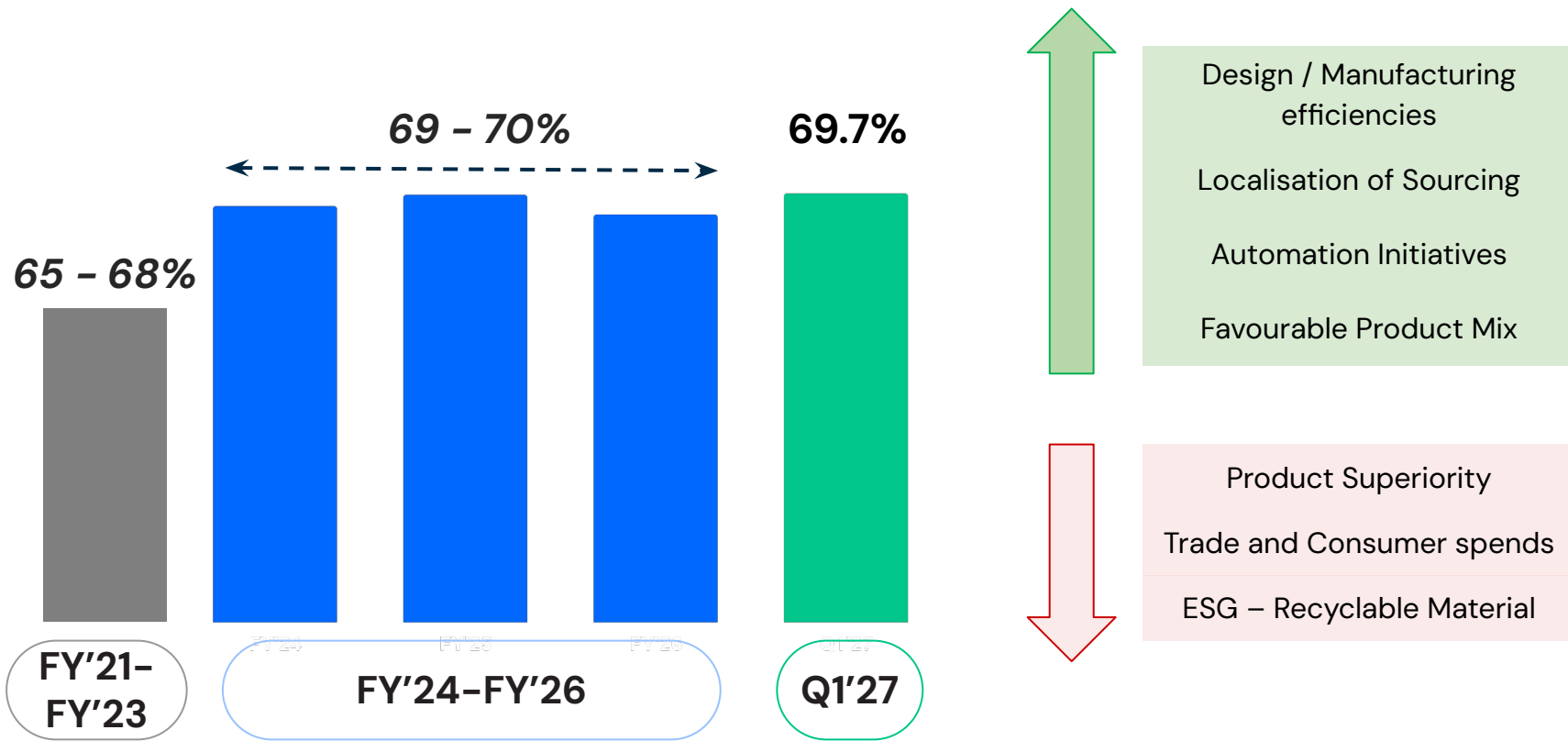
Consistent Shareholder Returns

Higher RoCE

Consistent Dividend Payout

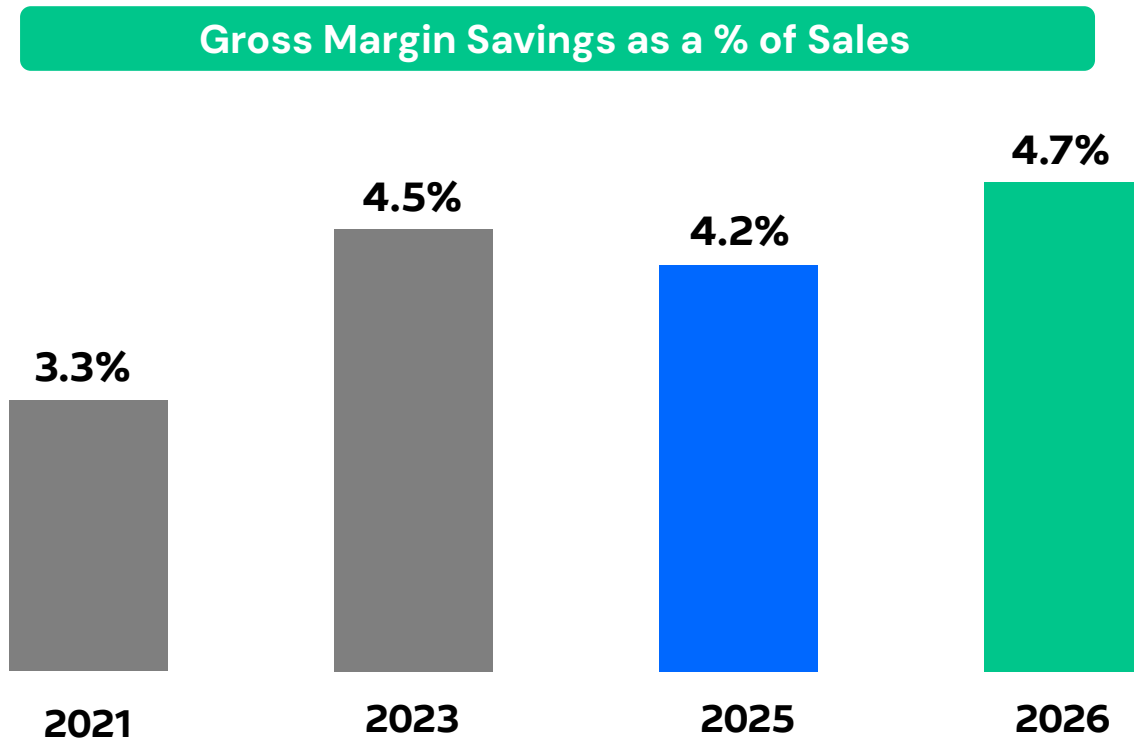
Excellent Value Creation –
22% CAGR since listing

Margin Profile has strengthened



Driving Efficiencies through “Funding the Growth”

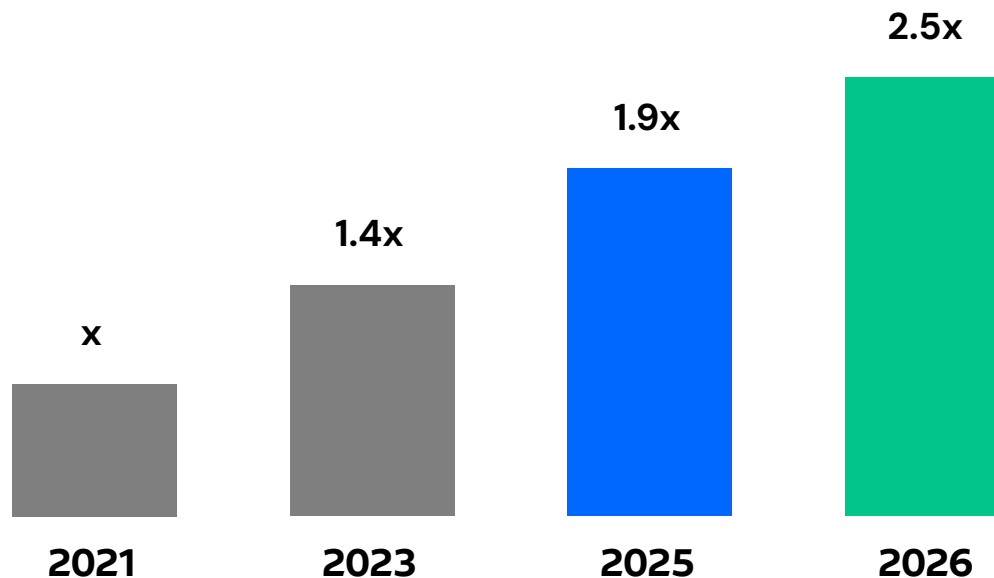
Consistently delivered cost savings under FTG program; on track to surpass 2026 targets



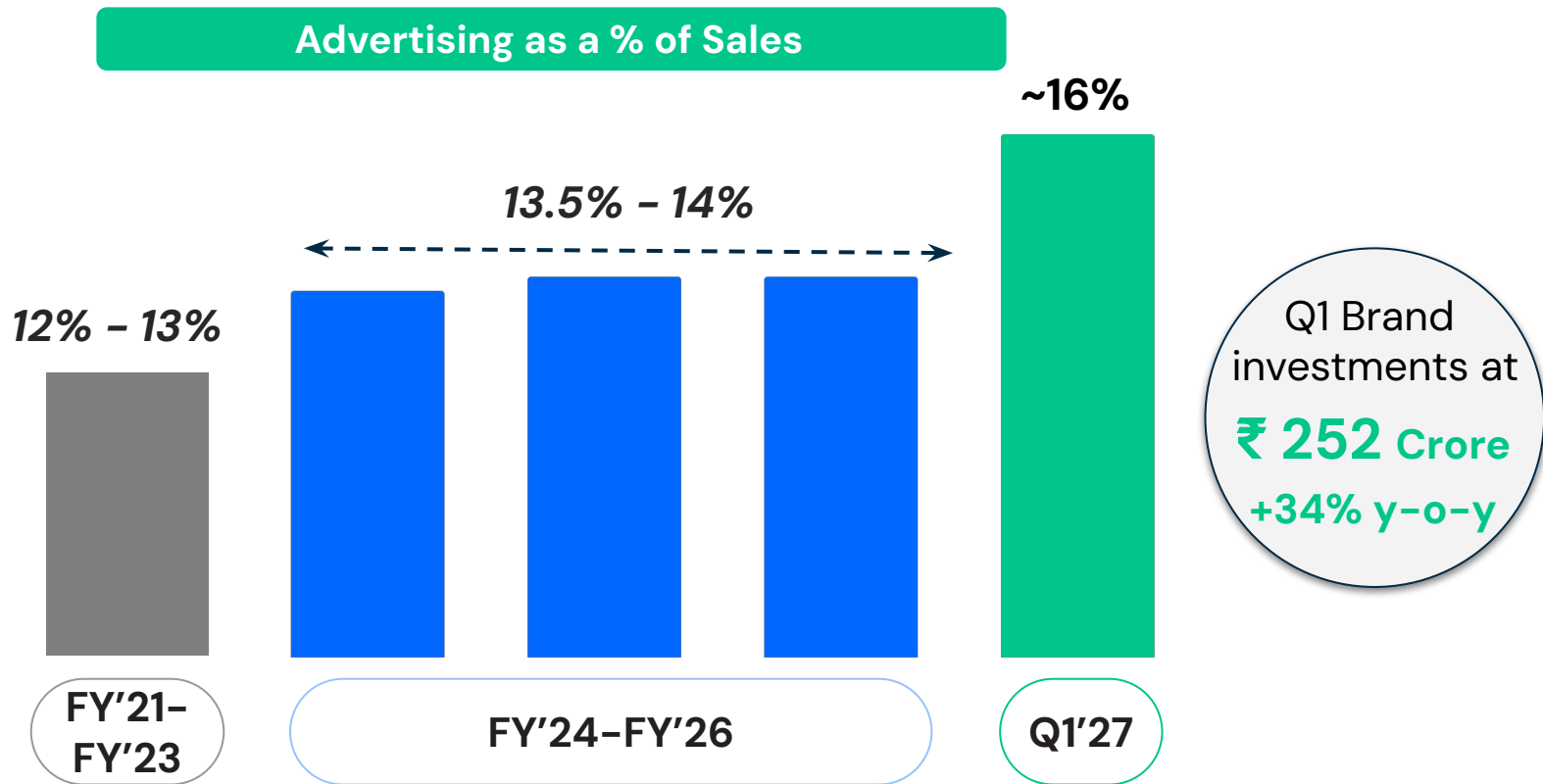
Accelerating Premiumisation

Strategic, accelerated investments in the Premium business yielding stellar results

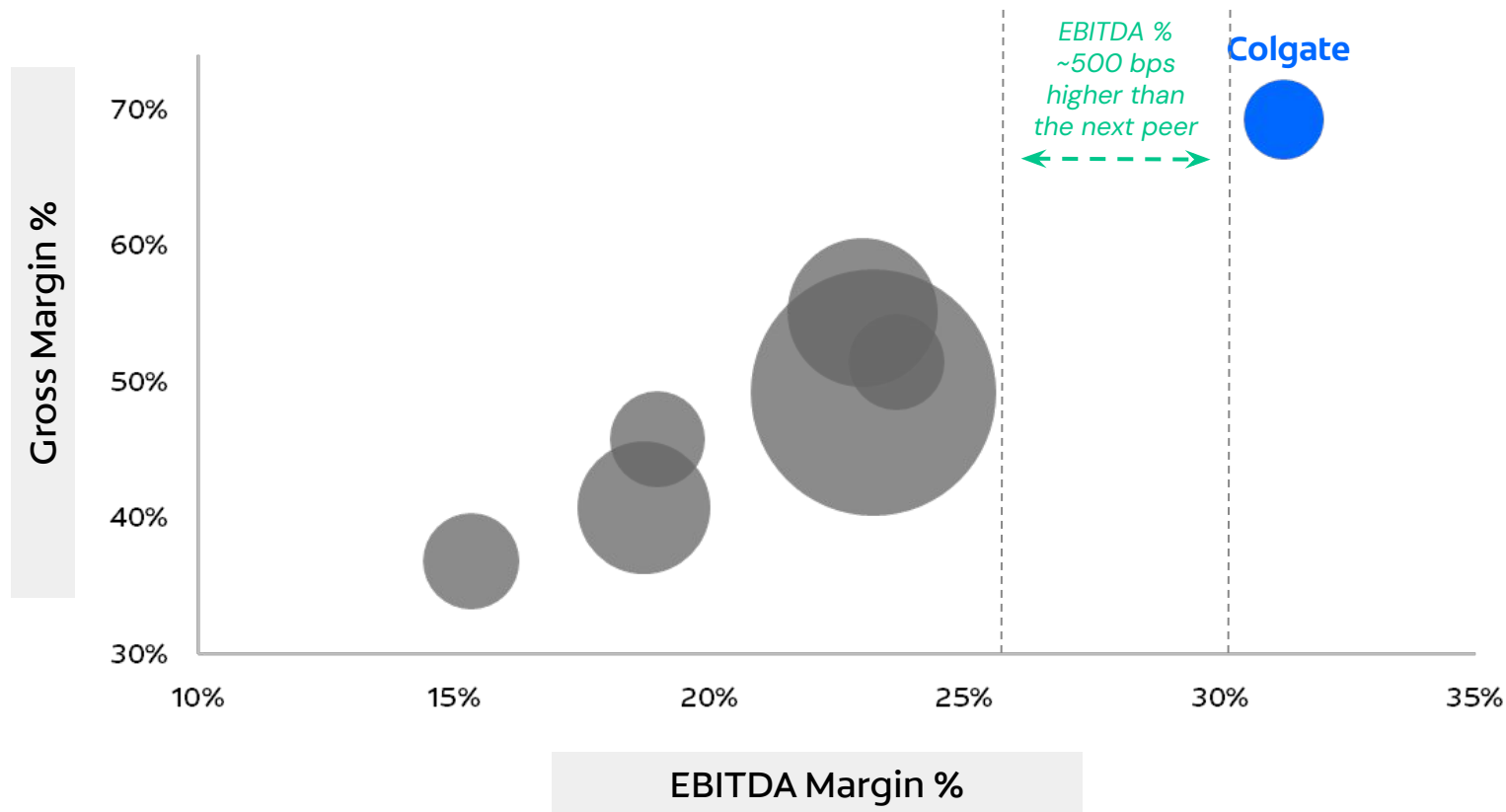
Premium Toothpaste – Share of Business (%)



Stepping up Brand Investments



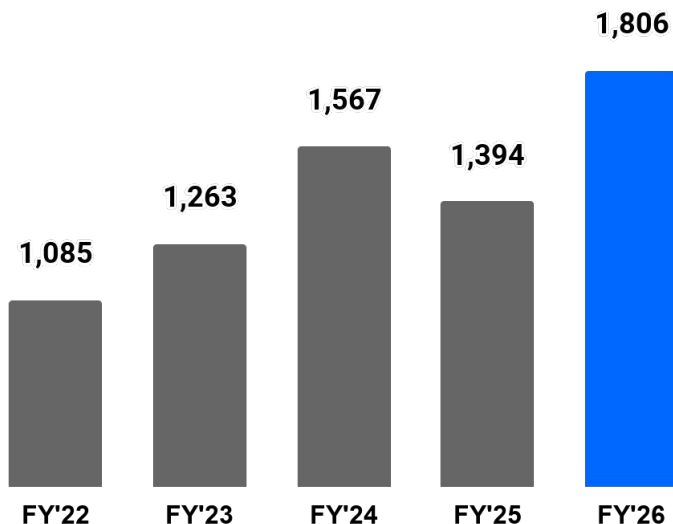
Operating margins consistently ahead of FMCG peers



Efficient Working Capital Management

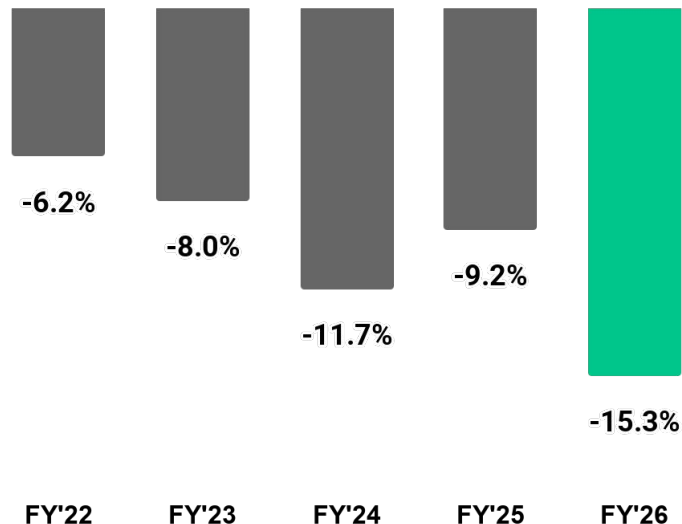
Cash Generation Continued to Improve

Cash generation from operations in Rs. Crore



Sustained Working Capital Optimisation

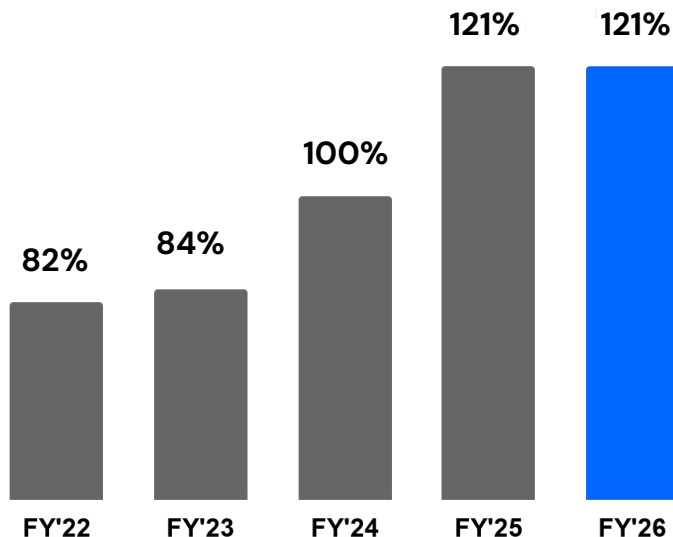
Net working Capital as a % of Sales



Enhancing Shareholder Value

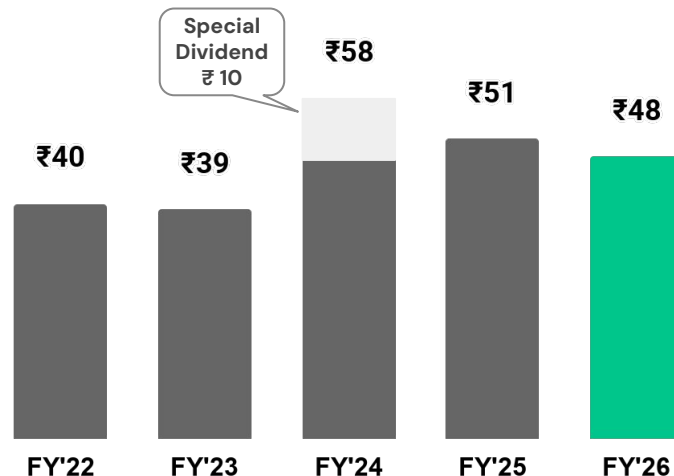
Strong balance sheet and cash generation enabling consistent dividend payouts

Consistent High RoCE



Consistent Dividend Payouts

Returned >10,000 Crore to shareholders in last 10 years



Driving Financial Efficiency

Best-in-Class Profitability

Strengthened Margin Profile

Driving Efficiencies through "Funding the Growth"

Stepping up Brand Investments

Strong Balance sheet

Efficient Working Capital Management

Sustained Cash Generation

Consistent Shareholder Returns

Higher RoCE

Consistent Dividend Payout

Excellent Value Creation

Drive GROWTH ahead of Profitability



Step-up Investments; Drive Consumption; Drive Premiumization

Steadfast Focus on Strong Governance and Value Creation

Thank You

