



Colgate-Palmolive (India) Limited

Analyst Meet - 22 May 2025

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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**Let's talk
about**

Performance Update

Strategy in Action

Financial Performance



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Performance Update

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Financial Performance

FY25 - Financial highlights

Topline

₹ 5,999 Crore

+6.3% y-o-y

Mid-single digit

Toothpaste Vol growth

Domestic topline growth: 5.6%

Margins

Gross Margin 69.7%

EBITDA Margin 32.6%

Brand investments

₹822 Crore

13.7% to NS

Profitability

₹ 1,437 Crore

Net Profit after tax (NPAT)

NPAT growth %

+8.5% y-o-y

NPAT %

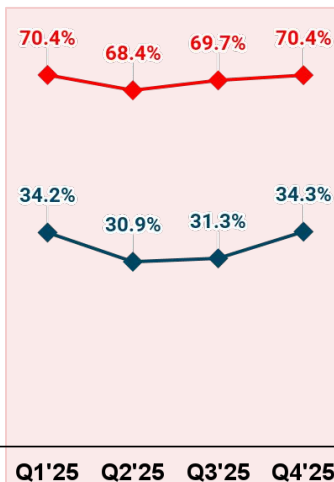
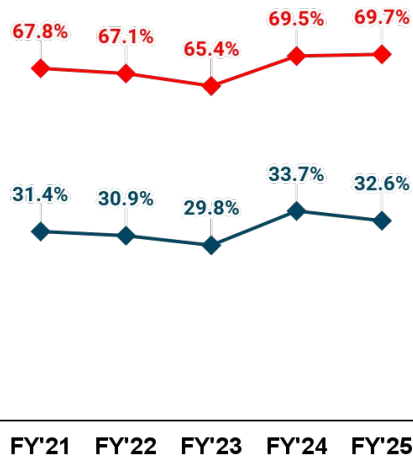
24.0% to NS

NS: Net Sales

Consistent Margin delivery

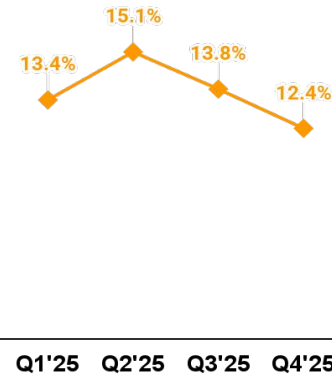
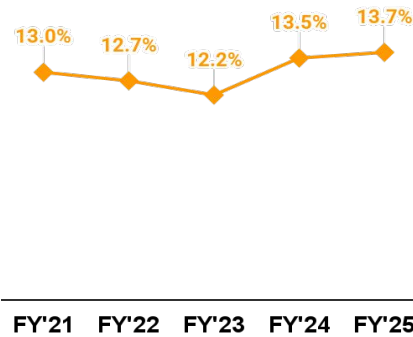
Strengthened Margin Profile

◆ GROSS MARGIN % ◆ EBITDA%



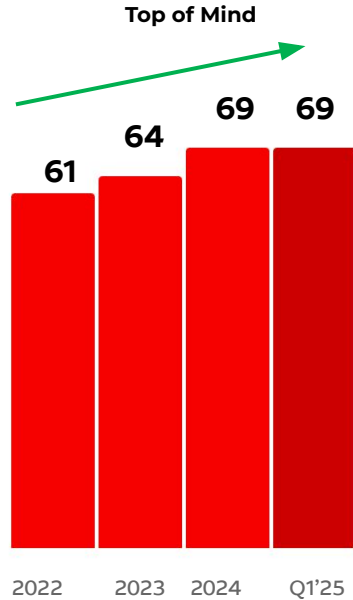
Stepping up brand investments

Advertising %

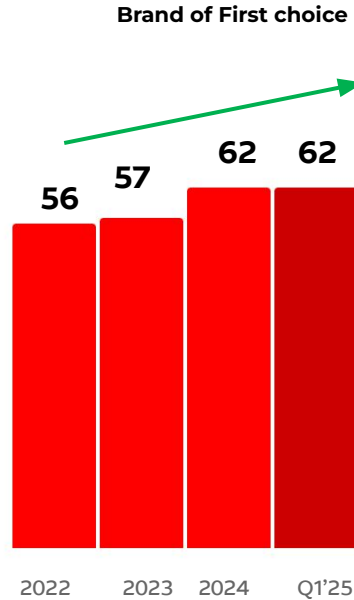


Strong Brand Health

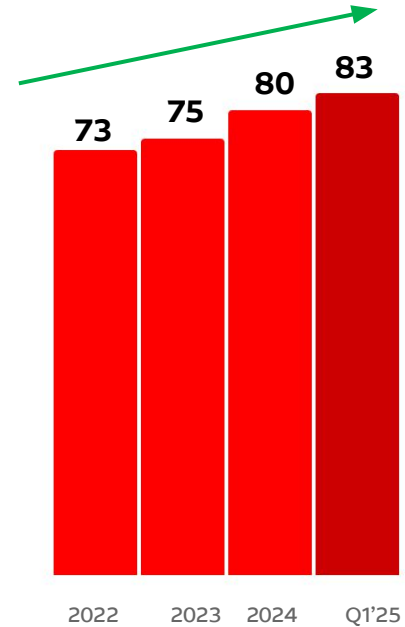
Awareness



Consideration



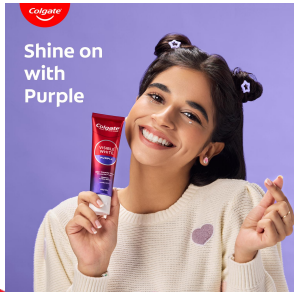
Oral Care Expert



Calendar year

A year of exciting launches

Whitening



Freshness



Active Prevention



Toothbrush



Personal Care



4.5 million
Dental Screenings



What have we learnt?

OHM: India's Oral Health Report Card

India's Score is Surprising...

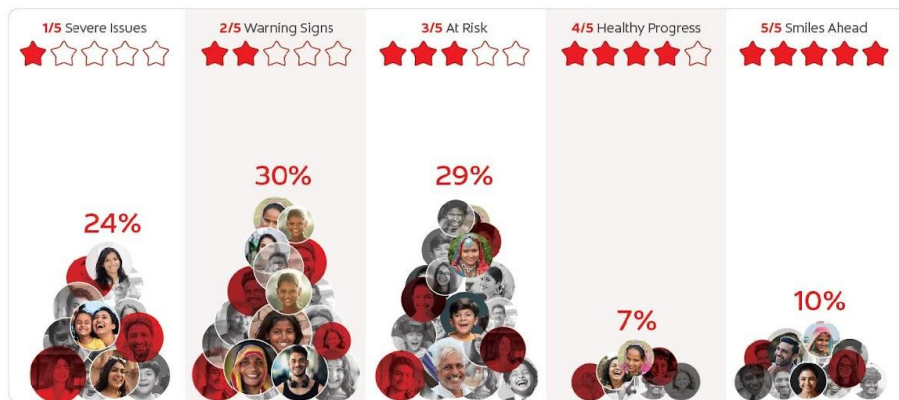
2.5 / 5.0

Oral Health SCORE



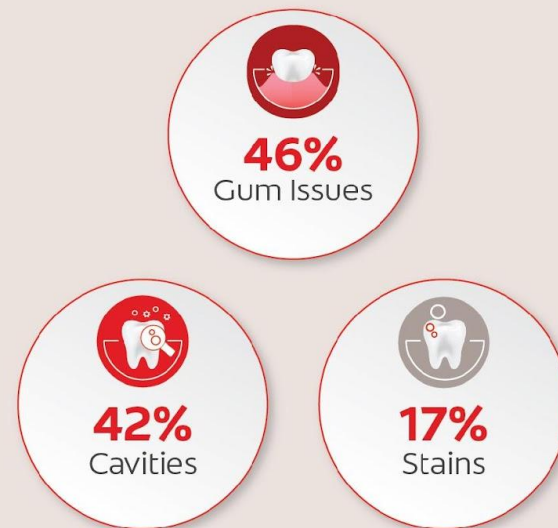
OHM: India's Oral Health Report Card

India's Oral Health Caught in the Middle



Dental scores among Indians reveal a concerning trend: 59% score 2/5 or 3/5, indicating widespread mild to moderate dental challenges, while only 17% achieve healthy outcomes.

%People with High Risk of at least 1 Dental Problem



OHM: However this is a solvable issue

10% People with Good Oral Health Practices

5.0 / 5.0

Oral Health SCORE



Brush Twice a Day



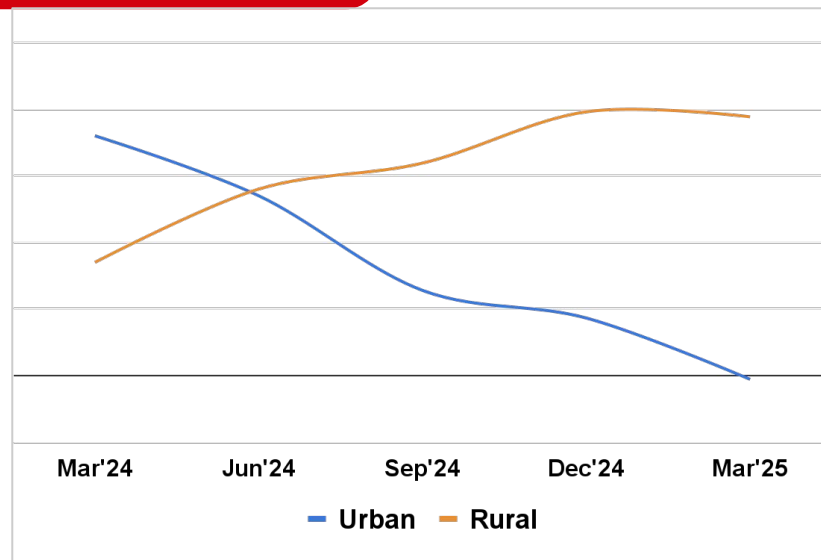
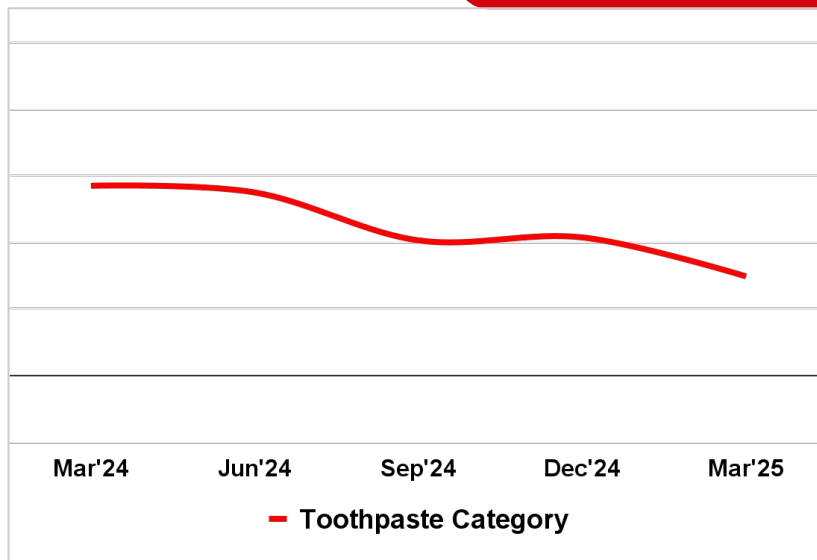
No Tobacco



Note: Replace Old Tb every 3 months also recommended

Softening category growth in Urban

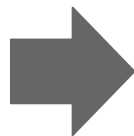
Toothpaste Vol Growth %



* on MAT basis

Q4 FY '25 Financial highlights

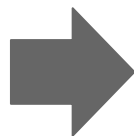
Topline



₹ 1,452 Crore

-1.9% y-o-y

Margins & Brand Investments



Gross Margin

70.4%

+130 bps y-o-y

Advt. to NS

12.4%

+6.9% y-o-y

Profitability



EBITDA Margin

34.3%

-160 bps y-o-y

NPAT*

₹ 355 Crore

-6.5% y-o-y



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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)

Accelerating the Core via Superiority



New Superior Formula Launch: Q4 FY'25

Improved formula with Unique Arginine + Calcium Boost technology for 2x stronger teeth



Campaign Spotlighting the 'Damdaar & Minty' Taste



Rural Reach Program Continues

Reaching 2X Villages vs YA

Accelerating the Core via Superiority



Product Track	Pre-Launch Test		Post Launch Test	
	New CST (A)	Old CST (B)	New CST (A)	Old CST (B)
Overall Likeability				
Taste Likeability				
Freshness Likeability				

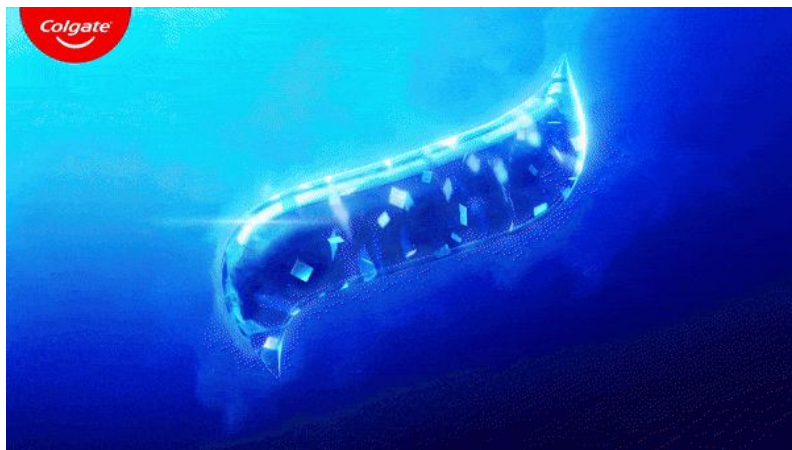
Source : Kantar Product Track 2025 at 95% confidence interval



Colgate®

*कैल्शियम ब्रूस्ट का अर्थ है दांतों के इन्मल का पोषण जो कि आर्जिनिन फ्लोराइड टेक्नोलॉजी द्वारा रीमिनरलाइज़ेशन क्रिया है.

Accelerating the Core via Superiority



Focus on Superior Mix

Superior Mix: Concept, Product, Comms & Execution



Competitive Growth Continues in FY 25



Maxfresh Blue Focus Continues

Blue Tested Superior to Red on overall & freshness likeability

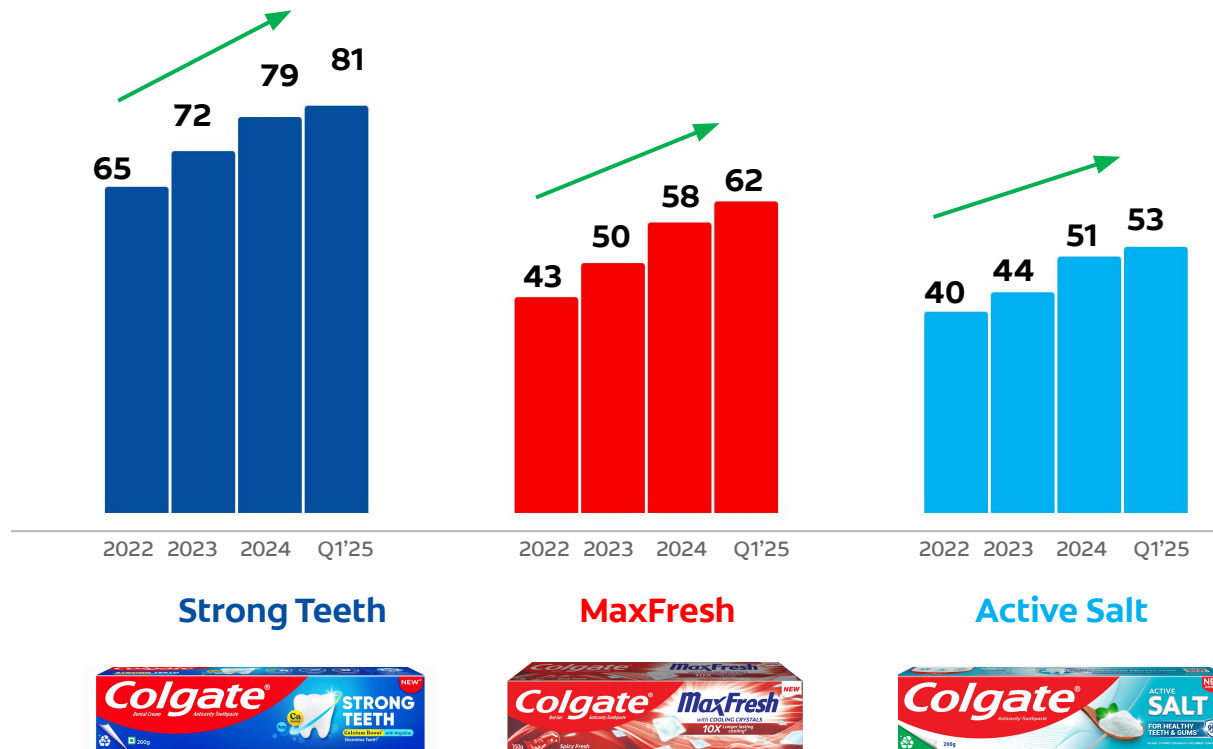


கற்பனை காட்சியமைப்பு.

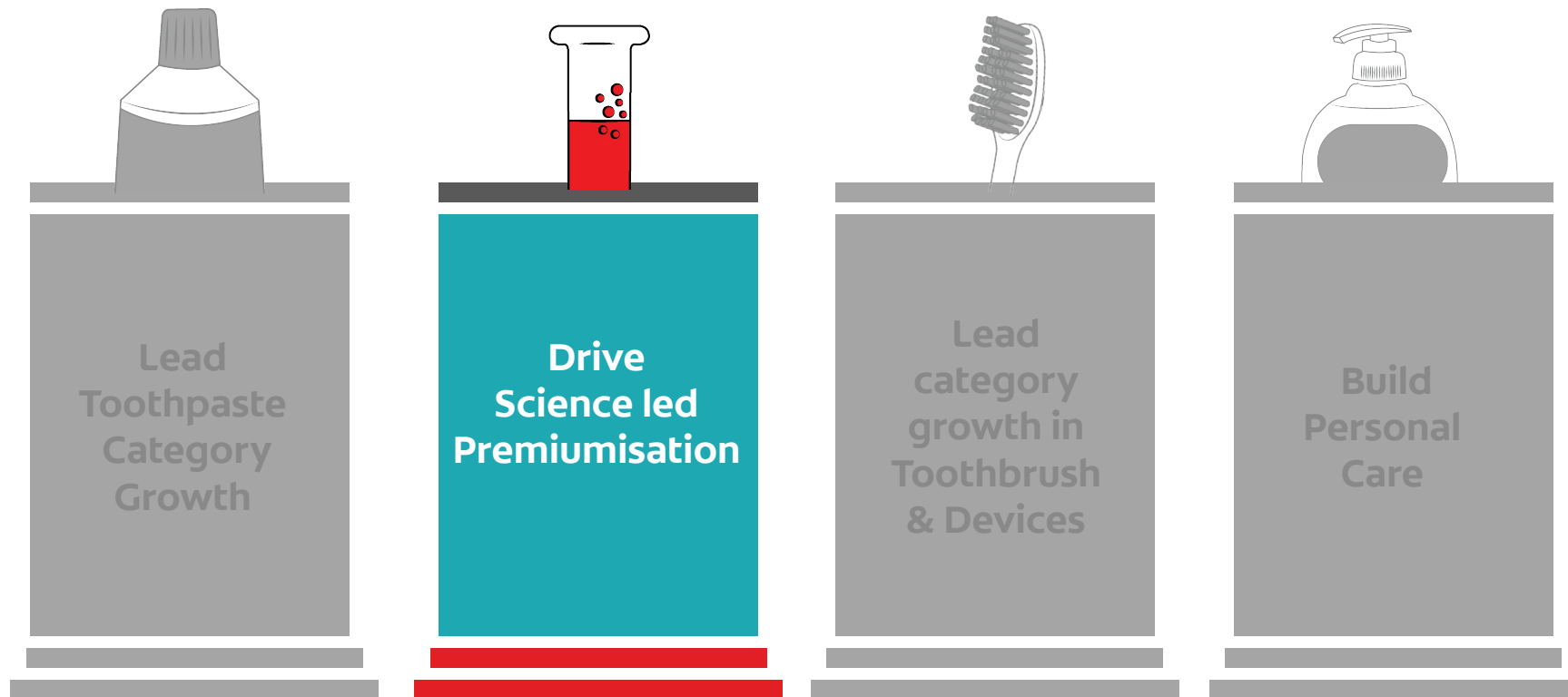
To get up from morning sleep

Accelerating the Core via Superiority

Consideration for Key Sub-Brands



Strategy in Action: Growth Pillars



Premiumise: Freshness with MaxFresh Sensorials



Entry into Premium Freshness

★★★★★ It's cute with hearts in it.

Reviewed in India on 27 February 2025

Flavour Name: Rainbow Fresh Toothpaste

★★★★★ almost better than a real watermelon

Reviewed in India on 31 March 2025

Flavour Name: Watermelon Blast Toothpaste 100g | [Verified Purchase](#)

Only a real watermelon could top:

★★★★★ Cool Colgate

Reviewed in India on 30 Jan

★★★★★ Cute hearts inside

Reviewed in India on 27 January 2025

Flavour Name: Rainbow Fresh Toothpaste 100g

★★★★★ Amazing product

Reviewed in India on 4 February 2025

Flavour Name: Watermelon Blast Toothpaste 100g | [Verified Purchase](#)

Recommended this to my freindss, they loving this

Awesome product, go for it, paste it cool, with good tiavour and freshness.



Priced 1.4X Vs Maxfresh Base



2 Variants: Watermelon Blast & Rainbow Fresh Gel

Premiumise: Own Active Prevention with Colgate Total



Strong Growth Ahead of Category



Driving Accessibility + Availability

Pricing : 0.77X vs Q1 LY

Doubled Distribution in focus geos in Q1'25 vs Q4'24



4.4 Mn HHs reached via D2D Activation

Leading to 33% Penetration gains in focus geos

Premiumise: Create Desire for Whitening



Strong Growth Ahead of Category



Purple: Strong launch momentum

Leading to Competitive Growth



Strong Digital Media Investments

Targeted Cohort Plans+Influencer Outreach

Premiumise: Build Therapeutic Credentials with Profession



Strategic business pillar

Growing 2.5X faster vs category



Advocacy through Experts

Indian Dental Association, DCI, ISP, ISPPD, IOS etc



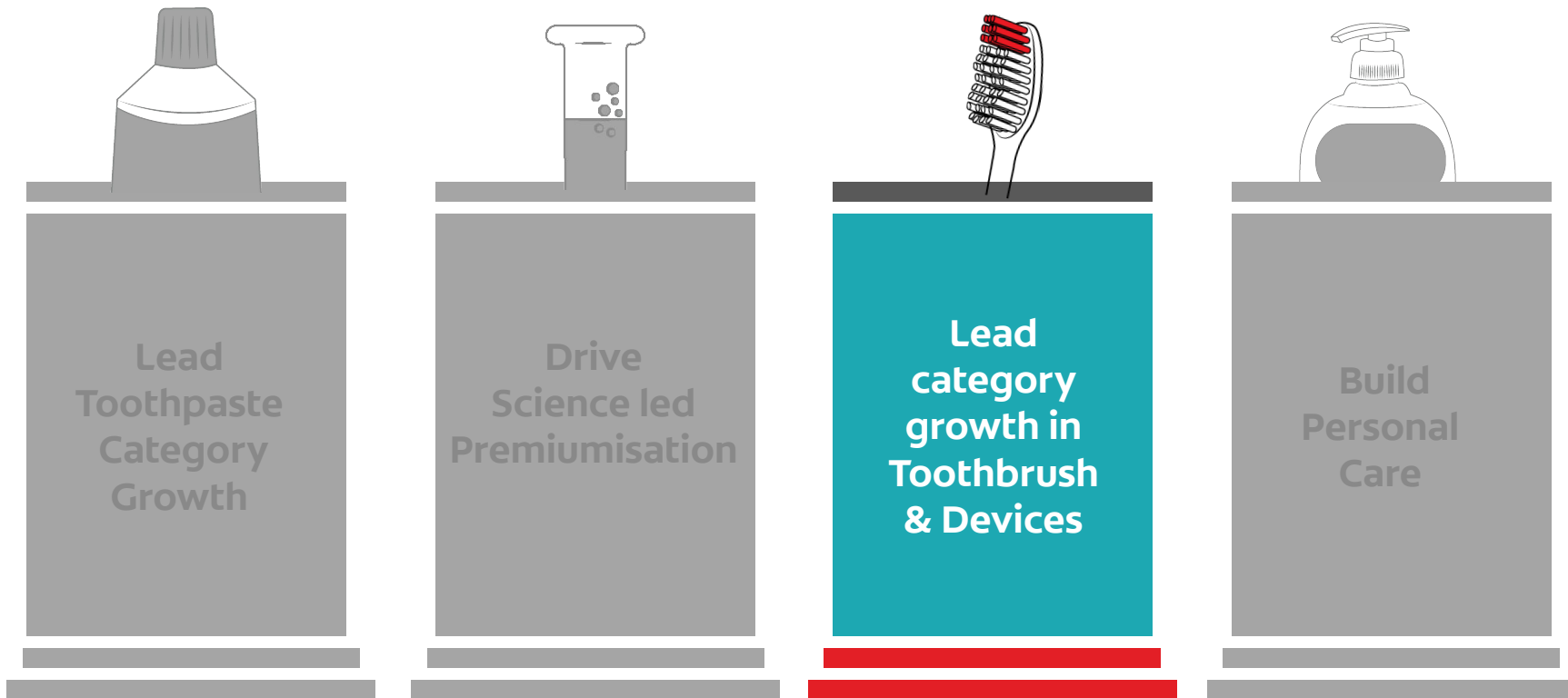
Partner with Dental Profession

Focus on Driving Prescriptions

Premiumise: Stellar In-Store Experiences



Strategy in Action: Growth Pillars



Lead Toothbrush Category Growth



1.3

Handles per person per year

76%

Category below INR 40



Lead Toothbrush Category Growth



Continuing to win in Modern Trade

Growing faster than category YTD'24



Powered by launches/relaunches

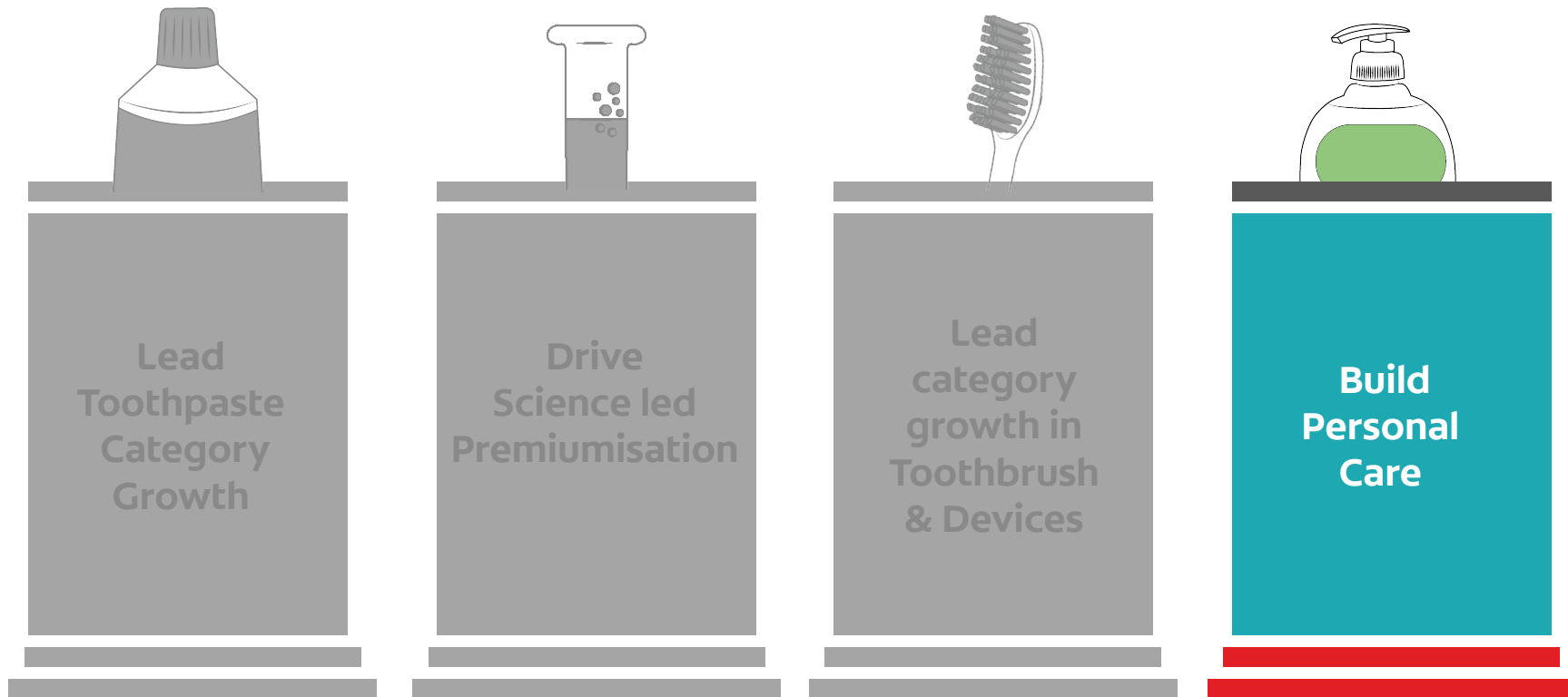
Powerful features in the forefront



Fortifying Leadership in Super Premium Segment

Strong double digit growth vs muted segment

Strategy in Action: Growth Pillars



Build Personal Care



Strong Growth in Body Wash Category



Innovation Contributing to Incremental Growth

On Ecom Channels



New Communication Assets

targeting high-intent audiences

Diversification remains an opportunity

Wide Global Portfolio to choose from





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Performance Update

Strategy in Action

Financial Performance

Driving Financial Efficiency

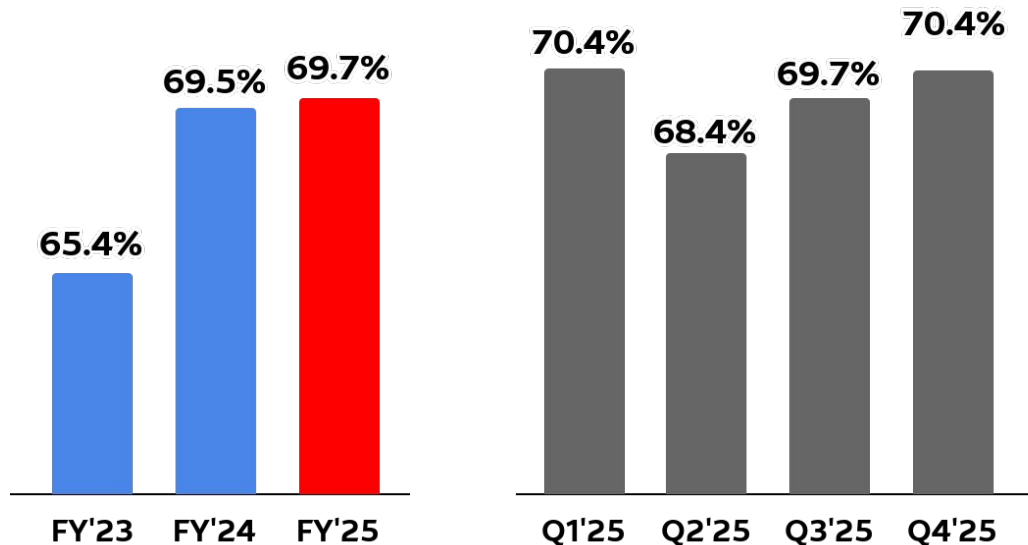


Financial highlights

	Q4 FY25		FY25
Topline	₹ 1,452 Crore -1.9% y-o-y		₹ 5,999 Crore 6.3% y-o-y
Margins & Brand Investments	70.4%	Gross Margin	69.7%
	12.4%	Advt. to NS	13.7%
Profitability	₹ 355 Crore -6.5% y-o-y	NPAT	₹ 1,437 Crore +8.5% y-o-y

Strong Margin Performance

Gross Margin %



Cost Savings

Modest cost inflation

Funding-the-Growth savings initiatives

Investments

Product Superiority

Trade and Consumer spends

Consistent investment behind Strategic Pillars

Driving Consumption

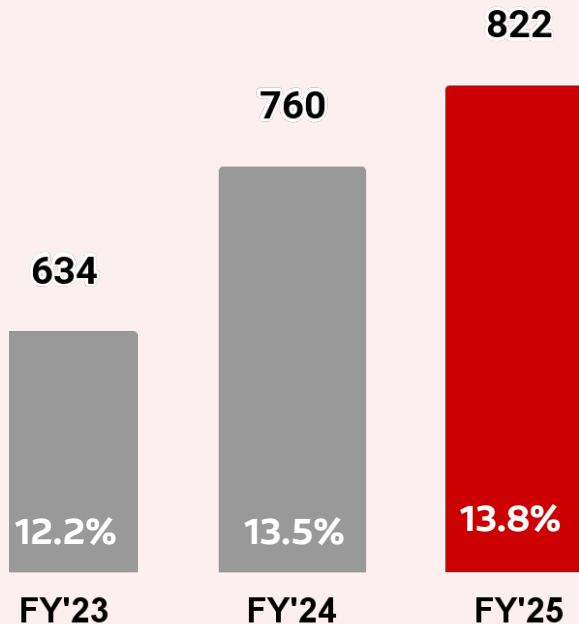


Accelerate Core



Advertising spend

+8.2% y-o-y



In ₹ Crore | % to NS

Premiumise

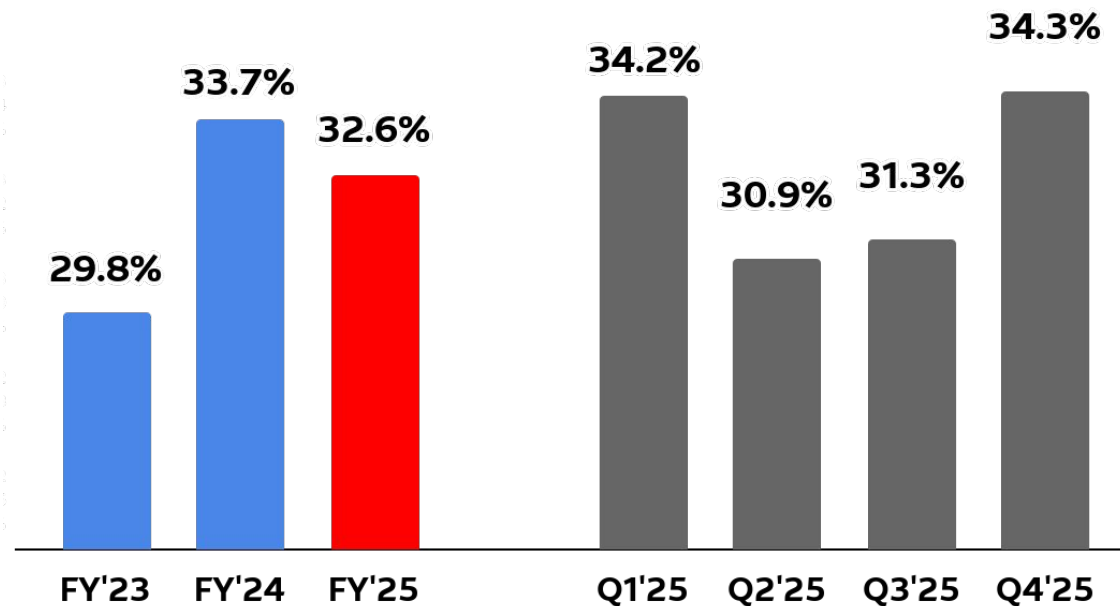


Build Personal Care



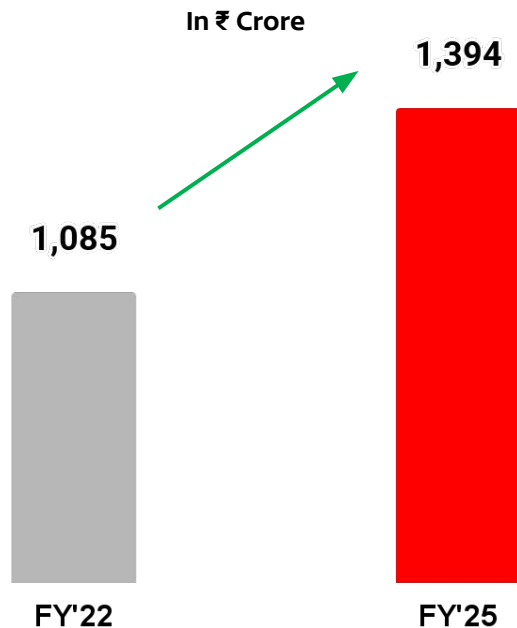
Best-in-Class Operating Profits

EBITDA Margin %



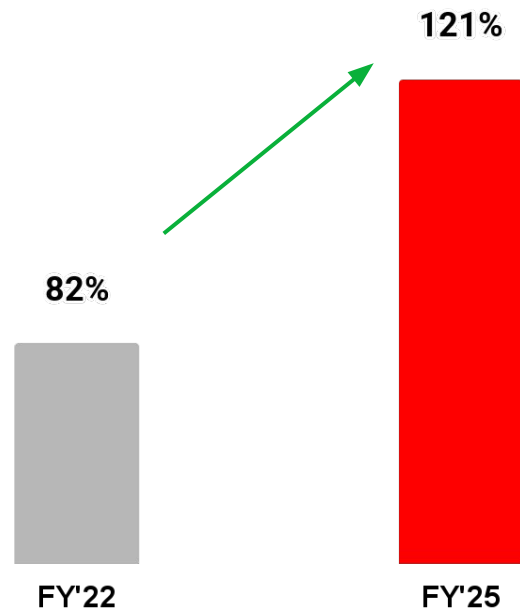
Enhancing Shareholder Value

Consistent Cash Generation



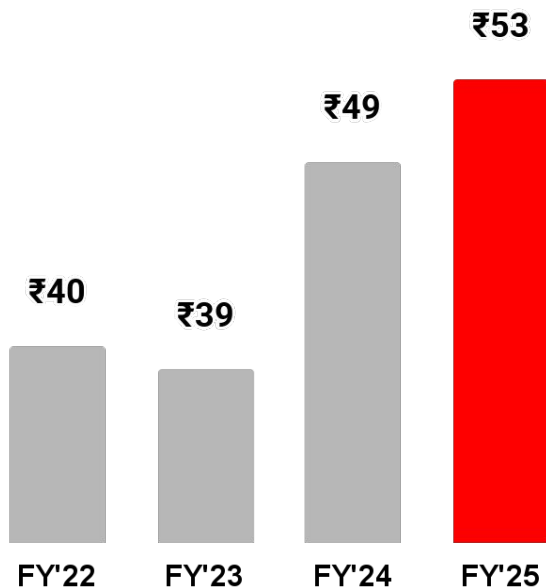
* Excluding Changes in Bank Balances

Higher RoCE

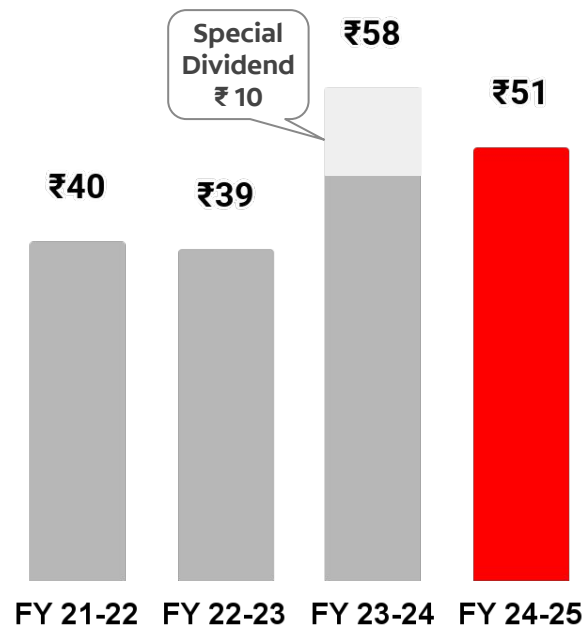


Enhancing Shareholder Value

Higher EPS



Consistent Dividends



Environment & Society at our Core



Plastic Recyclability

GOAL

100% by end of 2025

PROGRESS

80% (by volume) Recyclability of Colgate TP Tubes achieved by March 2025



Product Packaging

100% reusable/ recyclable/ compostable packaging by end of 2025

91% Recyclable Packaging achieved by March 2025 (Primary & Secondary)



Waste Management

Maintain TRUE® Certification for Zero Waste for all CP owned plants

TRUE® Zero Platinum maintained for all CP plants

134+ Tons Dry Waste disposed responsibly via CSR in FY24 & FY25



Water Stewardship

Achieve Net Zero Water at our Water Stressed Sites by end of 2025

75% CP plants Water Positive (Goa, SriCity & Sanand)

430+ Mn litres Water Replenished via CSR since FY19



Bright Smiles, Bright Futures®

Oral Health Education for 10 Mn Children additionally between 2020-2025

14.6Mn Kids across 14 states and 35K+ schools since 2020 (8.2 Mn in FY25)

UP, Goa, AP and Assam State Government collaborations



We are focused on executing our strategy

Brand equity remains strong and we will continue to invest

Demand recovery expected to be gradual; towards back half of FY '26

We will drive innovation to lead growth

Sneak Peek



Fights plaque harder!
**3x more effective in
reducing dental plaque***



*vs regular non-antibacterial fluoride toothpaste after 3 months continuous use





Q&A