



Colgate-Palmolive (India) Limited

Analyst Meet

22 May 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.

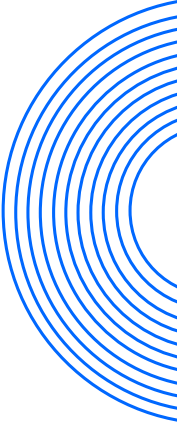
Forward-looking statements generally can be identified by words such as "believes," "expects," "estimates," "intends," "plans," "strives," "may," "could," "projects," "should," "will," "continue," "targets," "goals" and other similar expressions, and are based on the Company's views and assumptions as 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.

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 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.

Executive Summary

- Acceleration in Net Sales growth in Q4'FY26
- Continued focus on driving consumption
- Margin Profile remains resilient and superior to peers
- Best-in-class oral health technology
- Accelerated investments into Premiumisation to deliver competitive growth
- Strong foundation in place to drive consistent long term growth



Agenda

01. Performance Update

02. Strategy in Action

03. Financial Performance

04. Summary



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Q4'FY26 Financial Highlights

Topline

₹ 1,583 Crore

9.0% y-o-y

Domestic NS Growth

+9.2%

Margins

Gross Margin **69.6%**

EBITDA Margin **32.2%**

Brand investments

₹ 199 Crore

12.6% to NS

Profitability

₹ 353 Crore

Net Profit after tax (NPAT)

NPAT growth % *

+9.2% y-o-y

NPAT %*

24.3% to NS

NS: Net Sales

* Excluding one-offs, exceptional items and GST led inverted duty structure impact

Source: Internal Data

FY26 Financial Highlights

Topline

₹ 5,984 Crore

flat y-o-y

Sharp recovery in H2'26
NS growth of +5.2%

Margins

Gross Margin **69.3%**

EBITDA Margin **31.2%**

Brand investments

₹ 819 Crore
13.7% to NS

Profitability

₹ 1,325 Crore

Net Profit after tax (NPAT)

NPAT growth % *

-1.8% y-o-y

NPAT %*

22.8% to NS

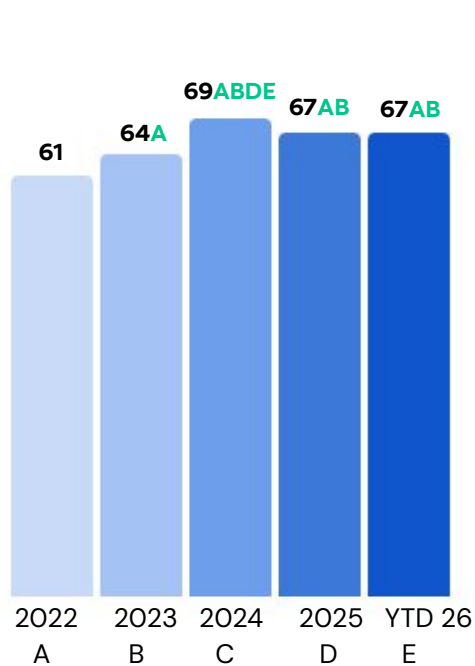
NS: Net Sales

* Excluding one-offs, exceptional items and GST led inverted duty structure impact

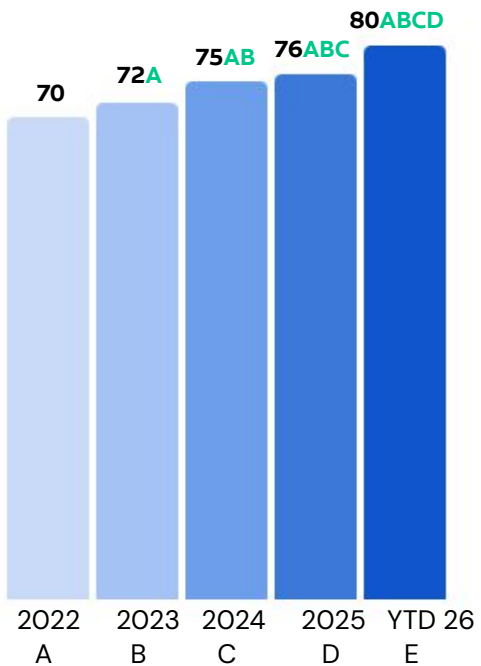
Source: Internal Data

Brand Health

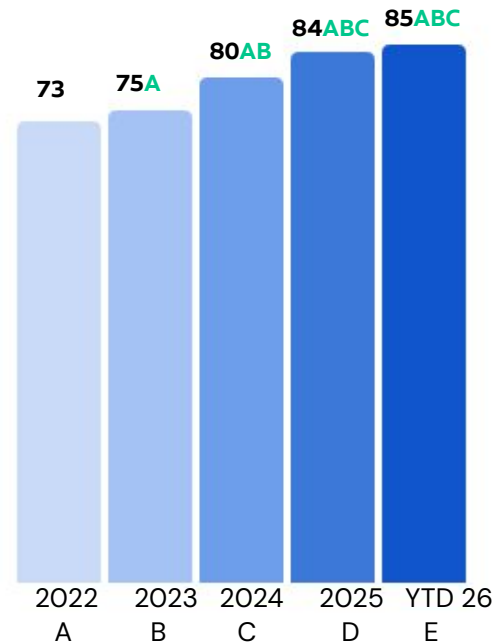
Brand Health Is Stable With Expert Imagery Improving



Top of Mind Awareness



Dentist Recommended



Best Oral Care Expert

Amplifying Our Brand Love

Real People, Real Stories, Real Impact

Every
Colgate
Smile
Has a
Story

Raised By Sweets



"We have been using Colgate for generations. I know Colgate will take care of my kids"

The Life Jacket



"While I was out there protecting the country, it was Colgate at home protecting Daksh"

The Boy Learns To Smile



"My mother had one of the most beautiful smiles. Even today, as I brush with Colgate, it reminds me of her"



The Colgate logo, featuring the brand name in white on a red circular background.


Colgate

A man with dark hair and a beard, wearing a light-colored sweater, is smiling and looking down and to his left. The background is a blurred interior setting with wooden shelves.

EVERY COLGATE SMILE
HAS A STORY



Colgate



हर COLGATE SMILE में
है एक कहानी

Agenda

01. Performance Update

02. Strategy in Action

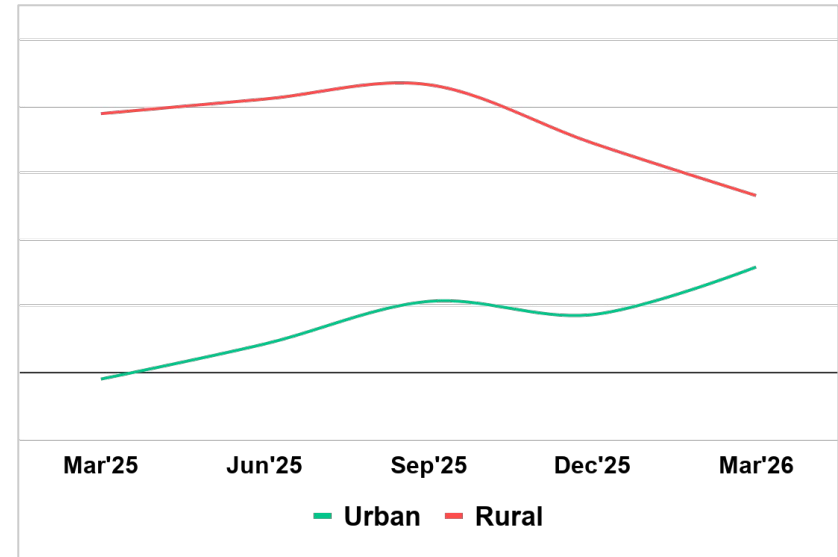
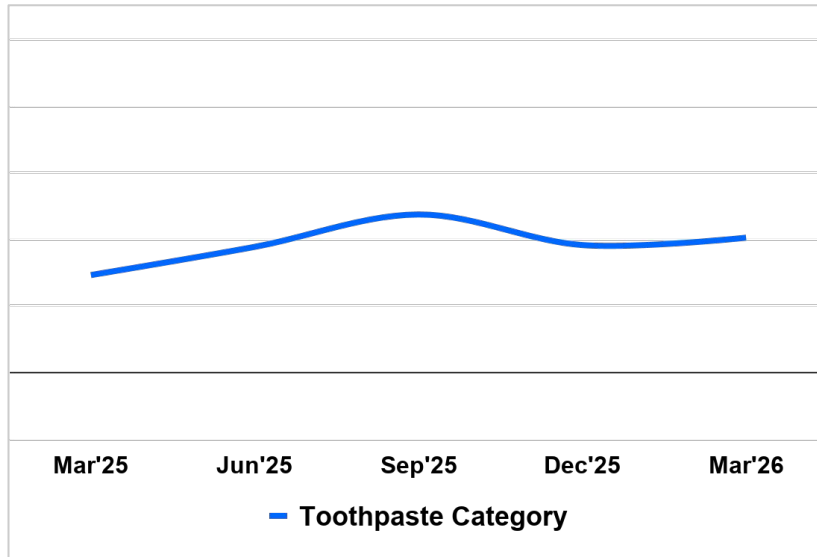
03. Financial Performance

04. Summary



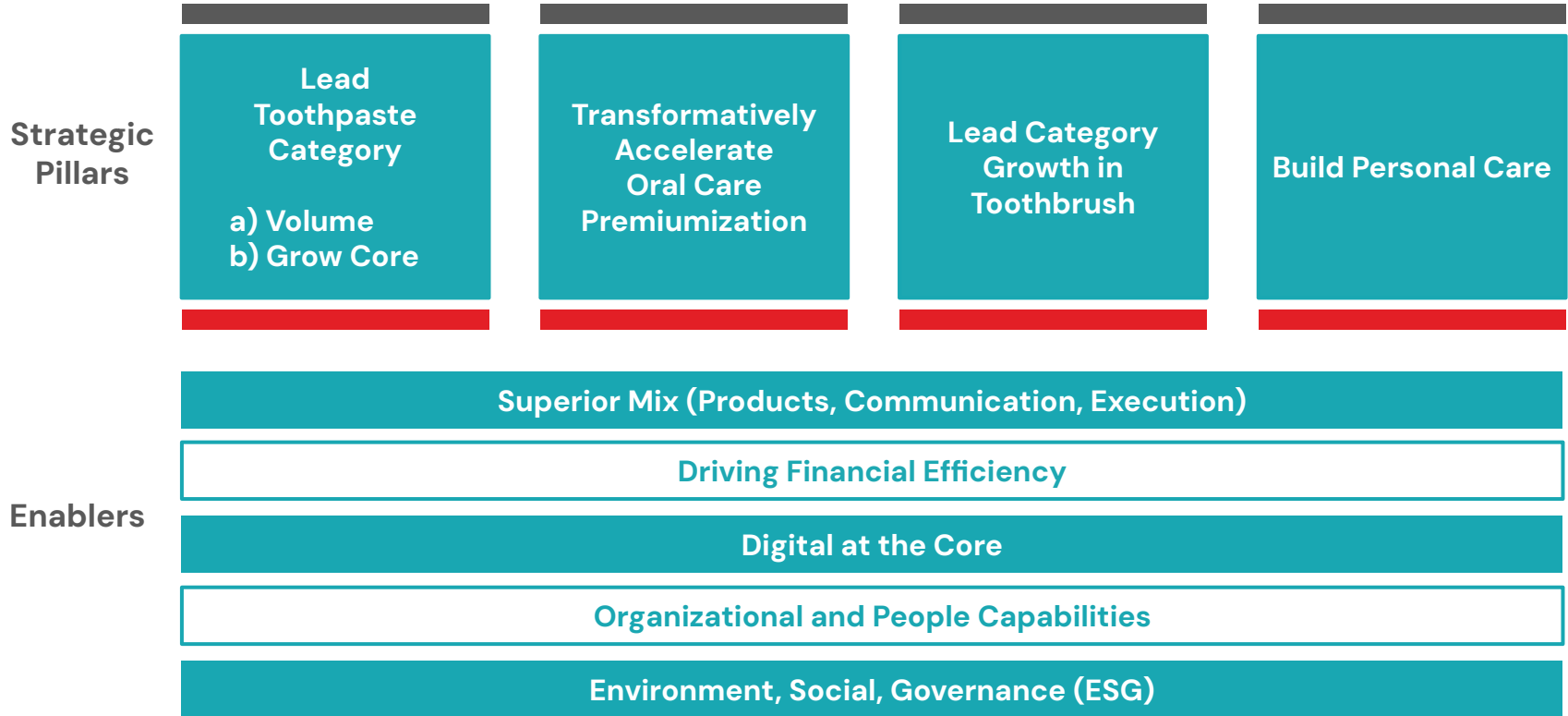
Steady category volume growth with recovery in Urban markets

Toothpaste Vol Growth %

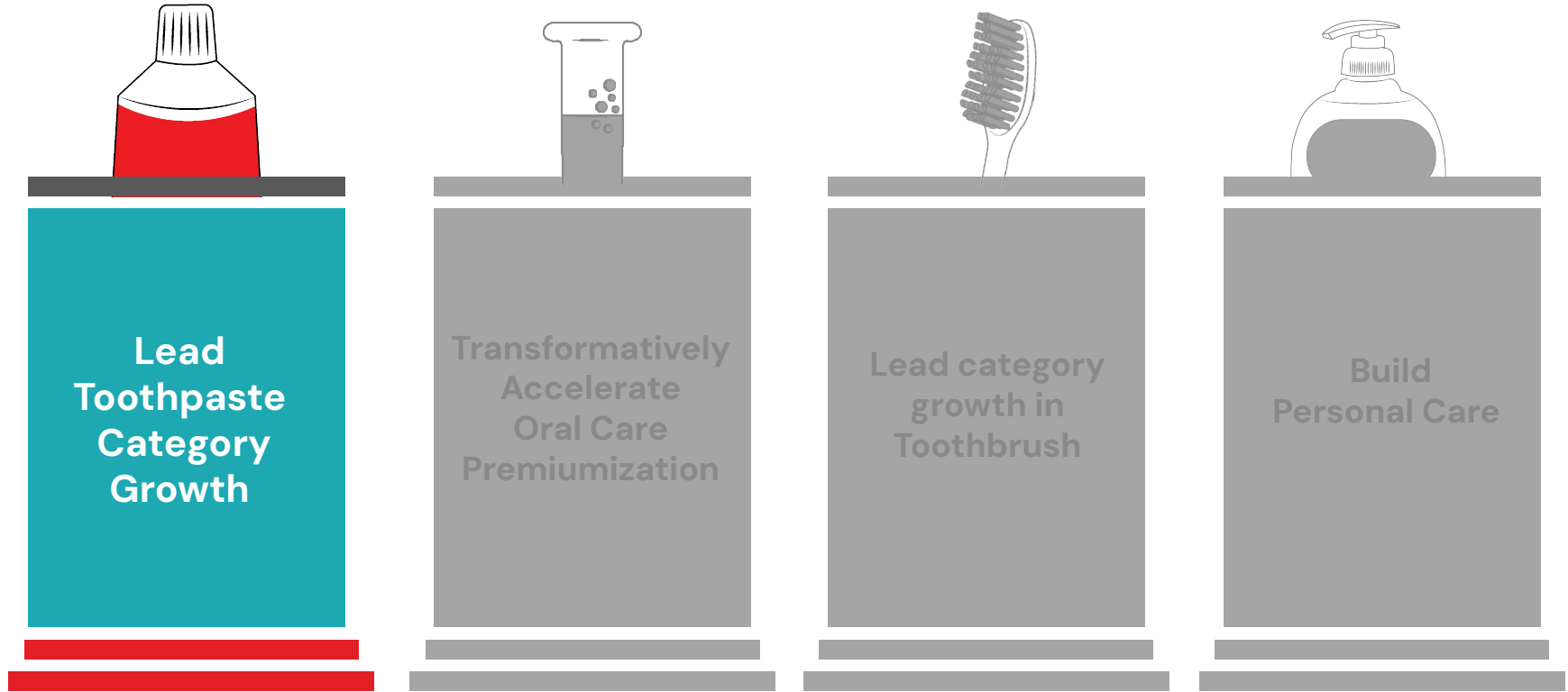


* on MAT basis

Strategy in Action: Growth Pillars



Strategy in Action: Growth Pillars



Drive Consumption

BSBF

10 Million+ Children engaged each year

#States : 10+,
#Districts : 80+,
Schools: 35K+



Govt Partnerships

8 State Govt tie-ups

Make Oral Health a National Policy Priority



Oral Health Education

Caregivers and Teachers

Train Nurses (TNAI), School Teachers and Anganwadi Workers



Professional Partnership

Free Dental Check-Ups

Access via QR codes on 500 Mn+ packs
Virtual Check-Ups for Rural

Doctors recommend Colgate

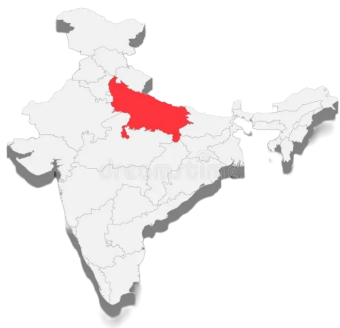


Drive Consumption

Rural Pilot to address the issue of more than 50% of Rural Indians not brushing daily

Pilot Setup – Rural UP

UP Rural chosen: 4 test cells identified basis socio economic factors



Innovative Interventions



Wall Paintings

Intervention 1 –

Only key message

Intervention 2 – Key

message with local

villagers featured



Engaging Street Plays

highlighting the importance of regular oral hygiene



Educate Kids via BSBF

to be influencers at home – Be the Dentist of the House

Promising Results

ATTITUDE

+7%

Brush Once

+7%

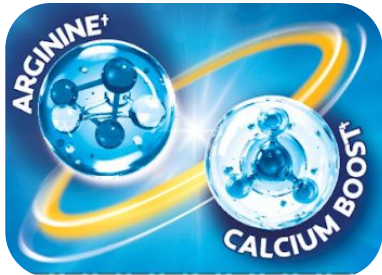
Brush Twice

+17%

Grow Competitively on the Core – Colgate Strong Teeth

Competition Beating Product

Arginine + Calcium Boost technology for 24 hour Cavity Protection



Superior Platform

Superior 24 hours Cavity Protection Communication Platform



Bespoke Urban and Rural communication

Urban: Acting School

Rural: Dentists Recommend Colgate Strong Teeth



Clinical Superiority of Colgate Strong Teeth: Fluoride + Arginine

CLINICAL STUDY REPORT SUMMARY

Proven Remineralization

Colgate Strong Teeth with Fluoride + Arginine was clinically proven to reverse mineral loss and promote net enamel hardening in the intra-oral challenge model.

Colgate Strong Teeth provides **8.5x** stronger cavity protection vs another commonly available toothpaste in market

Colgate Strong Teeth: 8.5x more effective

Remineralization Scale

% Change in Enamel Surface Microhardness

Colgate Strong Teeth

+0.74%

Competitor

-6.31%

Source: Clinical Study, 2025




Colgate®



RV dear...come on, get up.



Colgate



दैनिक दो बार ब्रश करने से कवितों प्रतिरक्षण
कांतर ट्रेटिस्ट सर्वे, 2025. रचनात्मक प्रस्तुति.
Colgate Strong Teeth protects you from cavities.

Grow Competitively on the Core – Colgate MaxFresh

Growth in FY26

Competitive Growth Continues in
FY 26



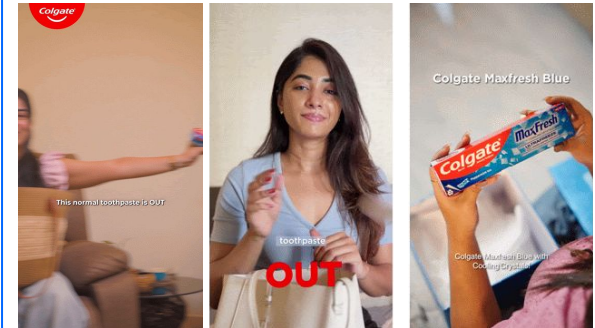
Maximum Freshness with Cooling Crystals

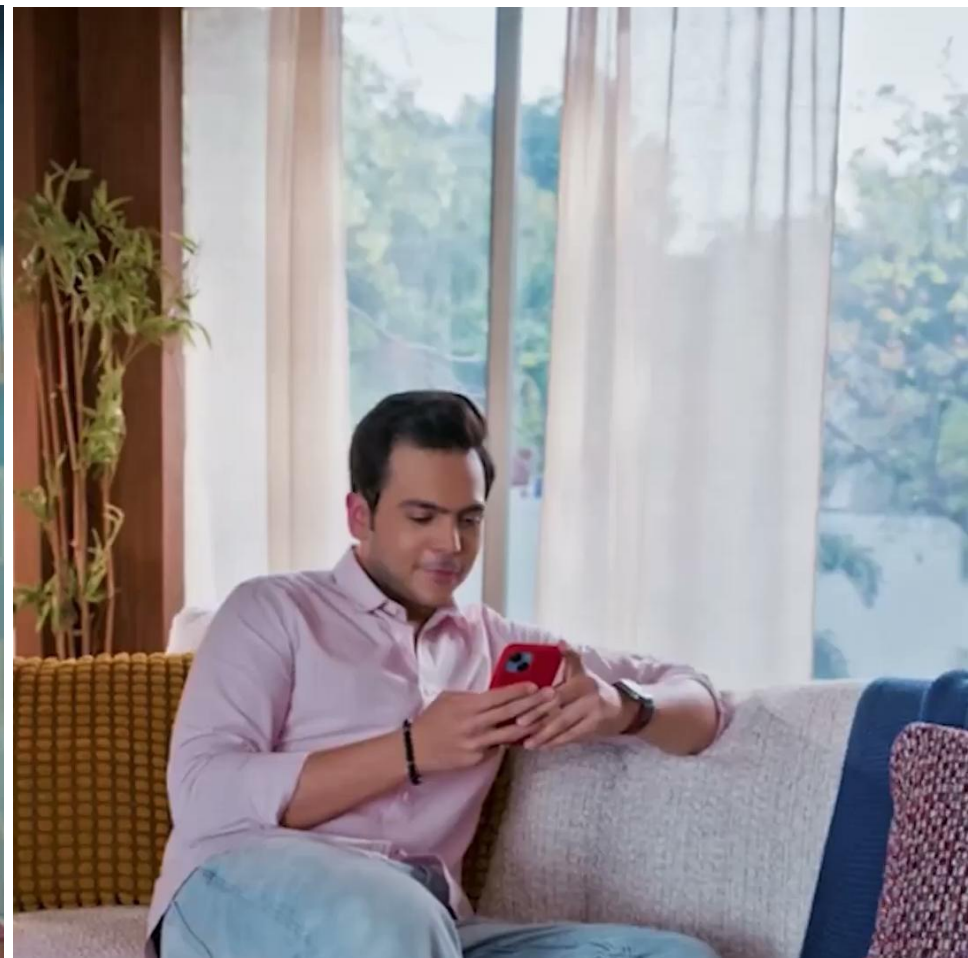
Maxfresh's Unique Cooling Crystals
give superior freshness vs
competition



Summer Campaign – May'26

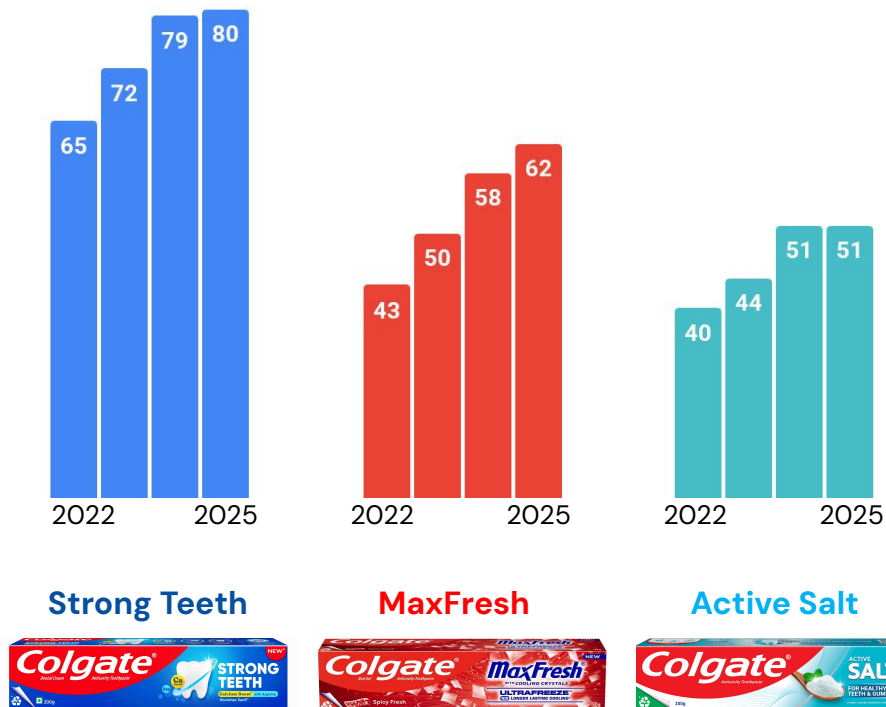
The Garmi-wala Toothpaste with an
Icy Blast of Freshness



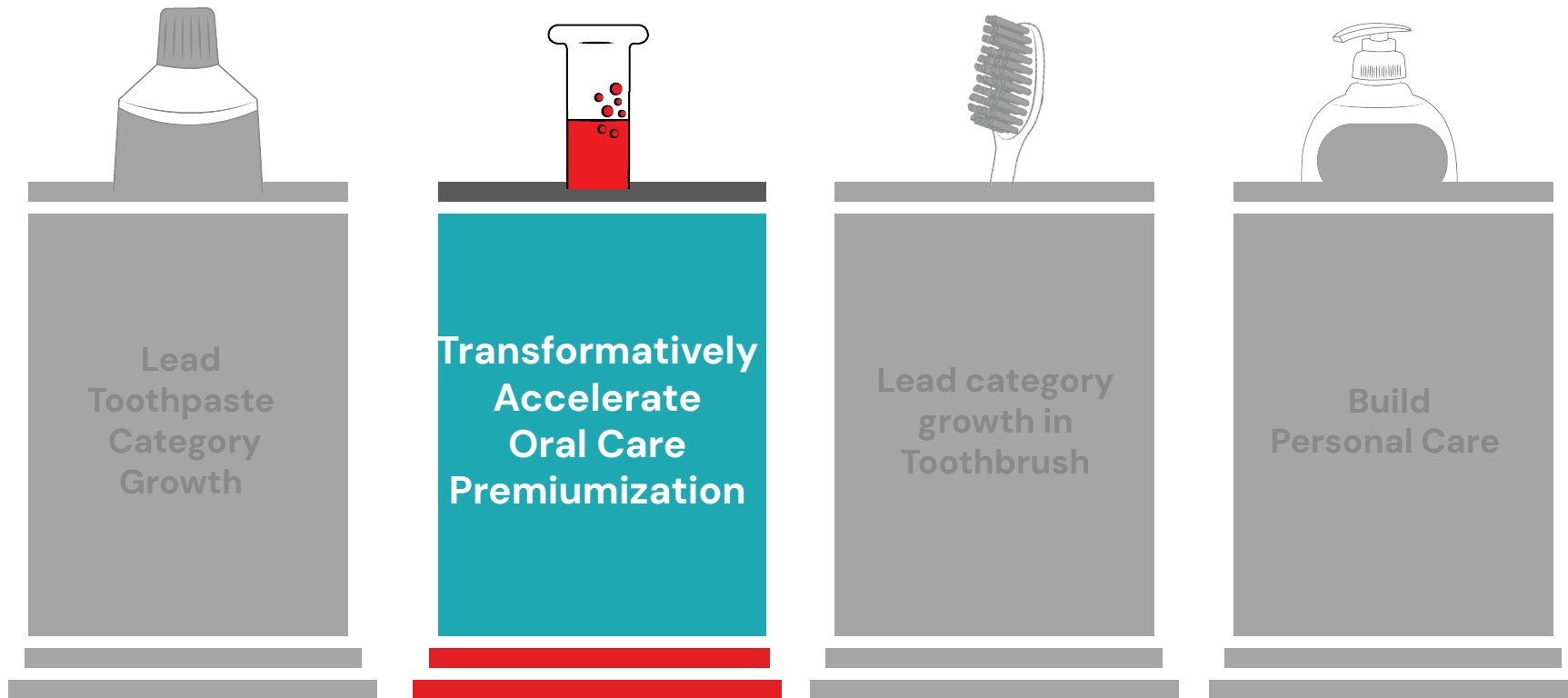


Grow Competitively on the Core – Toothpaste

Consideration for Key Sub-Brands



Strategy in Action: Growth Pillars



Transformatively Accelerate Oral Care – Colgate Total

Advanced Technology

Prevents 8 Dental Problems

130+ Patents for Dual
Zinc+Arginine Tech



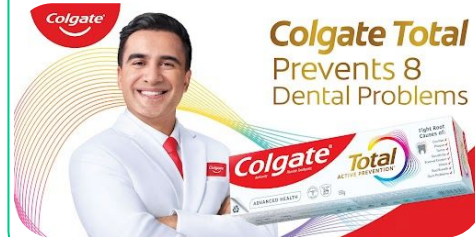
Own Active Prevention

Elite athletes endorse link
between oral health and
peak performance.



Top Box Tested Asset

Feature dentist-led
discussions highlighting
preventive care




Embed in Culture

Leverage IPL Platform to
drive scale



Why Prevention
Matters
**Total x Rahul
Dravid**

A man with dark hair, wearing a light-colored shirt, is shown from the chest up. He is looking slightly to his left and appears to be speaking. The background is a teal-colored wall with vertical lines. A dark grey subtitle bar is positioned at the bottom of the frame.

Everything makes a difference, even looking after sometimes the smallest

Transformatively Accelerate Oral Care – Colgate Visible White

Oral Beauty Need Space

for 42% of Indian consumers
4x faster growth vs overall
toothpaste category



Visible White – Your Beauty Secret

Visible White Purple centred
around Colour Theory –
Purple cancels Yellow



Endorsement

Endorsed by India's biggest
Beauty Arbiters



Build Relevance

Via Tentpole Activations
The New Wedding Regimen





Colgate



KRITI
SANON
ACTOR

Not for the skin.

Focus on Building Therapeutics

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

High Incidence of Gum Problems

- 60% of Indians suffer from Gum Problems
- Only 3% get treated for Gum issues



PerioGard – Gum Care System

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

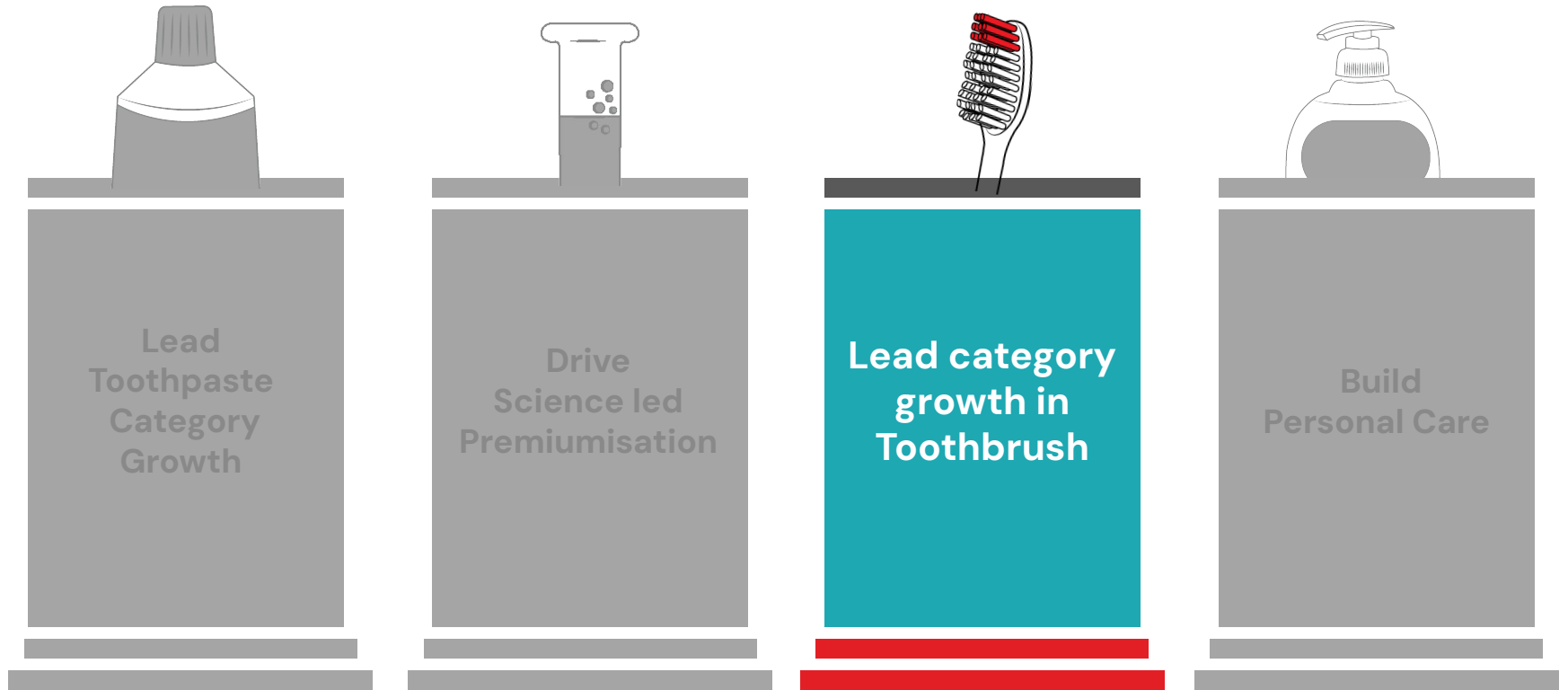


Drive Prescriptions via PerioGard

- PerioGard is the 1st toothpaste brand to be endorsed by the **Indian Society of Periodontology (ISP)** – May 2026



Strategy in Action: Growth Pillars



Lead Category Growth in Toothbrush

Colgate Power Play across Tiers

Value Tier

INR 10 – INR 25



Mid Tier

INR 30 – INR 45



Premium

INR 50 – INR 330



Kids

INR 20 – INR 350



Lead Category Growth in Toothbrush

Leading Value and Mid Tier

Largest Player in the affordable toothbrush segment

1.7x vs nearest competitor



Fortifying Leadership in Super Premium

Led by new launches and addressing specialised needs

1.5x vs nearest competitor

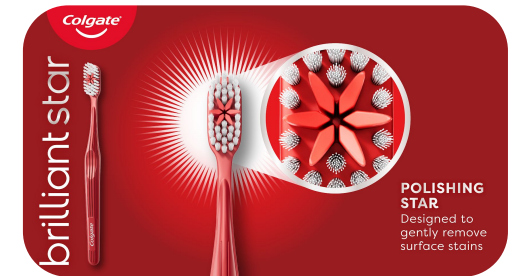


Identifying Areas of Opportunity

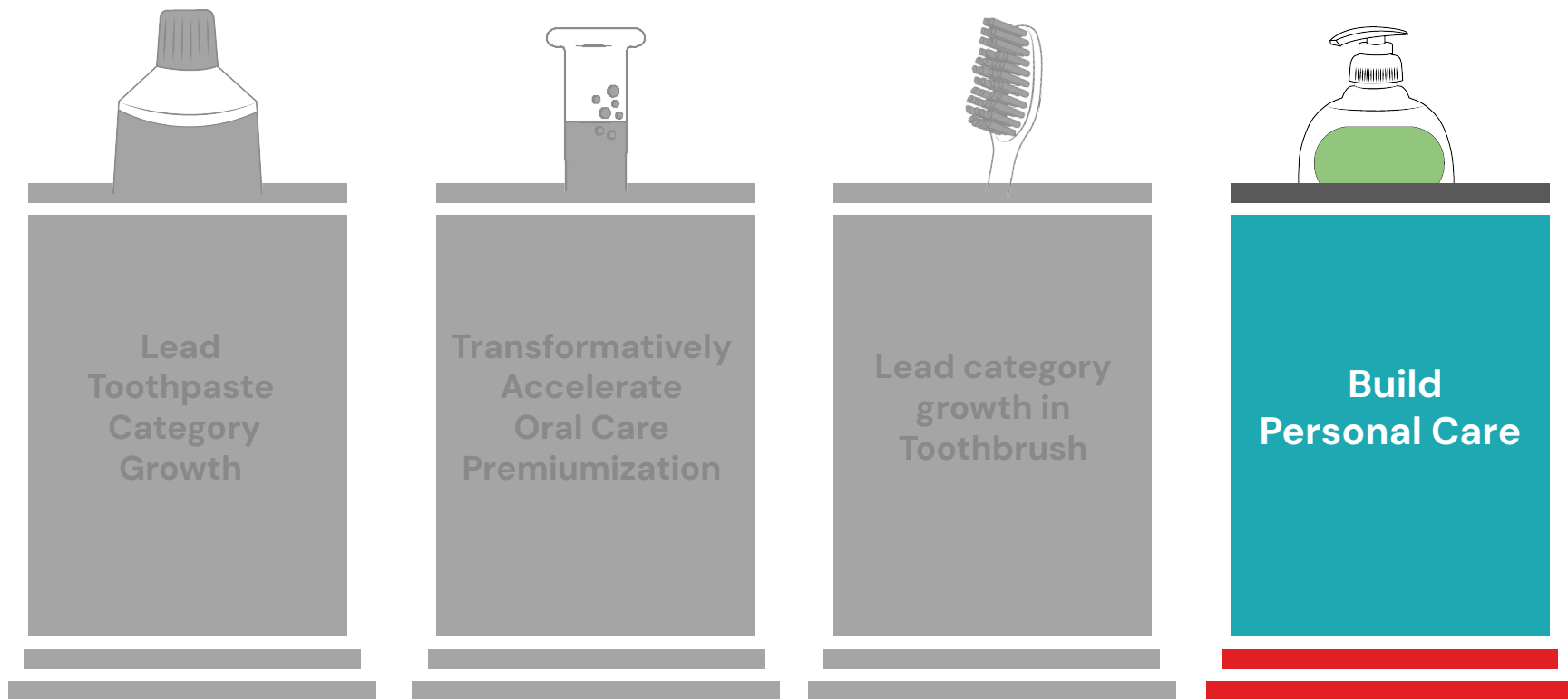
First ever masstige whitening toothbrush – Brilliant Star

Hard bristle brush to meet white space in select geos

Price Point entry through Rs.10 TB



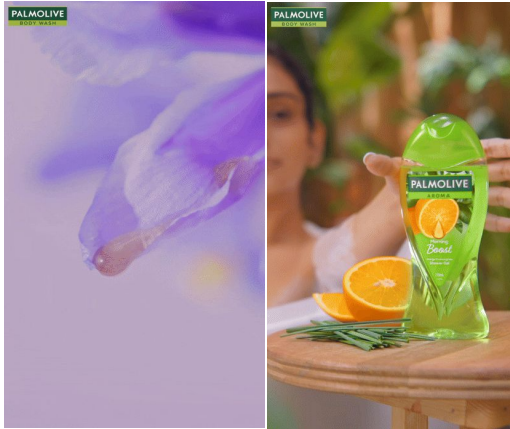
Strategy in Action: Growth Pillars



Diversify with Personal Care

Bathing Experience

Continue to Build the platform of Rich, Fragrant bathing experiences



Strong growth in Handwash

Hand Wash grows at strong double digits across channels



Digital First Partnership

Exploring D2C partnerships to drive visibility and availability

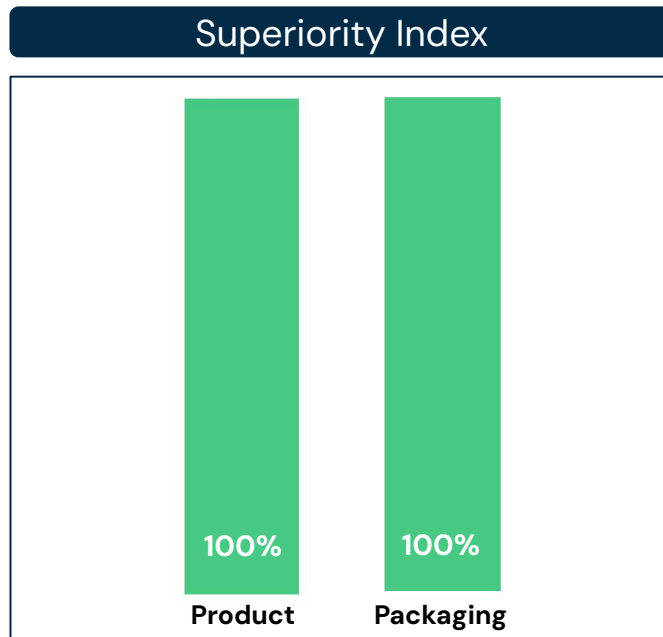


Strategy in Action: Growth Pillars

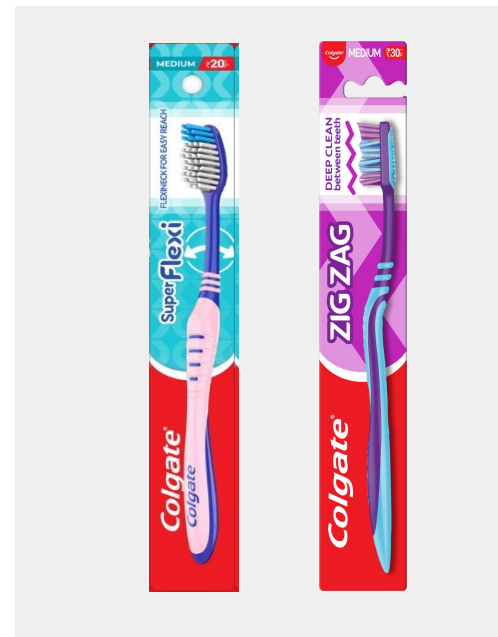


Superior Mix: Product & Packaging

Data Backed Superiority Across Product and Packaging



% CP Core Volume



Superior Technology and Science backed Innovation

Science Backed Portfolio

Ultrafreeze
Technology



Arginine +
Calcium Boost



Color Correcting
Technology



Dual Zinc + Arginine
Technology



Zinc Citrate + Fluoride



Future Forward Innovation

Mouthwash
Sachet



Palmolive
Moments



Kids
Squeezy



Colgate®



Colgate®
Anticavity Fluoride Paste

MaxFresh NEW
COOLING CRYSTALS
WITH
10X LONGER LASTING COOLING

BERRY
MAGIC

100g

ENJOY THE
**BERRY-MAGIC
FLAVOR**

FRESHNESS POWERED BY
ULTRAFREEZE™



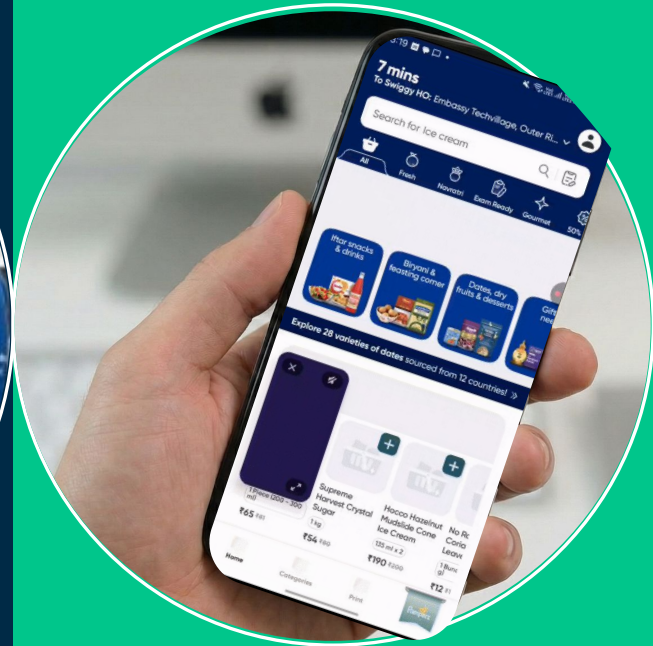
Everyday Great Execution



Win In Market



Win On Shelf



Win On Screen

Win in Market: Consistent Excellence in Fundamentals

Strong on-ground execution



+2 lakh stores added in 2025

X

0.8X

Well managed
Distributor inventory

Mar'25

Mar'26

ML Led assortment model for all stores



Intelligently growing assortment
with store level customizations



AI enabled order placement

Win on Shelf: Accelerate Premiumisation in Modern Trade

Enhanced Planogram

Revamped planograms

Objective to drive Premium



Impactful Visibility



Premium assets
2X changeover in 2026

Expanding Promoter Footprint

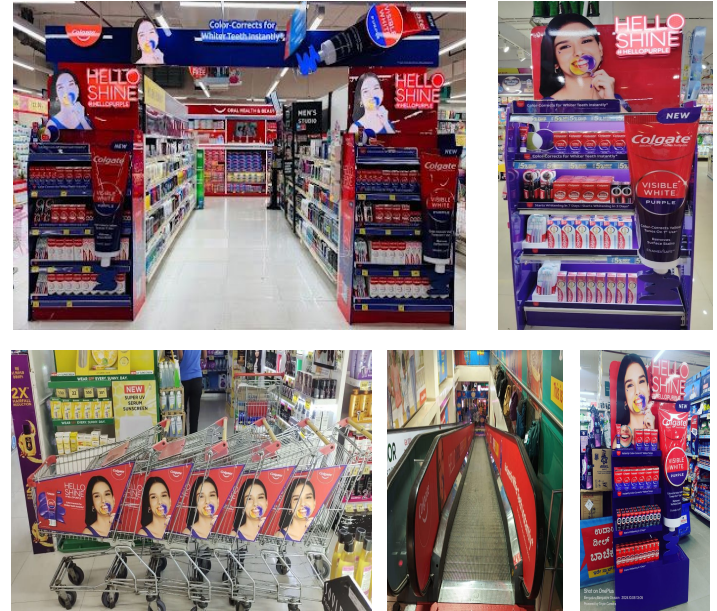


Unlocking High Impact Premium Visibility

Digital Arch Gate

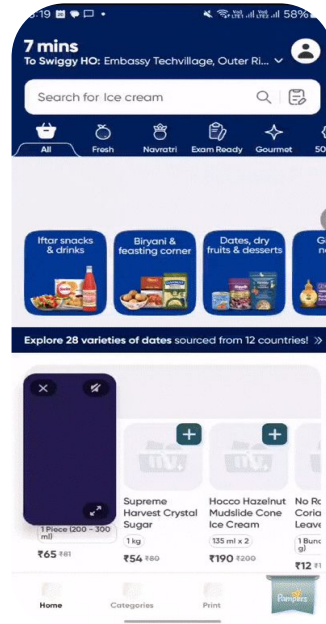
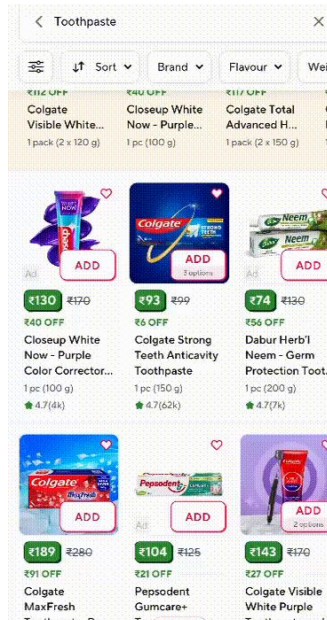
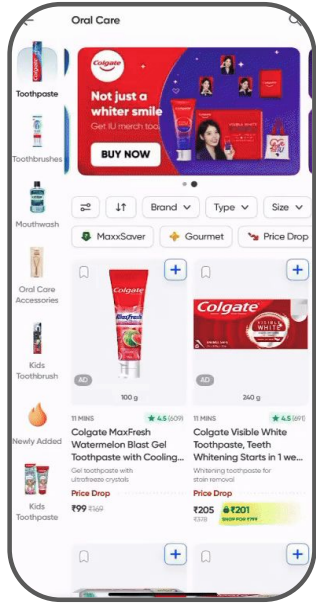


Visible White Execution



Win on Screen: Premiumising our Digital Shelves

Growth Driven by Premium Segment



Growth, Share, Margin Accretive

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



Increasing premium mix

Premium growing at 2x vs overall



Best-in-Class Activation

Enhanced discoverability & engagement,
Optimized algorithmic performance

Scale Transformative Enablers – Data and AI

Three Core Pillars for AI Transformation

Effectiveness

Improving the quality of strategic decisions and commercial delivery across all functions.

Efficiency

Executing work in a fraction of the time, freeing up resources for high-value innovation.

Capability

Democratizing AI leverage to develop experts who solve complex business problems at scale.

Scale Transformative Enablers – Data and AI

From Capability to Impact – Building a Future-Ready Organization

Building Capability

50+

Capability sessions
conducted across CP
India

People Leveraging AI

94%

Employees in non field
roles leveraging AI as
part of their work

Efficiency

30+

AI assistants deployed
to reduce manual work

Effectiveness

65%

Time reduced on
secondary research
and insight mining

Impact

20+

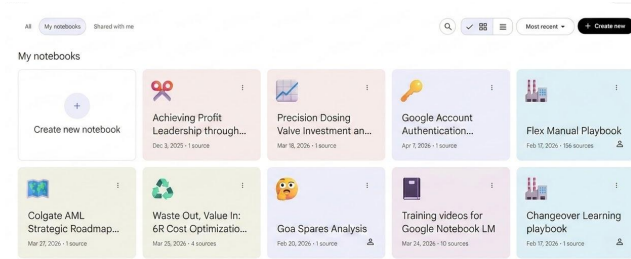
Processes automated,
eliminating manual
workflows

Scale Transformative Enablers – Data and AI

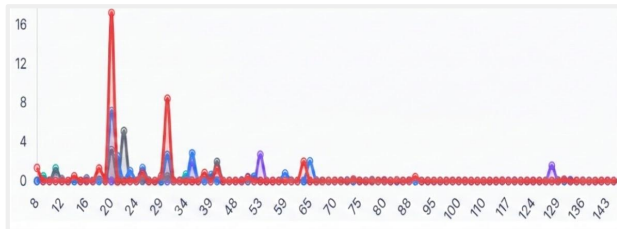
Use cases across functions

Automated Insights and Reporting

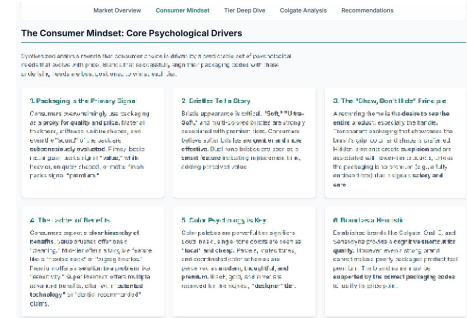
Automated Tracking of Plant Operations



AI Assisted RGM



Consumer Research and Creative Partner



Ignite a High Impact, Inclusive Culture

Capability



Building Org & People Capabilities
that drive
Growth & Performance

Culture



Fostering a Culture that enables
Performance
in line with our ***Values***

Capability as Competitive Advantage

Functional Academies

Build Technical Expertise



Through instructor led training for 100% employees & sales reps

Managers as Multipliers

Amplify High Impact Inclusive Culture



Through coaching & psychological safety

Building Capabilities on Strategic Priorities

Invest on Key Priorities



Focus on Omni Demand Generation, Profession & AI

Building Future-Ready Leaders

Invest on People



Through global institutions and executive coaching

Culture that Enables Growth

Culture of Caring and Wellbeing



We support holistic wellbeing of employees through a dedicated Colgate Care program



Physical Wellbeing

Mental Wellbeing

Financial Wellbeing

Social Wellbeing

Industry Leading Inclusive Policies



Colgate-Palmolive India extends paternity leave from 4 weeks to 3 months

The change in policy applies to all new parents - birth, adoptive and surrogacy. The move is aimed at promoting gender equality and fostering an inclusive workplace culture, according to a statement.



Colgate-Palmolive (India) champions workplace equity with a robust policy for persons with disabilities

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Driving Financial Efficiency



Financial Highlights

	Q4 2025-26		FY 2025-26
Topline	₹ 1,583 Crore +9.0% y-o-y		₹ 5,984 Crore flat y-o-y
Margins & Brand Investments	69.6%	Gross Margin	69.3%
	12.6%	Advt. to NS	13.7%
Profitability	₹ 353 Crore +9.2%* y-o-y	NPAT	₹ 1,325 Crore -1.8%* y-o-y

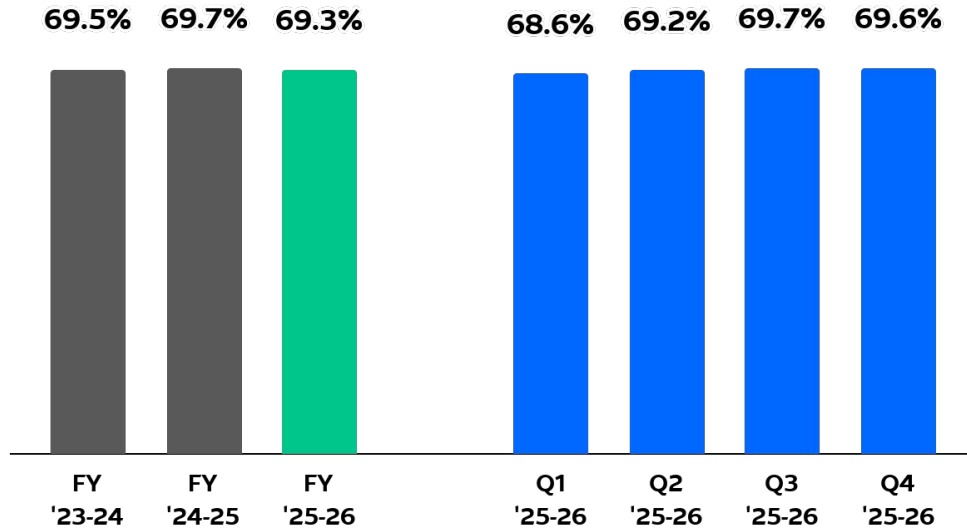
NS: Net Sales

* Excluding exceptional items

Strong Margin Performance

Steadfast focus on executing Funding the growth program

Gross Margin %



"Funding The Growth" Savings

- 1 Procurement and Manufacturing Efficiencies
- 2 Automation Initiatives
- 3 Localisation of Sourcing

Re-invested in Product Superiority

Executing Revenue Growth Management strategy

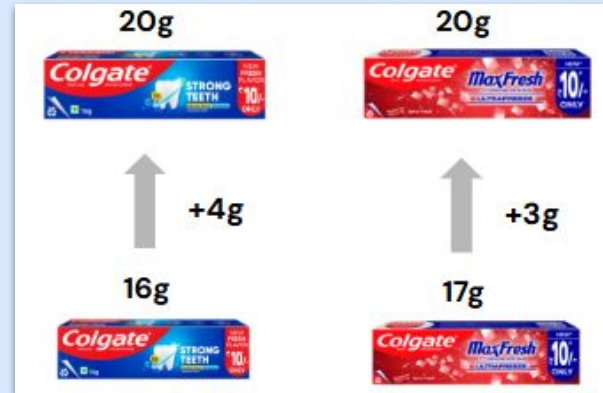
Driving enhanced value and realisation

- 1 Strategic Pricing
- 2 Accelerating Premiumisation
- 3 Driving penetration in price points packs with upsizing
- 4 Efficient promotional spends

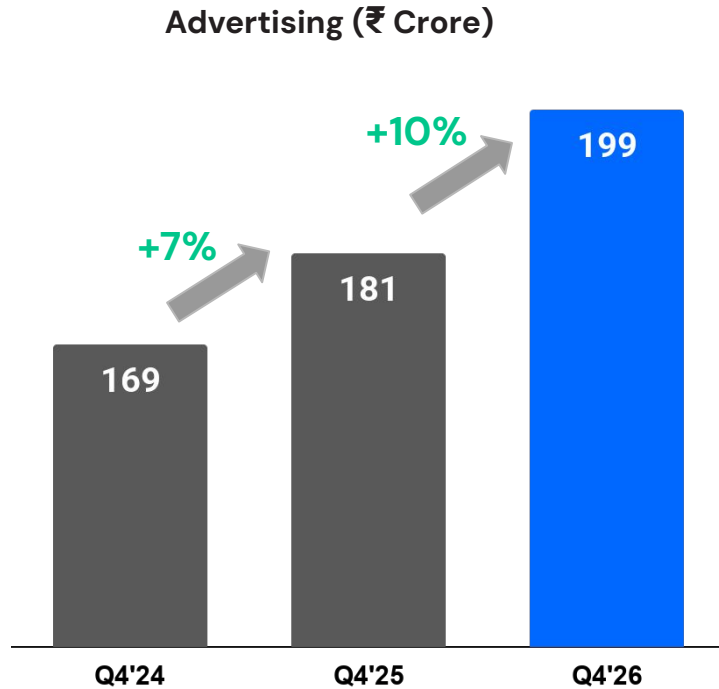
Premium Toothpaste
Share of Business (%)

~ +35% over the
past 2 years

Grammage upsizing in Rs. 10 packs

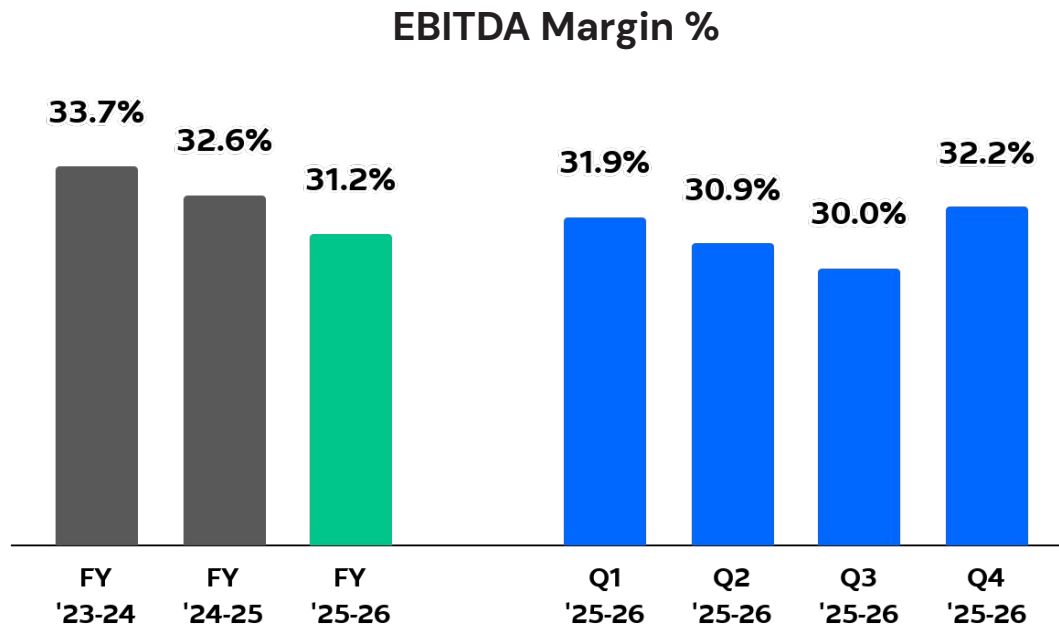


Committed to consistent brand investments



Operating Profits

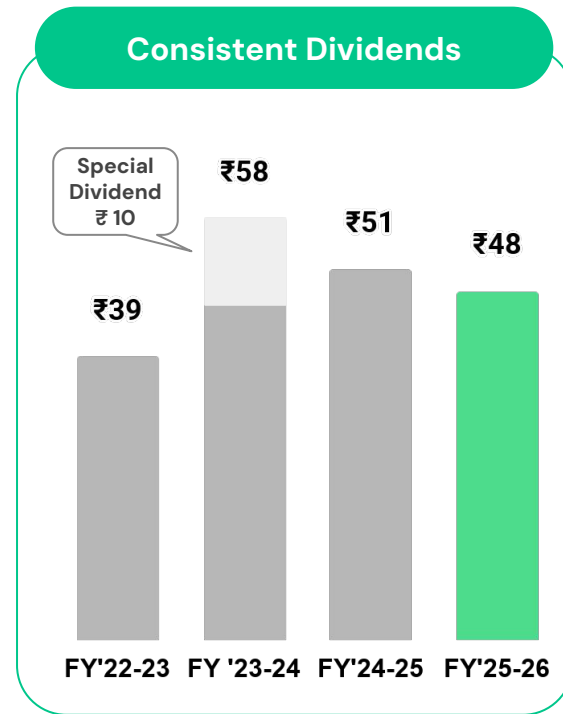
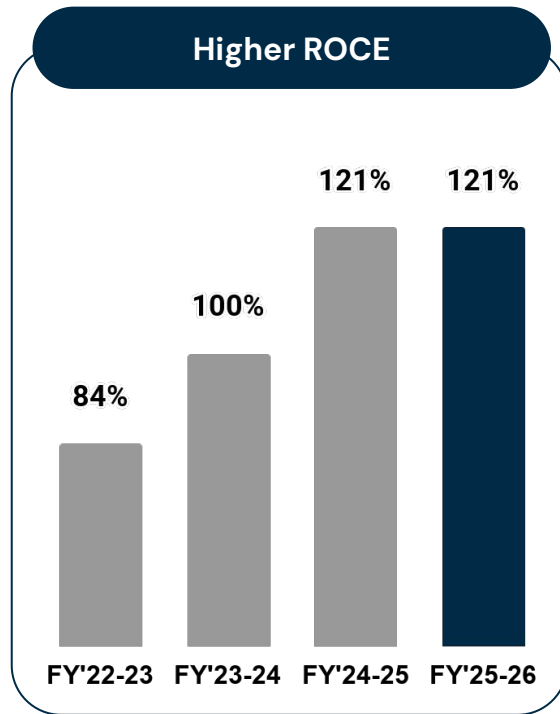
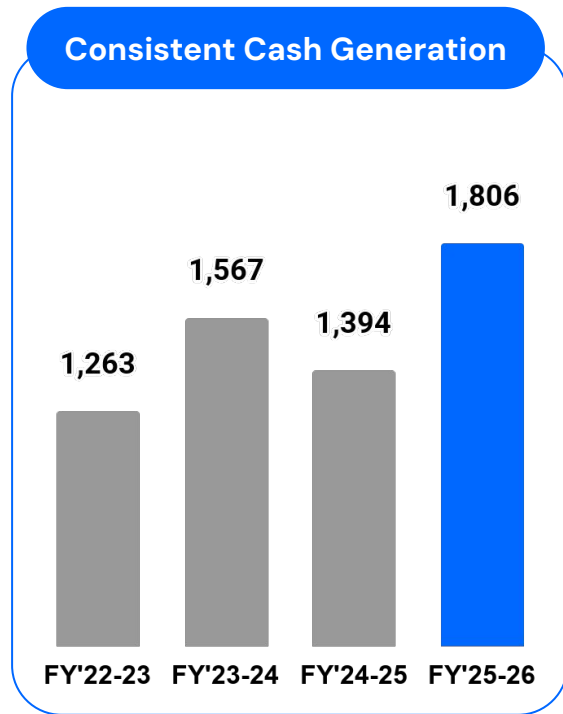
Consistent profit delivery driven by strategic pricing and strict financial discipline



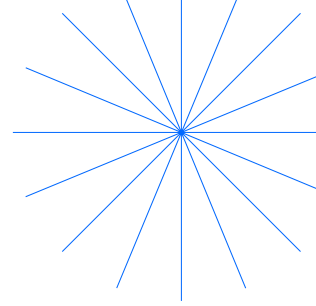
Impact of GST change at ~160 bps in Q4'26

Enhancing Shareholder Value

Strong balance sheet and cash generation enabling consistent dividend payouts



ESG Highlights



100%

RECYCLABLE
TOOTHPASTE
TUBES

60%

RENEWABLE
ELECTRICITY

11Mn

CHILDREN & THEIR
FAMILIES REACHED VIA
COLGATE BRIGHT SMILES,
BRIGHT FUTURES®

101%

PLASTIC
NEUTRALITY

95%

RECYCLABLE, REUSABLE &
COMPOSTABLE PACKAGING
(Primary & Secondary)

WATER
POSITIVE

AT COUNTRY
LEVEL

460Mn ltr

WATER REPLENISHED
VIA CSR SINCE FY19

TRUE®

ALL PLANTS CONTINUE
TO BE CERTIFIED FOR
ZERO WASTE

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Build Category Consumption

Drive Premiumization

Steadfast Focus on Strong Governance and Value Creation

Step up Investments to drive Growth



Thank You