



Colgate-Palmolive (India) Limited

Investor Day - 27 November 2024

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.



**Let's talk
about**

Performance Update

Strategy in Action

Financial Performance

CONSISTENT Performance

Strong **FOUNDATION**

Robust **EXECUTION**



**Let's talk
about**

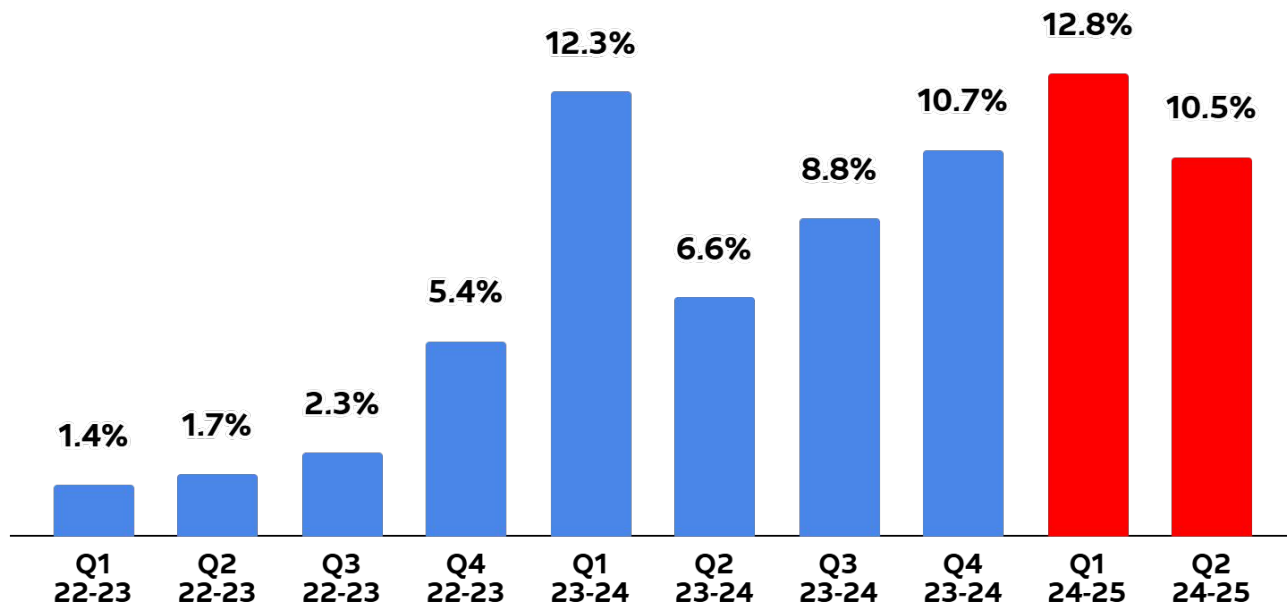
Performance Update

Strategy in Action

Financial Performance

CONSISTENT Performance - Delivering Topline Growth

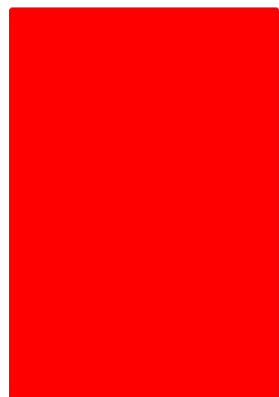
Domestic Net Sales Growth %



CONSISTENT Performance - Topline ahead of FMCG Peers

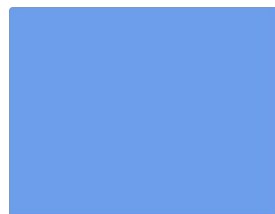
FY 23-24

1.6 x



CP INDIA
CP India

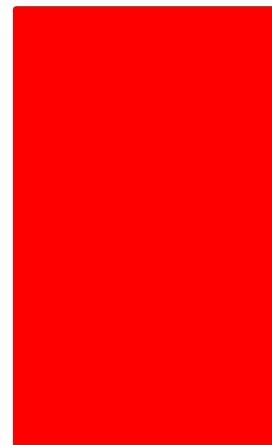
x



FMCG
FMCG

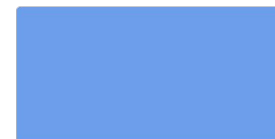
H1 24-25

2.4 x



CP INDIA
CP India

x



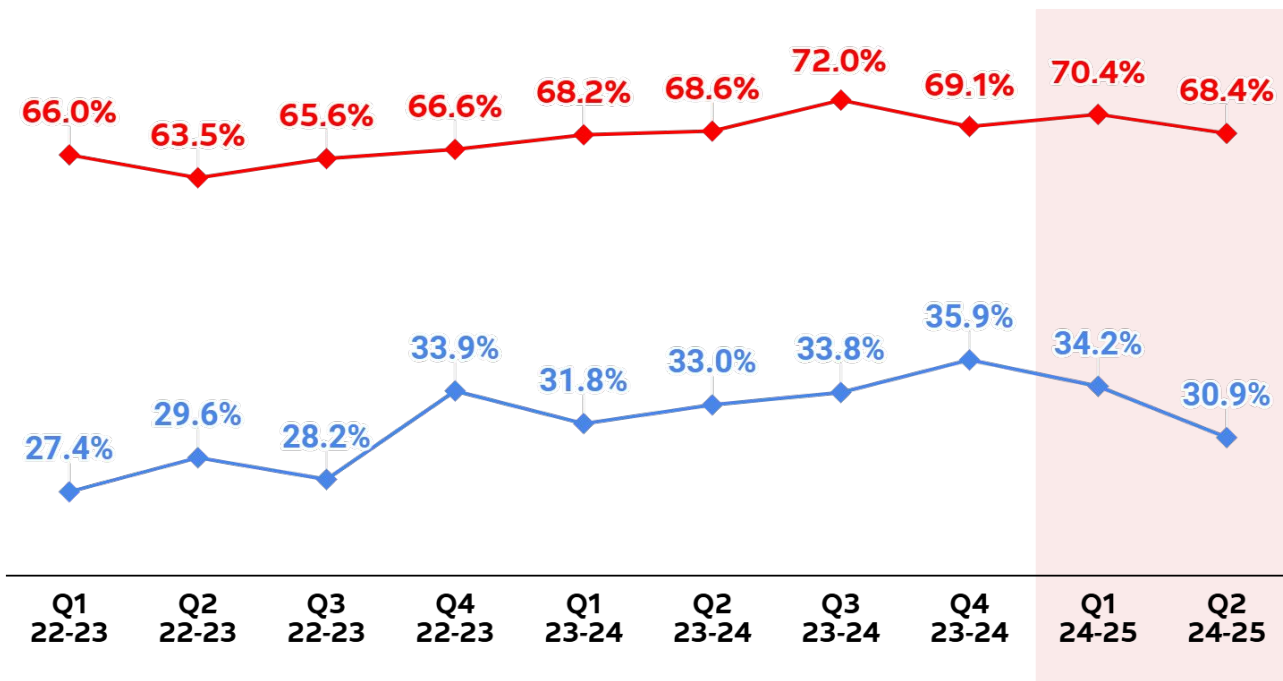
FMCG
FMCG

Note: Sector average includes top 12 listed FMCG companies

CONSISTENT Performance - Margin delivery

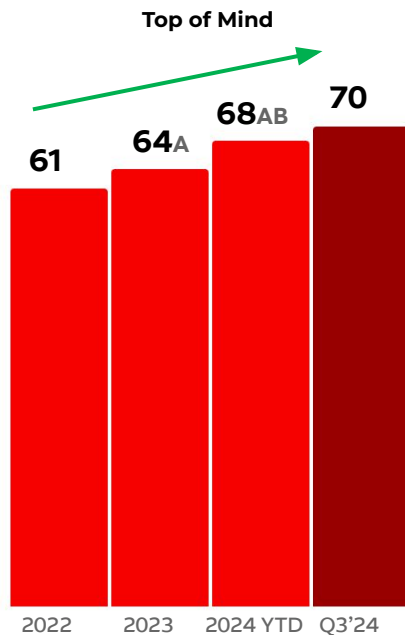
◆ Gross Margin %

◆ EBITDA %

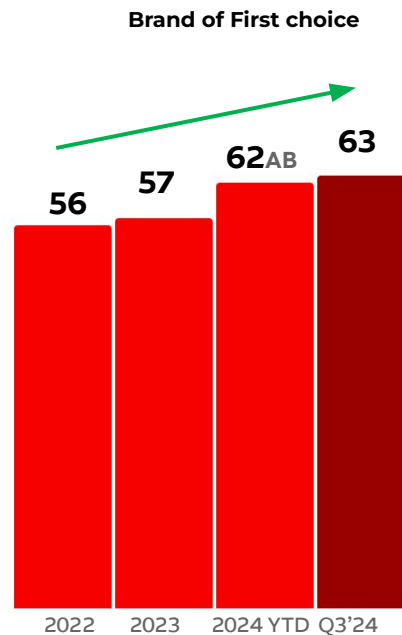


Strong FOUNDATION - Solidifying Brand Health

Awareness



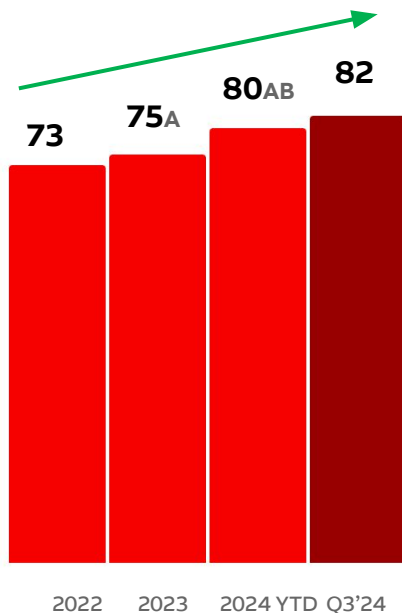
Consideration



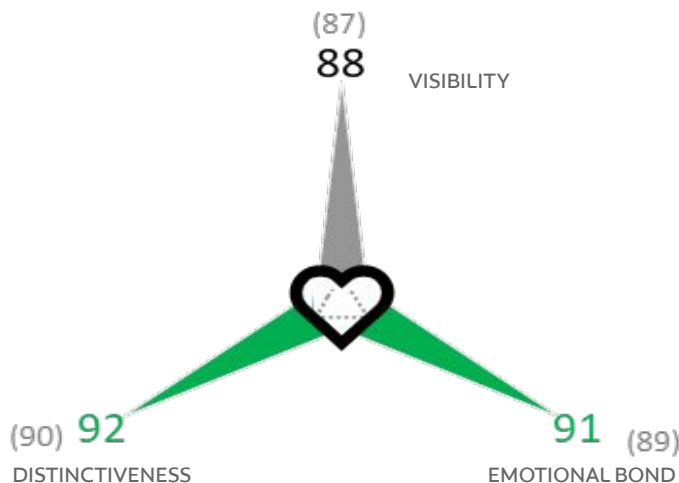
Calendar year
YTD - Jan-Sep'24

Strong FOUNDATION - Solidifying Brand Health

Oral Care Expert



North Star



Calendar year
YTD - Jan-Sep'24

Robust EXECUTION - Superior Mix & Digital Efficiencies

Superiority



Of portfolio & communication

Elevating Shopper Experience



Elevating Shopper Experience

Digitisation



Driving sharper actions on data backed insights



**Let's talk
about**

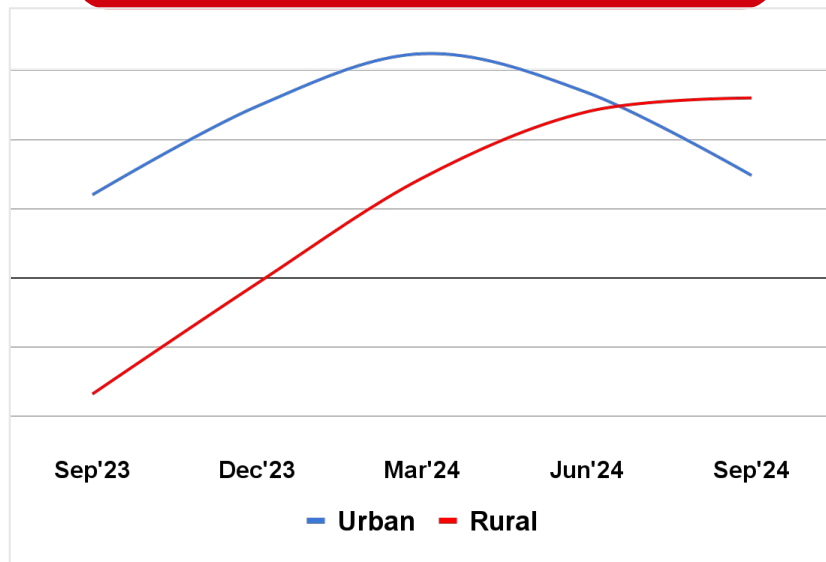
Performance Update

Strategy in Action

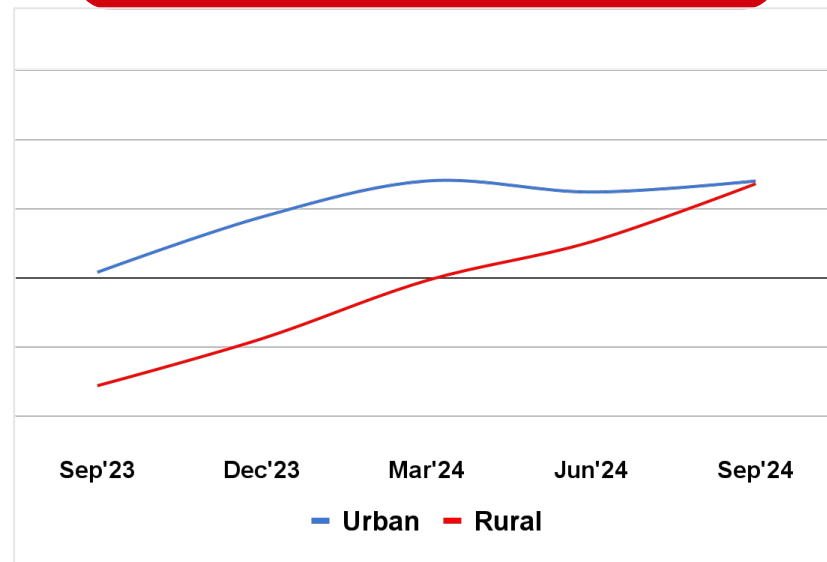
Financial Performance

Softening category growth in Urban

Toothpaste Vol Growth %



Toothbrush Vol Growth %



* on MAT basis

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)

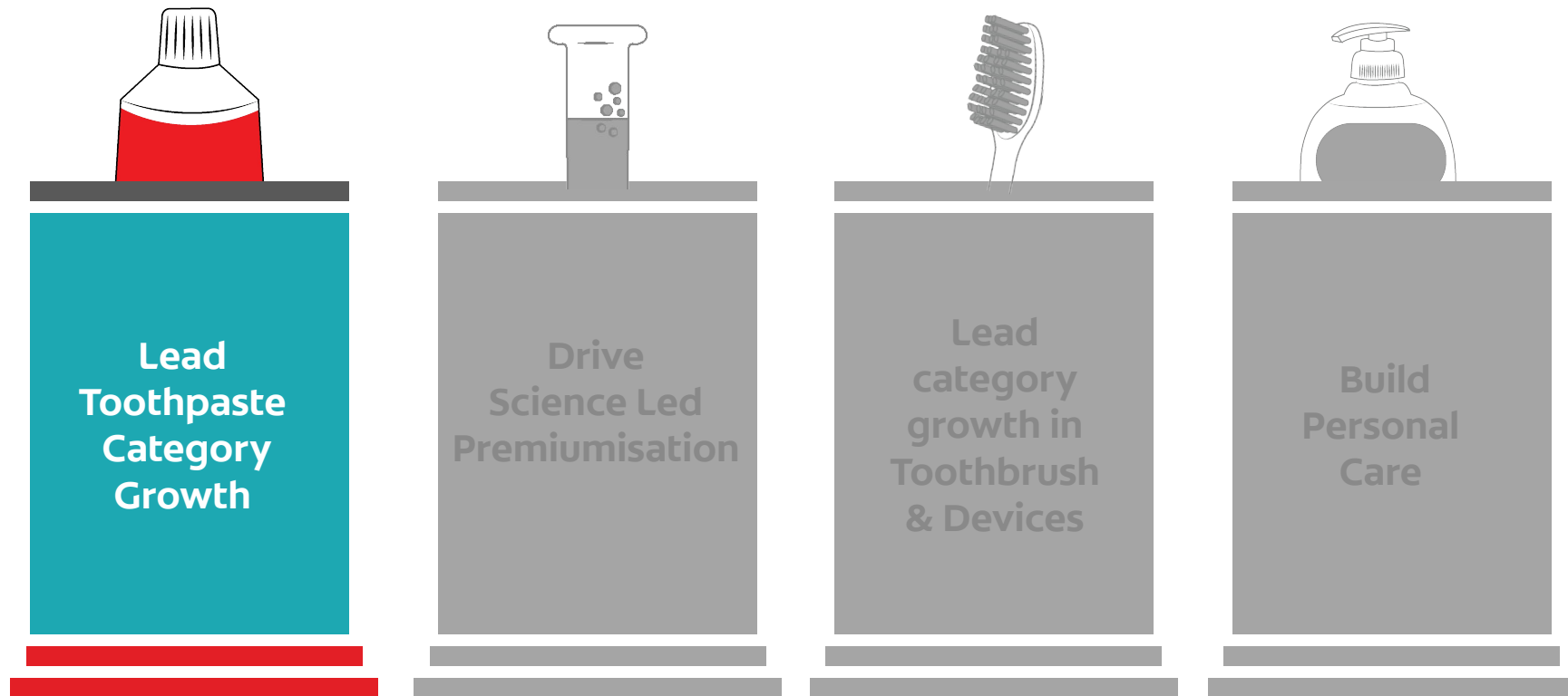
Driving Financial Efficiency

Digital at the Core

Organizational and People Capabilities

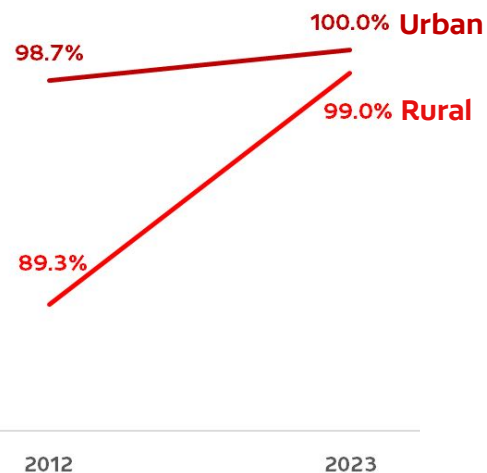
Environment, Social, Governance (ESG)

Strategy in Action: Growth Pillars



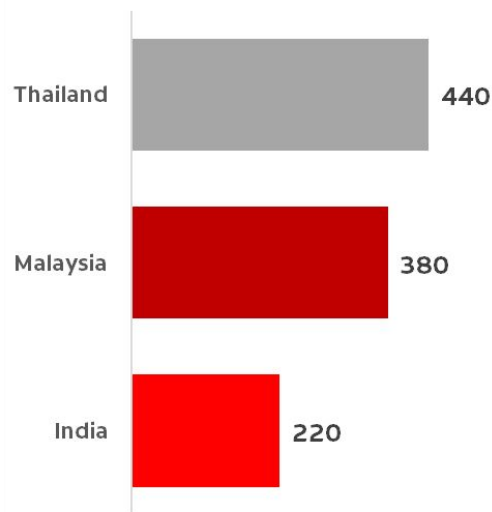
Need to Drive Category Consumption

Universal TP Penetration



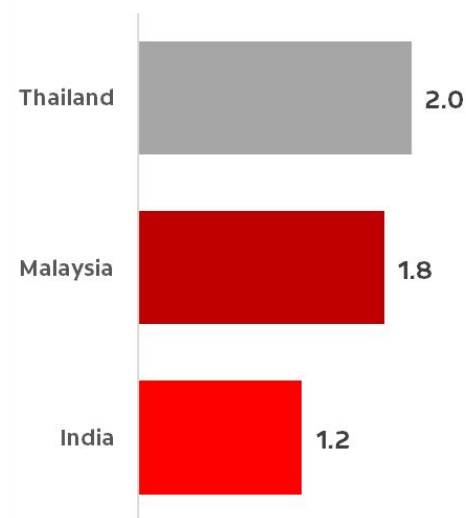
TP Consumption

TP gms per capita per year



TB Consumption

TB handles per capita per year





80% Urban Indians do not brush 2X a day



55% Rural Indians do not brush daily



53% Indians continue to use a frayed toothbrush

9/10

Indians have Oral Health issues



MISSION

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





ORAL HEALTH MOVEMENT

Colgate[®]

Always On, All Encompassing Movement



Universally Accessible
AI Dental Screenings



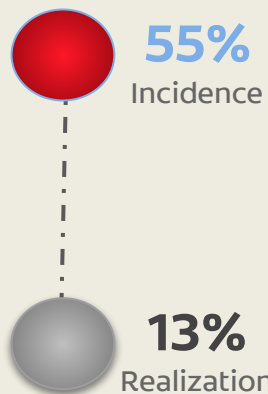
Bright Smiles,
Bright Futures



Brush Twice
A Day



Gap in Oral Health Awareness in India...



Gum Problems

Incidence vs. Realization



Cavities

Incidence vs. Realization



Visiting a Dentist

Recommendation vs. Action

...Can Lead to Systemic Health Issues

How Poor Dental Care Can Affect Your Overall Health

Medically Reviewed By Colgate Global Scientific Communications

August 30, 2024



You've heard that classic ditty about your bones, right? Your toe bone is connected to your foot bone, which is connected to your heel bone, and so forth. While that speaks to your skeletal system, your entire body is similarly interconnected. What this means in dental terms is that your dental health can affect your overall health. For example, severe gum disease is linked to systemic health problems like diabetes. Learn more about how your oral health can affect your well-being below and what you can do about it today.

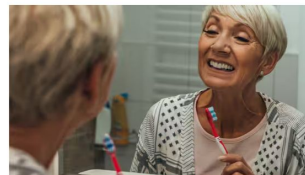
ORAL HEALTH QUIZ What's behind your smile?

Take our Oral Health
assessment to get the most
from your oral care routine

Does Diabetes Cause Gum Disease? Or Does Gum Disease Cause Diabetes?

Medically Reviewed By Colgate Global Scientific Communications

February 13, 2023



Thoughtful, balanced habits are essential for anyone seeking to live a long, healthy life. And if you have diabetes, that means it's even more vital that you take active measures to care for your wellbeing – with some extra love and attention given to protecting your mouth from gum disease. But did you know that conversely, if you don't have diabetes, gum disease can raise your blood sugar and increase your risk of contracting diabetes, too?

ORAL HEALTH QUIZ What's behind your smile?

Take our Oral Health
assessment to get the most
from your oral care routine

The Link Between Gum Disease and Blood Pressure

Medically Reviewed By Colgate Global Scientific Communications

August 30, 2024



We often think of oral health as separate from the rest of the body; after all, we have an entirely separate profession dedicated to treating it! But your oral health and systemic (whole body) health are more intertwined than many people realize; what happens in the mouth can have a direct effect on the rest of the body (and vice versa).

How Oral Health and Heart Disease Are Connected

Medically Reviewed By Colgate Global Scientific Communications

January 9, 2023



According to [Delta Dental](#), however, there is now evidence of two specific links between oral health and heart disease. First, recent studies show that if you have gum disease in a moderate or advanced stage, you're at higher risk for heart disease than someone with healthy gums. And second, your oral health can provide doctors with warning signs for a range of diseases and conditions, including those in the heart.

Source: colgate.com/en-us/oral-health

Technology Can Unlock Access At Scale



1:13,000
Dentist to Population



71% Smartphone
Penetration



~1 SMS per person
every month



~100 WhatsApp
messages daily
per person

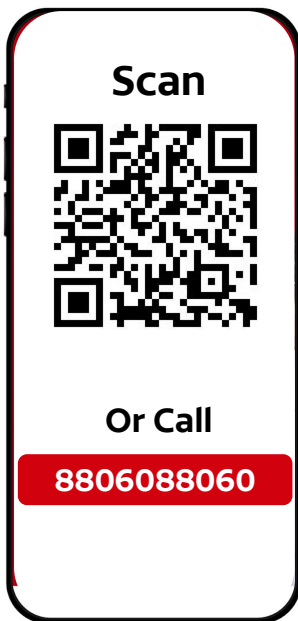
Colgate®

ida®
Indian Dental Association
Committed to Dental Excellence

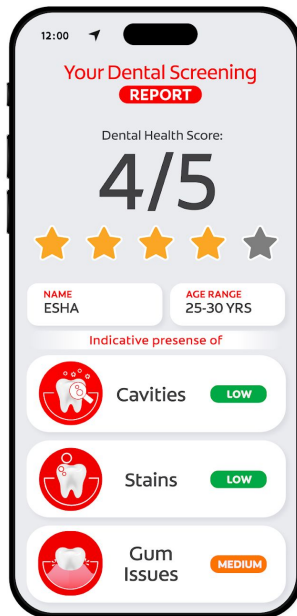


Free Dentist Consultation near you!

AI Dental Screening



AI Dental Screening Report



Dentist Visit

Free Consultation
with
50k Dentists

Pin Codes
covering 80%+ of
urban population

ida[®]
Indian Dental Association

Colgate

ida
Indian Dental Association
Committed to Dental Excellence

रचनात्मक प्रस्तुति.

800 mn+ packs with QR code



9/10 Indians have oral health issues*

Colgate is on a mission to help you improve your oral health

SCAN NOW!

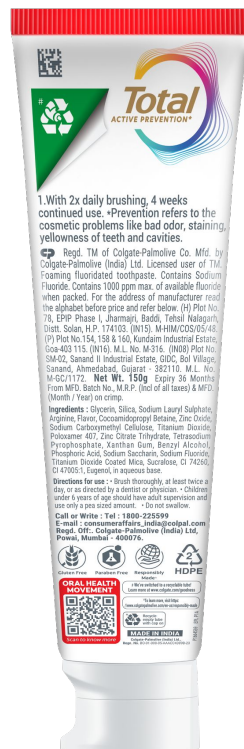
#As per Kantar Dental Problems Study, 2019

9/10 Indians have oral health issues*

Colgate is on a mission to help you improve your oral health

SCAN NOW!

*As per Kantar Dental Problems Study, 2019



Ultra Soft

gentle SENSITIVE

Ultra Soft End Rounded Bristles

Superior Design*

*As per Kantar Dental Problems Study, 2019

ORAL HEALTH MOVEMENT Colgate

9/10 Indians have oral health issues* Colgate is on a mission to help you improve your oral health

SCAN NOW!

#As per Kantar Dental Problems Study, 2019

For best results in the care of sensitive teeth also use Colgate Sensitive toothpaste. Dentists & Hygienists recommend replacing your toothbrush every 3 months.

Marketed by: **COLGATE-PALMOLIVE (INDIA) LTD.**
Mumbai - 400 076 (Regd. Off.) Licensed user of TM Regd. TM of COLGATE-PALMOLIVE COMPANY MADE IN INDIA

For the address of manufacture read the alphabet before MFI and refer coding area below:
(1) Para Plastic Industries Pvt. Ltd. Anupur - 491 101 (Regd. Off.)
(2) Contemporary Targets Pvt. Ltd. Gurgaon Road, Vadodra - 390 016 (Regd. Off.)
(3) Colgate-Palmolive (India) Ltd. 6000 Central Express way, St City - 51746, Andhra Pradesh, India.

TOOTHBRUSH NET QTY : 4N
Individual pieces not to be sold loose. Refer coding area for *M.R.P. Incl. of all taxes / Unit Sale Price per number

Imitation of label graphics is a punishable offence.
Only for sale in India, Nepal, Sri Lanka, Bangladesh and Maldives
Call or Write : Consumer Affairs Officer,
Regd. Off: Colgate-Palmolive (India) Limited,
Hiranandani Gardens, Powai,
Mumbai - 400076 Tel: 1800-225599
E-mail : consumeraffairs_india@colpal.com

Designed For Sensitive Teeth & Gums

PAPERBOARD
100% Recyclable

BLISTER FILM
PET 100% Recyclable

Thirteen Recyclable items

SAVE WATER
www.gatewater.com

Colgate

SOFT

ZIG ZAG

Removes Germs Between Teeth

Soft Tongue Cleaner gently removes odor causing germs to freshen breath

ORAL HEALTH MOVEMENT Colgate

9/10 Indians have oral health issues* Colgate is on a mission to help you improve your oral health

SCAN NOW!

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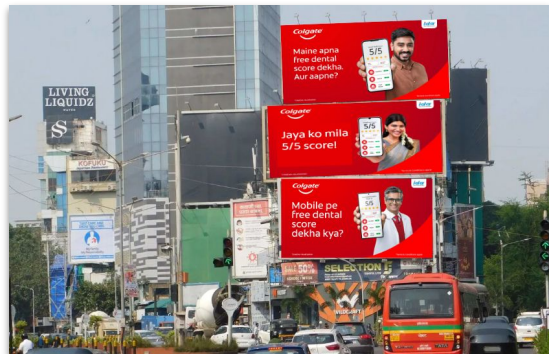
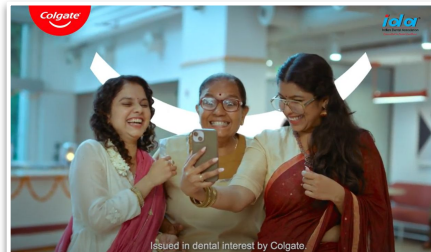
PAPERBOARD
100% Recyclable

BLISTER FILM
PET 100% Recyclable

Thirteen Recyclable items

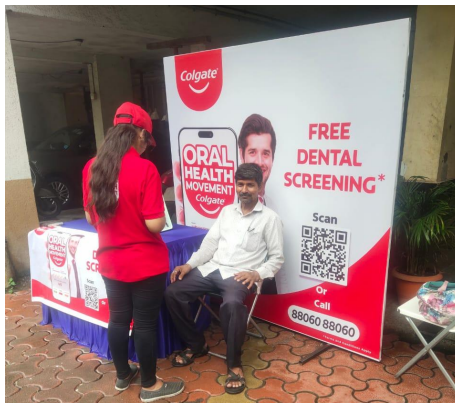
SAVE WATER
www.gatewater.com

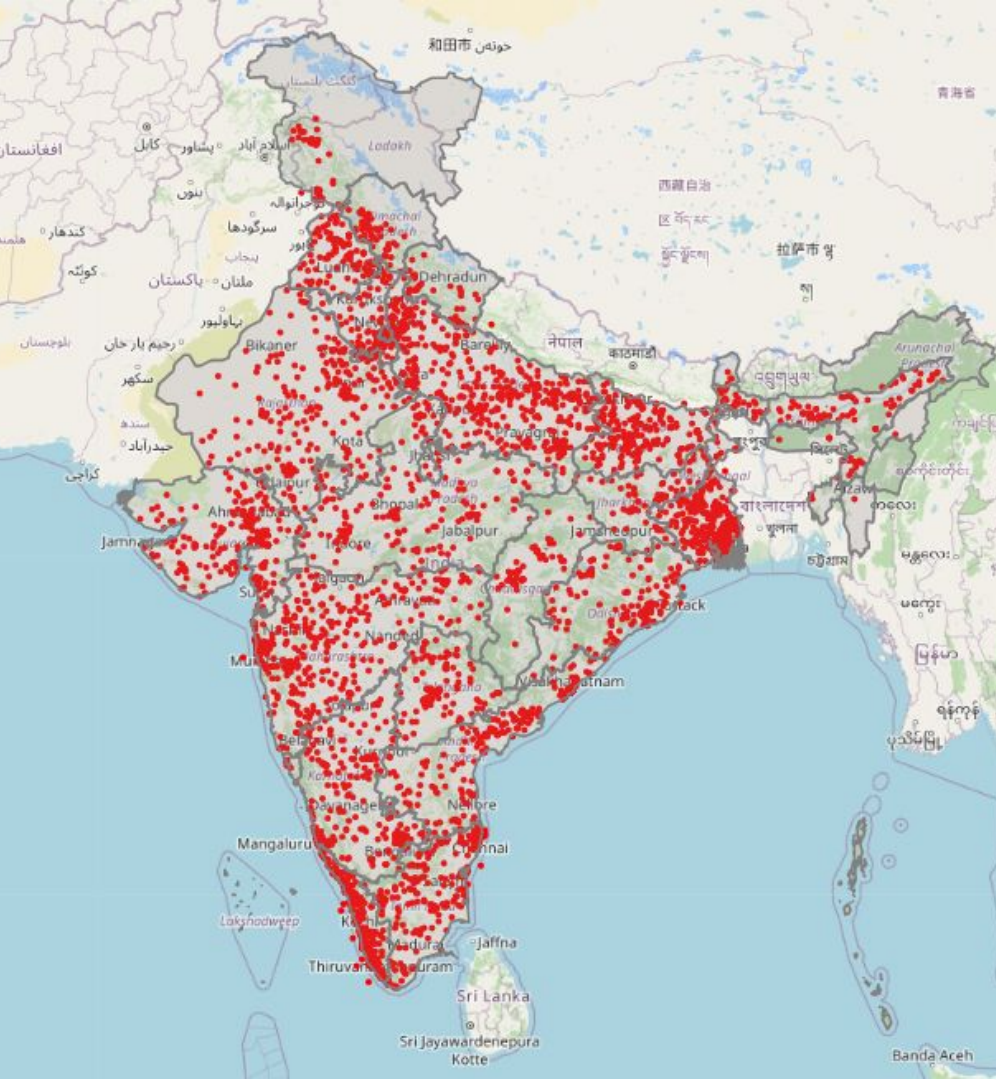
Scale Like Never Before: 550Mn+ Campaign Reach



Scale Like Never Before: 500+ On-Ground Locations

300+ stores, colleges, societies, bus stops & many more..

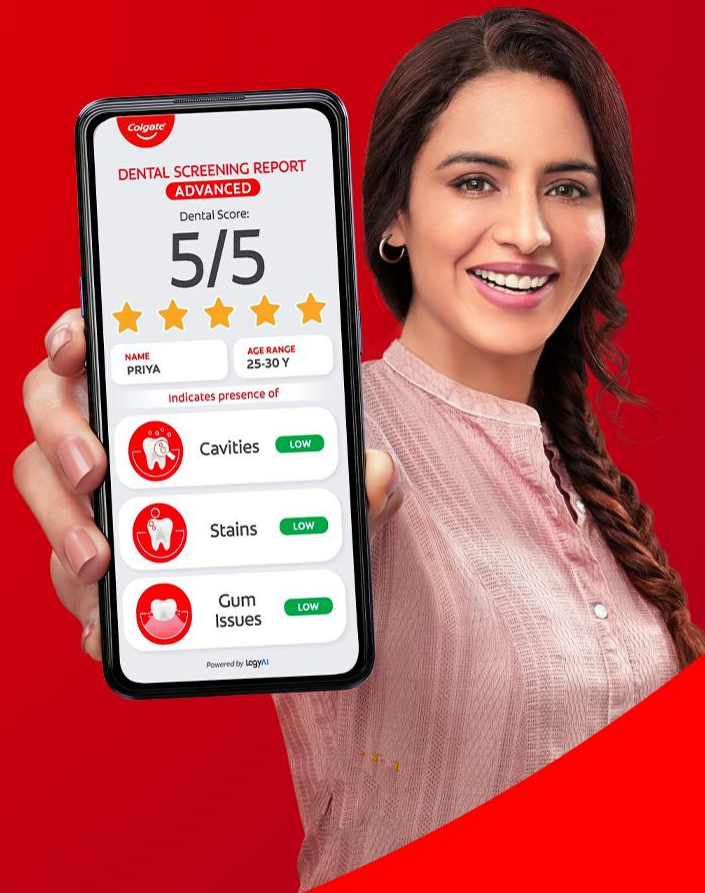




AI Dental Screenings
Are Happening
Across India !



Apna free
AI dental score
dekha kya?*



Bright Smiles, Bright Futures®

New Government Partnerships for Sustainable Social Impact



Partnerships with states representing 24% of India's population
[UP, Goa, AP]

2023

5.2 million
Children

10,000+
Schools

150+
Cities/Towns



DEPARTMENT OF
Basic Education
GOVERNMENT OF UTTAR PRADESH



2024

10 million
Children

23,000+
Schools

200+
Cities/Towns

Continued Investment on Brush Twice A Day

Bigg Boss Partnership



Diwali Activations



IPL Partnership



Accelerating the Core via Superiority



New communication live: Oct'24

'The Daily Grind': establishing the relevance of 'Strength of Teeth'



Enhanced Packaging Experience



Rural Reach Program Continues

Wall paintings+20Rs promo new film

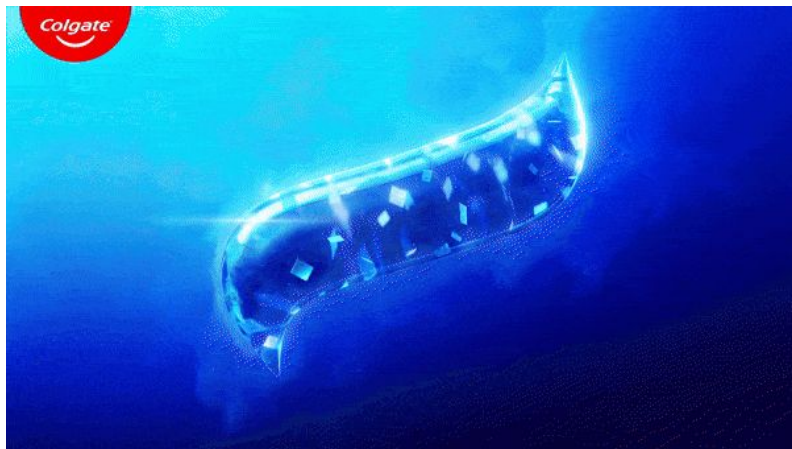
Colgate



रचनात्मक प्रस्तुति.

Daddy just ate a milk-sweet,

Accelerating the Core via Superiority



**Continued growth momentum
ahead of category in Q2 FY'25**



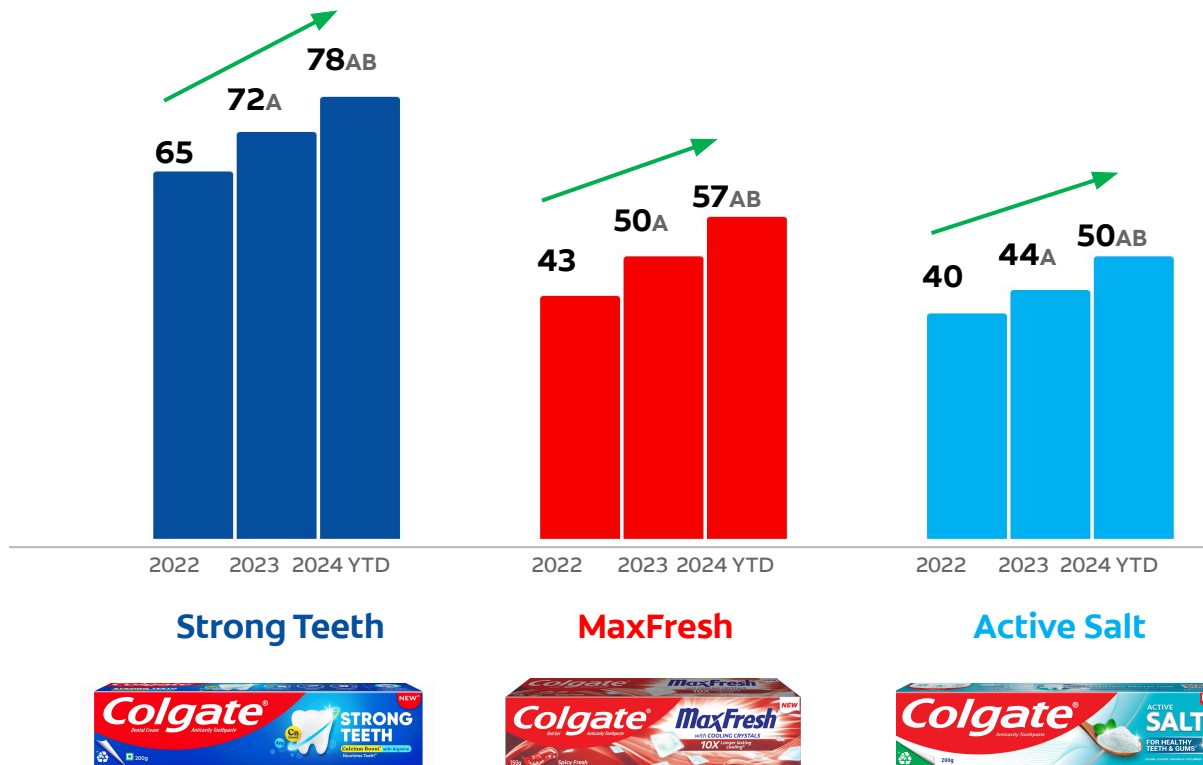
**+500 bps Increased Weighted
Distribution YTD'24**



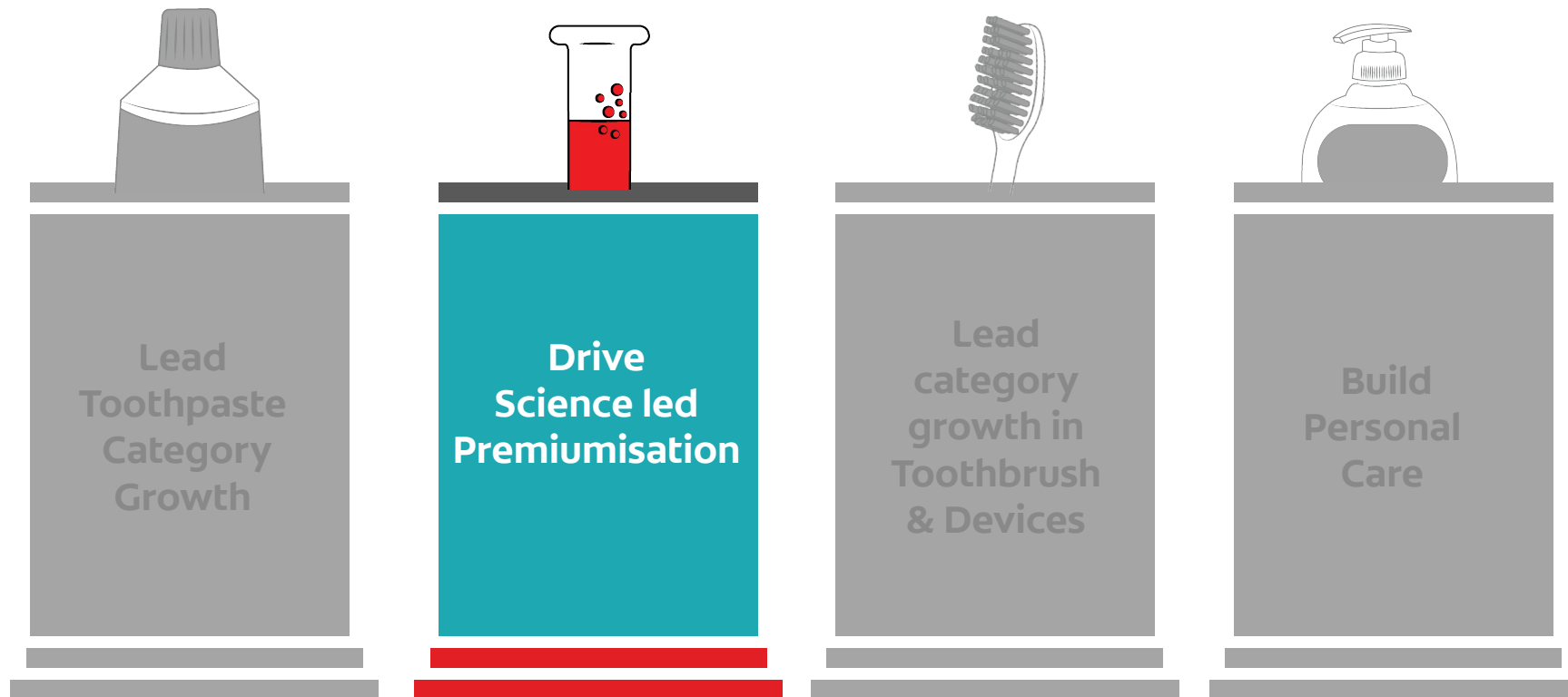
Maxfresh Blue Focus in Key Geos

Accelerating the Core via Superiority

Consideration for Key Sub-Brands



Strategy in Action: Growth Pillars



Premiumise: Own Proactive Health with Colgate Total



~3X growth vs. TP category



Driving Accessibility + Availability

Pricing : 0.77X vs Dec'23

Distribution : 30k → 3L stores



Total Anti-Tartar New Launch
Available across major Ecom platforms



Please,

Premiumise: Create Desire for Whitening



Strong double digit growth



Targeted Media approach
Cohort wise sharp media plan +
strong influencer outreach



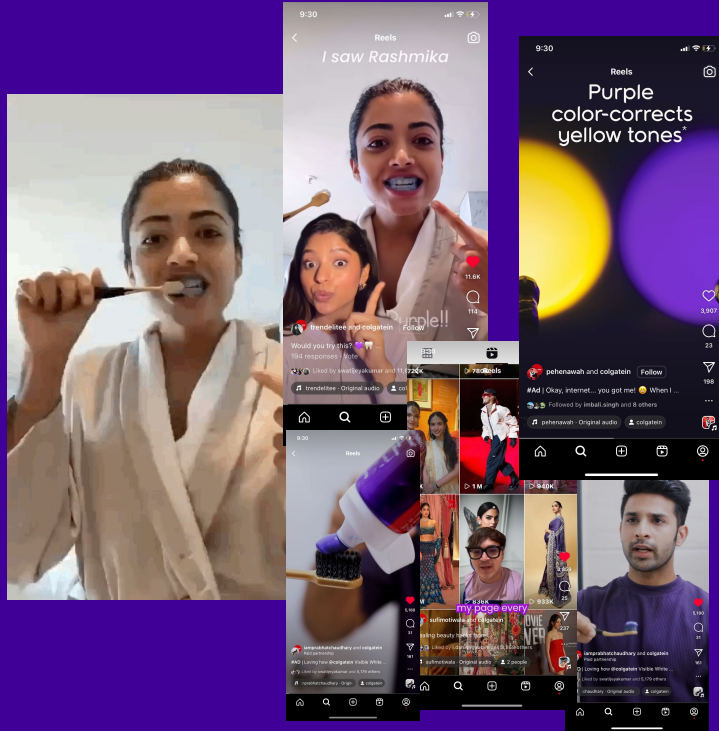
Enhanced Packaging Experience

Bringing NEWNESS Into People's Lives



Talk of the Town Brand Experience

Viral Influencer Campaign



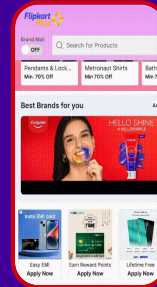
~44 Mn Views 250K Likes 19k Shares

3 Value Share On Ecom* !

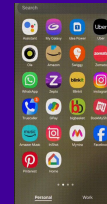


CGI Banners on FK

Brand
Flip
banners



Live Stream
on Amazon

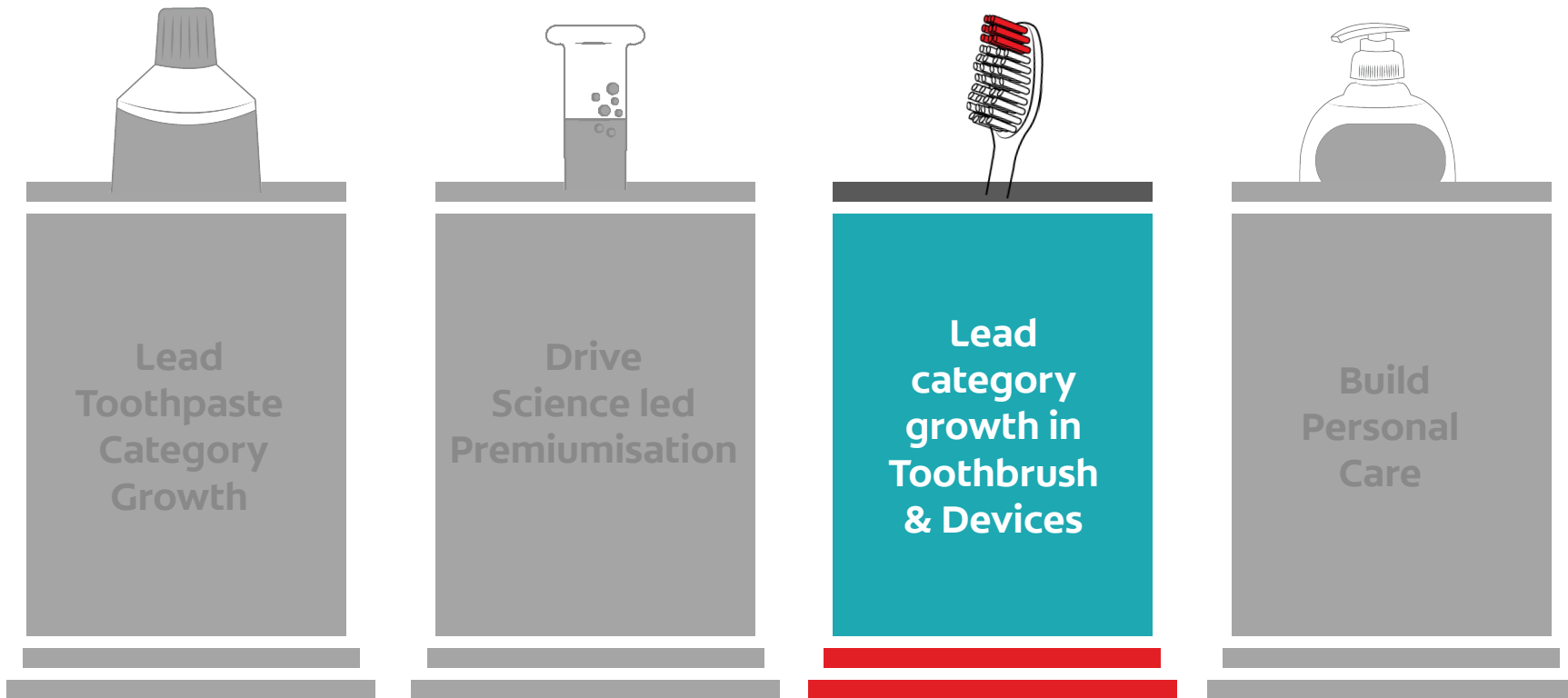


Available In Major MT Chains



*Quick-commerce, Amazon

Strategy in Action: Growth Pillars



Lead Toothbrush Category Growth



1.2

Handles per person per year

78%

Category below INR 40



Lead Toothbrush Category Growth



On Strong Growth Momentum
1.4X vs Category YTD'24

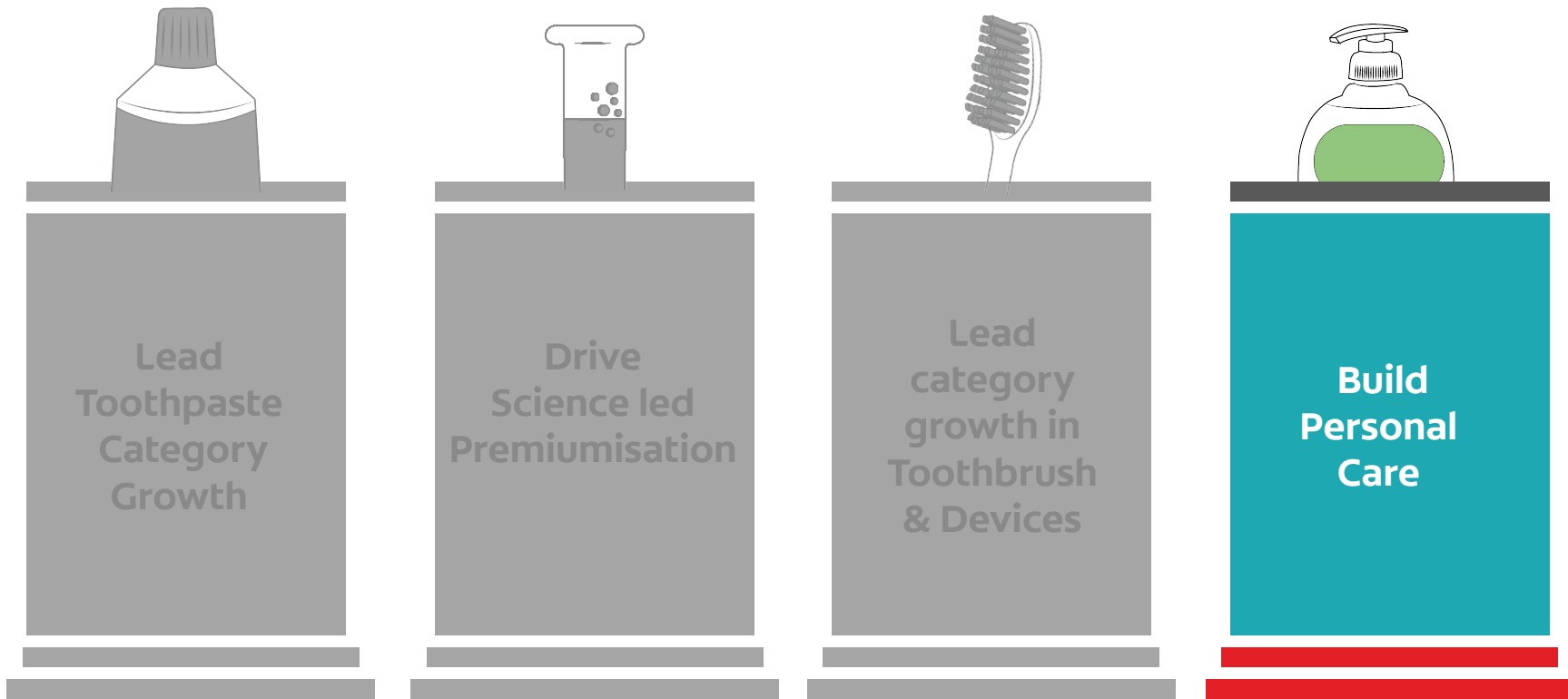


Zig Zag relaunch leading to gains
1.2X \$SOM gain on ZZ equity YTD'24



Leader in Super Premium Segment

Strategy in Action: Growth Pillars



Build Personal Care



Strong double digit growth



New Aroma Range launched
3 new variants with improved fragrance



New Communication live
'Savour The Feeling' mega campaign
with omnichannel consumer activations

Continued Focus on Diversification

Wide Global Portfolio to choose from



Strategy in Action: Enablers

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)

Superior Technology Powers Our Products



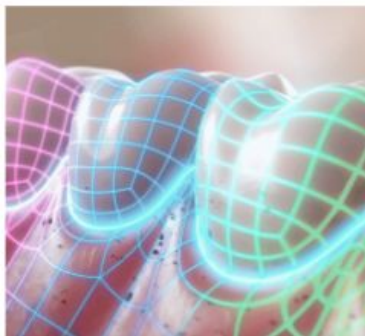
Unique Tech
Ca Boost+Arginine

Winning Freshness
with Ultrafreeze

130+Patents on
DZA Tech

5% KNO₃ for
sensitivity protection

Active Oxygen Tech
for Teeth Whitening



Science Backed Innovations

Scientific Expertise

900 Patents granted per year



Team of **900+** scientists



100+ publications

Advanced Testing Capability

100+ clinical trials



State of the art labs

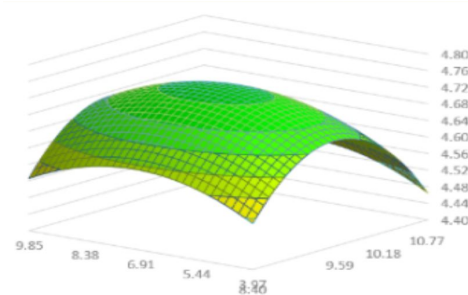


Consumer Centricity

~21,000 Indian Consumers met



Predictive models



Superior Mix: Products & Communication



**Product
Superiority**

100%

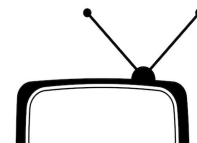
**Core Brands test superior/at parity
vs
Eyeball Competition**



Packaging

90%

**Portfolio had a packaging upgrade
To aid navigation
& win in store in L2Y**



**Creative
Performance**

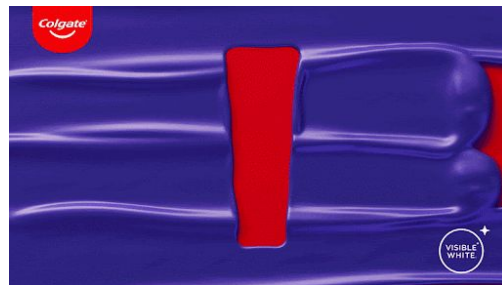
90 %

**Tracking above norms
For ads on air**

Superior Mix: Packaging Evolution Journey



Superior Mix: Elevating shopper experience in New Retail



Superior Shelf Appeal

Enhanced discoverability & engagement



Increasing premium mix

Premium growing at +2x vs Rest of TP



Growth, Share, Margin Accretive

Net sales growth ~2x of Company
Market share +130 bps vs Company
Margin higher by ~200 bps

Digital at the Core: Strengthening consumer engagements

OHM Leveraging the power of AI



Pivot towards Higher Engagement Scores via AI Tools on eComm



X

Content Score

1.5 X

Content Score

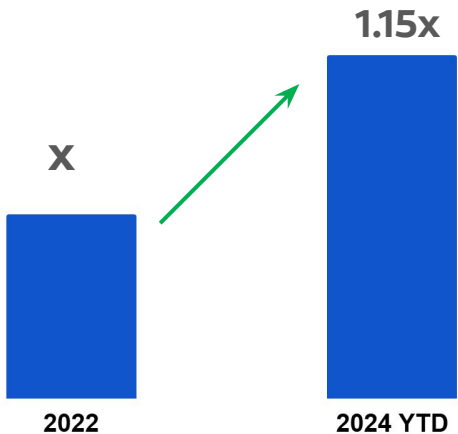
Digital at the Core: Simplifying sales fundamentals

ML Led assortment model for 1.7 Mn stores

Drive customized assortment



Assortment Score



IR based AI model to drive MT 5Ps

Drive premium availability and superior shopability



In-store Excellence



Non-AmaZing Stores



AmaZing Stores

YTD Gr%

X

2x

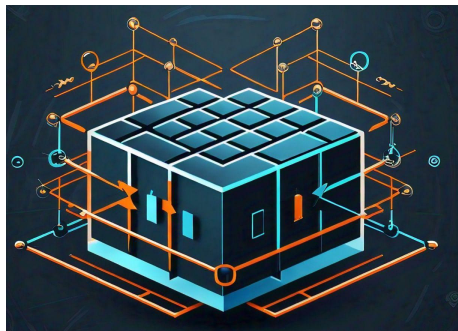
Digital at the Core: Supply Chain

AI/ML Demand Forecasting



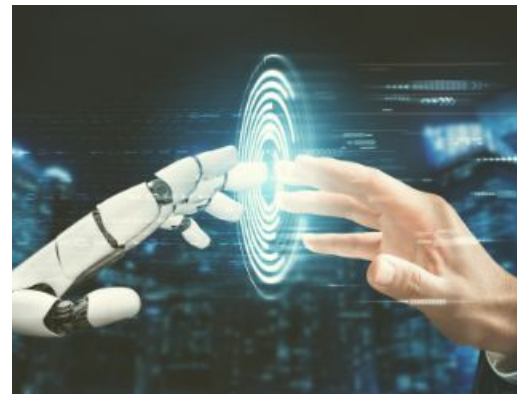
**Lower Company Inventory
along with increased
Distributor sales**

Vision Cameras in Plant



**No Touch Checks to Deliver
Superior Quality**

Digital Twin in Plant



**Efficient Operations &
Energy Consumption**

Organisation & People Capabilities

Future Ready Org

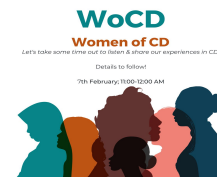


Learning & Development Focus

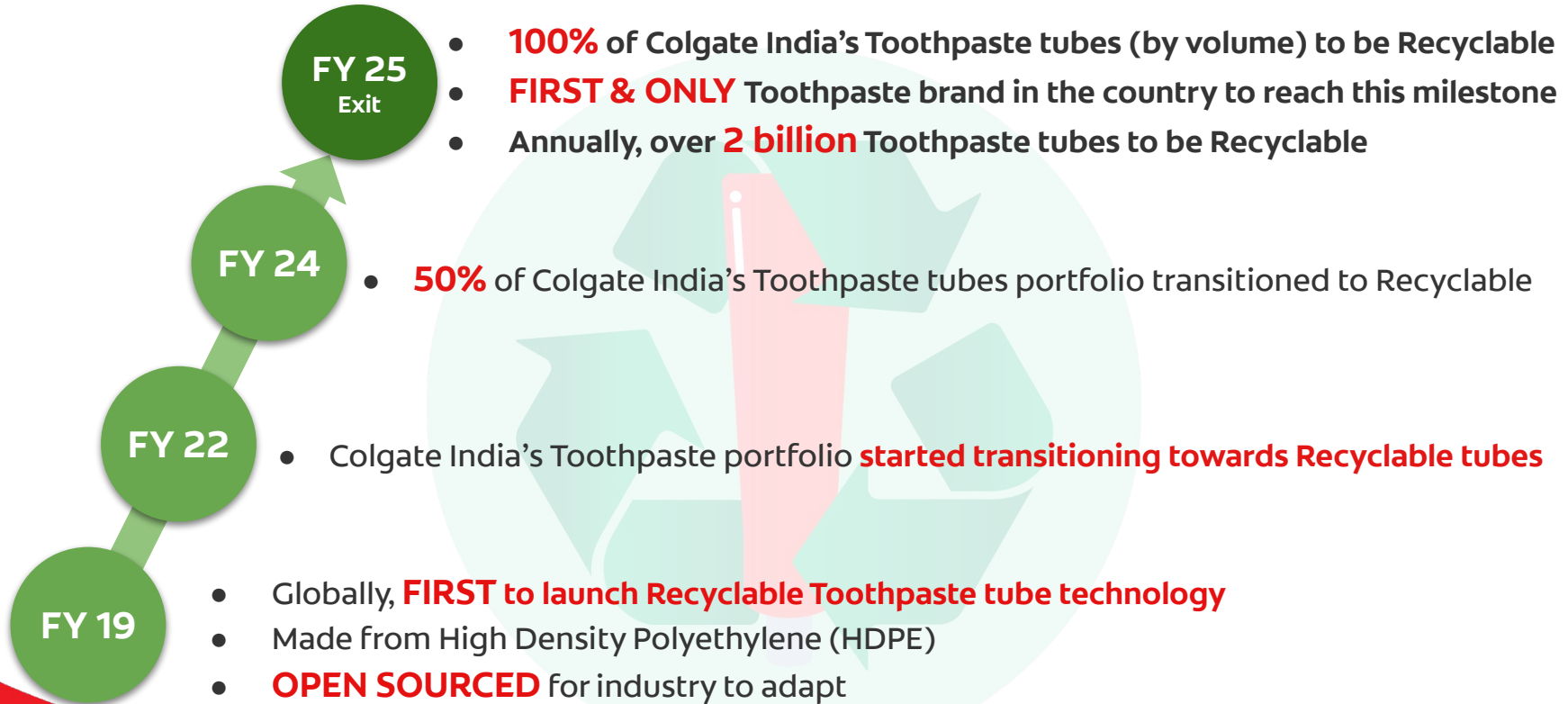
Colgate
Leadership Program
@
STANFORD



Workplace for All



Environment at our Core - Plastic Recyclability Journey





**Let's talk
about**

Performance Update

Strategy in Action

Financial Performance

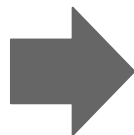
Driving Financial Efficiency



Strong P&L, Broad-based Growth

H1 FY 24-25

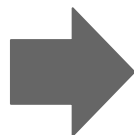
**Topline Growth
Momentum**



₹ 3,095 Crore

+11.4% y-o-y

**Strong margins &
Brand Investments**



Gross Margin

69.3%

+90 bps y-o-y

Advt. to NS

14.3%

+14.1% y-o-y

Robust Profitability



EBITDA Margin

32.5%

+10 bps y-o-y

NPAT*

₹ 759 Crore

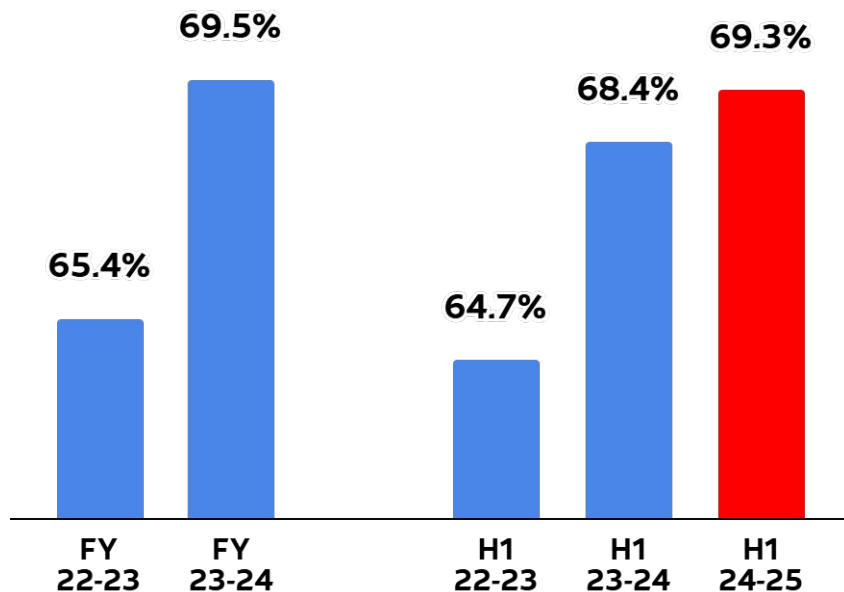
+23.7% y-o-y

* Net Profit after tax (NPAT) includes one-off credit related to interest on income tax refunds

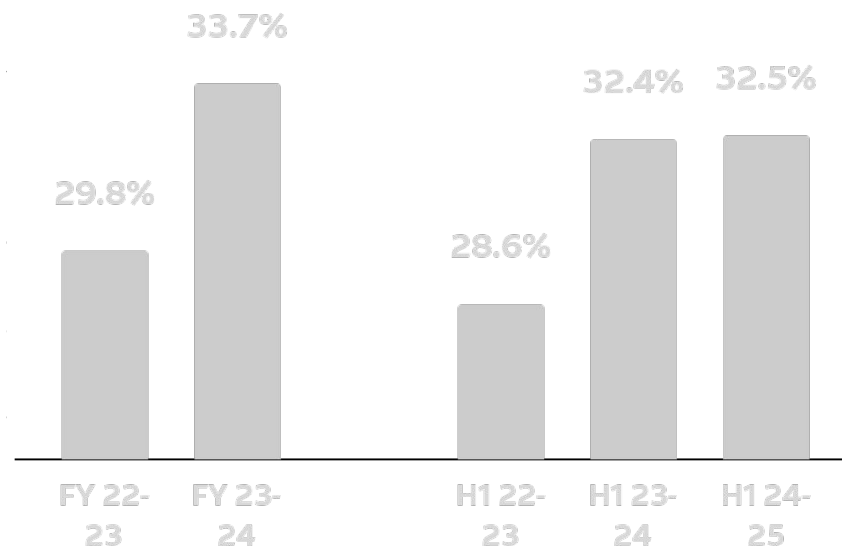
Leveraging Strong Margin Headroom

Margin profile strengthened above normative levels

Gross Margin %



EBITDA Margin %

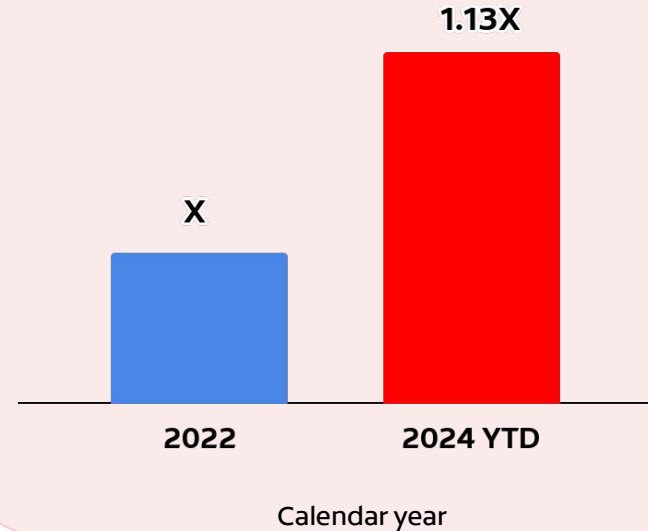


Strong Focus on Revenue Growth Management

- 1 Driving Volume Growth
- 2 Strategic Pricing
- 3 Accelerating Premiumisation
- 4 Competitive Promotional Spending

STRATEGIC PRICING TREND

Toothpaste Average Realisation per KG



Driving Efficiencies & Effectiveness

- 1 Procurement Efficiencies
- 2 Localisation of Sourcing
- 3 Automation Initiatives
- 4 Design & Manufacturing efficiencies

“Funding The Growth” Savings

5.8% of sales in CY 2024



Re-invested

~USD 11 Mn in CY 2023 - 2024

Superiority of Science, Packaging & Sustainability

Calendar year

Consistent investment behind Strategic Pillars

Driving Consumption



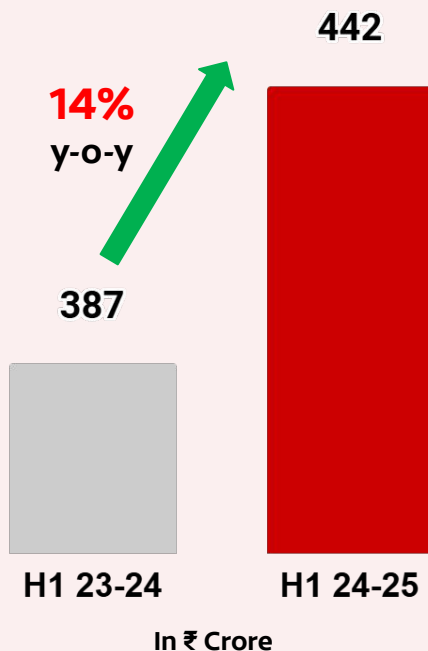
Accelerate Core



Advertising spend

14.3% to NS

14%
y-o-y



Premiumise



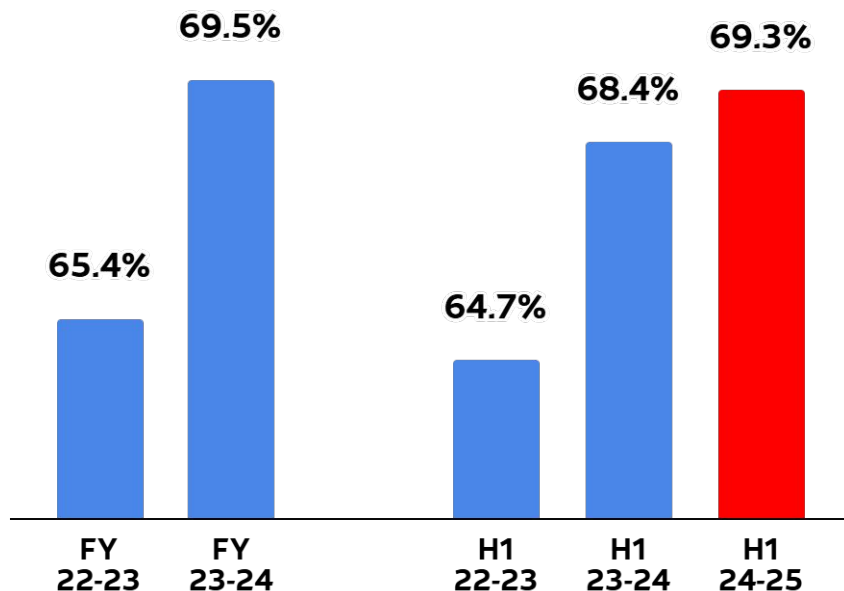
Build Personal Care



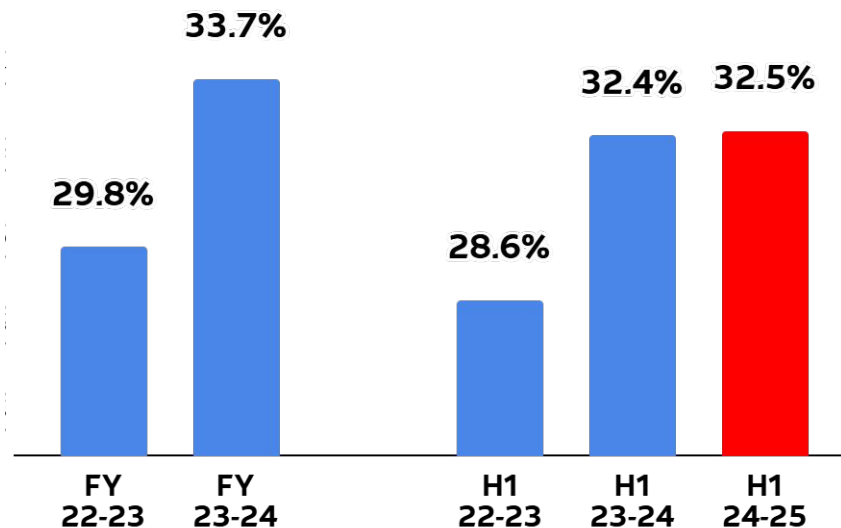
Delivering Operating Profits

Margin profile strengthened above normative levels

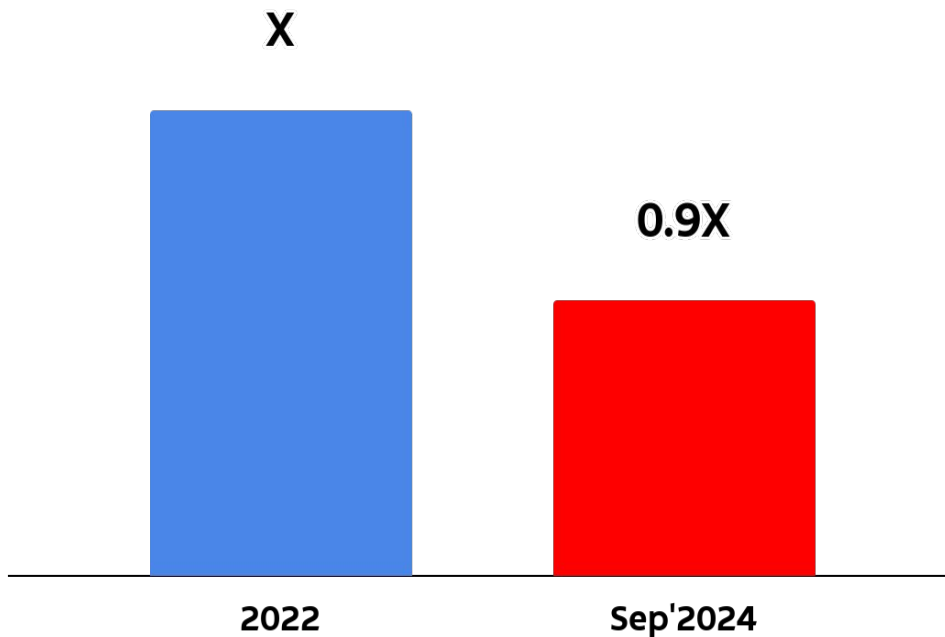
Gross Margin %



EBITDA Margin %



Distributor Inventory at healthy levels

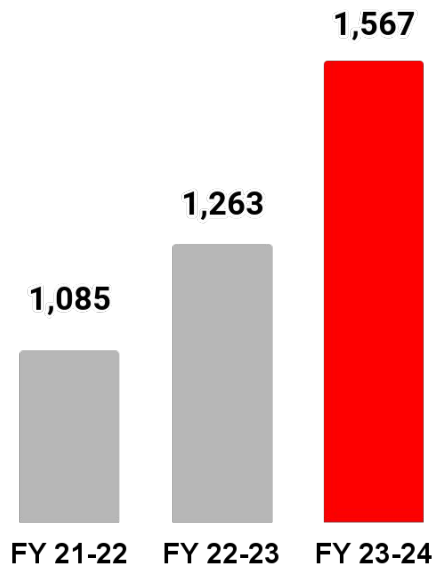


Exit Inventory in # days - Calendar year

Enhancing Shareholder Value

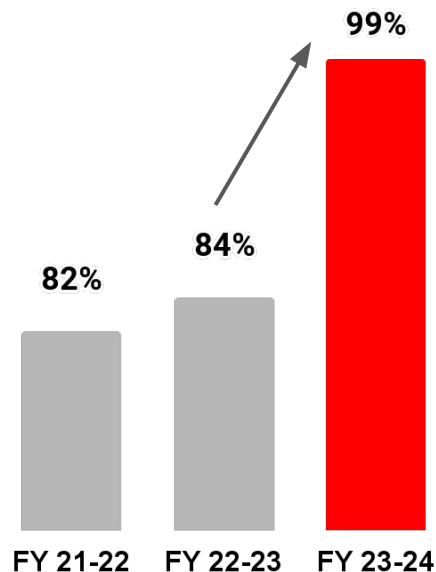
Improved Cash Generation

In ₹ Crore



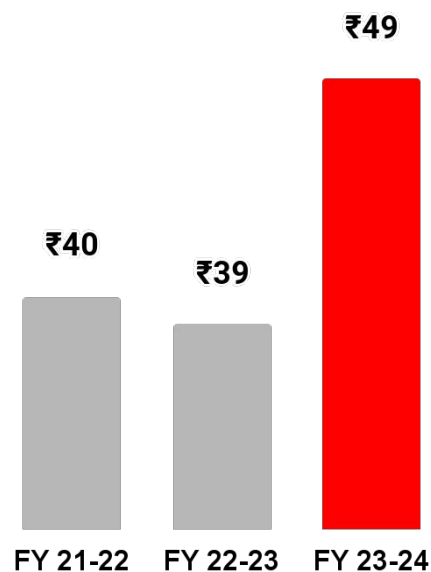
* Excluding Changes in Bank Balances

Higher RoCE



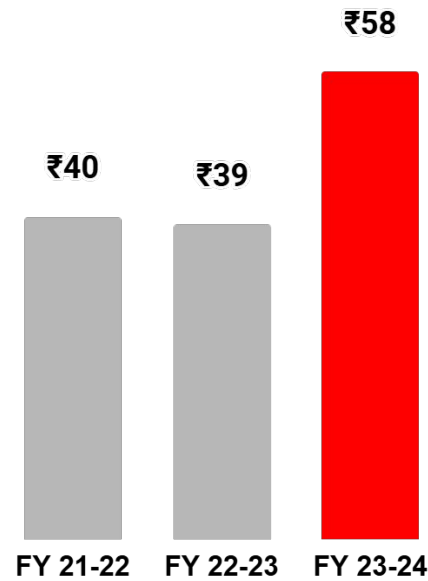
Higher EPS

In ₹ per share



Consistent Dividends

In ₹ per share



Lead Category Consumption

Drive Consistent Growth despite near-term Macro Challenges

Continued emphasis on Innovation & Brand Investments

Steadfast Focus on Strong Governance and Value Creation

**CONSISTENT
PERFORMANCE**

**STRONG
FOUNDATION**

**ROBUST
EXECUTION**



Q&A