



COLGATE-PALMOLIVE (INDIA) LIMITED

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www.colgatepalmolive.co.in
CIN : L24200MH1937PLC002700

May 15, 2024

The Secretary
BSE Limited
P.J. Towers, 25th floor
Dalal Street
Mumbai-400001

Scrip Code: 500830

The Manager - Listing Department
National Stock Exchange of India Limited
Exchange Plaza, C-1, Block - G
Bandra - Kurla Complex
Bandra (East), Mumbai 400 051

Symbol: COLPAL
Series: EQ

Dear Sir(s),

Sub: Analyst Conference Call- Presentation.

This is further to our letter dated May 10, 2024 regarding an Analyst Conference Call scheduled to be held today i.e. May 15, 2024 at 10.30 a.m. (IST). Please find enclosed herewith a presentation to be made by the Company at the said Analyst Conference Call.

Kindly take the same on record.

Thanking you,
Yours Sincerely,
For Colgate-Palmolive (India) Limited

Surender Sharma
Whole-time Director - Legal & Company Secretary
DIN: 02731373

Encl: a/as



Colgate-Palmolive (India) Limited

Analyst Meet - 15 May 2024

Safe Harbour Statement

This communication, except for the historical data, may contain forward-looking statements, including words, phrases, numbers that set forth anticipated results based on management's current plans and assumptions. These statements are made on the basis of the Company's views and assumptions as of this time. 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. Actual events or results may differ materially 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**

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

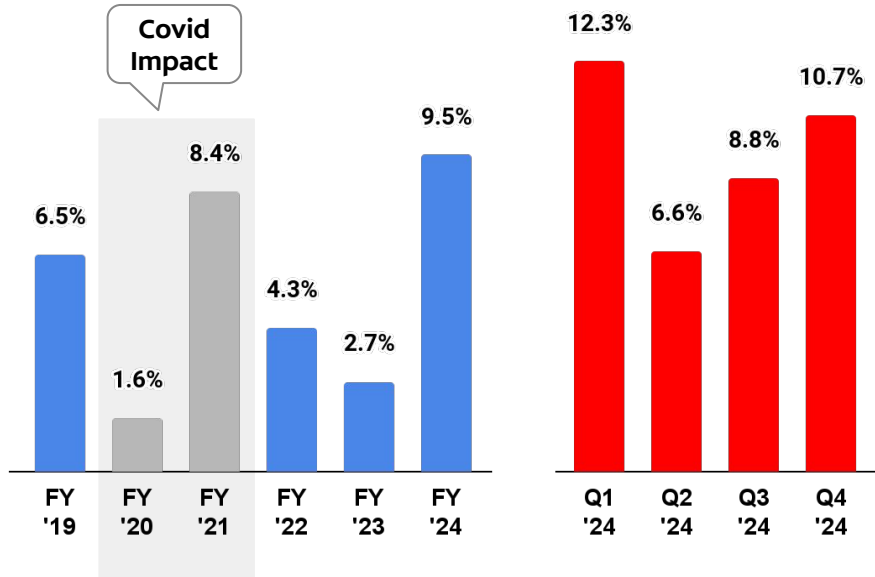
Our View of Oral Care

Strategy in Action

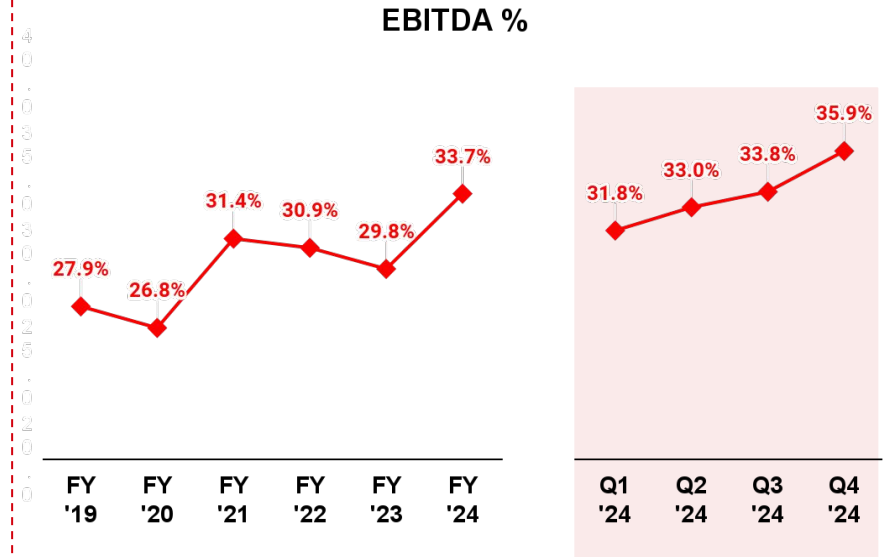
Financial Performance

GROW: Delivering Sustainable Growth

Accelerating Domestic Growth

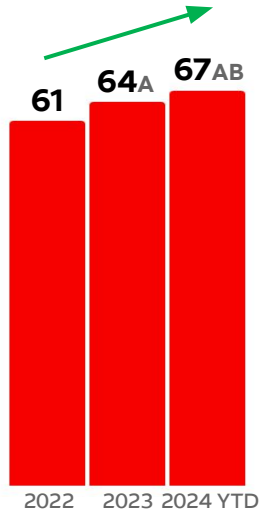


Margin Strength

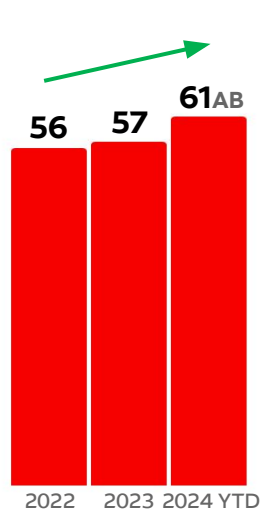


STRENGTHEN: Our Brand Health has become stronger

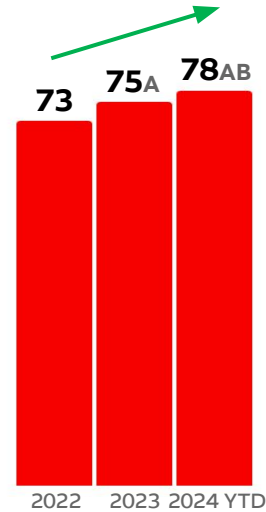
Awareness Top of Mind



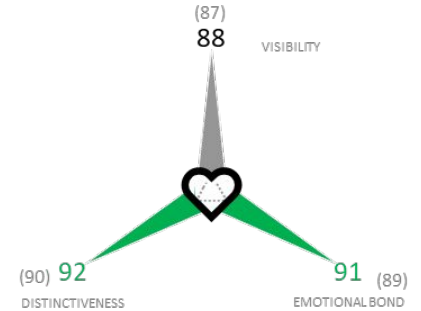
Consideration Brand of First choice



Oral Care Expert

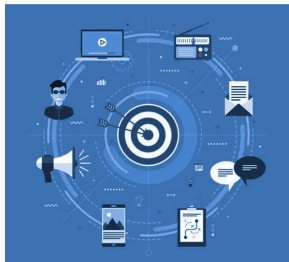


North Star



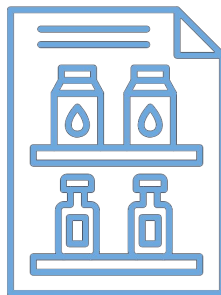
SIMPLIFY: Business processes across functions

**Advanced Analytical
Marketing-Mix Module**



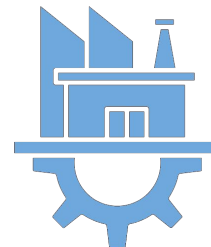
Maximise Media ROI

AI Led Planogramming



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

Simplifying Supply Chain



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



**Let's talk
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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

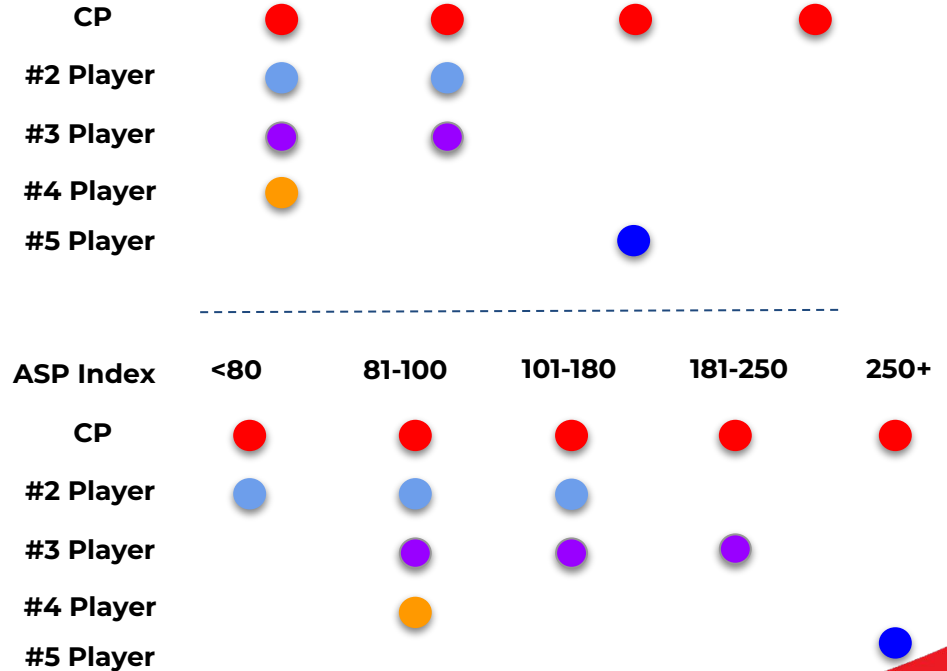
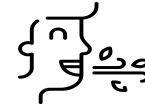
Wide portfolio catering to All Needs



3X
vs. #2 brand



1.4X
vs. #2 brand



**Let's talk
about**

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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

Superior Mix (Products, Communication, Execution)

Driving Financial Efficiency

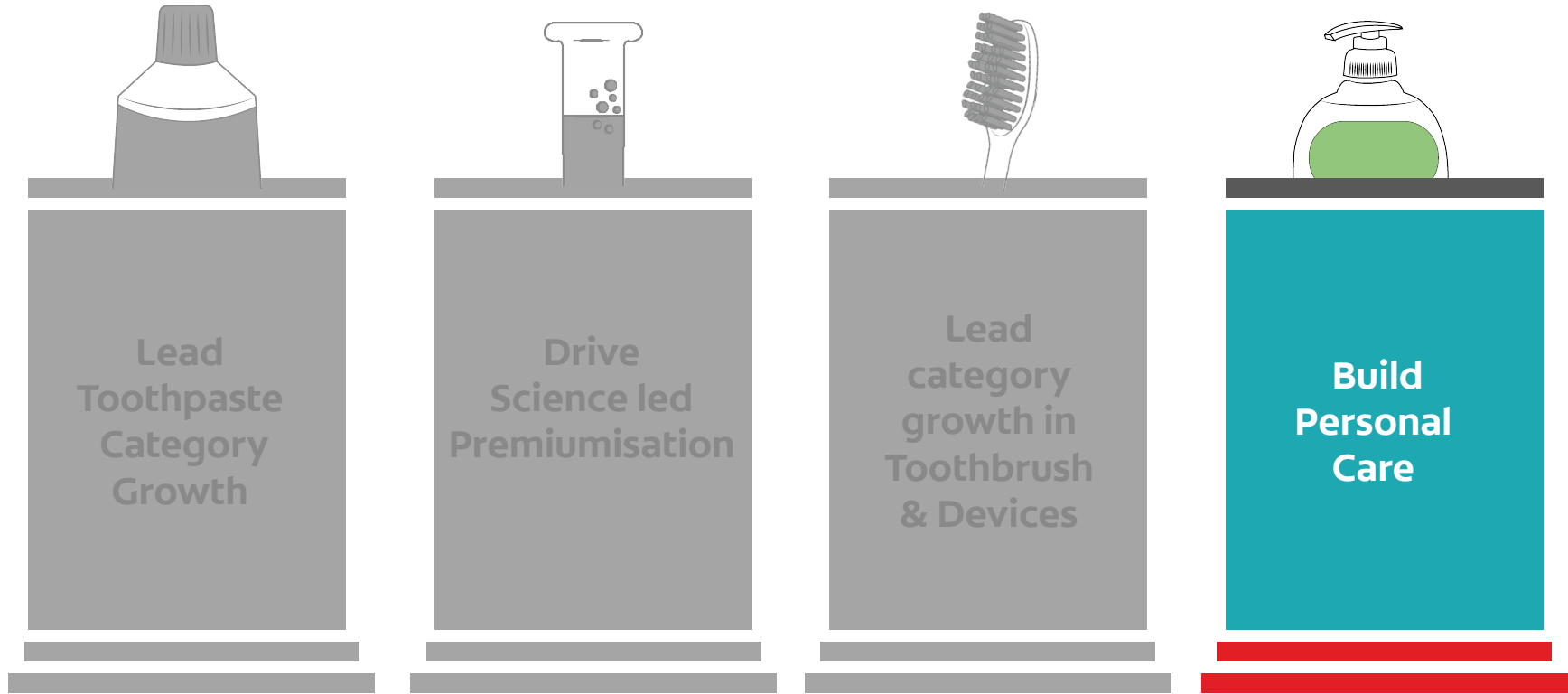
Digital at the Core

Organizational and People Capabilities

Environment, Social, Governance (ESG)

Enablers

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**

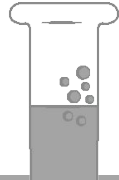


**Assess inorganic
growth opportunities**

Strategy in Action: Growth Pillars



**Lead
Toothpaste
Category
Growth**



**Drive
Science Led
Premiumisation**



**Lead
category
growth in
Toothbrush
& Devices**



**Build
Personal
Care**

Driving Consumption: Urban- Brush at night



Driving Consumption: Urban- Brush at night



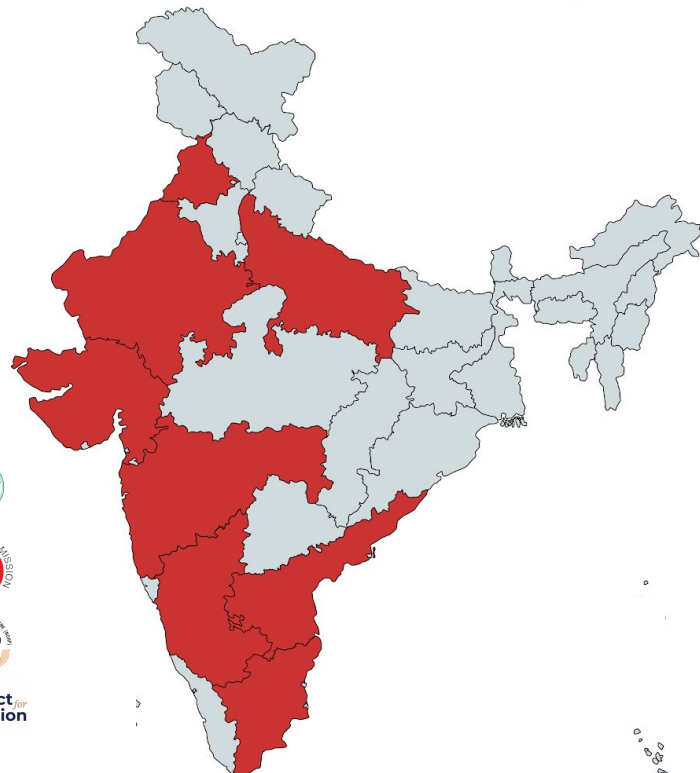
Driving Consumption: Amplifying our efforts

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



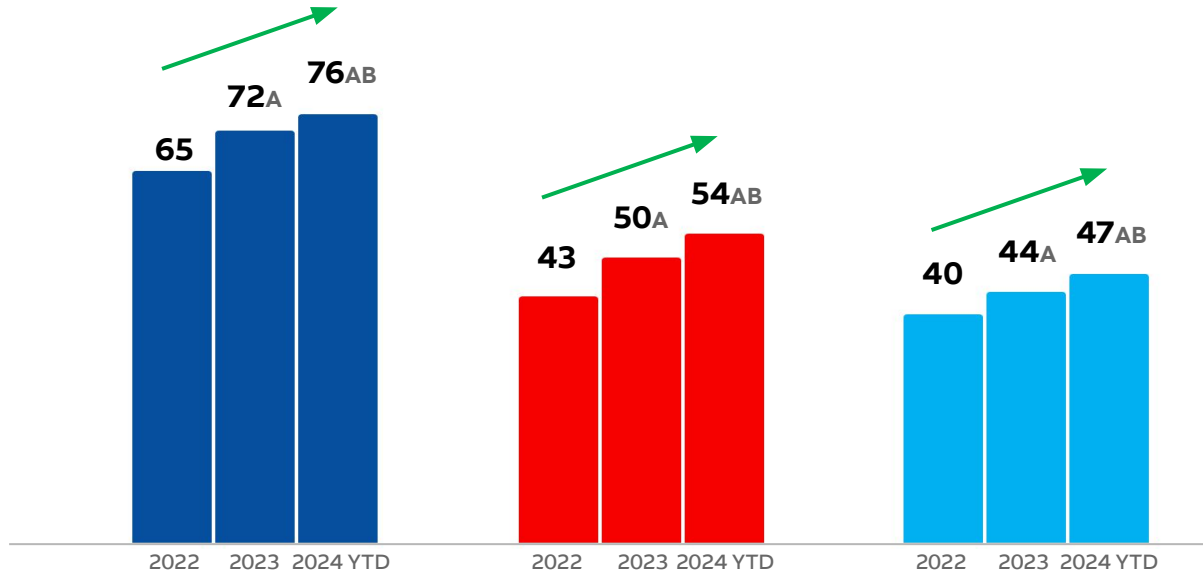


रचनात्मक प्रस्तुति.

The chair belongs to our king..

Accelerating the Core via Superiority

Consideration for Key Sub-Brands



Strong Teeth



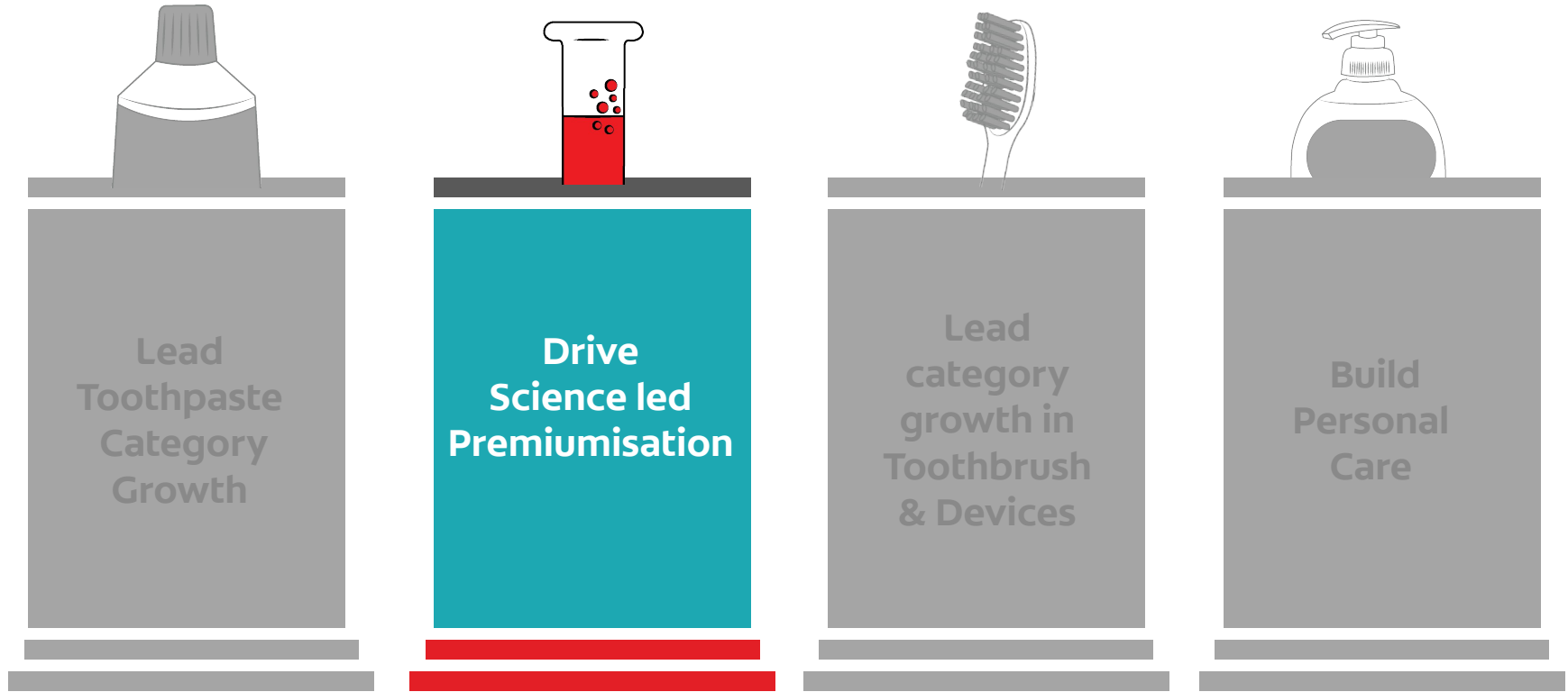
MaxFresh



Active Salt



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

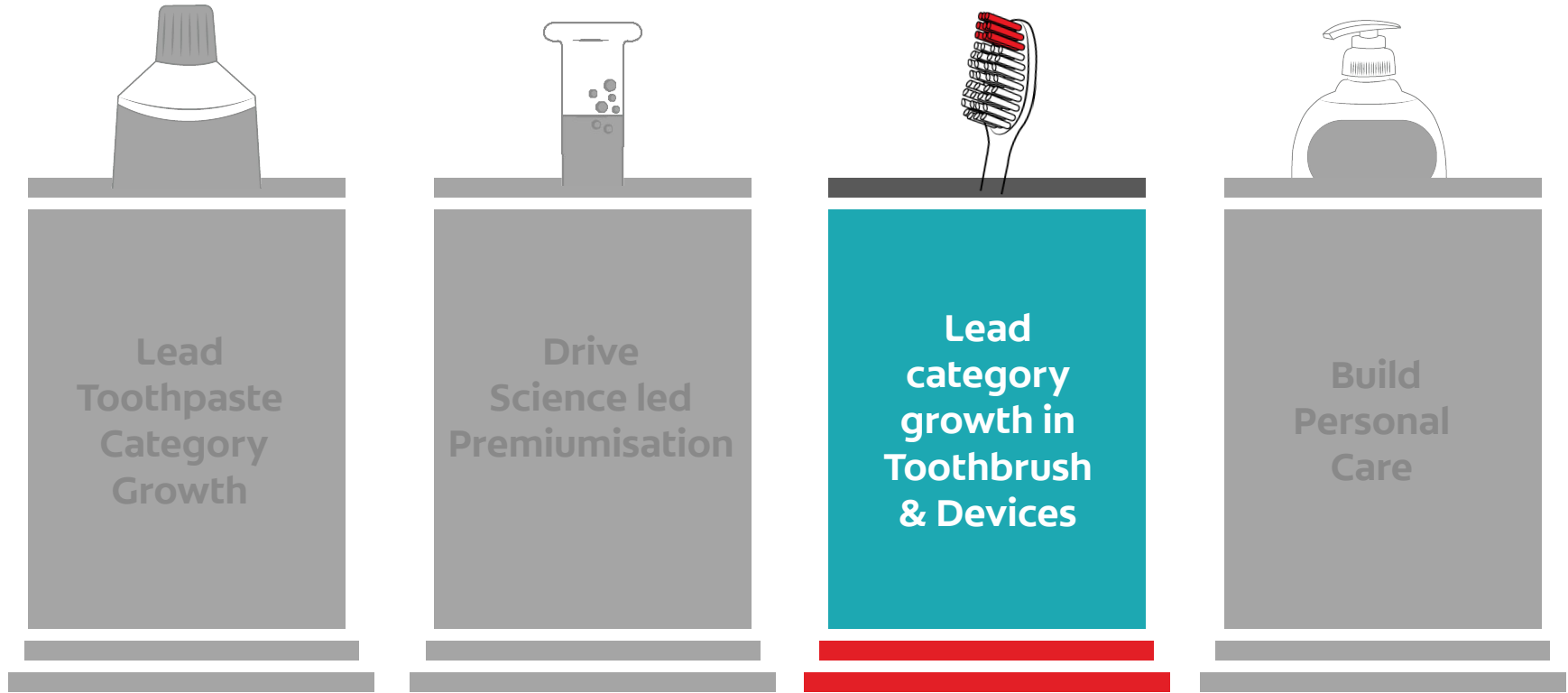
2.5 Mn+ annual touchpoints

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

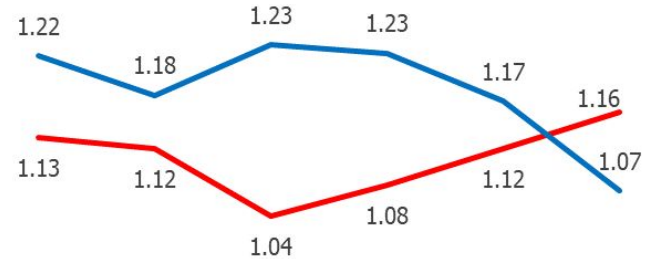
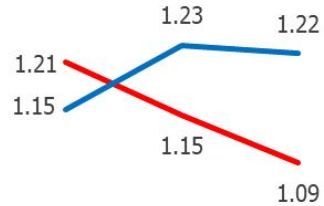
Lead Toothbrush Category Growth



\$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
- b) Grow Core

Premiumize
through Science
Based Superior
Innovation

Lead Category
Growth in
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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)

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



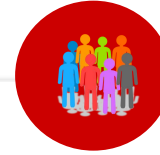
We are shaping a future ready org

- 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 %

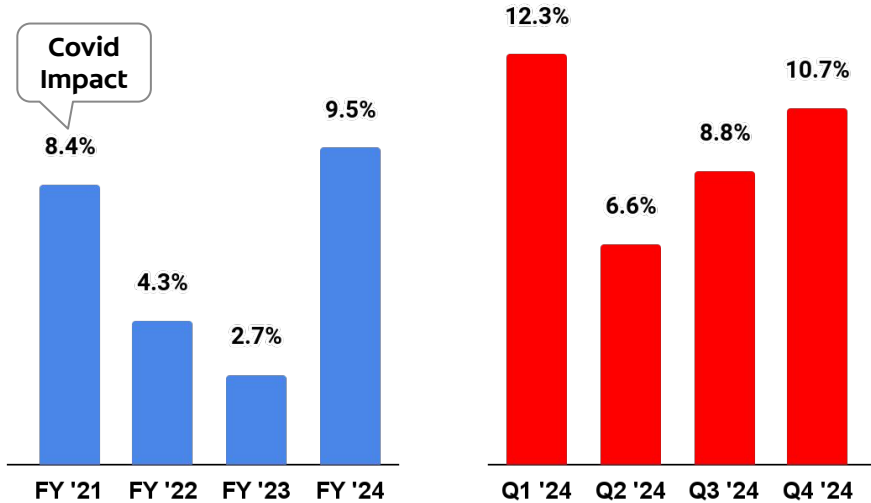
+20.1% y-o-y

+18.2%

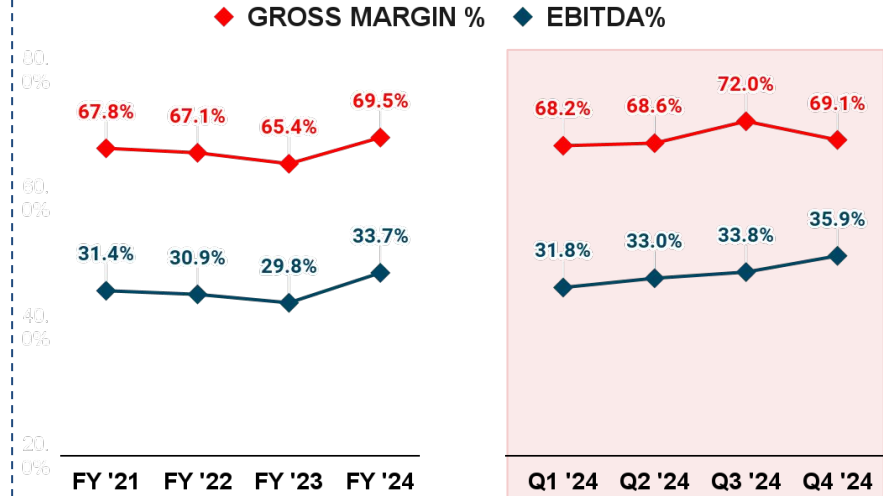
Invest in Brand Building

Delivering Sustainable Growth

Accelerating Domestic Growth

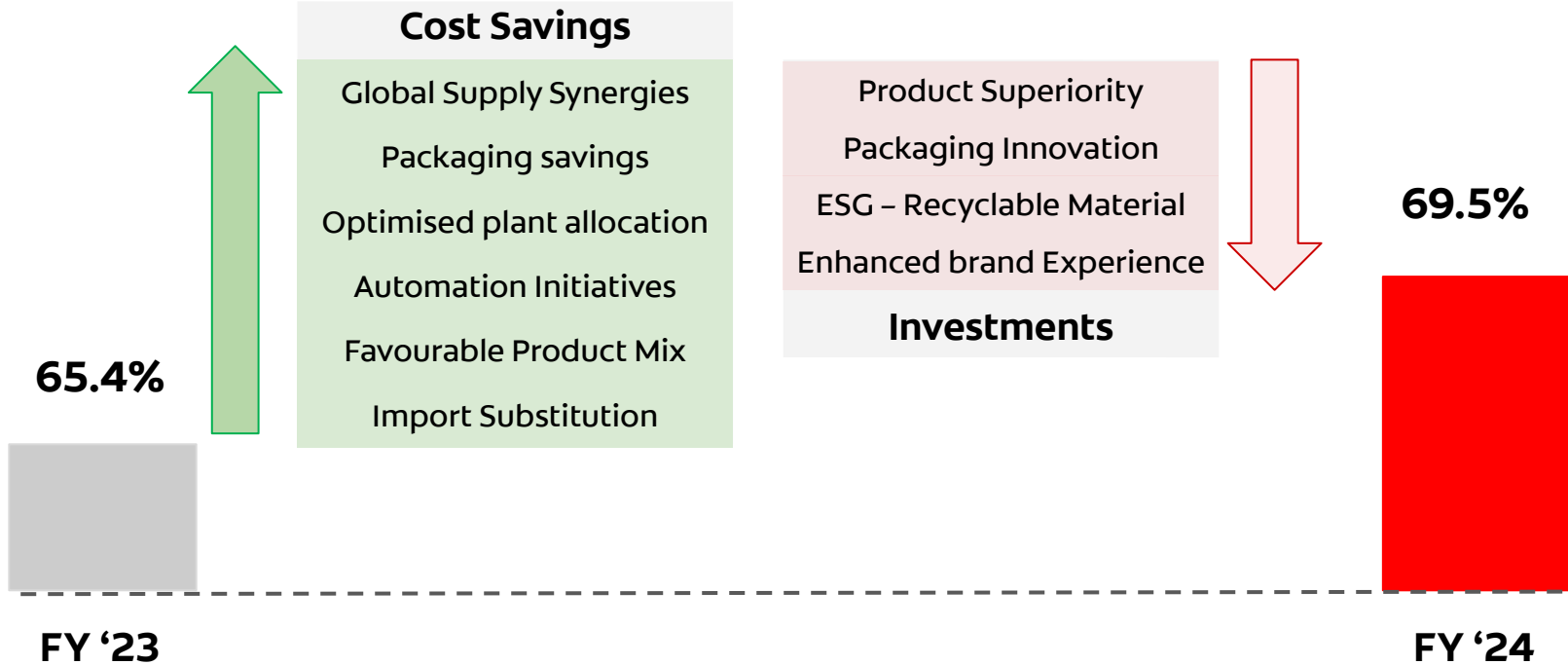


Margin Strength



Funding the Growth

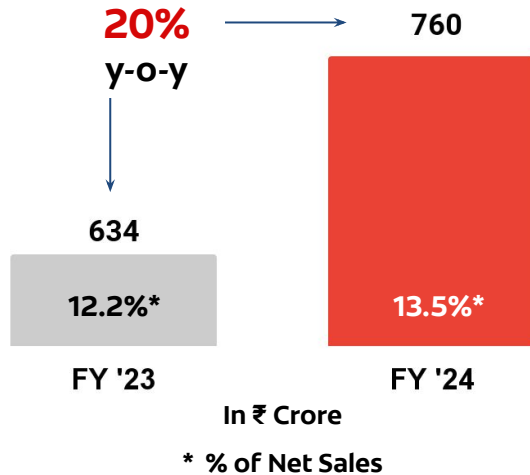
Gross Margin expansion ~400 bps



Continued Investment in Brand Building

Advertising as a % of Sales

+125 bps y-o-y



Driving Consumption -

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

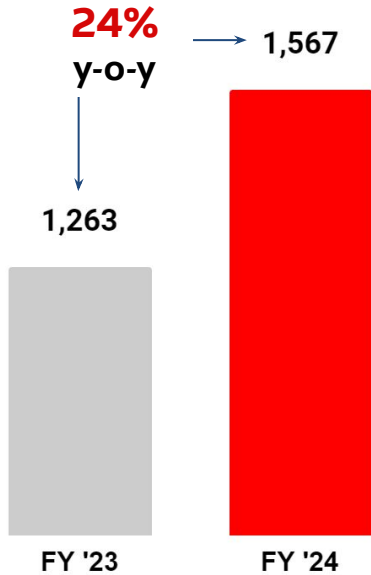
Funding the Strategy -

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

Enhancing Shareholder Value

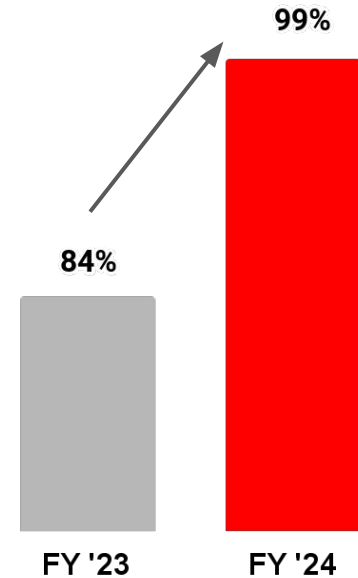
Improved Cash Generation

In ₹ Crore



* Excluding Changes in Bank Balances

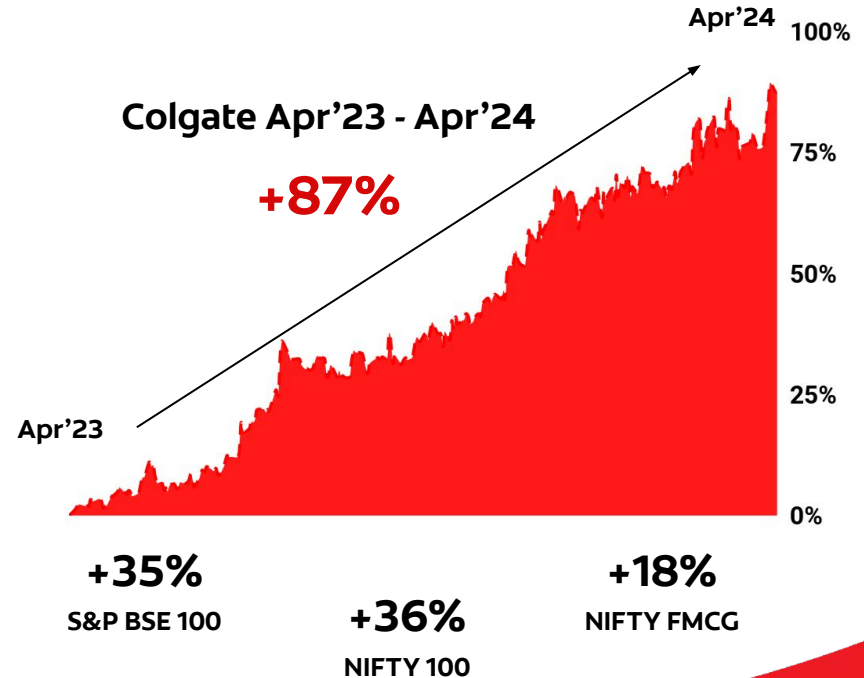
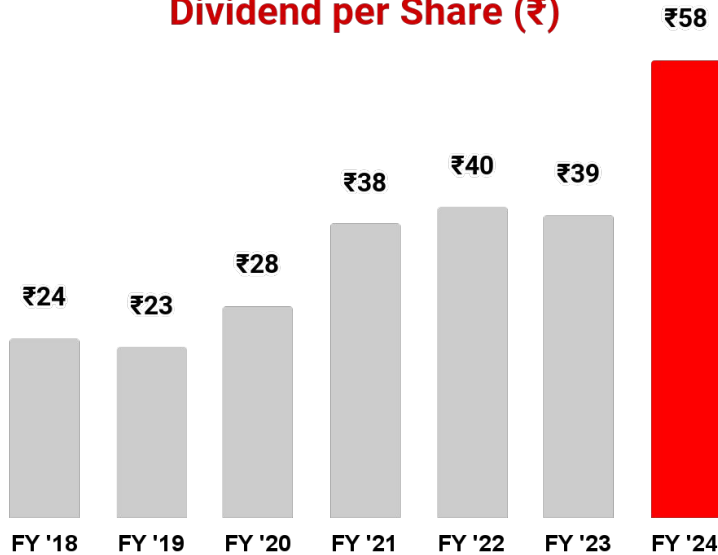
Higher RoCE



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