



May 12, 2023

The Secretary  
BSE Limited  
P.J. Towers, 25<sup>th</sup> 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 09, 2023 regarding an Analyst Conference Call scheduled to be held today i.e. May 12, 2023 at 5.00 p.m. (IST). Please find enclosed herewith a presentation to be made by the Company at the said Analyst Conference Call.

Further, you may please note that the above schedule is subject to changes and the changes may happen due to exigencies on the part of the aforementioned Company.

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/a



# Colgate Palmolive (India) Limited

Analyst Meet - May 12, 2023

# 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.

# Colgate Leadership Team



**Prabha Narasimhan**  
Managing Director & CEO



**M.S. Jacob**  
Whole time Director &  
Chief Finance Officer



**Surender Sharma**  
Wholetime Director-Legal &  
Company Secretary



**Balaji Sreenivasan**  
Executive VP-Human  
Resources



**Sarala Menon**  
Executive VP- End to End  
Supply Chain



**Gunjit Jain**  
VP - Marketing



**Niraj Kumar**  
Director -  
New Geographies



**Ruchir Bhatnagar**  
VP- Customer Development



**Swati Agarwal**  
VP- India Global  
Technology Center

**GROW.**

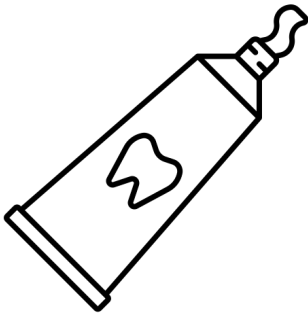
**STRENGTHEN.**

**SIMPLIFY.**



## DRIVE CATEGORY VOLUME GROWTH

### Toothpaste Opportunity Immense



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



## DRIVE CATEGORY VOLUME GROWTH



### Per Capita Toothbrush Opportunity

Annual	Urban	Rural
Per Capita Consumption	1.3x	0.5x

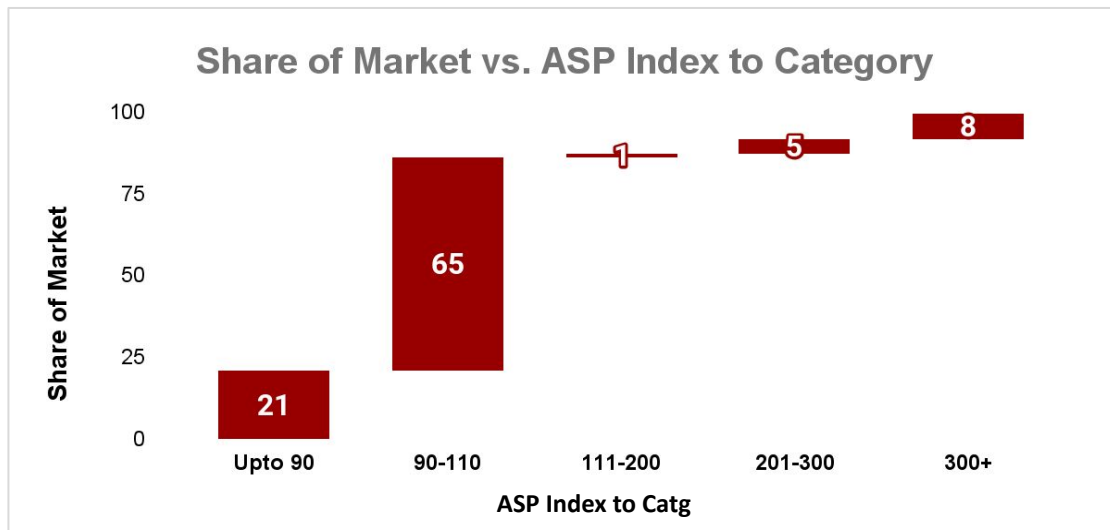
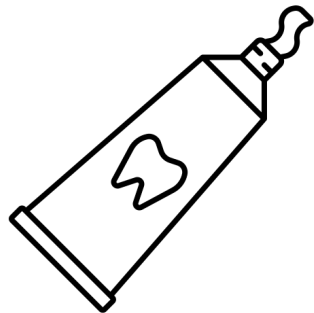
### Brush Replacement

**Urban** ~ Once every **6 months**

**Rural** ~ Once every **15 months**

## DRIVE CATEGORY PREMIUMIZATION

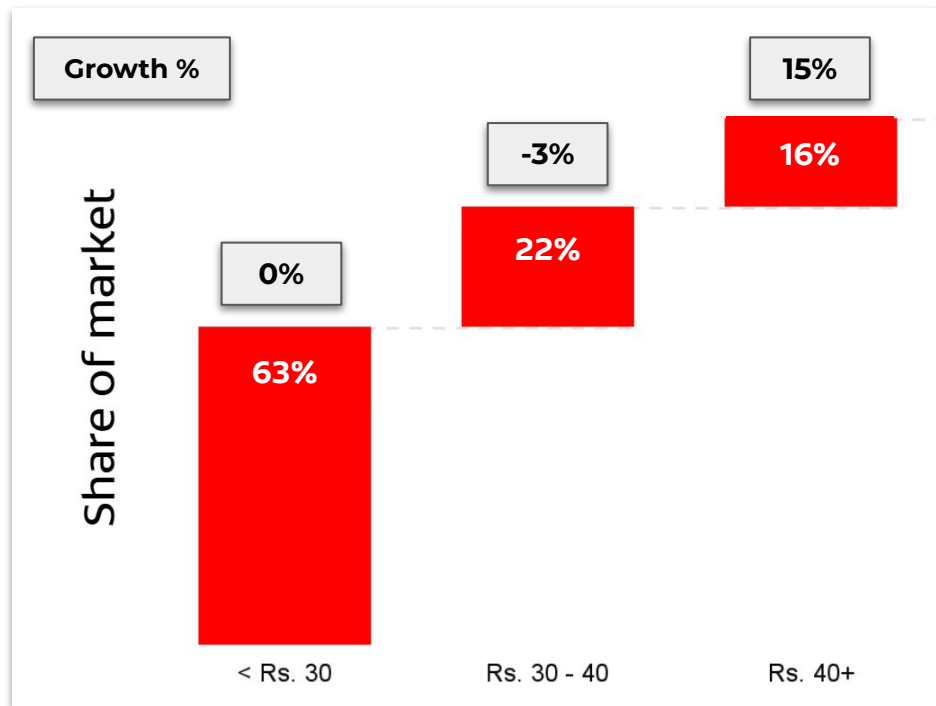
Indexed Spends/HH by SEC	SEC DE	SEC C	SEC A
Toothpaste	X	1.4X	1.4X → 2X
Toilet Soaps	1.7X	2.6X	1.7X → 4.4X







## DRIVE CATEGORY PREMIUMIZATION



~85% market at <INR 40 price point

Grow, Strengthen, Simplify



## ACCELERATE THE CORE - STRONG TEETH



**Unique Arginine Technology**  
in our most penetrated toothpaste



**2X Remineralization of Teeth**  
(vs Regular Fluoride Toothpaste)

Grow, Strengthen, Simplify



ACCELERATE THE CORE - STRONG TEETH



A Toothpaste that  
doesn't just clean but nourishes

**Building Superiority**

**Calcium Boost + Arginine**  
that nourishes  
to **make Teeth 2X Stronger**



## ACCELERATE THE CORE - STRONG TEETH



### Amplified Commercial Investment



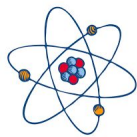
35Mn Samples of new formula

### Rural Growth Focus



ShareChat

## ACCELERATE THE CORE - MAX FRESH



**Superior freshness technology**  
v/s eyeball competition



**+580 BPS increase in HH Penetration**



**5X Faster Growth than Market**

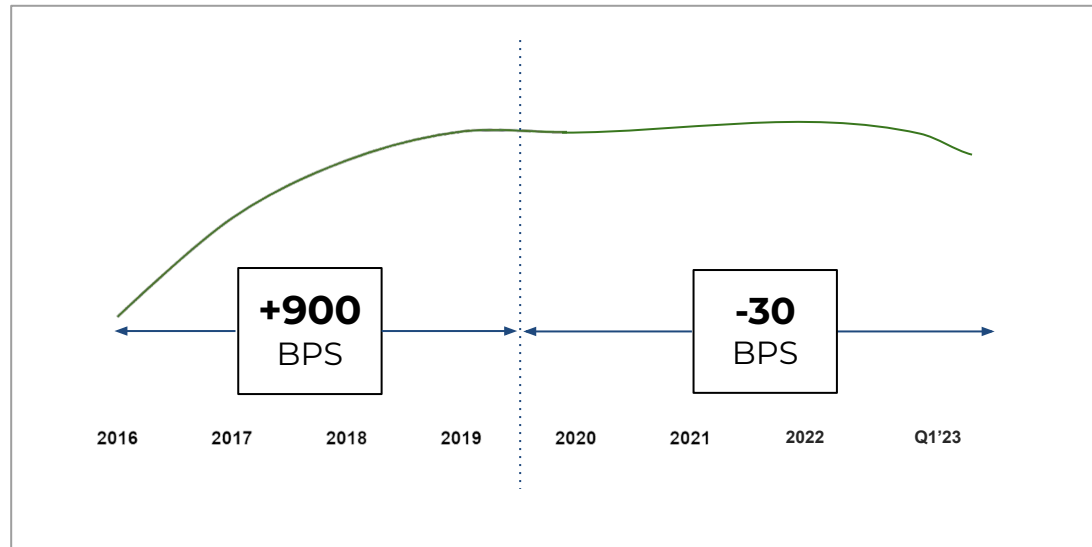


**Amplified commercial investment**  
behind winning mix

## ACCELERATE THE CORE - NATURALS

After a steep rise, segment flattens

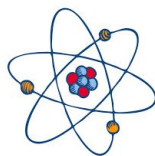
Share of Market - Naturals Segment



Grow, Strengthen, Simplify



## ACCELERATE THE CORE - ACTIVE SALT



### **Active Salt + Clove Technology**

Science backed product for prevention of dental problems



### **Best-in-class Communication**

Tested in top 25% of advertising



### **700 BPS Reach Increase**

in Priority Geos

## PREMIUMIZE THE CATEGORY - WHITENING



**Whitening Portfolio**  
**ASP Index - 200**



**Nascent Category, Scope to Grow**  
Penetration of Whitening - 1.5% AI (U+R)



**High Consumer Interest, Bias for Action**



**30X Faster Growth than Market**



# Grow, Strengthen, Simplify

## PREMIUMIZE THE CATEGORY - WHITENING

### DRIVE BEAUTY RELEVANCE



CREATE THE ULTIMATE BEAUTY ASSOCIATION WITH INDIAN BRIDES & GROOMS

### INNOVATE WITH DEVICES



Colgate



## PREMIUMIZE THE CATEGORY - THERAPEUTICS



**Gums**



**Sensitivity**



**Whitening**



**Bad Breath**

Grow, Strengthen, Simplify

## PREMIUMIZE THE CATEGORY - THERAPEUTICS



**Advocacy with Experts**  
Indian Society of Periodontology



**Partner with Dental Profession**  
Dentists, Dental Schools



**Leading Position in Pharmacy**  
Through a prescription focus

**Periogard Regimen**  
**ASP Index - 450**



Grow, Strengthen, Simplify

## PREMIUMIZE THE CATEGORY - THERAPEUTICS



**Periogard Regimen**  
**ASP Index - 450**

"I have seen, tested and liked the concept of Zinc Citrate as an antibacterial and immunobooster in the prevention of gum problems"



Dr. Porus Turner

"I like the concept of introducing Zinc Citrate, it has a wonderful taste and clinical results"



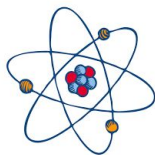
Dr. Abhijeet Bhasin

Grow, Strengthen, Simplify

## PREMIUMIZE THE CATEGORY - COLGATE GENTLE



**Gentle Range**  
**ASP Index - 160**



**Superior Bristle Technology**  
Across Benefit Segments



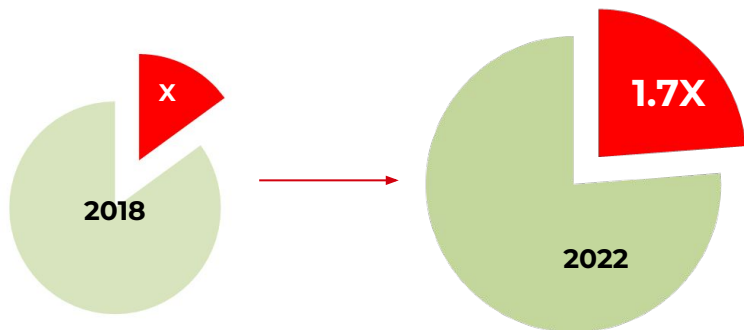
**Growing 4X faster than category**  
1.8X Market Share vs 2020





## PREMIUMIZE THE CATEGORY - NEW COMMERCE

New retail SOB 2018-22  
(**18% CAGR** 18-22)



**5X vs Traditional Trade**  
(Premium Mix)



**460 BPS increase**  
Premium mix Vs 2021

## LEVERAGE PORTFOLIO ADVANTAGE



23/28 states where CP has 2 out of 4 top equities



**Portfolio Advantage in 85% Market**



**Leverage Portfolio to accelerate growth**



## DIVERSIFY BEYOND ORAL CARE - PALMOLIVE



### Nascent Category, Scope to Grow

Penetration of Body Wash - 2% AI (U+R)



### Strong brand equity, built over 73 years

2 out of 3 brand aware

# 4

Focus  
Areas

Assortment,  
Distribution

Brand  
Superiority

Mental  
Availability

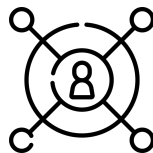
Innovation



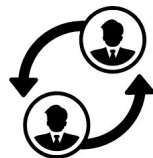
## STRENGTHEN PROFESSIONAL PARTNERSHIP



X



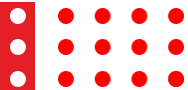
**Amplified Reach**  
#1 reach in Dentists



**Unique B2B Channel**  
Enables access to Advanced CP portfolio



**Leading Conversation**  
Guest Lectures X IDA  
Key Conferences



## SUSTAINABLE PROFITABLE GROWTH

Mar'23 Quarter

**Higher Gross Margins**

**66.6%**

**Continue to Invest in  
Brand Building**

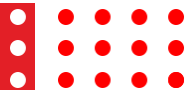
**10.7%**

**Controlled Overhead  
Expenses**

**Strong Profit To Sales**  
**23.6%**

Net Sales

**1342 Cr**



## SUSTAINABLE PROFITABLE GROWTH

### FY'23 Performance

High Gross Margins

65.4%

Continue to Invest in  
Brand Building

12.2%

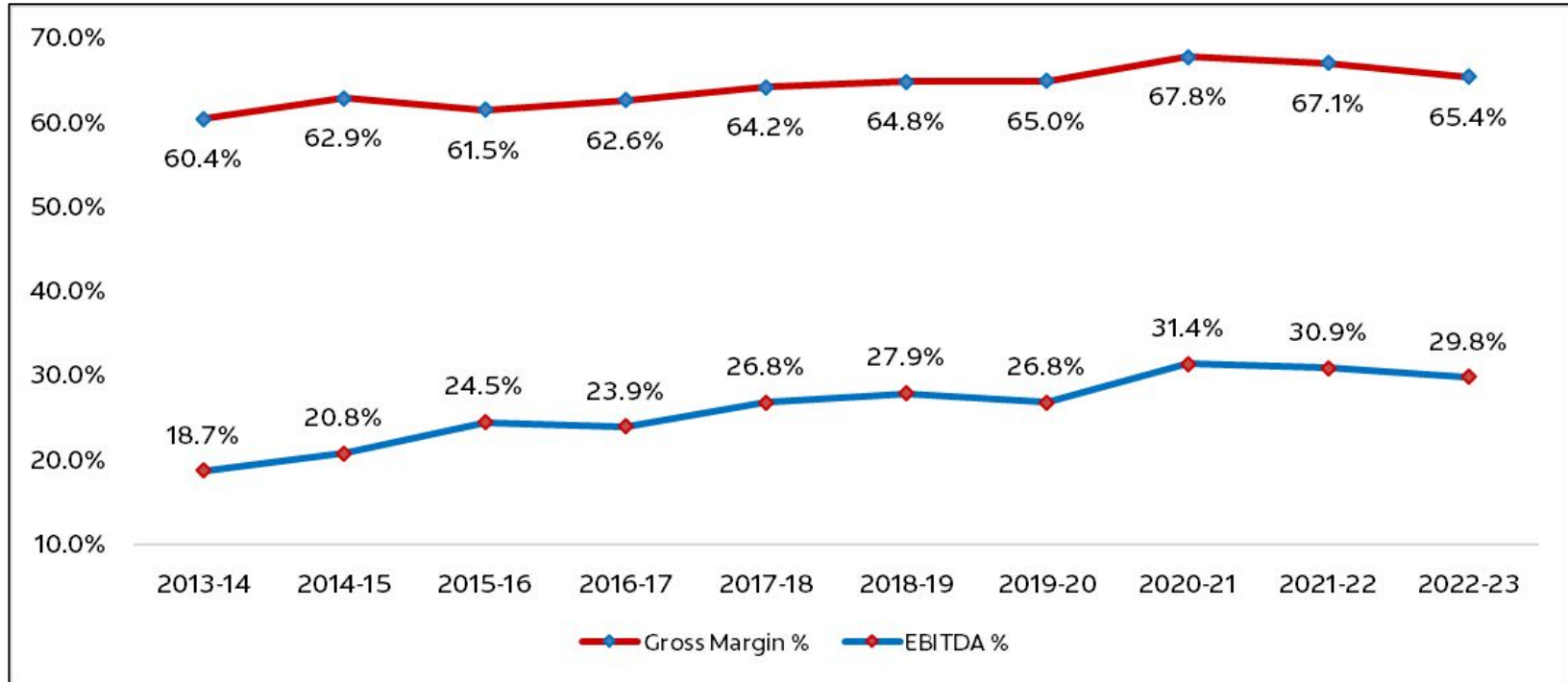
Controlled Overhead  
Expenses

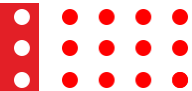
Strong Profit To Sales  
20.2%

Net Sales

5188 Cr

## SUSTAINABLE PROFITABLE GROWTH





## SUSTAINABLE PROFITABLE GROWTH

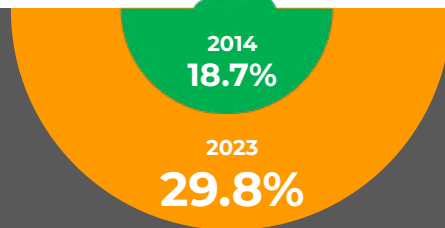
### Revenue Growth Management

Driving Premiumization  
Analytics for Pricing Strategy  
Optimizing Promo Depth

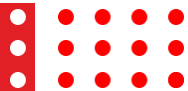


### Funding the Growth

Cost Optimization  
Streamline SC operation  
Efficiency to deliver superior products



EBITDA +1100 BPS in 10 Yrs



## SUSTAINABLE PROFITABLE GROWTH

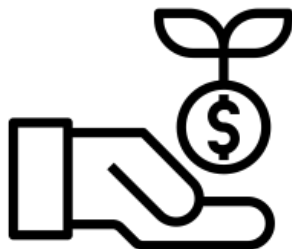
### Dividend Per Share



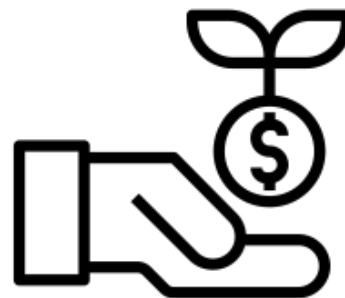
2018-19  
Rs.23



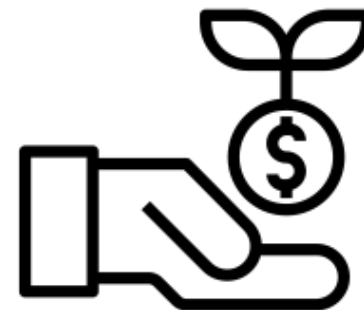
2019-20  
Rs.28



2020-21  
Rs.38



2021-22  
Rs.40



2022-23  
Rs.39



## SUSTAINABLE PROFITABLE GROWTH



**Ranked Company in India on the FSI  
Index at BS1000 Annual Review**

## ENVIRONMENT, SOCIAL, GOVERNANCE EFFORTS



Waste Management

Maintain **TRUE® Zero Waste certification** for owned plants

**Certification maintained for all CP plants**



Reusable, recyclable or compostable plastic packaging

**100%** by 2025  
(Usage, Collection)

**80% recyclable packaging by FY 2022-2023**  
**120% collection of post consumer plastic in FY 2022-2023**



Water Usage

**Net Zero** water at India level by 2025

**50% of our factories are water positive (Goa & SriCity)**



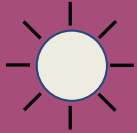
Sustainable Sourcing

Allocate **80% of Material Spends** inline with **responsible sourcing guidelines** by 2025

**65% spends allocated by FY 2022-2023**



## ENVIRONMENT, SOCIAL, GOVERNANCE EFFORTS



Bright Smiles,  
Bright Futures

Engage with  
**10Mn children**  
additionally by 2030

**0.10 Mn by**  
FY 2022-2023



Increase Female  
Representation in  
management and board

**27%** by 2025

**25% by FY 2022-2023**



Implement Water Access  
Programs

**100** villages by 2025

**96 by**  
FY 2022-2023



Empower rural women  
with Digital+Financial  
Literacy

**100K** women by 2030

**30K by**  
FY 2022-2023



'Smiles for Life'  
Care for Children  
suffering from Cleft

**3000** by 2025

**1346 by**  
FY 2022-2023

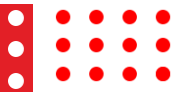
## ENVIRONMENT, SOCIAL, GOVERNANCE EFFORTS



Annual & ESG Report



Bright Smiles Bright Futures

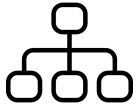


## ORGANIZATIONAL AND PEOPLE CAPABILITY





## ORGANIZATIONAL AND PEOPLE CAPABILITY



### Structure

Towards a Digital, Agile and 'Right-Layered' Org. Design



### Culture

Results Oriented, Empowered and Experimental Culture that harnesses the power of Diversity



### Processes

End-to-End Integrated Systems and Seamless Processes that Facilitate Intelligent Data Flow



### People

Attract, Retain and Engage the Best Talent



## ORGANIZATIONAL AND PEOPLE CAPABILITY



Recognized for employee Excellence!

taggd. | Business Today



Recognized amongst top 4 FMCGs to work for!



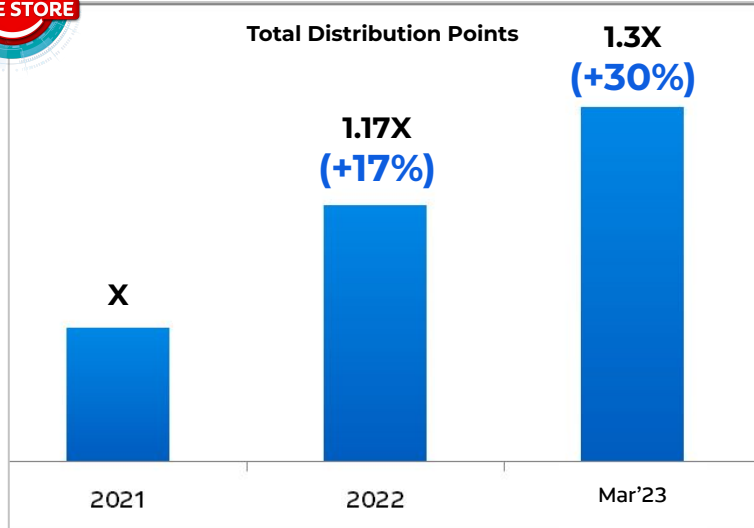
Recognized as ET Best workplaces for women - 2nd time in a row!

## SIMPLIFY SALES FUNDAMENTALS

**ML Led bespoke assortment model for 1.6 Mn stores**  
Drive customized assortment



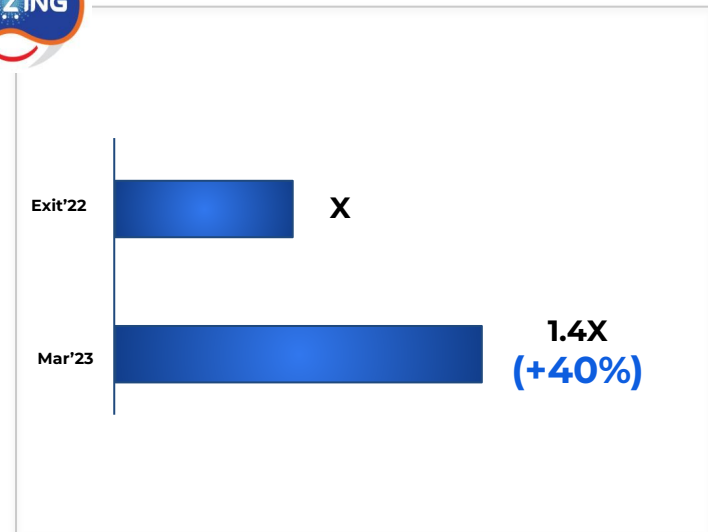
### Assortment Score



**IR based AI model to drive MT 5Ps**  
Drive premium availability and superior shopability



### On Shelf Availability

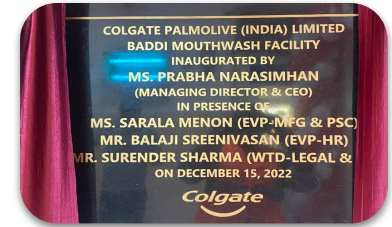


## NETWORK SIMPLIFICATION



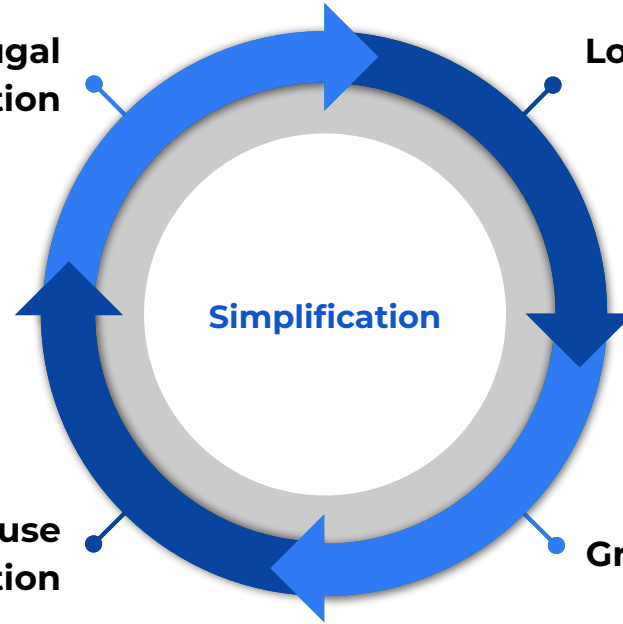
**Frugal  
Innovation**

**Localization**



**Warehouse  
Consolidation**

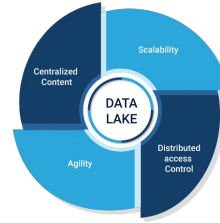
**Green Energy**



**Simplification**

## DATA AND ANALYTICS

### 1 Single Source of Truth



### Simplified and Efficient Insights 24/7

E.g. Project Race - Daily Sales Efficiency



### Predict The Future

E.g. AI led Demand Forecasting and Planning





# 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 Science backed Products

Driving Financial Efficiency

Digital at the Core

Organizational and People Capabilities

Environment, Social, Governance (ESG)

*Colgate*<sup>®</sup>



Q&A

