



COLGATE-PALMOLIVE (INDIA) LIMITED

Reqd. Office :
Colgate Research Centre,
Main Street,
Hiranandani Gardens,
Powai,
Mumbai - 400 076.
Tel. : 67095050
Fax : (91 22) 25705088
www.colgate.co.in
CIN : L24200MH1937PLC002700

December 13, 2022

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 December 01, 2022 and December 09, 2022, regarding an Analyst Conference Call scheduled to be held today i.e. December 13, 2022 at 10.30 a.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
CIN: L24200MH1937PLC002700

Regd. Office: Colgate Research Centre, Main Street, Hiranandani Gardens, Powai, Mumbai 400 076
Tel.: (022) 6709 5050, Fax: (022) 2570 5088

Website: www.colgatepalmolive.co.in e-mail ID: investors_grievance@colpal.com



Colgate Palmolive (India) Limited
Analyst Conference - December 13, 2022

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- Manufacturing & Product Supply Chain)



Arvind Chintamani
(VP - Marketing)



Niraj Kumar
(Director - New Geographies)



Ashish Bansal
(VP- Customer Service & Logistics)



Ruchir Bhatnagar
(VP- Customer Development)



Swati Agarwal
(VP- India Global Technology Center)

Colgate®



About Me



Hindustan Unilever Limited





What makes Colgate Strong?

Category Creators

India's most penetrated brand

88.1%



We reach **9/10** households

India's **#1** Brand



>3X

bigger than the next oral care player



Cutting Edge Technology | Superior Scientific Credibility

100+ | Research studies

10k+ | Patents studied

1500+

Patents per year

2.7X

Higher Oral Care scientific publications than the next player

Execution Prowess: Traditional Trade



1.7mn

direct coverage

95%

active every quarter

70%

active with Smile Stores



Category Supremacy II Strategic Partnerships

~75% Biz coverage have merchandisers



\$SOM over-indexed than TT

DT **+180 bps**
Ecomm **+1040 bps**



Winning with Profession



Top Prescribed Brand by Dentists



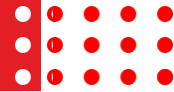
ida
Indian Dental Association

**Strong Partnerships with
Key Bodies**

“I believe PerioGard to be the best & most effective gum care solution available and recommend it to all my patients”

Prof. Dr. Porus Turner M.D.S., MSc. Oral Implantology

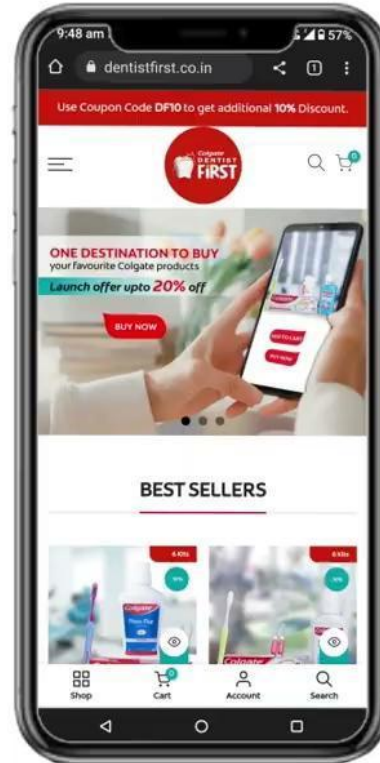
India's first professional eB2B platform



Here's how it works.

Exclusive for Dentists

<http://dentistfirst.co.in>



Colgate®

Most Trusted & Loved



**One of India's Most Trusted Brands -
for 11 consecutive years**





Unparalleled India Opportunity

Opportunity: Volume



Per Capita TP Consumption



India

X



Philippines

1.8X



Brazil

3.1X

India Split

	Urban	Rural
Per Capita Consumption	1.7x	0.6x

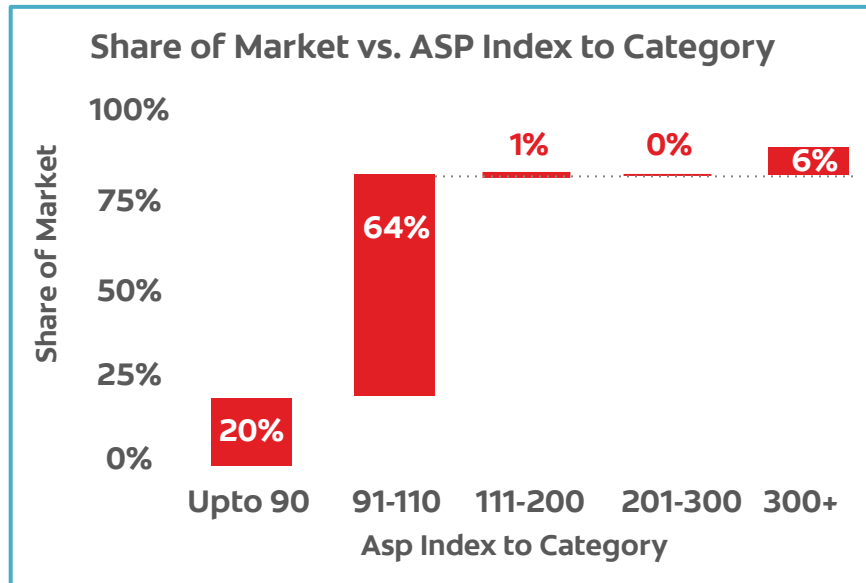
Urban ~ **20%** Households brush twice a day

Rural ~ **55%** Households do not brush daily



Potential for Premiumisation

MAT Mar'22b	Toothpaste	Toilet Soaps
Indexed Spends/HH by Socio Economic Class		
SEC A	2x ↑ 1.4x	4.4x ↑ 1.7x
SEC C	1.4x	2.6x
SEC DE	x	1.7x





Strategy in Action



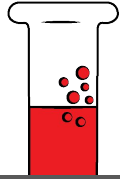
 Growth Pillars

 Growth Enablers

Strategy in Action: Growth Pillars



Lead
Toothpaste
Category
Growth



Drive
Science Led
Premiumisation



Lead
Category
Growth in
Toothbrush
& Devices

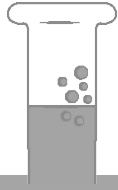


Build
Personal
Care

Strategy in action: Growth Pillars



**Lead
Toothpaste
Category
Growth**



**Drive
Science Led
Premiumisation**



**Lead
category
growth in
Toothbrush
& Devices**



**Build
Personal
Care**

A Strong Journey



Purchased by **7 out of every 10** HHs in India
2X+ SOM than any other toothpaste

Best in industry science for strong teeth

Patented Arginine Technology in our most penetrated toothpaste

A man with a beard and a young girl are smiling in a school hallway. The man is wearing a green hoodie and the girl is wearing a blue shirt. The background shows school lockers and other people out of focus.

Colgate[®]

**Strong Teeth
Strong You**

Colgate[®]



**Strong
Teeth**
Strong You

Fresh News in Freshness

Freshness: Largest category driver

SIRF FRESH NAHIN,
MAXFRESH!

Cooling Crystals Tech

Bamboo Charcoal

Wintergreen Mint



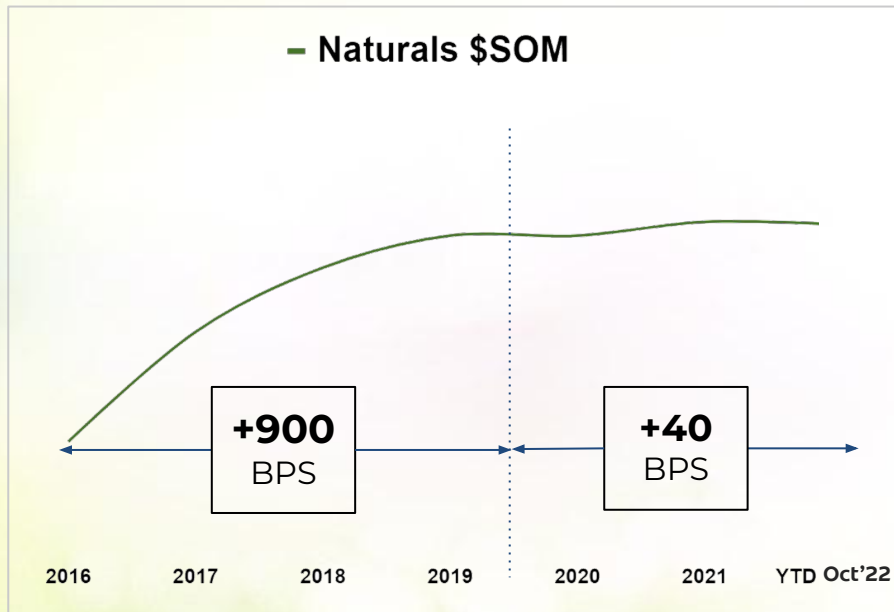
Pricing : 115 Index to Base



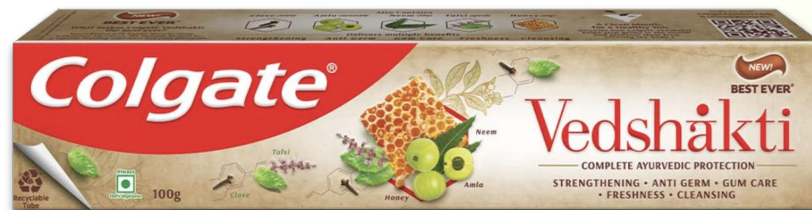
Naturals Plateauing



After a steep rise, segment flattens



Continue to build
In Ayurveda



New, stronger formula to improve oral health,
for overall health

Amplify Ingredient with Science



Lead with #1 Natural Ingredient Toothpaste



INew, Stronger Germ Fighting Formula With Salt & Eugenoll

Continued Consumer Connect



Highlighting
regional culture
codes

Local influencer
content for TN



Drive Consumption

65% HH in Rural

55% don't brush daily

Drive **everyday** toothpaste consumption



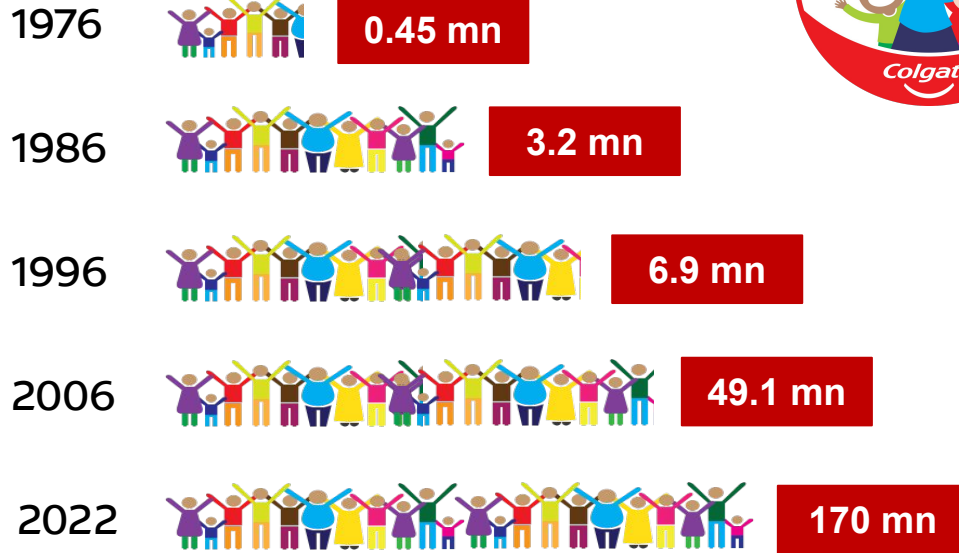
STRONG BELIEF IN DATUN

UNAWARE OF THEIR ORAL HEALTH STATUS

BELIEVE TOOTHPASTE IS CONVENIENT, FEELS FRESH

TOOTHPASTE IS PROGRESSIVE. KIDS MUST USE IT

Partnerships to improve Oral Health



Special partnership in Andhra Pradesh
Project Chirunavvu

Education- oral health practices

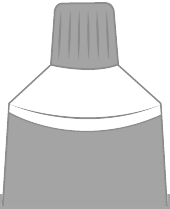
Dental Health Infrastructure in
govt hospitals



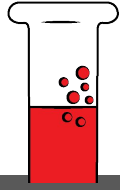
170 mn+ school children contacted

Target **more than 4 mn** children
across AP

Strategy in action: Growth Pillars



Lead
Toothpaste
Category
Growth



Drive
Science led
Premiumisation



Lead
category
growth in
Toothbrush
& Devices



Build
Personal
Care

REVOLUTIONARY
Active-Oxygen
Technology



COLGATE
VISIBLE WHITE O2



Colgate®

30 sec

04.03.22

The Whitening Wave



Created this segment || Visible white owns **70%** of this

+85% business in 2022



Product Launch of the year
Award for VW O2

360% increase in Google Search on brand



Wedding Campaign to build
relevance in beauty occasions



Total: Superior Formula



**Powerful Dual-Zinc
+
Arginine Formula**



Advanced tech for whole mouth health

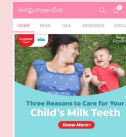


Kids - Building a New Segment



Tender care for Every age at Every stage

Parent
Platforms



Closed User
Groups



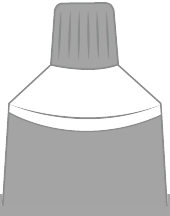
Social
Media



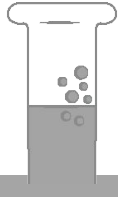
Offline &
On
Platform



Strategy in action: Growth Pillars



Lead
Toothpaste
Category
Growth



Drive
Science led
Premiumisation



Lead
category
growth in
Toothbrush
& Devices



Build
Personal
Care

Toothbrush Opportunity

Volume

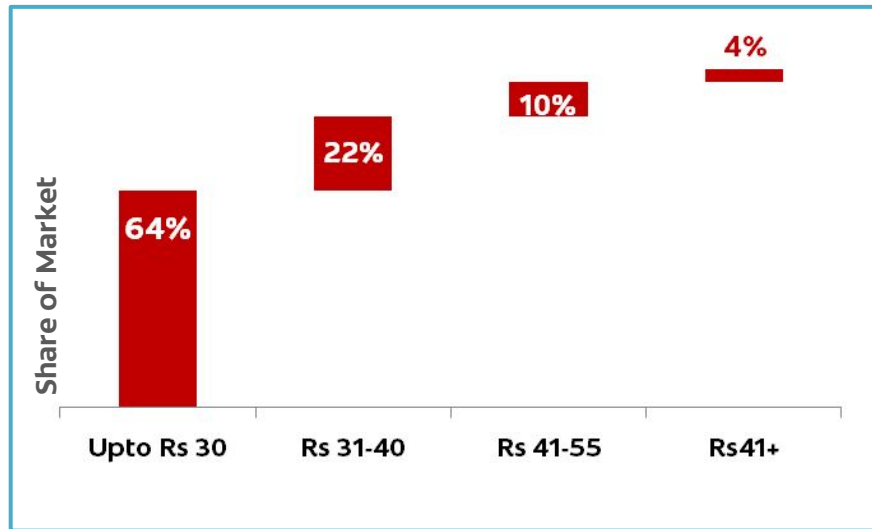
	Urban	Rural
Per Capita Consumption	1.3x	0.5x

Brush Replacement

Urban ~ Once every 6 months

Rural ~ Once every 15 months

Value



~90% market at <INR 50 price point

India's #1 Toothbrush



Relaunch after 10 years- **Ultra Flexible Tech** for superior cleaning



Strong **Distribution**

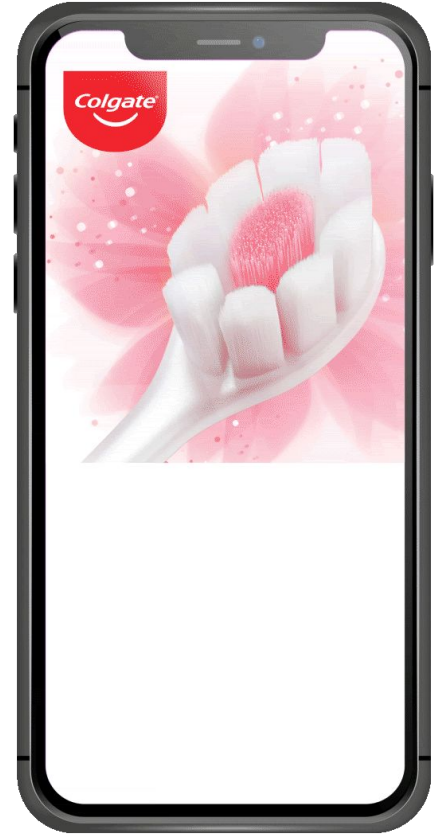
Impactful **Visibility**

50% reach uplift





The **gentle** Revolution



Premiumisation with Gentle

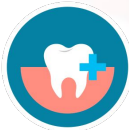


ASP Index to Catg.

8x



5x



3.7x



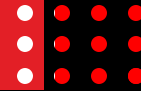
2x



AI (U+R) SOM



Regimen Innovation: VW O2 Toothbrush



The
Whitening
Combo





**POWERED TOOTHBRUSHES by
COLGATE**

Proclinical Range



B150

500R

250R

Kids Powered Range



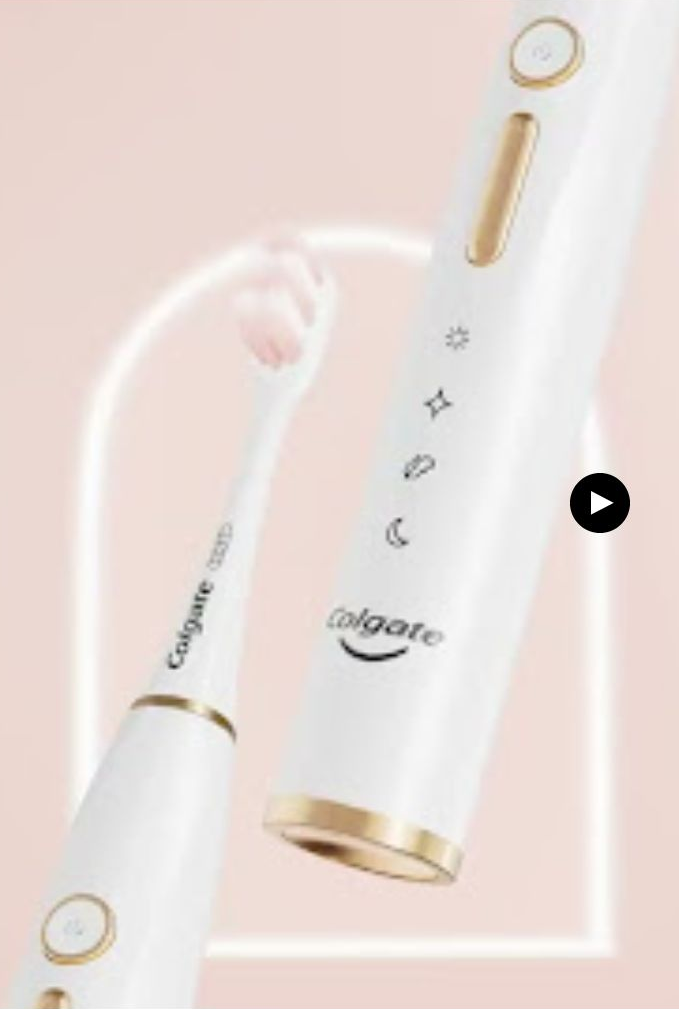
Brushing with
friends is always fun!



Attractive entry price point
Higher conversion with parents

+66% YTD growth

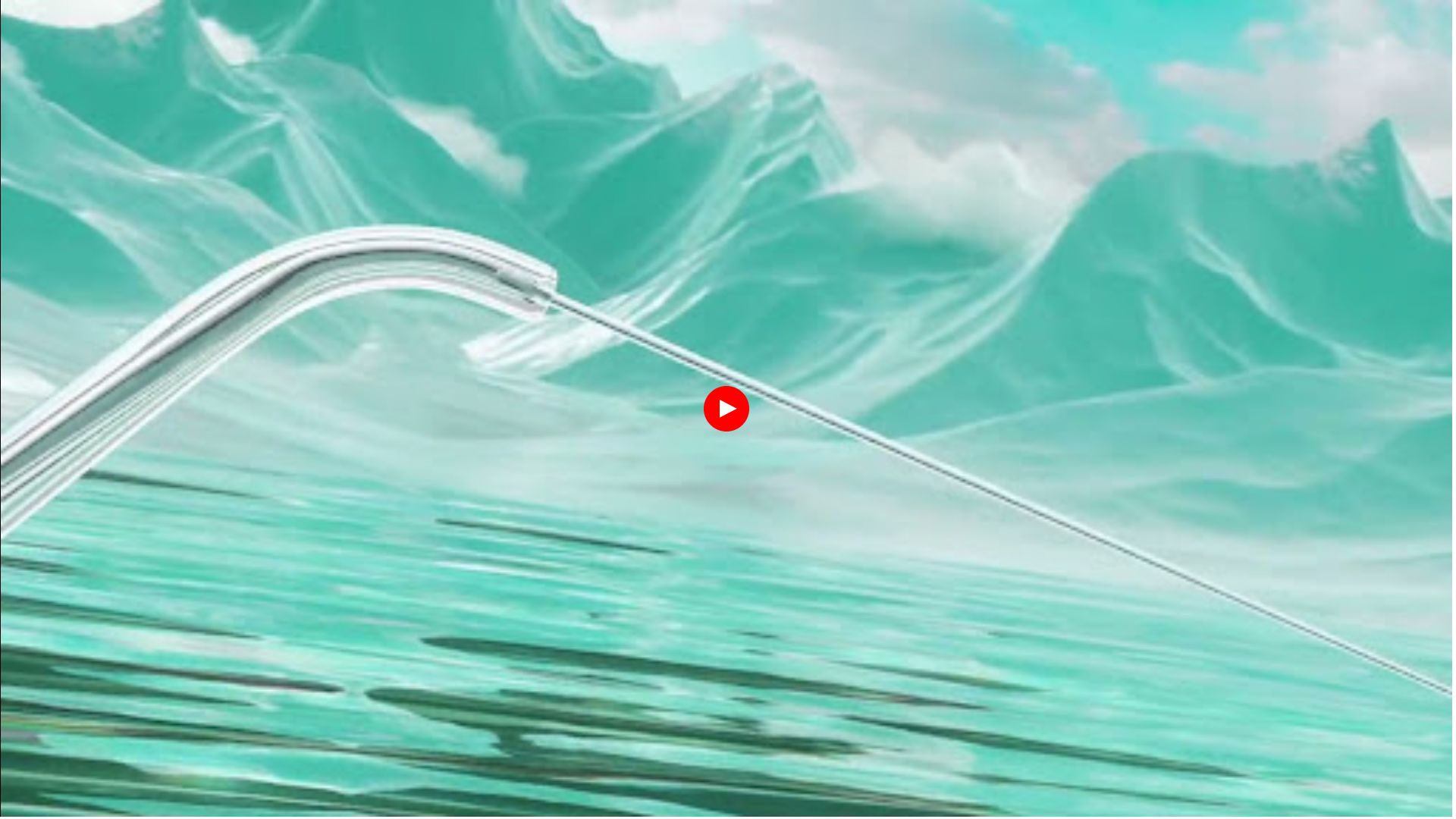
Colgate



TAILORED
FOR YOUR
SMILE



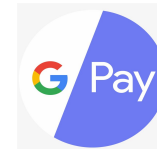






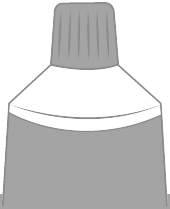
Agility in Action- Conception to Go Live in **90 days**

Partnerships → Experiment → Build Reach

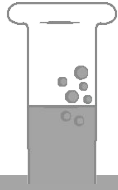


12x biz growth in '22 over '21

Strategy in action: Growth Pillars



Lead
Toothpaste
Category
Growth



Drive
Science led
Premiumisation



Lead
category
growth in
Toothbrush
& Devices



Build
Personal
Care

PALMOLIVE



Build Personal Care



GRAZIA
MOST
LOVED
BRANDS 2022

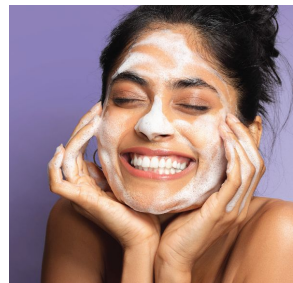
Palmolive wins **Most loved Brands 2022 Award** by Grazia



3rd largest player
20 SOM in Flipkart SuperMart

★★★★☆ 4.5/5 *NYKAA*

BODY: INVEST & GROW



Early Success
5.7 SOM in Hyper

★★★★☆ 4.6/5 *NYKAA*

FACE: PILOT & SCALE



PALMOLIVE®

HAVE
YOU SAID
YES TO YOU ?

Strategy in action



Strategic
Pillars

Lead
Toothpaste
Category
Growth

Drive
Science led
Premiumisation

Lead Category
Growth in
Toothbrush &
Devices

Build Personal
Care

Enablers

Superior Science backed Products

Driving Financial Efficiency

Digital at the Core

Talent - Nurture & Grow

Environment, Social, Governance (ESG)

Superior Products



Patented Arginine Tech for strong teeth



Salt & Eugenol Tech to fight germs



Freezestorm Tech for intense cooling



UltraFlexible tech
Deep cleaning



Antibacterial
Bristles



7X dense bristles
Superior foam



Driving Financial Efficiency



Strong Financial Metrics



Higher Gross Margins

67.1%

**Continue to Invest in
Brand Building**

12.7%

**Controlled Overhead
Expenses**

Strong Profit To Sales
21.3%

Net Sales

5066 cr

Financial Strategy



- ❖ Driving Premiumisation
- ❖ Leveraging Analytics for Pricing strategy
- ❖ Optimizing Promotion Depth



- ❖ Cost Optimization across all lines of P&L
- ❖ Streamline Supply Chain operations
- ❖ Drive efficiency and agility to Deliver Superior products

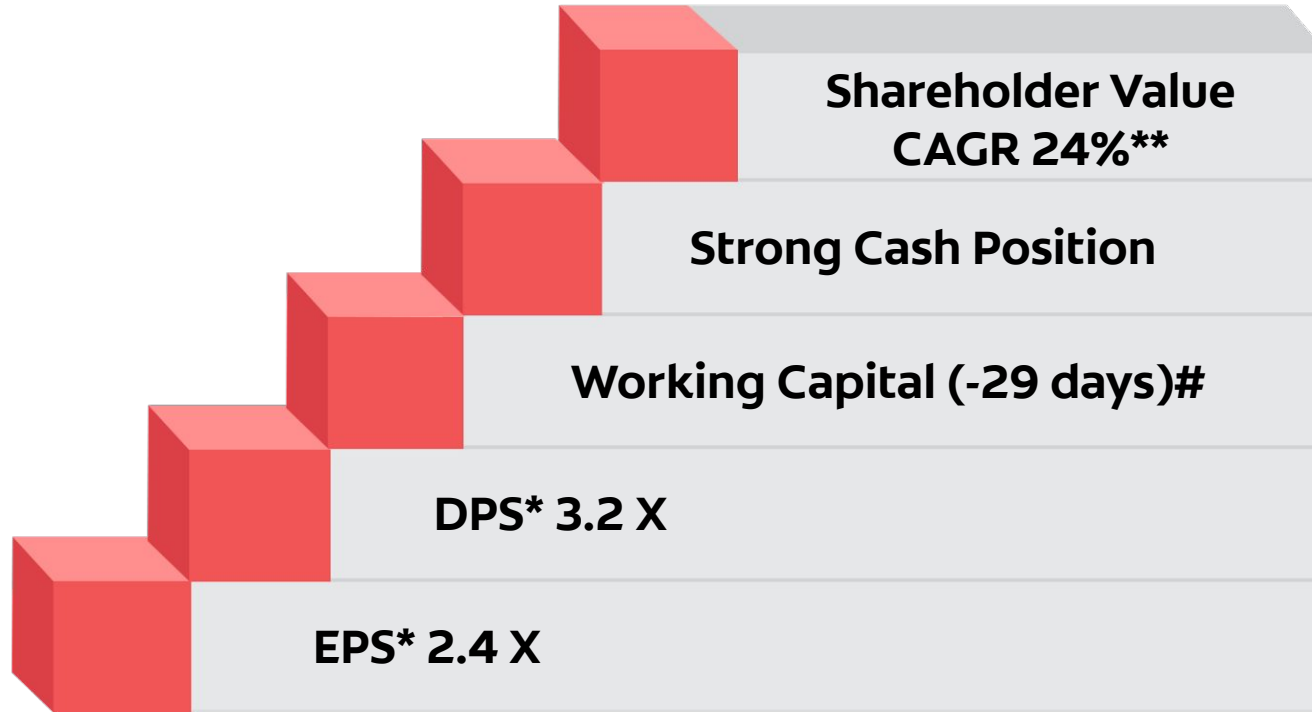


Reinvesting to grow brands



EBITDA margin up by ~900 bps in 10 years

Enhancing Shareholder Value



*EPS & DPS comparison for 10 years

**CAGR index since IPO

Working Capital (post dividend)



Digital at the Core

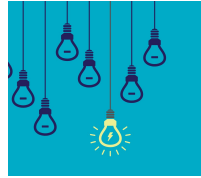
Dedicated Analytics Center



A) Future Ready DnA Ecosystem | Data → Insights → Knowledge



Connected Data



Predictive Insights



Data driven execution

B) Bringing AI into the core of Business Actions across value chains

Smile Stores

AI led assortment
recommendation for
1.7 mn stores

Analytics → RGM

Prescriptive Insights
for promo
investment

Smart Insights

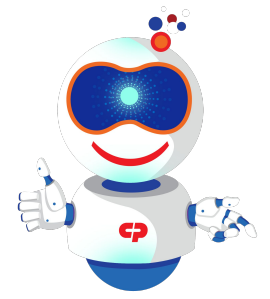
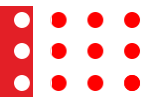
Advanced analytics
led business insights
platform



Building Digital &
Analytics into
In-Store Excellence

AI Based
Image Recognition tool

Digitisation in-store: Own IP*



Scan the shelves to capture images

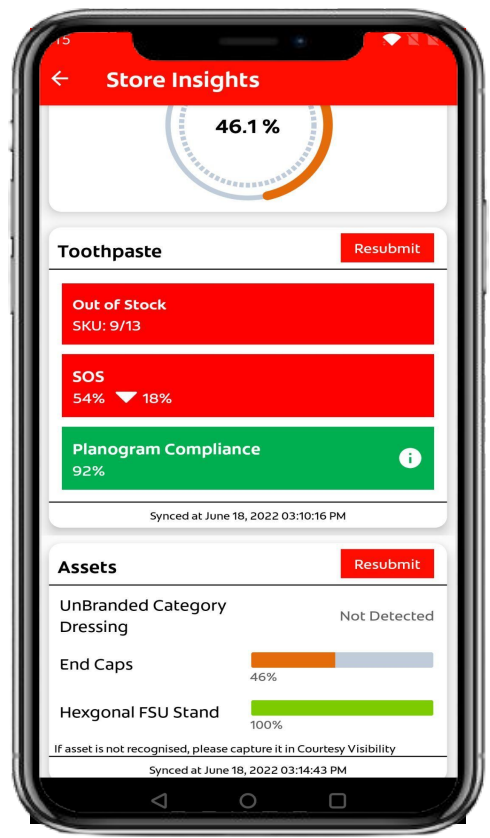
Live insights in **30sec** to correct gaps

Out of Stock

Share of Shelf

Planogram

Asset Health



7 lac+ images analysed

600+ products trained

40+ assets trained

90%+ accuracy

Source: Internal Data

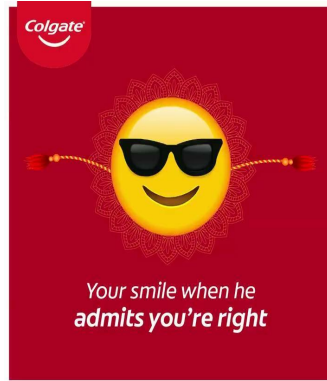
*image engine IP



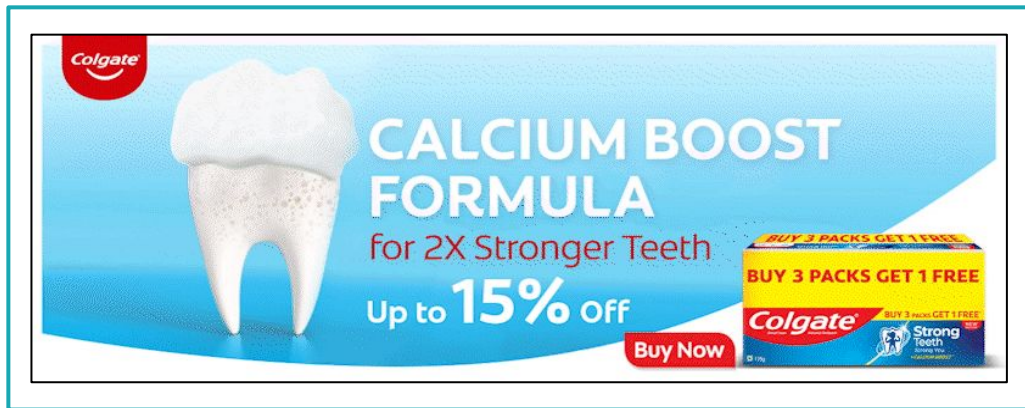


AMAZING

Digitally driving Colgate Equity



Mentions of “Colgate Smile” - Earned media reaching **400MM+** Indians (YTD'22)



3x Digital content volume

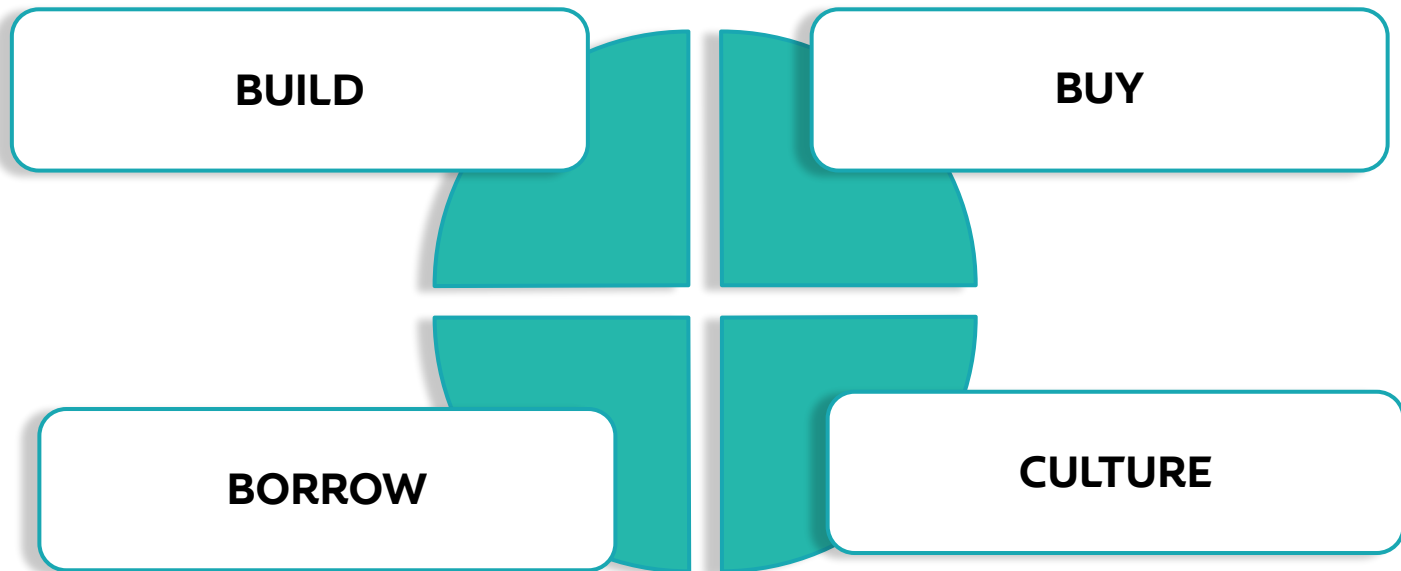
4x Faster turnaround-time

87% Production Cost Savings



Future Ready Organization & Talent

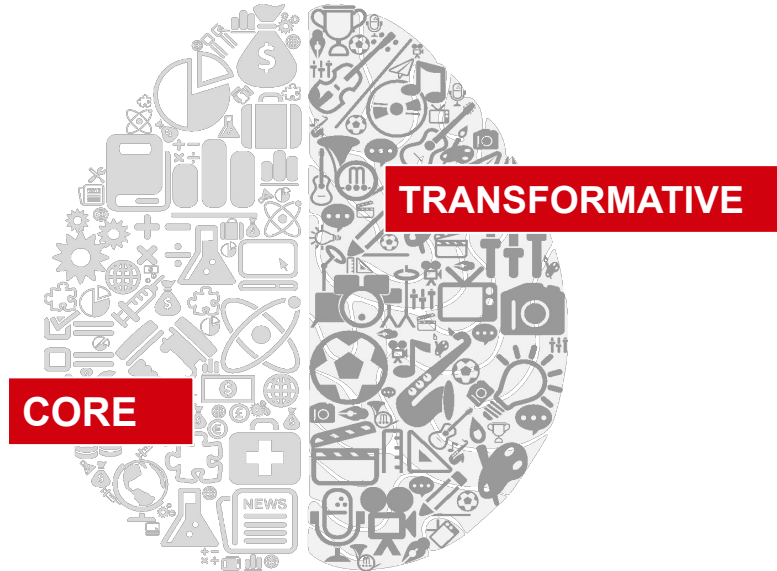
Making the org future fit





OUR PHILOSOPHY

Developing the leadership edge by *mastering the 'Core'* and *driving the 'Transformative'*



LEAP

evolve

63

CPIL Talent in
Global Positions

90%

LT with Global
experience

BUY & BORROW



BUY

Strategic hires from time to time with an intent to build niche capabilities



Digital Marketing



Digital Commerce



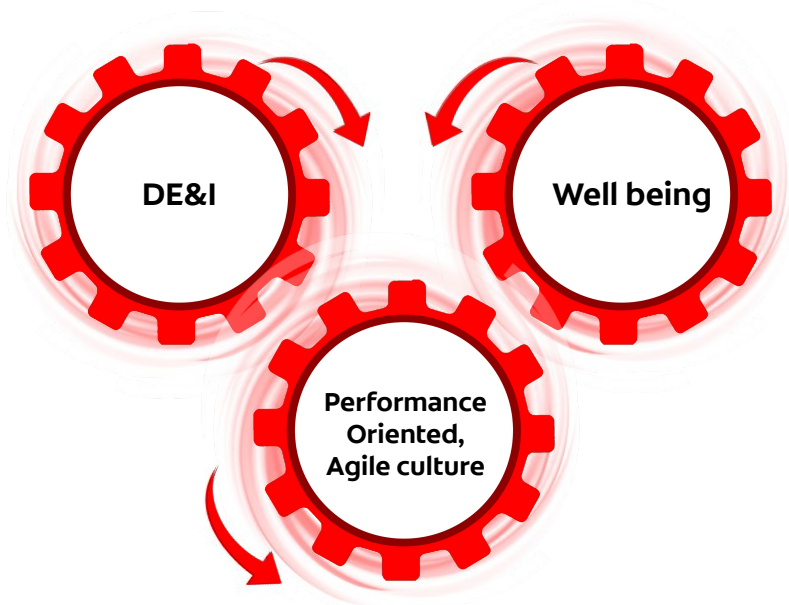
Data & Analytics



New skills to ramp-up
Org Capability

BORROW

Leverage Partnerships / Gig Talent to 'Borrow' Talent/Expertise



Colgate #EmployeeBenefits

The Only CHOICE You Need to Make Is To be **YOURSELF**

Gender Affirmation Surgery
Covered Under Employee Medical Insurance Policy

Focused
Empowered
Experimental
Digital
the Growth





Environment, Social, Governance (ESG) Reporting

Taking ESG Efforts Ahead



2025 Sustainability and Social Impact Strategy

Sustainability Management



Strong Governance Mechanism

Driving **S**ocial Impact

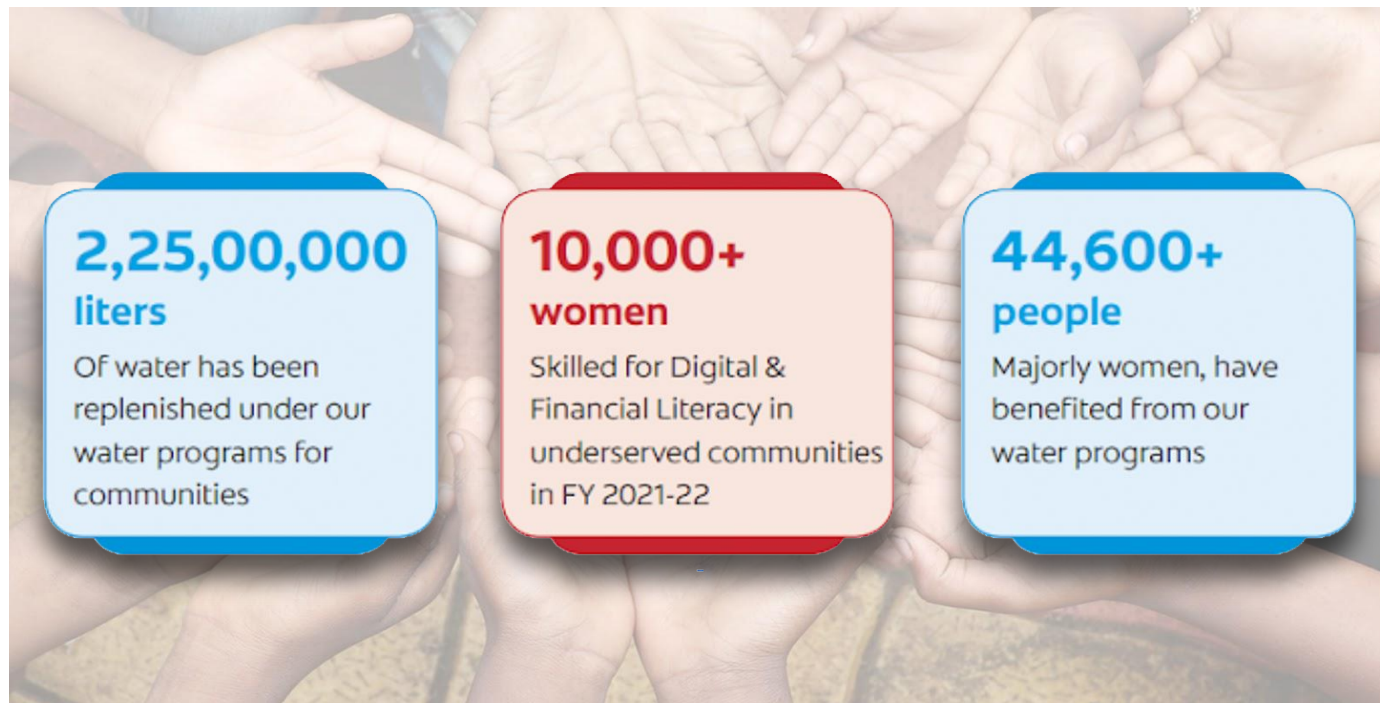
Helping **MIL**ions of Homes

Preserving our **E**nvironment

Scaling impact - Water & Women-led Programs



Driving **S**ocial Impact



Ensuring a Future to Smile about



Helping **MIL**ions of Homes



Patent: World's first recyclable tube



**Metal Handle
Replaceable heads**

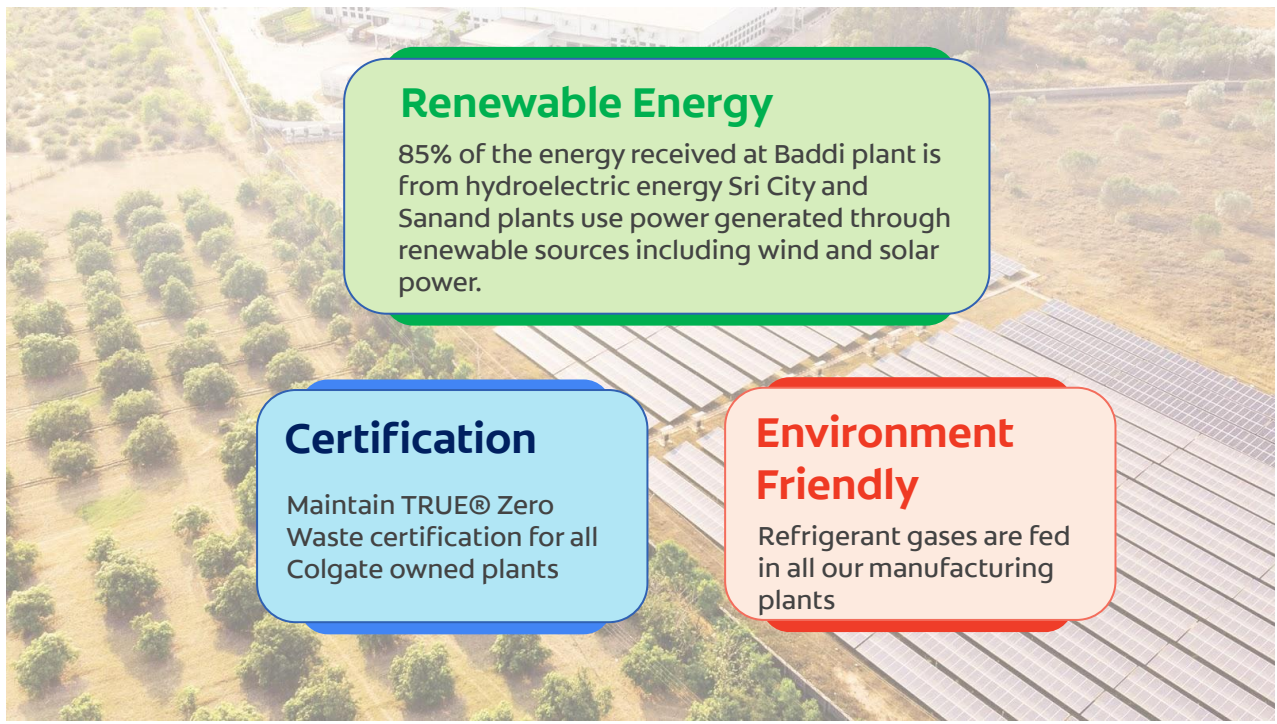
Recycled Plastic



Accelerating Action on Climate Change



Preserving our **E**nvironment



Renewable Energy
85% of the energy received at Baddi plant is from hydroelectric energy Sri City and Sanand plants use power generated through renewable sources including wind and solar power.

Certification
Maintain TRUE® Zero Waste certification for all Colgate owned plants

Environment Friendly
Refrigerant gases are fed in all our manufacturing plants





- ❑ Drive category volume growth
- ❑ Elevate science to drive expertise
- ❑ Build viable business in personal care
- ❑ Simplify, Digitize, Energize

Colgate[®]



Q&A

