



COLGATE-PALMOLIVE (INDIA) LIMITED

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

March 13, 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: Investor/Analyst Meet- Presentation

This is in furtherance to our letter dated March 08, 2024 regarding intimation of Investor/Analyst meet to be held today i.e. March 13, 2024 at 09:30 a.m. (IST). Please find enclosed herewith a presentation to be made by the Company at the said Analyst/Investor meet.

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



Colgate Palmolive (India) Limited

Wellington Investor Meet Mar'24

**Let's talk
about**

Our view of India

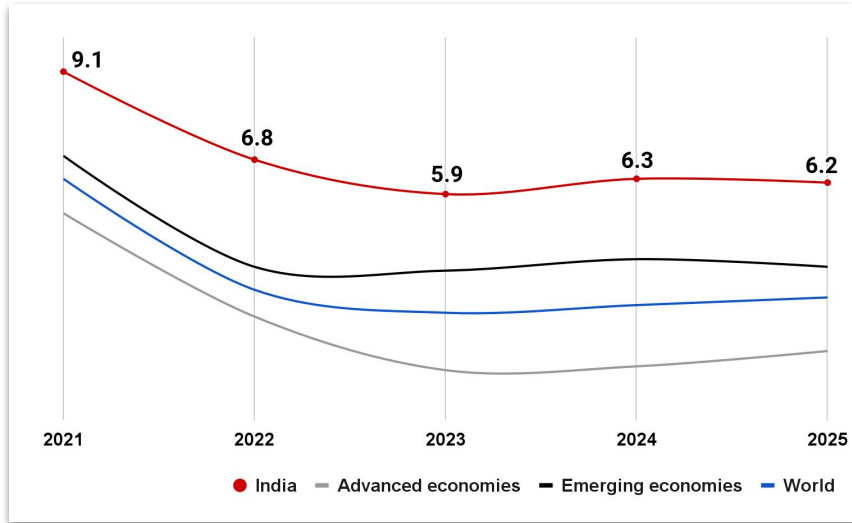
Our view of Oral Care

Strategy in Action

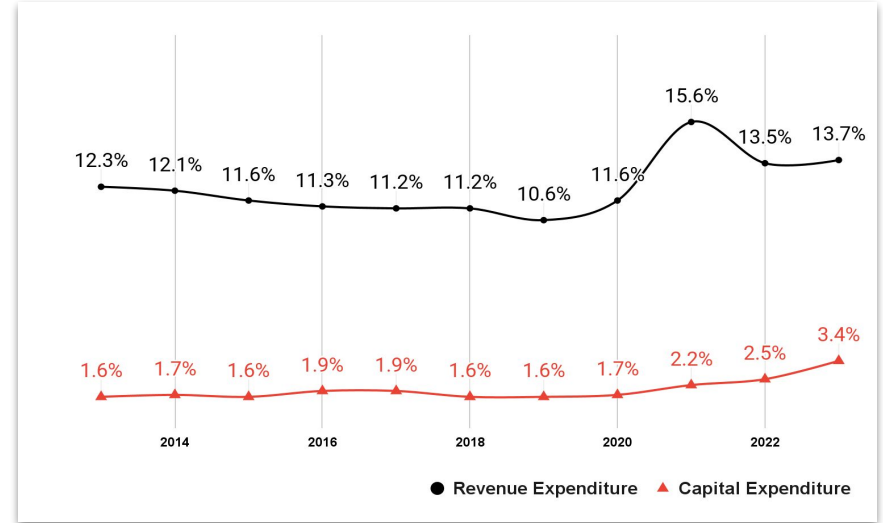
Financial Performance

India: 5th largest Economy, growing fast

Real GDP forecasted to grow 6.2%+ until 2025



Govt spending to support the buoyancy

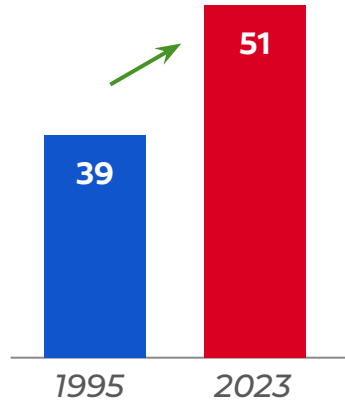


2030: India to be the 3rd largest economy

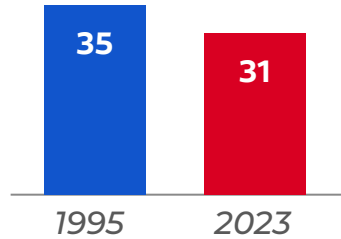


Services sector increasing its share in the GDP

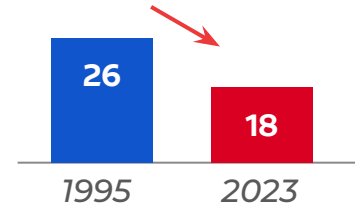
% contribution to GDP



Services



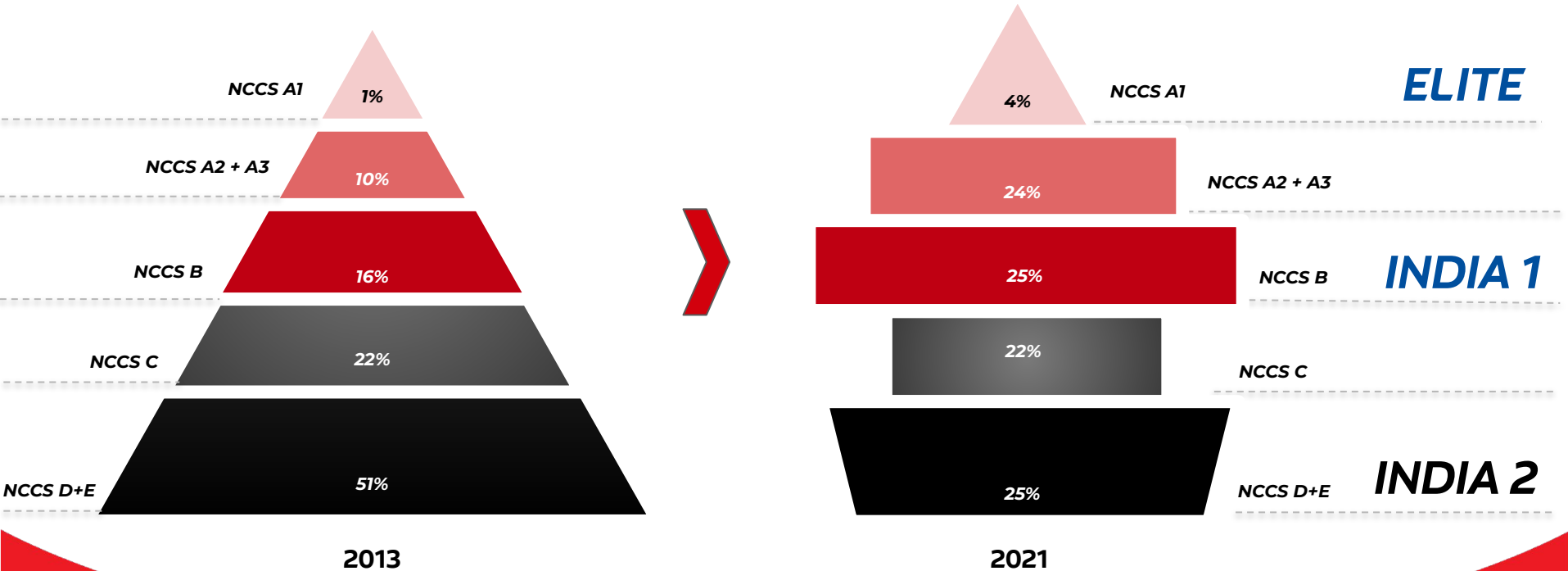
Manufacturing



Agriculture

Major shift in the socio economic composition

‘Elite + India 1’ HHs have doubled over the past decade



Government enablers to sustain *INDIA 2* economy

81%

Villages connected
by road



PRADHAN MANTRI
GRAM SADAK YOJANA

79%

Villages connected
by potable water



Har Ghar Jal
Jal Jeevan Mission



NATIONAL FOOD SECURITY PROGRAM
Food, Civil Supplies & Consumer Protection Department

Public Distribution System
810 Mn Beneficiaries



Employment Support
29.5 Mn Beneficiaries



Free Gas Connections
10 Mn Beneficiaries



प्रधानमंत्री
आवास योजना

Housing Support
11 Mn Beneficiaries

INDIA 1 powered by sectoral shift



Increasing FDI Inflow



13.2% 10Y CAGR
NIFTY50



9% 5Y CAGR
Salary Increase

110+ Unicorn startups

paytm

bigbasket
A TATA Enterprise

ZERODHA

Flipkart



70%
Towns with 5G
connectivity

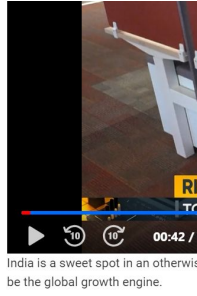
76%
Increase in Digital
Payment Value*

71%
Smartphone Users

The capstone of the pyramid. *ELITE.*

In India, 5% own more than 60% of country's wealth: Oxfam report

The report titled 'Survival of the Richest' further said that if India's billionaires are taxed once at 2 per cent on their entire wealth, it would support the requirement of Rs 40,423 crore for the nutrition of malnourished in the country.



India's ultra wealthy population to grow by 58% in next five years: Report

India's ultra-high-net-worth individuals, with net worth over \$30 mn, is estimated to rise from 12,069 in 2022 to 19,119

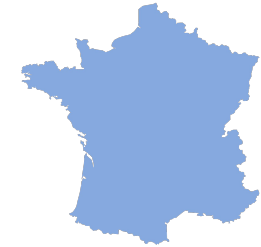


India's ultra-high-net-worth individuals, with net worth over \$30 mn, is estimated to rise from 12,069 in 2022 to 19,119 individuals in 2027, says Knight Frank report

The rich are getting richer in India, if a new report is to be believed. According to Knight Frank's 'The Wealth Report 2023', India's ultra-high-net-worth individuals (UHNWI), with net worth over \$30 million, is estimated to rise by 58.4 per cent in the next five years from 12,069 in 2022 to 19,119 individuals in 2027. India's billionaire population is expected to increase from 161 individuals in 2022 to 195 individuals in 2027.

Equal to income of
France

(4% HH in India = ~10Mn)



14%

Share of consumption



60%

Of subscriptions



62%

International Leisure Trips

Shifts in Shopping Behavior

ELITE



~\$5000/month

INDIA 1



~\$1650/month



~\$550/month

INDIA 2



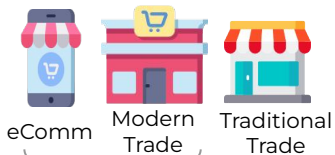
~\$250/month



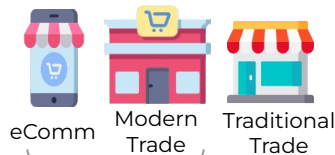
What do they earn



What are they buying



13.1 mn HHs



160 mn HHs

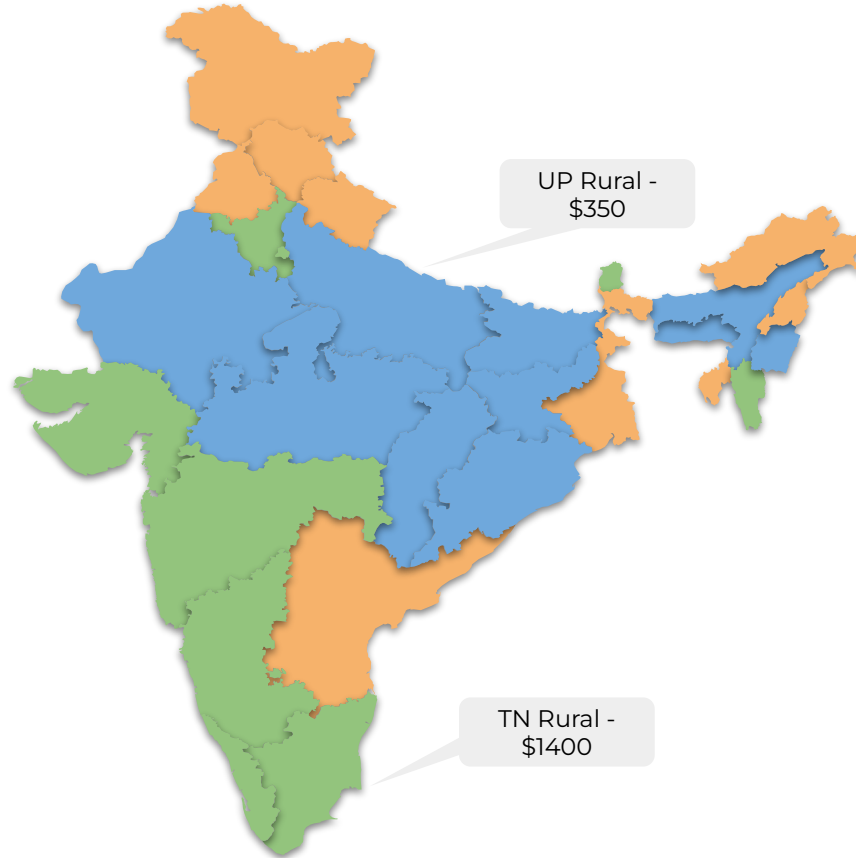


Traditional Trade

Economic Development is disparate

\$2400

Per capita Income India



\$3200

Average Rural = 55%

\$1900

Average Rural = 71%

\$800

Average Rural = 82%

HH with phones BUT it remains dark



- **77%** TV penetration in India
- **97%** Households have mobile phones

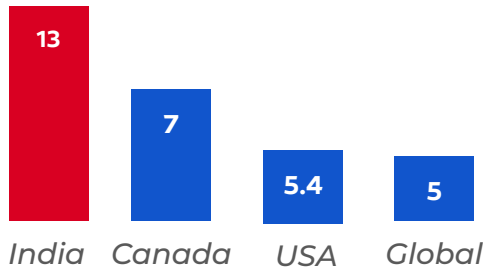


- **53%** households have power cut every day
- **52%** households have internet access

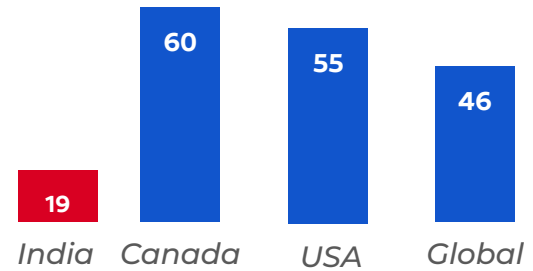
Highest % of women pilots BUT lowest % of female labor force



Female Airline Pilots As %age of overall pilots



Female labor-force Participation As %age of all employable women



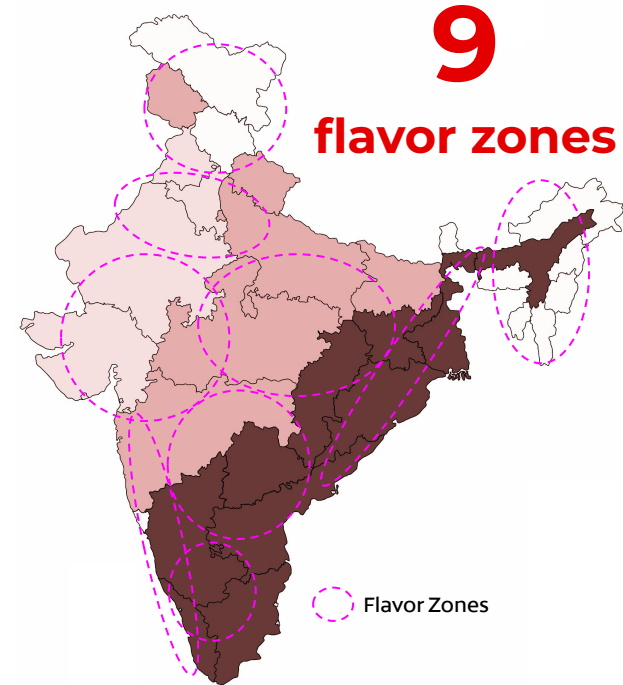
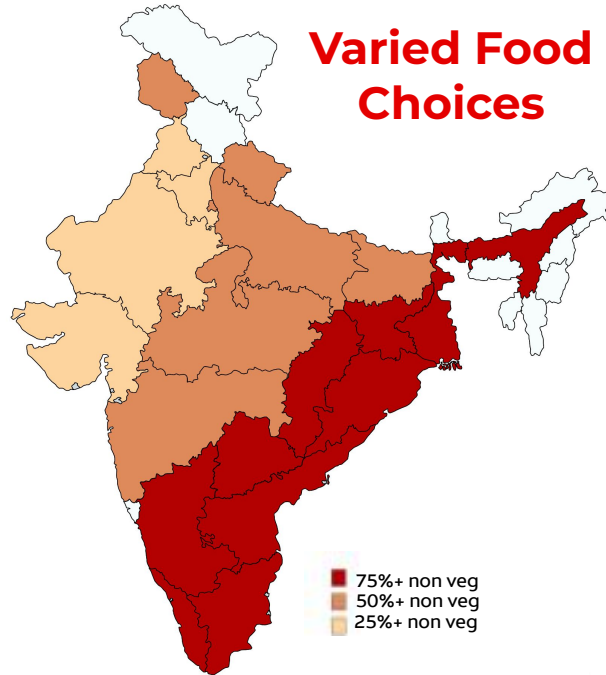
India: Mosaic of Diverse Preferences

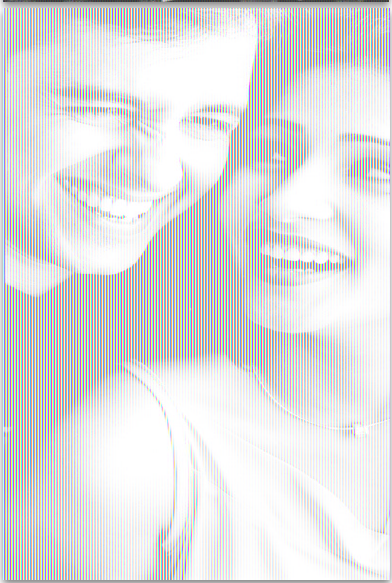


6+
religions



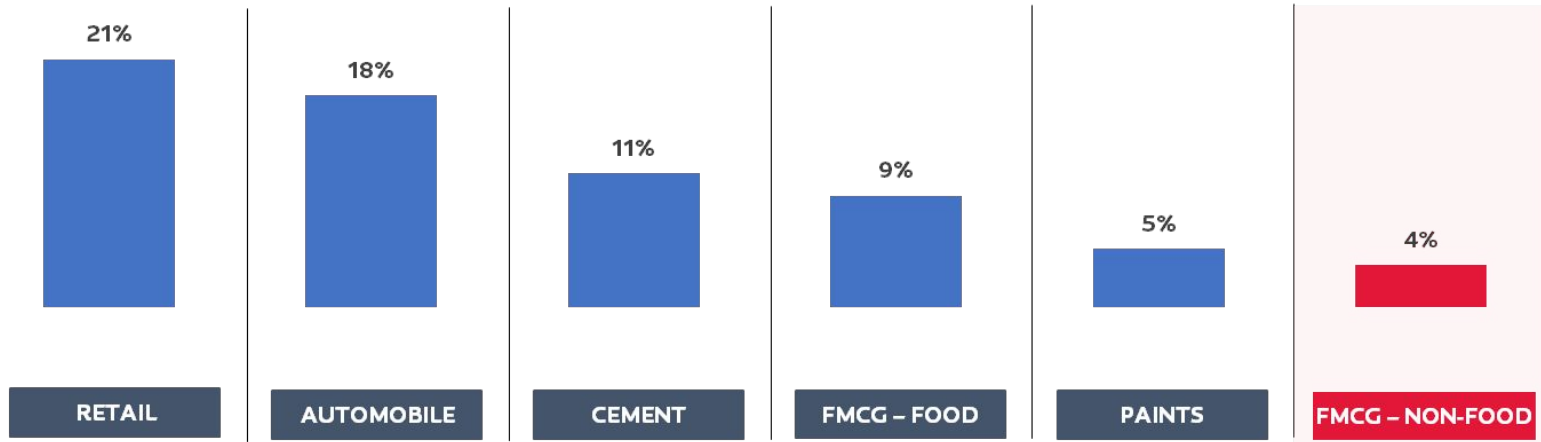
22+
languages





FMCG Growth Muted vs Other Sectors

Average Sector Revenue Growth % y-o-y - 9M FY24



Note: Sector averages include select top listed companies

Guarded Sentiments Amongst Peers





**Let's talk
about**

Our view of India

Our view of Oral Care

Strategy in Action

Financial Performance

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

88%

Category below 140 ASP Index

Category Volume & Premiumisation



Toothbrush

Monthly Spends	Urban	Rural
Per Capita	₱ 4.8	₱ 1.6

78% Category below USD 0.5

Opportunity to improve India's Oral Health



75%

Urban population

**Believe their teeth are in
excellent condition**



89%

Urban population

**Actually suffer from some
oral health issues**



9% of India's population visits a dentist every year

A photograph of three young women smiling and making peace signs. The image has a warm, reddish-orange tint. The woman on the left has long, wavy hair and is smiling broadly. The woman in the center has glasses and is also smiling. The woman on the right is partially visible, also smiling. A white smiley face icon is positioned below the text.

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

We're best placed to do this

India's # 1 Oral Care Brand



Most Penetrated

9/10 households

We're best placed to do this

India's Most Loved Oral Care Brand



Most Recalled

64% top of mind



Most Considered

87%

We're best placed to do this

India's Most Distributed Oral Care Brand

Strong Direct Coverage

1.7mn stores

Wide Total Reach

6.6mn stores

We're best placed to do this

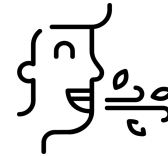
Wide portfolio catering to All Needs



3X
vs. #2 brand



1.4X
vs. #2 brand



CP
#2 Player
#3 Player
#4 Player
#5 Player



We're best placed to do this

Superior Tech for Superior Health



900+ | Scientists

750+ | Quality
Specialists



1500+
Patents per year

We're best placed to do this

Ranked #1 in India's FSI Index review



**Let's talk
about**

Our view of India

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

Enablers

Superior Mix (Products, Communication, Execution)

Driving Financial Efficiency

Digital at the Core

Organizational and People Capabilities

Environment, Social, Governance (ESG)

Driving Consumption: Urban- Brush at night



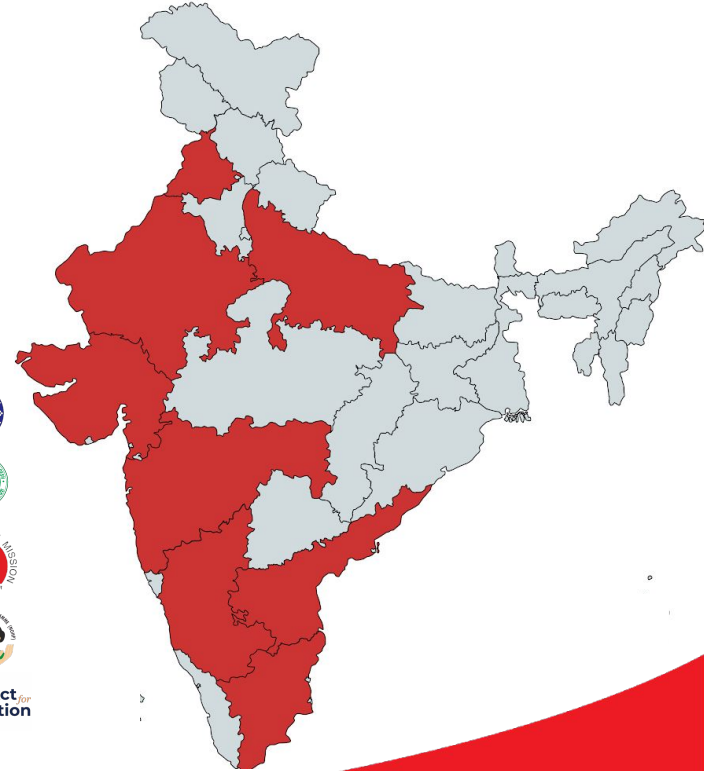
Driving Consumption: Amplifying our efforts

Bright Smiles, Bright Futures®, Govt. Partnerships and Public Policy



50+
years
171mn
kids reached

25k
schools
10mn
Additional kids
By 2025



Government and UN partnerships



State Government
of Andhra Pradesh



State Government
of Uttar Pradesh



Dental Council
of Andhra Pradesh

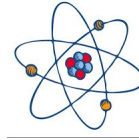


National Health Mission



Incubated & Anchored by UNICEF

Accelerating the Core via Superiority



Superior Product

Best-in-class technologies
(Arginine, Ultrafreeze)



Superior Communication

Tested in top 25% of advertising



Strong Commercial Investment

1.5X TV spends vs. next player



Colgate



रचनात्मक प्रस्तुति.

I buy only new Colgate Strong Teeth.

Accelerate Premiumisation

**1. Own
Proactive
Health
with Total**

**2. Create desire
for Whitening
with
Visible White**

**3. Build
Therapeutic
credentials
with
Periogard**

Own Proactive Health



Industry leading technology

125+ global patents



Large global brand

World's #1 antibacterial toothpaste



Strong residual awareness

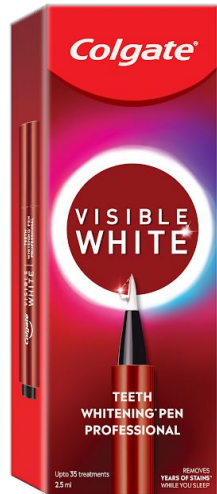
Build further with
best-in-class communication



Create Desire for Whitening



Pioneers in Whitening
#2 segment across the world



Innovative Technology & Formats
To build future-ready portfolio



Chair To Sink Offerings



STARTS
WHITENING
IN **1** WEEK*

रचनात्मक प्रस्तुति.

*दिन में दो बार इस्तेमाल से सतह के दागों को निकालकर, नतीजे अलग हो सकते हैं.

Build Therapeutics Credentials with Profession



80+ years of partnership
Leverage Strong Association



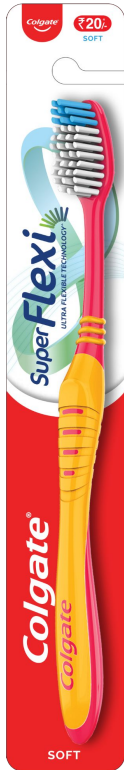
Digital-First Connects
Dentist First, Virtual Reality Masterclass



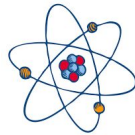
Leading Position in Pharmacy
Through Prescription Focus



Lead Toothbrush Category Growth



Leadership position in the category



Superior portfolio across price tiers



Curated Commercial plans
By State X Retail Environment

Strategic Diversification: Large opportunity



Build Palmolive in Body Wash
Strong brand equity, built over 73 years



Wide Global Portfolio to choose from



Assess inorganic growth opportunities
Drive synergies & efficiencies

Digital at the Core: Build Assortment in store

ML led bespoke recommendation model for building **assortment**



Custom
Assortment
1.7MM stores

What has the store sold?

Purchase History

What can the store sell?

Zipcode shopper metrics

60%+

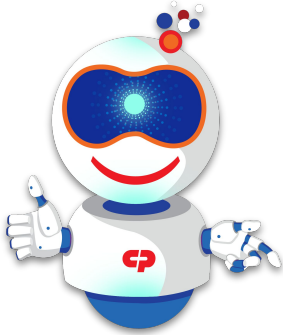
Monthly Conversions
Strong repeat rates

1.3X

Growth in TDP vs. 2021
TDP= Total Distribution Points

Digital at the Core: Brilliant Basics in Modern Trade

IR based AI model to **drive 5Ps** in Modern Trade



Primary Shelf

Secondary Visibility

Promos & Pricing

Live Insights

95%+

Compliance in
On Shelf Availability

96%+

Compliance in
Planogramming

Digital at the Core: Premiumising our Digital Shelves



Market Share Accretive
Fastest growing business

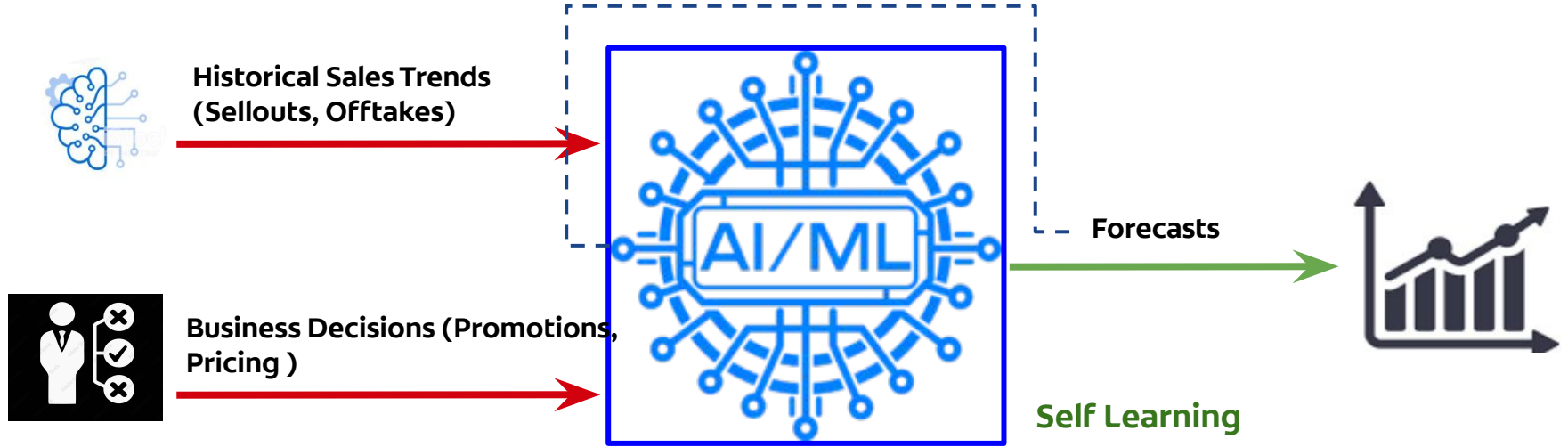


Best-in-Class Execution
6P&A e-commerce Excellence



Margin Accretive
Higher Premium Contribution

Digital at the Core: Simplifying Demand Forecasting



Environment & Society at our Core



Waste Management

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

Certification maintained for all CP plants

LEED certified factories (Sanand & SriCity)



Reusable, recyclable or compostable plastic packaging

100% by 2025 (Usage, Collection)

80% Recyclable packaging cross factories

120% collection of post consumer plastic in FY 2022-2023



Water Usage

Net Zero water at India level by 2025

75% of our factories are water positive (Goa, SriCity & Sanand)

350+ million litres of water replenished through CSR programs



Bright Smiles, Bright Futures®

Oral health education for **10Mn children** additionally by 2025

171 Mn Children reached since 1976



Empower women with Digital+Financial Literacy

100K women by 2025

30K done by FY 2022-2023

**Let's talk
about**

Our view of India

Our view of Oral Care

Strategy in Action

Financial Performance

Strong Performance (Apr-Dec'23)

Net Sales

Domestic (+9.1%); Company \$506 MM. (+8.3%)

Highest Ever Gross Margins

69.6%

Highest Ever Advertising

14.2%

Strong Profit Delivery

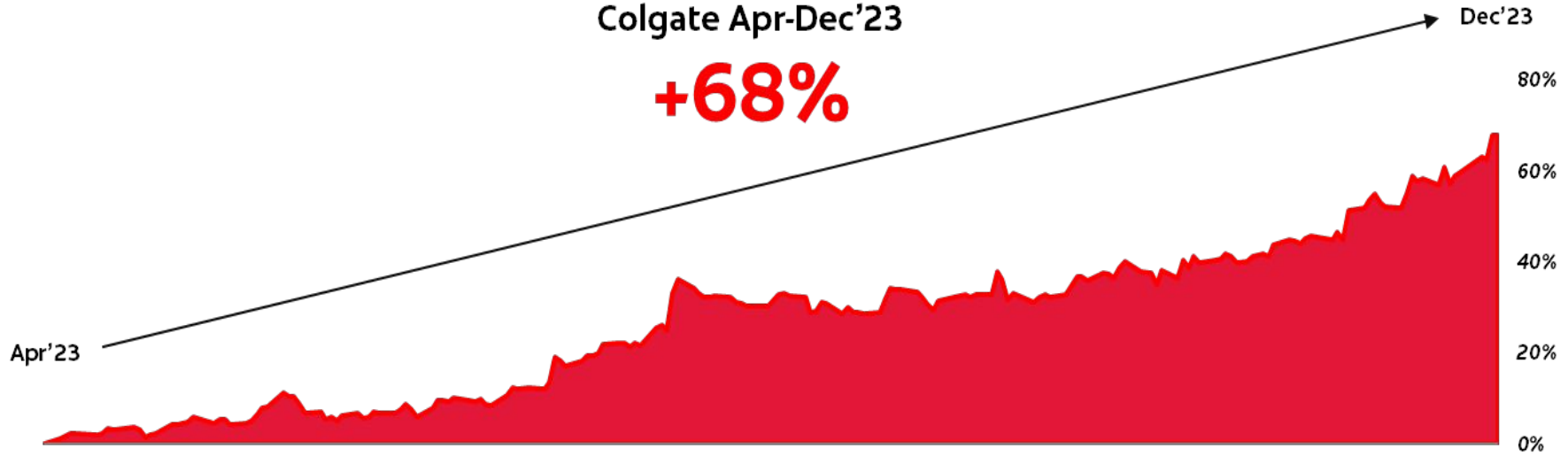
\$115 MM.

(+29.1%)

Positive Stock Performance

Colgate Apr-Dec'23

+68%



Apr-Dec'23
Growth

+28%
NIFTY 100

+24%
NIFTY FMCG

+27%
S&P BSE 100

Summary

- Continue to be excited about India
- Colgate has a high Right to Win
- Attractive Market Opportunity
- Focus on Consistent, Profitable & Sustainable growth

Colgate[®]

