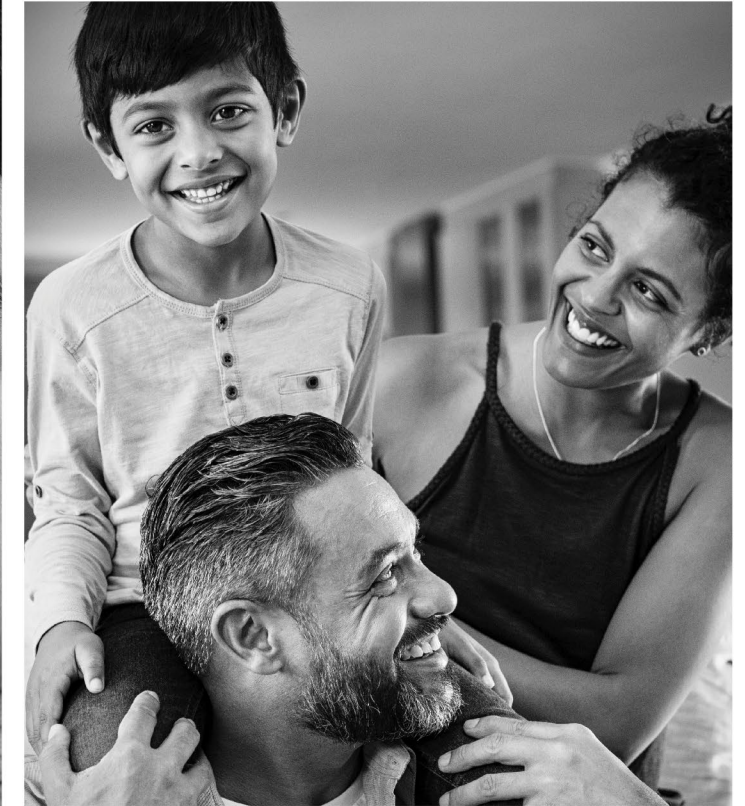




ANNUAL
REPORT

2021



***The
strength
of a smile***



COLGATE-PALMOLIVE (INDIA) LIMITED

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*This past year has been one of
momentous challenges for all of humanity.*

*However, through the isolation shone
the depths of our compassion.
Despite fear, we displayed a
remarkable resilience.
Time and again, we chose the path of hope,
and that has made all the difference.*

*There is no greater force than optimism.
It can vanquish any adversity and make
opportunities out of obstacles.
And at Colgate-Palmolive, it helped us
deliver on the expectations of
our stakeholders yet again.*

*This report is an homage
to our purpose, our people,
and everything that can be achieved with
the strength of a smile.*

Message to shareholders



***A smile
can beat
all odds***

Dear Shareholder Family,

The past 12 – 15 months have certainly been among the most challenging of times we as a human race have encountered in a long time. The pandemic, in some form or manner, has affected every one of us, directly or indirectly.

While there remains uncertainty in the context of a third or even a fourth wave, our commitment of reimagining a healthier future for our people, the communities we serve, and our planet has only strengthened.

Our priority to put people first is reflective of our culture and core values. Our multifold approach to alleviating the challenges faced by people across the nation was reflected in our contributions towards relief initiatives across the nation. Our response was swift, meaningful and looked to address the immediate and longer-term needs of our nation and its people—from providing 50 lakh plus meals, food rations and hygiene kits to adversely impacted families to working with different state governments by providing critical health infrastructure solutions in the form of oxygen cylinders, concentrators, ICU beds, and medical supplies.

While our people-first approach continued, our resilience was only heightened as we made sure we had business continuity across the entire supply chain, including our front-line operations.

Despite all the challenges around us, the resilience of our team was at its best as we made sure our operations delivered seamlessly across the entire supply chain.

I am pleased to share that your Company has emerged stronger, as reflected in the strong financial results we delivered. Net sales grew 7.2%, while NPAT grew 26.8% with EBITDA at 31.4%. We also delivered outstanding gross margins at 67.8%. I am pleased to announce our highest-ever dividend at ₹38 per share.

Beyond the strong financial performance, we continued our strategic focus on strengthening our brands, leading innovation, strengthening our go-to-market execution while giving back to the community, and building our capabilities as an organization.

We continued to strengthen the love our consumers have for the brand with our efforts around our brand purpose of *‘Everyone deserves a future they can smile about’*. As a brand that champions optimism, we were able to bring our philosophy to life with real stories from across the country. Be it Sujit Chattopadhyay, a retired schoolteacher who opened the doors of his home to teach underprivileged students, or Deepika Mhatre who overcame her humble beginnings to become a stand-up comic, every one of these achievements inspires us further.

The trust and faith consumers put in our brand every single day is something we remain tremendously grateful about. We are truly humbled and honored to be India’s #1 most penetrated brand.

We were also pleased to become the official Smile Partner for 6 IPL teams reflecting the broad reach and presence of our brand, Colgate.

The year saw some truly category-defining innovation from us. In Oral Care, we launched Colgate Special Toothpaste for Diabetics, a clinically proven toothpaste that helps reduce gum problems for diabetics (who are unfortunately more prone to gum issues given their condition). We also launched Colgate Visible White Instant—with a unique formula that helps whiten your teeth from the very first brushing.

Our toothbrush portfolio saw some exciting additions. Beginning with the launch of our new Gentle line of brushes—a range of toothbrushes designed to deliver a gentle yet thorough clean. We also relaunched our flagship variant, Colgate Zig Zag, with new anti-bacterial bristles. Additionally, we also launched a series of new ‘natural’ brushes like Super Flexi Salt and Zig Zag Turmeric.

In our continued efforts to lead category development and oral health in our country, we also launched new categories like Colgate Vedshakti Mouth Protect Spray. This pocket-sized spray provides germ protection with a refreshing minty *saunf* flavor. The Vedshakti franchise also saw the addition of Colgate Vedshakti Oil Pulling—an age-old Ayurvedic practice, coupled with Colgate’s oral health expertise to give you a truly healthy mouth.

To make brushing a lot more fun, we also launched Colgate Magik, the first augmented reality toothbrush that makes brushing not only a healthy but enjoyable experience, but also one that kids will look forward to.

Our Palmolive portfolio saw some exciting additions as well—from the launch of the new Charcoal and Mint Body Wash to a range of refill packs in our liquid hand wash business, making hygiene more affordable and broad reaching.

Our execution focus remained relentless as we continued to make sure our products and services were available to all our consumers when they needed them. Be it in e-commerce, where we continue to drive partnerships across different platforms to drive category penetration to initiatives like our Muskaan store program, which continues to amplify our rural distribution and coverage.

Our digital transformation agenda continues to bring new and unique approaches to serving our partners and consumers. Our Dentists for Me app, a first of its kind, was instrumental in making sure that consumers were able to reach out to dentists, even during the lockdown, so their oral health was never neglected.

We remain steadfast in our commitment to raising the bar on the sustainability front. Most recently, we launched the country’s first 100% recyclable toothpaste tube. Our

factories around the country continue to lead renewable energy efforts. Recently, our facility in Sri City (Andhra Pradesh) won the 2020 US EPA’s ENERGY STAR challenge for its accomplishments in energy efficiency.

Water conservation remains a key priority for us. We continue to partner with NGOs like Seva Mandir and Water for People to provide availability of drinking water in states like Maharashtra, Bihar, West Bengal and Rajasthan.

This past year, we also launched a new initiative aimed at effecting behavioral change among people with our #EveryCupCounts initiative. A simple effort where every person can contribute towards water conservation every day, with the simple task of using just one cup of water to brush their teeth.

As I reflect on the past year, I would like to offer my profound thanks and appreciation to our employees and their families. Despite the personal challenges, each and every one of them remained unwavering in their commitment towards our Company and our mission of reimagining a healthier future for us all. My deepest appreciation and sincere gratitude.

I would also like to thank all our partners, distributors, our Board of Directors, and of course, you, our shareholders for your continued faith and support.

On behalf of the Colgate Family, I would like to extend our sincere gratitude to the ‘Corona Warriors’ especially doctors, paramedical personnel, government officials, and health and hygiene workers who continue to fight tirelessly to keep us safe and healthy.

Best wishes,



Ram Raghavan
Managing Director

Colgate-Palmolive (India) Limited

DIN: 08511606



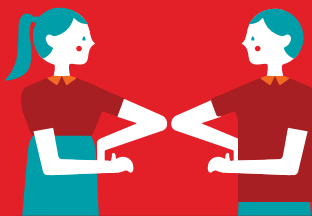
***A smile
can
make a
difference.***

Our values

We are Colgate-Palmolive, a caring, innovative growth company that's reimagining a healthier future for all people and our planet. Our three fundamental values—Caring, Teamwork and Continuous Improvement—are a part of everything we do. These values are reflected not only in the quality of our products and the reputation of our Company but also in our dedication to serving the communities.



Caring



Teamwork



Continuous Improvement

COVID-19 relief initiatives

Employees

The health and safety of our people have always been our topmost priority. We have provided our employees with health check-up facilities and various 'Live Better' initiatives for promoting a healthy lifestyle. Some of the initiatives implemented to enable a safe workplace are:

1. Temperature monitoring booths.
2. UV sanitization box for sanitizing PPEs, invoices and papers.
3. Online self-declaration by individuals before boarding work transport.
4. Weekly department-wise and floor-wise sanitization.



Communities

At Colgate our priority has remained focused on deeply caring and support the people and communities where we operate, in line with our core values. We took a multi-fold approach to support the communities across the nation, which were adversely impacted through the following initiatives:

1. We supported meals, food ration and hygiene kits for underprivileged families, including migrant workers, daily wage earners and COVID impacted people.
2. Over millions of health and hygiene products and sanitizers were distributed to communities that could not afford to buy them in this hour of need.
3. We worked in association with the government towards providing long-term medical infrastructure, such as ICU and fowler beds along with oxygen tanks and health supplies.





***A smile
can
conquer
hearts.***

Our brand purpose

Lighting up lives through the power of a smile

We continue to evolve our 'Smile karo aur shuru ho jao' campaign, moving into subjects that continue to matter to us as a nation.

Embracing new beginnings



The story of remarriage tackling loneliness and companionship at old-age celebrates a new freedom, giving life a second chance and above all, restarting with a smile.



The story of a homemaker who turned uncertain times into an opportunity to find her calling—to be a baker. Thus battling uncertainties with optimism as we see her journey unfold with a smile.

Celebrating real heroes of optimism



Deepika Mhatre

From a house help to a stand-up comedian, she turned her life around when she began her new journey despite the odds, solely based on her will to succeed and the passion to make people laugh.



Sujit Chattopadhyay

A retired schoolteacher, having turned his veranda into a school for underprivileged students, teaches us that an opportunity to smile can be found in the unlikeliest of places.



Colgate Strong Teeth—Good nutrition begins with strong teeth

Colgate Strong Teeth with our unique Amino Shakti formula strengthens teeth and makes them 2x stronger. Our campaign brought to the fore the significance of strong teeth, which aid in better chewing, leading to better absorption of nutrients. So, stronger teeth mean a stronger you.

Colgate MaxFresh— Energizing youth every day

Colgate MaxFresh, our youthful, freshness bundle, reaches out to India to start every moment afresh. Our new campaign, #MaxFreshTheTrolls, with Ranveer Singh and Naga Chaitanya addresses today's trolling issue by encouraging people to make way for a refreshing start with new ideas, new goals and a smile.

