Colgate Palmolive

India | FMCG | Result Update



22 May 2025

Cavities in growth as Q4 disappoints

Colgate Palmolive (CLGT IN) saw success in driving category growth and premiumization through H1FY25. However, subdued urban demand and heightened competition in H2FY25 have tempered volume growth. Due to near-term challenges, we expect a revenue CAGR of 6.4% and an EBITDA CAGR of 6.9% during FY25-28E. We reiterate **Reduce** with a lower TP of INR 2,500 on 42x FY27E P/E.

Weak urban demand and increased competition hit performance: CLGT reported a 1.9% YoY decline in Q4 revenue to INR 14.5bn, in line with our estimates. Volume remains flat, while realization dipped due to higher promotional spending amid intensified competition. In FY25, domestic sales grew 5.6%, driven by mid-single-digit volume growth in toothpaste. The oral care category continues to face headwinds from weak demand across the bottom 70% of urban consumers, dragging the mass segment, while the top 30% remains resilient, supporting growth in its premium portfolio. Rural demand outpaced urban for the third straight quarter. Despite muted consumption trends, competitive intensity remains high, pressuring realization, as trade investments rise across the industry. Management says this intensity will ease gradually, with urban recovery expected in the upcoming quarters and stronger growth projected in H2FY26.

Strategic priorities to continue: Management expects near-term market conditions to remain challenging but remains focused on driving growth through its strategic priorities, such as bolstering consumption and investing in superior products. The company is actively working to grow its top line and drive volume by executing this focused strategy. Despite the overall market slowdown, CLGT's premium portfolio is growing 2–4x faster than both the company average and the broader market. Recent product launches, including *Visible White Purple* and the *MaxFresh* sensorial range, have shown promising early traction. Additionally, it is leveraging advanced technologies, such as AI-based dental screening, to enhance oral health awareness and stimulate consumption.

EBITDA margin in a healthy range: EBITDA margin declined by 170bp YoY to 33.6%, ahead of our estimates of 30.6%, due to elevated operating expenses, although partly cushioned by gross margin gains driven by efficiency despite rising competition. CLGT plans to step up brand investments to strengthen market share while aiming to sustain EBITDA margin in the low-30 range.

Reiterate Reduce with a lower TP of INR 2,500: We cut our earnings estimates by 3.5% and 3.7% for FY26 and FY27, respectively, due to lower revenue growth. We introduce FY28 estimates. Given a muted revenue CAGR of 6.4% and an EBITDA CAGR of 6.9% during FY25-28E, we reiterate Reduce with a lower TP of INR 2,500 from INR 2,760 based on 42x (from 45x) FY27E target P/E, given a muted demand environment. Key risk to our view is earlier-thanestimated recovery.

Key financials

YE March	FY24	FY25	FY26E	FY27E	FY28E
Revenue (INR mn)	56,804	60,402	63,420	68,106	72,856
YoY (%)	8.7	6.3	5.0	7.4	7.0
EBITDA (INR mn)	19,008	19,581	20,595	22,318	23,919
EBITDA margin (%)	33.5	32.4	32.5	32.8	32.8
Adj PAT (INR mn)	13,432	14,368	14,716	16,054	17,325
YoY (%)	26.9	7.0	2.4	9.1	7.9
Fully DEPS (INR)	49.4	52.8	54.1	59.0	63.7
RoE (%)	74.8	81.2	82.2	76.1	67.6
RoCE (%)	96.3	101.5	105.7	97.8	86.8
P/E (x)	53.9	50.3	49.2	45.1	41.8
EV/EBITDA (x)	37.4	36.3	34.5	31.8	29.7

Note: Pricing as on 21 May 2025; Source: Company, Elara Securities Estimate

Rating: Reduce

Target Price: INR 2,500

Downside: 6%

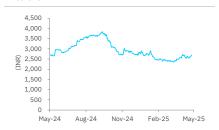
CMP: INR 2,659

As on 21 May 2025

Key data	
Bloomberg	CLGT IN
Reuters Code	COLG.NS
Shares outstanding (mn)	272
Market cap (INR bn/USD mn)	723/8,445
EV (INR bn/USD mn)	711/8,297
ADTV 3M (INR mn/USD mn)	0/0
52 week high/low	3,893/2,312
Free float (%)	49

Note: as on 21 May 2025; Source: Bloomberg

Price chart



Source: Bloomberg

Shareholding (%)	Q1 FY25	Q2 FY25	Q3 FY25	Q4 FY25
Promoter	51.0	51.0	51.0	51.0
% Pledge	0.0	0.0	0.0	0.0
FII	24.4	24.9	23.7	22.2
DII	6.1	5.9	6.9	8.1
Others	18.5	18.2	18.4	18.7

Source: BSE

Price performance (%)	3M	6M	12M	
Nifty	8.9	6.3	10.1	
Colgate Palmolive	8.2	(1.2)	(1.6)	
NSE Mid-cap	9.6	3.6	6.9	
NSE Small-cap	11.9	(1.9)	3.6	

Source: Bloomberg

Amit Purohit

Authoritation Students Authoritation Students Authoritation Associate Rohit Harlikar Tohit. Authoritation Width Paracapital.com

vidhi.puj@elaracapital.com



Colgate Palmolive



Financials (YE March)

	1				
Income Statement (INR mn)	FY24	FY25	FY26E	FY27E	FY28E
Total Revenue	56,804	60,402	63,420	68,106	72,856
Gross Profit	39,575	42,219	44,582	47,945	51,361
EBITDA	19,008	19,581	20,595	22,318	23,919
EBIT	17,293	17,953	18,938	20,643	22,240
Interest expense	50	43	44	44	40
Other income	765	1,388	872	965	1,070
Exceptional/ Extra-ordinary items	(195)	-	-	-	-
РВТ	17,813	19,298	19,765	21,563	23,270
Tax	4,577	4,930	5,050	5,509	5,945
Reported PAT	13,237	14,368	14,716	16,054	17,325
Adjusted PAT	13,432	14,368	14,716	16,054	17,325
Balance Sheet (INR mn)	FY24	FY25	FY26E	FY27E	FY28E
Shareholders' Equity	18,744	16,645	19,175	23,044	28,183
Trade Payables	11,285	11,602	12,172	13,015	13,912
Provisions & Other Current Liabilities	986	1,016	1,021	1,113	1,210
Other long term liabilities	303	244	244	244	244
Total liabilities & equity	31,318	29,506	32,612	37,415	43,548
Net Fixed Assets	9,044	8,149	7,991	7,815	7,637
Cash, Bank Balances & treasury investments	13,738	10,951	14,677	18,921	24,487
Inventories	2,964	3,773	3,537	3,798	4,063
Sundry Debtors	1,674	2,263	2,067	2,219	2,374
Other Current Assets	3,898	4,371	4,341	4,662	4,987
Total Assets	31,318	29,506	32,612	37,415	43,548
Cash Flow Statement (INR mn)	FY24	FY25	FY26E	FY27E	FY28E
Cashflow from Operations	17,741	14,597	17,455	17,974	19,292
Capital expenditure	(1,000)	(733)	(1,500)	(1,500)	(1,500)
Free Cash Flow	16,741	13,865	15,955	16,474	17,792
Cashflow from Financing	(12,233)	(16,651)	(12,230)	(12,230)	(12,226)
Net Change in Cash / treasury investments	4,508	(2,787)	3,725	4,244	5,567
Key assumptions & Ratios (%)	FY24	FY25	FY26E	FY27E	FY28E
Dividend per share (INR)	58.0	51.0	40.0	40.0	40.0
Book value per share (INR)	68.9	61.2	70.5	84.7	103.6
RoCE (Pre-tax)	96.3	101.5	105.7	97.8	86.8
ROIC (Pre-tax)	267.3	335.6	371.6	478.9	568.9
ROE	74.8	81.2	82.2	76.1	67.6
Asset Turnover	6.0	7.0	7.9	8.6	9.4
Net Debt to Equity (x)	(0.7)	(0.7)	(0.8)	(8.0)	(0.9)
Net Debt to EBITDA (x)	(0.7)	(0.6)	(0.7)	(8.0)	(1.0)
Interest cover (x) (EBITDA/ int exp)	380.2	453.3	468.1	507.2	598.0
Total Working capital days (WC/rev)	66.9	54.4	67.4	85.9	107.7
Valuation	FY24	FY25	FY26E	FY27E	FY28E
P/E (x)	53.9	50.3	49.2	45.1	41.8
P/Sales (x)	12.7	12.0	11.4	10.6	9.9
EV/ EBITDA (x)	37.4	36.3	34.5	31.8	29.7
EV/ OCF (x)	40.1	48.7	40.7	39.5	36.8
FCF Yield	2.4	2.0	2.2	2.3	2.5
Price to BV (x)	38.6	43.5	37.7	31.4	25.7
Dividend yield (%)	2.2	1.9	1.5	1.5	1.5

We expect a sales CAGR of 6.4% during FY25-28E

Note: Pricing as on 21 May 2025; Source: Company, Elara Securities Estimate



Exhibit 1: Quarterly financials

YE March (INR mn)	Q4FY25	Q4FY24	YoY (%)	Q3FY25	QoQ (%)	Q4FY25E	Variance (%)
Net Sales	14,520	14,807	(1.9)	14,522	(0.0)	14,600	(0.5)
Operating Expenses	9,645	9,578	0.7	10,075	(4.3)	10,128	(4.8)
% of Sales	66.4	64.7		69.4		69.4	
EBITDA	4,875	5,228	(6.8)	4,447	9.6	4,472	9.0
EBITDA Margins (%)	33.6	35.3		30.6		30.6	
Other Income	296	320	(7.7)	300	(1.6)	330	(10.5)
Interest	11	14		11		11	
Depreciation	384	421		411	(6.7)	411	(6.6)
PBT	4,776	5,114	(6.6)	4,325	10.4	4,380	9.0
Tax	1,226	1,315	(6.8)	1,097	11.7	1,126	8.9
Effective Tax Rate (%)	25.7	25.7		25.4		25.7	
Reported PAT	3,550	3,798	(6.5)	3,228	10.0	3,254	9.1
Adjusted PAT	3,550	3,798	(6.5)	3,228	10.0	3,254	9.1
NPM (%)	24.4	25.7		22.2		22.3	

Source: Company, Elara Securities Estimate

Key takeaways from analyst meet

Demand environment and outlook

- Urban India is experiencing a notable slowdown in category growth, especially among the bottom 70% of consumers. However, the premium segments in urban markets continue to perform well
- The rural markets remain resilient and have outpaced urban growth for the third consecutive quarter, indicating a strong opportunity for expansion
- While the top 30% of urban consumers remain highly engaged with FMCG and CLGT's premium portfolio, the pressure on the bottom 70% is dragging overall oral care volume. The outlook suggests a gradual recovery among this group
- No signs of consumer downtrading have been observed; instead, consumers are managing use by reducing the amount of toothpaste used per application, which is affecting volume growth
- Demand recovery is anticipated to be gradual and expected to pick up in the second half of FY26
- ▶ EBITDA margin is expected to remain in the low 30%. Strong brand equity allows CLGT to sustain these levels, driven more by internal efficiency than pricing, as price growth remains muted
- The focus remains on driving top-line growth through superior products and effective communication, with no fixed target for gross margin or EBITDA margin levels.

Competitive environment

- Competitive activity remains strong, driven by trade schemes. CLGT continues to match these efforts to stay competitive
- Advertising expenses have historically been high and continues at healthy levels
- Promotional investments have increased, aimed at specific goals, such as distribution expansion and sales growth. These are closely tracked, with the belief that such activities will strengthen the brand in the long run.
- ▶ Promotional efforts are intended to be temporary and are supported through internal cost savings
- ▶ Trade investments are more concentrated in general trade (GT). While modern trade (MT) and eCommerce channels are growing rapidly, they still represent a small base eCommerce currently accounts for 5–6% of total sales
- The company is leveraging MT and eCommerce to promote its premium product portfolio



Strategy

1. Lead toothpaste category growth

- Relaunched Colgate Strong Teeth in February 2025 with improved formulation superior to competition. The brand has a significant rural presence, and efforts have been doubled to reach 2x number of villages compared to the previous year. Positive consumer feedback has been received
- Colgate Max Fresh continues to be a strong growth driver. Max Fresh Blue variant, which outperforms the red variant, is showing strong traction, especially in South India
- Oral Health Movement, launched in November 2024, has engaged 4.5mn consumers through dental health screenings via an AI-powered app or questionnaires. This initiative has created India's largest database of oral health insight
- The Oral Health Movement is a long-term initiative aimed at building consumer awareness and engagement. Early indicators show encouraging consumer response, although it is not expected to impact short-term quarterly numbers.

2. Premiumize through science-based innovation

- Max Fresh Sensorials, including watermelon and rainbow variants, have been launched as premium freshness offerings targeting Gen Z. These products are priced 40% higher than the base Max Fresh line and are performing well on eCommerce platforms
- ▶ Colgate Total, the company's flagship product for premiumization, is growing at 4x the market rate. Despite being priced at ~0.8x of Q1 last year, it is delivering strong results with volume growth far ahead of the category. Distribution has doubled in key geographies
- Visible White Purple, introduced in the under-penetrated whitening segment (less than 2% in India vs 20% globally), has contributed 25–30% incremental growth to the existing Visible White line and currently represents 25% of the franchise
- The company is building a strong therapeutic oral care portfolio, especially in gum health, which accounts for 46% of oral health issues in India. This includes toothpaste, mouthwash, and toothbrushes, supported by dental expert advocacy
- Retail shelf presentation is a key focus, ensuring the entire product range is well-displayed to reinforce the premium image
- Innovations will continue to drive growth, with new products such as *Colgate Total Plaque Release*, whitening pens (developed with dentists), new kids' toothpaste formats, and *Max Fresh* mouthwash sachets in stick format being introduced

3. Lead toothbrush category growth

- Average toothbrush purchases have risen slightly from 1.2 to 1.3 handles per person annually. Notably, 76% of the market remains in the sub-INR 40 price segment
- In MT, the full product range is now clearly organized under "good, better, best" categories, helping consumers navigate options. Several launches and relaunches have improved consumer understanding of oral care routines
- The super-premium toothbrush segment is seeing double-digit growth where CLGT continues to lead

4. Build personal care

- CLGT continues to participate in the body and hand wash segments
- The company has access to a broad global personal care portfolio, offering potential for further diversification and growth in this category

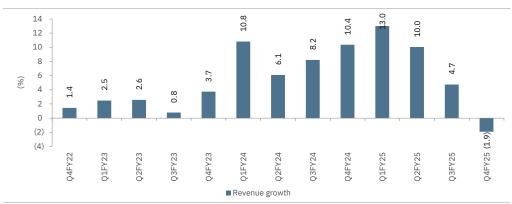


Exhibit 2: Key ratios

YE March (%)	Q4FY25	Q4FY24	YoY bps chg	Q3FY25	QoQ bps chg	Q4FY25E	bps variance
Raw Material Cost	29.6	30.9	(129)	30.3	(69)	32.0	(240)
Staff Costs	7.4	6.7	64	7.5	(11)	7.9	(49)
Advertising Expenses	12.4	11.4	103	13.8	(134)	11.0	144
Other Expenses	17.0	15.6	135	17.8	(81)	18.5	(149)
Effective Tax rate	25.7	25.7	(5)	25.4	30	25.7	(3)
Gross Margin	70.4	69.1	129	69.7	69	68.0	240
EBITDA Margin	33.6	35.3	(173)	30.6	295	30.6	295
NPM	24.4	25.7	(120)	22.2	222	22.3	216

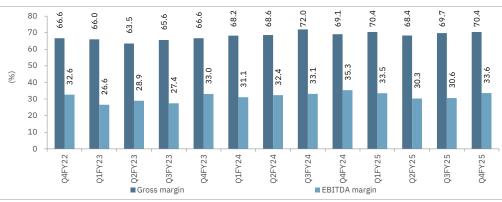
Source: Company, Elara Securities Estimate

Exhibit 3: Increased competition and subdued urban demand drag revenue



Source: Company, Elara Securities Research

Exhibit 4: Margin improves sequentially



Source: Company, Elara Securities Research

Exhibit 5: CLGT trades above its five-year average P/E of 42x



Source: Bloomberg, Company, Elara Securities Estimate



Exhibit 6: Valuation

(INR)	
EPS - FY26E	54.1
EPS - FY27E	59.0
Target multiple (x)	42.0
EPS – December 2026E	59.0
Target Price	2,500

Source: Elara Securities Estimate

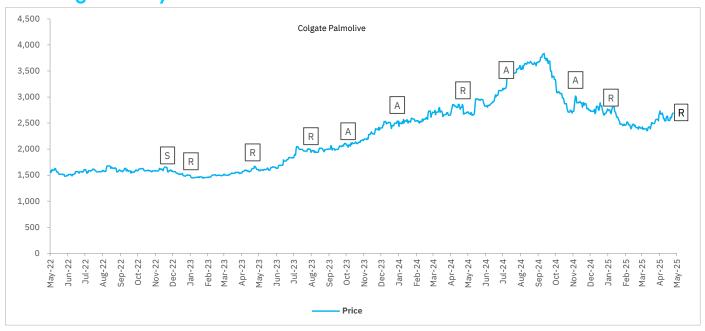
Exhibit 7: Change in estimates

(TND)	Old Estima	Old Estimates		New Estimates		ge	New
(INR mn)	FY26	FY27	FY26	FY27	FY26	FY27	FY28
Revenue	65,762	71,093	63,420	68,106	(3.6)	(4.2)	72,856
EBITDA	21,321	23,144	20,595	22,318	(3.4)	(3.6)	23,919
EBITDA (%)	32.4	32.6	32.5	32.8	5	22	32.8
PAT	15,256	16,669	14,716	16,054	(3.5)	(3.7)	17,325
EPS (INR)	56.1	61.3	54.1	59.0	(3.5)	(3.7)	63.7
Target price (INR)		2,760		2,500		(9.4)	

Source: Elara Securities Estimate



Coverage History



Date	Rating	Target Price (INR)	Closing Price (INR)
14-Dec-2022	Sell	1,500	1,605
24-Jan-2023	Reduce	1,500	1,460
12-May-2023	Reduce	1,630	1,628
22-Aug-2023	Reduce	2,000	1,940
26-Oct-2023	Accumulate	2,290	2,034
20-Jan-2024	Accumulate	2,675	2,536
14-May-2024	Reduce	2,675	2,820
29-Jul-2024	Accumulate	3,690	3,210
27-Nov-2024	Accumulate	3,300	3,011
28-Jan-2025	Reduce	2,760	2,679
21-May-2025	Reduce	2,500	2,659

Guide to Research Rating

BUY (B) Absolute Return >+20%

ACCUMULATE (A) Absolute Return +5% to +20%

REDUCE (R) Absolute Return -5% to +5%

SELL (S) Absolute Return < -5%

Colgate Palmolive



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India

Elara Securities (India) Private Limited

One International Center, Tower 3, 21st Floor, Senapati Bapat Marg, Elphinstone Road (West) Mumbai – 400 013, India Tel: +91 22 6164 8500

Europe Elara Capital Plc.

6th Floor, The Grove, 248A Marylebone Road, London, NW1 6JZ, United Kingdom Tel: +44 20 7486 9733

USA

Elara Securities Inc. 230 Park Avenue, Suite 2415, New York, NY 10169, USA Tel: +1 212 430 5870 Fax: +1 212 208 2501

Asia / Pacific Elara Capital (Asia) Pte.Ltd.

One Marina Boulevard, Level 20, Singapore 018989 Tel: +65 6978 4047



Managing Director

Harendra Kumar | harendra.kumar@elaracapital.com | +91 22 6164 8571



Head of Research

Dr Bino Pathiparampil | bino.pathiparampil@elaracapital.com | +91 22 6164 8572

Sales Team



India

Hitesh Danak - hitesh.danak@elaracapital.com - +91 22 6164 8543 Ashok Agarwal - ashok.agarwal@elaracapital.com - +91 22 6164 8558



India, APAC & Australia Sudhanshu Rajpal - sudhanshu.rajpal@elaracapital.com - +91 22 6164 8508 Joshua Saldanha - joshua.saldanha@elaracapital.com - +91 22 6164 8541 Shraddha Shrikhande - shraddha.shrikhande@elaracapital.com - +91 22 6164 8567



India & UK

Prashin Lalvani - prashin.lalvani@elaracapital.com - +91 22 6164 8544



India & US

Karan Rathod - karan.rathod@elaracapital.com - +91 22 6164 8570



Corporate Access, Conference & Events

Anita Nazareth - anita.nazareth@elaracapital.com - +91 22 6164 8520 Tina D'souza - tina.dsouza@elaracapital.com - +91 22 6164 8595

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Investor Grievance Email ID: investor.girevances@elaracapital.com - Tel. +91 22 6164 8509

Compliance Officer: Mr. Anand Rao - Email ID: anand.rao@elaracapital.com - Tel. +91 22 6164 8509