

Colgate Palmolive (India) | ADD

Revenue underperformance vs. HPC peers continues

Colgate's Sep-Q performance was disappointing as revenues declined by 6.3% (likely to be weakest sales performance among our HPC coverage) - we est. 7% decline in volumes and low-single-digit price/mix growth for the quarter. Volume performance was impacted by: a) Weak demand trends in July/August month (similar to 1QFY26) which was further aggravated by GST-transition-led impact in September month, b) high base and c) heightened competitive activity. Revenue performance is weaker vs. peers like HUL (saw marginal decline in oral care). Gross margins were better than est. led by benign raw material environment and better mix (premium segment continued to see strong growth momentum). This along with tight control over overhead costs resulted in c.60 bps beat on EBITDA margins. Favourable base along with expected benefit of GST rate reduction and continued strength in premium portfolio, we believe should arrest volume decline and result in recovery in 2HFY26E. While input cost environment remains benign, full impact of inverted tax duty structure (entire portfolio moves to 5% while input costs/services haven't seen reduction in GST rate) will be seen from Q3FY26 onwards. We marginally cut our est. to factor in GST transition impact seen in Q2FY26. Valuations at 41x/38x FY27/28E are closer to long term averages and restrict downsides. However, rerating from current levels will be contingent on pace of acceleration in sales growth. To that extent, we believe a lot more work needs to be done on driving category growth and portfolio diversification. Roll forward and maintain ADD with TP of INR 2,405 (40x Dec' 27E EPS)

- **Q2 revenue performance weaker vs. est.; continued strength in premium portfolio and GST relief offer optimism on 2H trajectory:** Colgate reported 6.3% decline in sales to INR 15.1bn (c.1.4% below estimate). We estimate c.7% decline in volumes for the quarter. While price/mix growth was positive (in low single digits), volume performance was impacted by: a) GST-transition-led disruption at distributor and retailer level across channels, b) high base (10% sales growth with high-single-digit volume growth in 2QFY25) and c) challenging operating environment. Only silver lining was performance of premium portfolio which continued its strong growth trajectory led by Colgate Visible White Purple. The recent GST reduction from 18% to 5% on its entire oral care is expected to boost consumer confidence. Management anticipates a gradual recovery in performance into 2HFY26E. On the product front, company launched three new body washes under Palmolive's Moments range.
- **Better than envisaged gross margins along with tightly controlled overheads drove marginal EBITDA beat:** Gross margin remained resilient, improving by 85bps YoY to 69.2% (better vs. our est. of 68.7%) was aided by benign input cost environment and better mix. Overhead costs were tightly controlled - A&P spend declined 7.3% YoY (down 15bps YoY as % to sales), other expenses were down c.2% YoY, while staff cost remained flat on YoY basis. Resultant EBITDA declined by 6.4% (similar to sales performance) to INR 4.7bn with EBITDA margins being flat YoY at 30.9% (60 bps higher vs. JMFe of 30.3%). Reported PAT declined by 17.1% YoY to INR 3.3bn (c.1% below our est.) due to sharp drop (c.80% YoY) in other income. The base year's higher other income was attributable to interest on tax refund of INR 565mn. Adjusting for this, PAT decline would be c.7%. Going ahead, while input cost environment remains favourable, impact of inverted duty structure on margins will be seen from Q3 onwards. Company's board declared a first interim dividend of INR 24 per equity share for FY26, aggregating to a total payout of INR 6.5bn.



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Recommendation and Price Target

Current Reco.	ADD
Previous Reco.	ADD
Current Price Target (12M)	2,405
Upside/(Downside)	5.2%
Previous Price Target	2,355
Change	2.1%

Key Data – CLGT IN

Current Market Price	INR2,287
Market cap (bn)	INR622.0/US\$7.1
Free Float	45%
Shares in issue (mn)	272.0
Diluted share (mn)	272.0
3-mon avg daily val (mn)	INR1,476.7/US\$16.8
52-week range	3,360/2,151
Sensex/Nifty	84,556/25,891
INR/US\$	87.9

Price Performance

%	1M	6M	12M
Absolute	-1.6	-14.9	-31.3
Relative*	-4.9	-19.7	-35.0

* To the BSE Sensex

Financial Summary

(INR mn)

Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
Net Sales	56,442	59,992	59,868	64,450	69,312
Sales Growth (%)	8.8	6.3	-0.2	7.7	7.5
EBITDA	19,008	19,581	19,409	21,122	22,845
EBITDA Margin (%)	33.5	32.4	32.1	32.5	32.7
Adjusted Net Profit	13,382	14,352	13,881	15,272	16,600
Diluted EPS (INR)	49.2	52.8	51.0	56.1	61.0
Diluted EPS Growth (%)	26.8	7.2	-3.3	10.0	8.7
ROIC (%)	215.0	254.3	254.7	342.1	525.3
ROE (%)	74.5	81.1	74.1	72.7	77.5
P/E (x)	46.5	43.3	44.8	40.7	37.5
P/B (x)	33.2	37.4	29.9	29.3	28.8
EV/EBITDA (x)	32.0	31.2	31.2	28.6	26.4
Dividend Yield (%)	2.5	2.2	2.2	2.5	2.7

Source: Company data, JM Financial. Note: Valuations as of 23/Oct/2025

JM Financial Research is also available on: Bloomberg - JMFR <GO>, FactSet, LSEG and S&P Capital IQ.

Please see Appendix I at the end of this report for Important Disclosures and Disclaimers and Research Analyst Certification.

Exhibit 1. 2QFY26 result snapshot: Weak revenue performance; benefit of benign RM environment along with tightly controlled overheads drives stable operating margins

INR mn	2QFY26	2QFY25	YoY growth	2QFY26E	% variance	1HFY26	1HY25	YoY growth
Net Sales	15,072	16,092	-6.3%	15,287	-1.4%	29,279	30,950	-5.4%
Other Operating Income	123	99	23.8%	110	11.5%	257	209	23.2%
Total Revenue	15,195	16,191	-6.2%	15,397	-1.3%	29,536	31,158	-5.2%
Gross Profit	10,430	10,999	-5.2%	10,497	-0.6%	20,181	21,463	-6.0%
Gross Profit Margin %	69.2%	68.4%	85 bps	68.7%	54 bps	68.9%	69.3%	-42 bps
Staff Cost	1,181	1,184	-0.2%	1,223	-3.5%	2,363	2,307	2.4%
A&P spends	2,251	2,427	-7.3%	2,293	-1.8%	4,135	4,418	-6.4%
Other Expenses	2,467	2,514	-1.9%	2,463	0.2%	4,760	4,890	-2.7%
EBITDA	4,654	4,974	-6.4%	4,629	0.6%	9,180	10,057	-8.7%
EBITDA margin %	30.9%	30.9%	-3 bps	30.3%	60 bps	31.4%	32.5%	-114 bps
Depreciation	372	417	-10.9%	382	-2.7%	747	832	-10.2%
EBIT	4,282	4,556	-6.0%	4,246	0.8%	8,433	9,225	-8.6%
EBIT margin %	28.4%	28.3%	10 bps	27.8%	64 bps	28.8%	29.8%	-100 bps
Net Financial Other Income	140	748	-81.2%	189	-25.6%	310	973	-68.2%
PBT	4,423	5,305	-16.6%	4,435	-0.3%	8,742	10,197	-14.3%
Tax	1,148	1,354	-15.2%	1,131	1.5%	2,261	2,607	-13.3%
Reported Net Profit	3,275	3,951	-17.1%	3,304	-0.9%	6,481	7,590	-14.6%

Source: Company, JM Financial

Exhibit 2. Quarterly financial performance – on standalone basis

INR mn	2QFY24	3QFY24	4QFY24	1QFY25	2QFY25	3QFY25	4QFY25	1QFY26	2QFY26
Volume growth	-2%	-1%	2%	8%	8%	7%	0%	-4%	-7%*
Sales	14,624	13,864	14,807	14,858	16,092	14,522	14,520	14,206	15,072
YoY	6%	8%	10%	13%	10%	5%	-2%	-4%	-6%
Other operating income	87	92	94	110	99	96	105	134	123
Revenue from operations	14,711	13,957	14,900	14,967	16,191	14,618	14,625	14,341	15,195
YoY	6%	8%	10%	13%	10%	5%	-2%	-4%	-6%
Gross Profit	10,117	10,073	10,327	10,574	11,098	10,220	10,327	9,884	10,553
Staff cost	1,062	1,098	999	1,123	1,184	1,088	1,073	1,182	1,181
A&P spends	2,060	2,043	1,689	1,991	2,427	2,001	1,806	1,884	2,251
Other expenses	2,173	2,248	2,317	2,376	2,514	2,587	2,469	2,293	2,467
EBITDA	4,821	4,684	5,322	5,083	4,974	4,544	4,980	4,526	4,654
YoY	18%	30%	18%	22%	3%	-3%	-6%	-11%	-6%
Depreciation	443	414	421	415	417	411	384	375	372
Interest	11	15	14	10	12	11	11	10	10
Other income	210	179	227	234	760	204	191	179	150
PBT	4,578	4,434	5,114	4,893	5,305	4,325	4,776	4,320	4,423
YoY	22%	36%	19%	26%	16%	-2%	-7%	-12%	-17%
Tax	1,178	1,133	1,315	1,253	1,354	1,097	1,226	1,113	1,148
Reported PAT	3,401	3,301	3,798	3,640	3,951	3,228	3,550	3,206	3,275
YoY	22%	36%	20%	33%	16%	-2%	-7%	-12%	-17%
% to sales	2QFY24	3QFY24	4QFY24	1QFY25	2QFY25	3QFY25	4QFY25	1QFY26	2QFY26
Gross margin	68.6%	72.0%	69.1%	70.4%	68.4%	69.7%	70.4%	68.6%	69.2%
Staff cost	7.3%	7.9%	6.7%	7.6%	7.4%	7.5%	7.4%	8.3%	7.8%
A&P spends	14.1%	14.7%	11.4%	13.4%	15.1%	13.8%	12.4%	13.3%	14.9%
Other expenses	14.9%	16.2%	15.6%	16.0%	15.6%	17.8%	17.0%	16.1%	16.4%
EBITDA margin	33.0%	33.8%	35.9%	34.2%	30.9%	31.3%	34.3%	31.9%	30.9%

Source: Company, JM Financial.

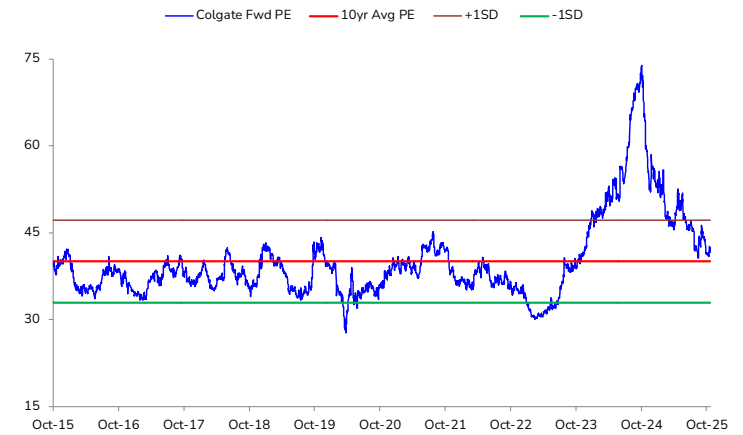
*volume data as per internal estimates.

Exhibit 3. Colgate's 5yr avg. PE Band



Source: Bloomberg, Company, JM Financial

Exhibit 4. Colgate's 10yr avg. PE Band



Source: Bloomberg, Company, JM Financial

Exhibit 5. Revision in estimates

INR mn	Revised			Earlier			Change (%)		
	FY26E	FY27E	FY28E	FY26E	FY27E	FY28E	FY26E	FY27E	FY28E
Sales	59,868	64,450	69,312	60,898	65,057	69,532	-1.7%	-0.9%	-0.3%
EBITDA	19,409	21,122	22,845	19,739	21,295	22,908	-1.7%	-0.8%	-0.3%
PAT	13,881	15,272	16,600	14,087	15,377	16,630	-1.5%	-0.7%	-0.2%
EPS	51.0	56.1	61.0	51.8	56.5	61.1	-1.5%	-0.7%	-0.2%

Source: Company, JM Financial

Financial Tables (Standalone)

Income Statement (INR mn)					
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
Net Sales	56,442	59,992	59,868	64,450	69,312
Sales Growth	8.8%	6.3%	-0.2%	7.7%	7.5%
Other Operating Income	362	410	509	548	589
Total Revenue	56,804	60,402	60,377	64,998	69,901
Cost of Goods Sold/Op. Exp	17,230	18,183	18,100	19,420	20,810
Personnel Cost	4,117	4,468	4,670	4,898	5,233
Other Expenses	16,449	18,171	18,198	19,559	21,013
EBITDA	19,008	19,581	19,409	21,122	22,845
EBITDA Margin	33.5%	32.4%	32.1%	32.5%	32.7%
EBITDA Growth	22.9%	3.0%	-0.9%	8.8%	8.2%
Depn. & Amort.	1,715	1,627	1,543	1,582	1,621
EBIT	17,293	17,953	17,866	19,539	21,224
Other Income	765	1,388	810	1,006	1,105
Finance Cost	50	43	44	46	47
PBT before Excep. & Forex	18,008	19,298	18,632	20,499	22,281
Excep. & Forex Inc./Loss(-)	-195	0	0	0	0
PBT	17,813	19,298	18,632	20,499	22,281
Taxes	4,577	4,930	4,751	5,227	5,682
Extraordinary Inc./Loss(-)	0	0	0	0	0
Assoc. Profit/Min. Int.(-)	0	0	0	0	0
Reported Net Profit	13,237	14,368	13,881	15,272	16,600
Adjusted Net Profit	13,382	14,352	13,881	15,272	16,600
Net Margin	23.6%	23.8%	23.0%	23.5%	23.7%
Diluted Share Cap. (mn)	272.0	272.0	272.0	272.0	272.0
Diluted EPS (INR)	49.2	52.8	51.0	56.1	61.0
Diluted EPS Growth	26.8%	7.2%	-3.3%	10.0%	8.7%
Total Dividend + Tax	15,775	13,872	13,881	15,272	16,600
Dividend Per Share (INR)	58.0	51.0	51.0	56.1	61.0

Source: Company, JM Financial

Cash Flow Statement (INR mn)					
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
Profit before Tax	18,008	19,298	18,632	20,499	22,281
Depn. & Amort.	1,715	1,627	1,543	1,582	1,621
Net Interest Exp. / Inc. (-)	-715	-1,345	-766	-960	-1,058
Inc (-) / Dec in WCap.	-2,272	-815	330	256	311
Others	-60	798	0	0	0
Taxes Paid	-4,686	-5,620	-4,776	-5,173	-5,630
Operating Cash Flow	11,990	13,945	14,963	16,205	17,526
Capex	-755	-714	-700	-700	-700
Free Cash Flow	11,234	13,231	14,263	15,505	16,826
Inc (-) / Dec in Investments	828	548	-15	-17	-19
Others	719	725	810	1,006	1,105
Investing Cash Flow	792	560	95	289	386
Inc / Dec (-) in Capital	0	0	0	0	0
Dividend + Tax thereon	-11,670	-16,262	-10,129	-14,854	-16,201
Inc / Dec (-) in Loans	0	0	0	0	0
Others	-282	-451	-39	-40	-41
Financing Cash Flow	-11,953	-16,713	-10,168	-14,894	-16,242
Inc / Dec (-) in Cash	829	-2,209	4,890	1,600	1,670
Opening Cash Balance	12,908	13,160	10,951	15,842	17,442
Closing Cash Balance	13,738	10,951	15,842	17,442	19,111

Source: Company, JM Financial

Balance Sheet (INR mn)					
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
Shareholders' Fund	18,744	16,645	20,809	21,226	21,625
Share Capital	272	272	272	272	272
Reserves & Surplus	18,472	16,373	20,537	20,954	21,353
Preference Share Capital	0	0	0	0	0
Minority Interest	0	0	0	0	0
Total Loans	0	0	0	0	0
Def. Tax Liab. / Assets (-)	-648	-680	-680	-680	-680
Total - Equity & Liab.	18,096	15,965	20,129	20,547	20,945
Net Fixed Assets	9,043	8,149	7,318	6,448	5,540
Gross Fixed Assets	19,676	21,081	21,781	22,481	23,181
Intangible Assets	0	0	0	0	0
Less: Depn. & Amort.	13,137	14,570	16,113	17,695	19,316
Capital WIP	2,504	1,637	1,650	1,662	1,675
Investments	88	98	112	129	149
Current Assets	22,186	21,260	26,565	28,893	31,337
Inventories	2,964	3,773	3,765	4,053	4,359
Sundry Debtors	1,674	2,263	2,258	2,431	2,614
Cash & Bank Balances	13,738	10,951	15,842	17,442	19,111
Loans & Advances	3,195	3,674	4,042	4,244	4,456
Other Current Assets	615	599	659	725	797
Current Liab. & Prov.	13,222	13,541	13,866	14,925	16,081
Current Liabilities	10,870	11,244	11,892	12,769	13,729
Provisions & Others	2,352	2,297	1,974	2,155	2,352
Net Current Assets	8,964	7,719	12,699	13,969	15,256
Total - Assets	18,096	15,965	20,129	20,547	20,945

Source: Company, JM Financial

Dupont Analysis					
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
Net Margin	23.6%	23.8%	23.0%	23.5%	23.7%
Asset Turnover (x)	3.0	3.3	3.1	3.0	3.2
Leverage Factor (x)	1.0	1.0	1.0	1.0	1.0
RoE	74.5%	81.1%	74.1%	72.7%	77.5%

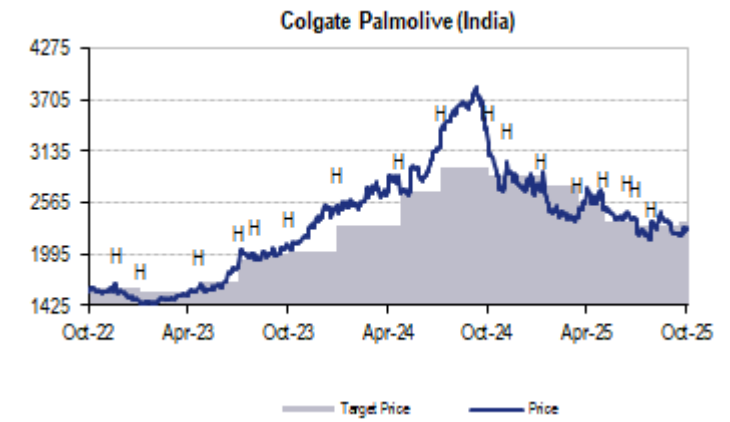
Key Ratios					
Y/E March	FY24A	FY25A	FY26E	FY27E	FY28E
BV/Share (INR)	68.9	61.2	76.5	78.0	79.5
ROIC	215.0%	254.3%	254.7%	342.1%	525.3%
ROE	74.5%	81.1%	74.1%	72.7%	77.5%
Net Debt/Equity (x)	-0.7	-0.7	-0.8	-0.8	-0.9
P/E (x)	46.5	43.3	44.8	40.7	37.5
P/B (x)	33.2	37.4	29.9	29.3	28.8
EV/EBITDA (x)	32.0	31.2	31.2	28.6	26.4
EV/Sales (x)	10.7	10.1	10.0	9.3	8.6
Debtor days	11	14	14	14	14
Inventory days	19	23	23	23	23
Creditor days	98	95	100	101	101

Source: Company, JM Financial

History of Recommendation and Target Price

Date	Recommendation	Target Price	% Chg.
7-Oct-22	Hold	1,590	
20-Oct-22	Hold	1,625	2.2
13-Dec-22	Hold	1,625	0.0
24-Jan-23	Hold	1,585	-2.5
12-May-23	Hold	1,695	6.9
26-Jul-23	Hold	1,940	14.5
22-Aug-23	Hold	1,990	2.6
26-Oct-23	Hold	2,020	1.5
22-Jan-24	Hold	2,315	14.6
15-May-24	Hold	2,695	16.4
29-Jul-24	Hold	2,960	9.8
24-Oct-24	Hold	2,870	-3.0
27-Nov-24	Hold	2,870	0.0
28-Jan-25	Hold	2,760	-3.8
4-Apr-25	Hold	2,545	-7.8
22-May-25	Hold	2,345	-7.9
4-Jul-25	Hold	2,345	0.0
22-Jul-25	Hold	2,310	-1.5
17-Aug-25	Hold	2,310	0.0
8-Oct-25	Add	2,355	1.9

Recommendation History



APPENDIX I

JM Financial Institutional Securities Limited

Corporate Identity Number: U67100MH2017PLC296081

Member of BSE Ltd. and National Stock Exchange of India Ltd.

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New Rating System: Definition of ratings	
Rating	Meaning
BUY	Expected return $\geq$ 15% over the next twelve months.
ADD	Expected return $\geq$ 5% and $<$ 15% over the next twelve months.
REDUCE	Expected return $\geq$ -10% and $<$ 5% over the next twelve months.
SELL	Expected return $<$ -10% over the next twelve months.

Note: For REITs (Real Estate Investment Trust) and InvIT (Infrastructure Investment Trust) total expected returns include dividends or DPU (distribution per unit)

Previous Rating System: Definition of ratings	
Rating	Meaning
BUY	Total expected returns of more than 10% for stocks with market capitalisation in excess of INR 200 billion and REITs* and more than 15% for all other stocks, over the next twelve months. Total expected return includes dividend yields.
HOLD	Price expected to move in the range of 10% downside to 10% upside from the current market price for stocks with market capitalisation in excess of INR 200 billion and REITs* and in the range of 10% downside to 15% upside from the current market price for all other stocks, over the next twelve months.
SELL	Price expected to move downwards by more than 10% from the current market price over the next twelve months.

* REITs refers to Real Estate Investment Trusts.

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