

Colgate-Palmolive (India)

13 December, 2022

Reuters: COLG.NS; Bloomberg: CLGT IN

Clear mandate to drive growth

Colgate Palmolive (India) Ltd. (CLGT) hosted its Analyst Conference on 13th Dec. 2022, where the new Managing Director & CEO, Ms. Prabha Narasimhan, along with other members of the leadership team shared the company's strategy going ahead. CLGT's broader strategy largely remains unchanged and will have four key legs: (1) Drive toothpaste category volume growth, which the management believes will take some time (2) Elevate science-based innovations to drive premiumization across the portfolio (3) Build a viable business in Personal Care category with 'Palmolive' and inorganic opportunities (4) Digitize the business end-to-end. The stock now trades at ~41x/37x/35x FY23E/FY24E/FY25E EPS as we build in a subdued EPS CAGR of 6.2% over FY22-FY25E. Valuing the company at ~38x on Sept'24E EPS gives us an unchanged target price (TP) of Rs1,720. We thus maintain our ACCUMULATE rating.

India offers two big opportunities

- First opportunity is to drive volume as: (a) Per capita toothpaste consumption in India is still low at 1x, lower than 1.8x for the Philippines and 3.1x for Brazil. Even within India, rural per capita consumption (PCC) is 0.6x vs 1.7x in urban. This provides an opportunity to drive volume growth. (b) Increasing consumption in rural markets as ~55% of rural households do not brush daily. (c) In urban markets, ~20% of the households brush twice a day, which represents an opportunity to focus on the balance 80% households to further increase consumption.
- Second opportunity is to drive premiumization/value growth. Nearly 2/3rd of the toothpaste market is priced near 100 (ASP index to category), which provides an opportunity to offer more benefits and move consumers to higher price point products. Even when compared to a category like Toilet Soaps, spends towards toothpaste are lower across Socio Economic classes.
- Opportunities in Oral Care and Personal Care categories are huge and hence currently the focus will remain on these categories. The company will continue to look at expansion in other categories over time where Colgate is present globally e.g. - Home Care category.

Growth pillars

- Lead toothpaste category growth through - *Strong Teeth* (biggest portfolio), *Max Fresh* (2nd biggest portfolio), *Naturals* (through *Vedshakti*) and *Colgate Salt* (most successful innovation yet).
- Drive premiumisation through science-led products. E.g. Whitening (*Visible White O2*), Superior Formula (*Colgate Total*) and new segment (Kids portfolio). Over the years, premium products' contribution has increased and the same now stands in double digits, but it varies across channels (high double-digit contribution in E-Commerce and Modern Trade, lower in General Trade).
- Lead category growth in toothbrush and devices. Getting consumers to replace toothbrush at right frequency provides volume growth opportunity. Around ~90% of the market is priced at <Rs50, of which 64% is priced up to Rs30. This indicates further opportunity for value growth.
- Build Personal Care business through *Palmolive* brand and inorganic opportunities. Personal Care category represents a huge growth opportunity. The category tends to have higher gross margins, but EBITDA margins are lower due to investments that are required to be made to grow the category. The focus will be on Hand Wash, Body Wash and Face Wash within this space.

Initiatives to drive end-to-end digitization

- CLGT has built a dedicated digital and analytics wing. All the systems are connected to each other, which allows the company to extract predictive insights.
- Creation of in-store digital & analytics through CP AMAZING – which is an AI-based image recognition tool that scans the store shelves to capture images and then provides live insights based on the image captured. Around 700k images have been analyzed through this tool with ~90% accuracy.
- CP India content lab has also been put into action, driving 3x digital content volume, 4x faster turnaround time and 87% production cost savings (now done fully internally).

View and Valuation

- We will continue to monitor the execution and change in growth momentum as CLGT has the potential to gain market share in the toothpaste portfolio with its strong distribution set-up, focus on innovations and the power to spend higher on the category vs peers. While pricing will remain a growth lever in the near term, we believe that volume growth should remain one of the key focus areas for the new MD & CEO, Ms. Prabha Narasimhan. Volume growth would be a function of economic conditions, rural growth recovery (high saliency at ~40% vs peers remain an important driver for CLGT) and CLGT's execution. Over the medium term, increase in PCC remains a big opportunity in the toothpaste category, but it is increasing only gradually. It will require some big initiatives from the market leader to make behavioral changes in consumers to make them increase the frequency of brushing teeth. The stock now trades at ~41x/37x/35x FY23E/FY24E/FY25E EPS as we build in a subdued EPS CAGR of 6.2% over FY22-FY25E. Valuing the company at ~38x on Sept'24E EPS gives us an unchanged TP of Rs1,720. We thus maintain our ACCUMULATE rating.

ACCUMULATE (MAINTAIN)

Sector: FMCG

CMP: Rs1,642

Target Price: Rs1,720

Upside: 4.7%

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Key Data

Current Shares O/S (mn)	272.0
Mkt Cap (Rsbn/US\$bn)	446.6/5.4
52 Wk H / L (Rs)	1696/1376
Daily Vol. (3M NSE Avg.)	324,402

Price Performance (%)

	1 M	6 M	1 Yr
Colgate-Palmolive (India)	3.5	8.2	15.1
Nifty Index	1.5	18.3	7.4

Source: Bloomberg

[FY22 Annual Report](#)
[Analyst Meet Presentation Dec'2022](#)

Exhibit 1: Financial summary

Y/E March (Rs mn)	FY21	FY22	FY23E	FY24E	FY25E
Net revenue	48,412	50,998	54,743	58,275	61,484
YoY growth (%)	7.0	5.3	7.3	6.5	5.5
EBITDA	15,096	15,667	16,235	17,676	18,921
EBITDA margin (%)	31.2	30.7	29.7	30.3	30.8
Adj. PAT	10,354	10,790	10,962	12,064	12,938
EPS	38.1	39.7	40.3	44.4	47.6
YoY change (%)	26.8	4.2	1.6	10.1	7.2
ROCE (%)*	91.9	92.7	81.7	89.8	96.3
ROE (%)	75.0	74.4	63.2	69.5	74.6
P/E (x)	43.1	41.4	40.7	37.0	34.5
P/B (x)	38.3	25.7	25.7	25.7	25.7
EV/EBITDA (x)	29.0	28.0	26.9	24.7	23.0

Source: Company, Nirmal Bang Institutional Equities Research; *Pre-tax

Exhibit 2: No change in our estimates

Y/E March	Earlier Estimates			New Estimates			Change (%)		
(Rs mn)	FY23E	FY24E	FY25E	FY23E	FY24E	FY25E	FY23E	FY24E	FY25E
Net Sales	54,743	58,275	61,484	54,743	58,275	61,484	0.0	0.0	0.0
EBITDA	16,235	17,676	18,921	16,235	17,676	18,921	0.0	0.0	0.0
EBITDA margin (%)	29.7	30.3	30.8	29.7	30.3	30.8	0.0	0.0	0.0
Adj PAT	10,962	12,064	12,938	10,962	12,064	12,938	0.0	0.0	0.0

Source: Company, Nirmal Bang Institutional Equities Research

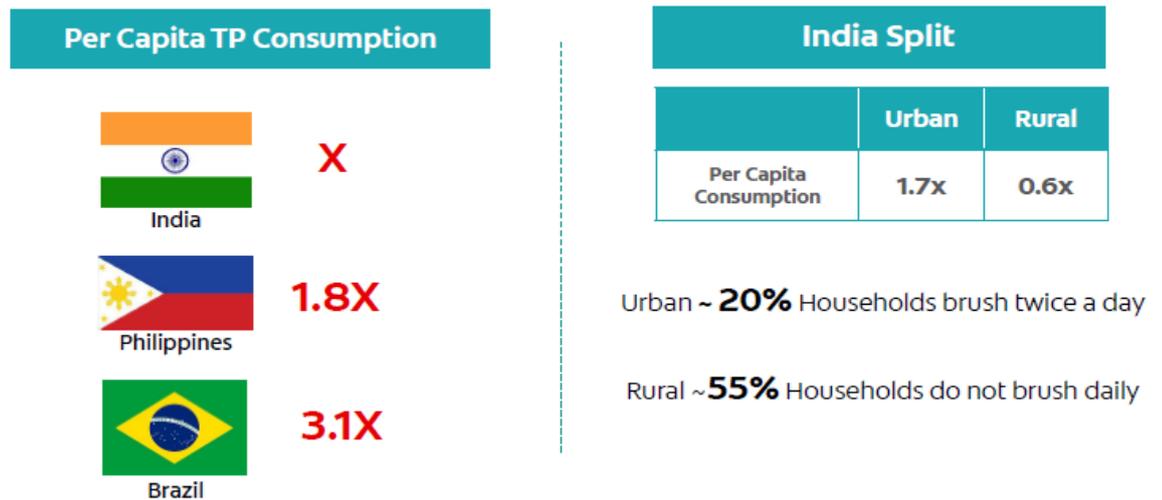
Takeaways from Colgate-Palmolive (India) Limited Analyst Conference Dec'2022
Background

- Colgate is India's most penetrated brand at penetration levels of ~88.1%.
- The company reaches 9 of the 10 households in India and is 3x bigger than the second biggest player in the Oral Care category.
- It has over 1,500 patents per year and has direct coverage of 1.7mn stores, of which 95% are active every quarter.
- 75% business is supported by on-site merchants. Share gains in E-commerce and Modern Trade channels are therefore higher compared to traditional trade.
- Colgate is no.1 prescribed brand by dentists. The company's eB2B platform 'Dentist First' is expected go live in 2023.

Unparallel India Opportunity

- Drive category volume
 - Per capita toothpaste consumption in India at 1x is lower than 1.8x for the Philippines and 3.1x for Brazil. This provides an opportunity to drive volume growth.
 - Increasing consumption levels in the rural markets as ~55% of rural households do not brush daily.
 - In urban markets, ~20% of the households brush twice a day, which represents an opportunity to focus on the balance 80% households to further increase consumption.

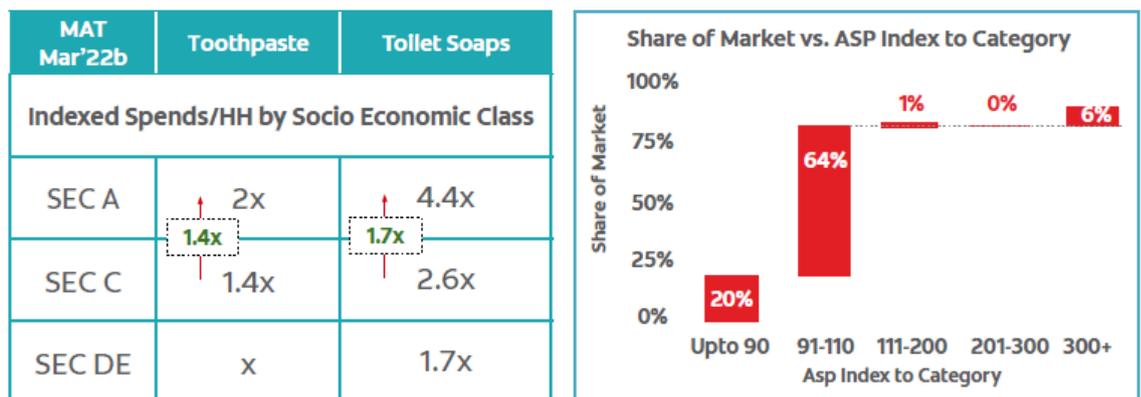
Exhibit 3: Low per capita consumption provides strong growth opportunity



Source: Company, Nirmal Bang Institutional Equities Research

- Premiumisation
 - Nearly 2/3rd of the toothpaste market is price indexed between 91 and 110 (ASP index to category), which provides opportunity to start offering benefits to consumers that allow the company to convert base value consumers to higher priced products and move them up the value ladder.
 - Compared to toothpaste, toilet soaps represent a much larger potential in terms of premiumisation, where indexed spends per household by more premium consumers (Socio Economic Class A) at 4.4x are 2.2x higher than spends made on toothpaste (2x).

Exhibit 4: Huge premiumisation potential



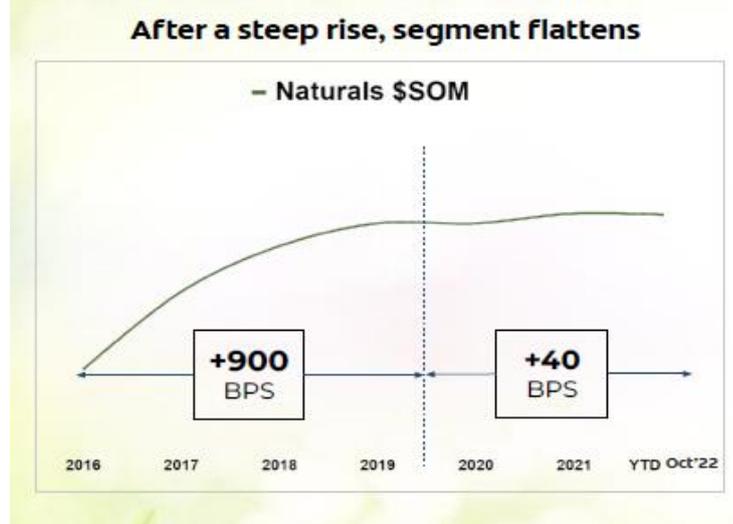
Source: Company, Nirmal Bang Institutional Equities Research

Pillars of growth

I. Lead toothpaste category growth through:

- *Colgate Strong Teeth* - Company's most penetrated toothpaste, which has patented arginine technology. 7 of 10 households use Colgate Strong Teeth toothpaste.
- *Colgate Max fresh* – Largest category driver in the Freshness category.
- Growth in Naturals segment - which saw some uptick from 2016-2019 (+900bps) is now plateauing and has seen just +40bps growth since 2020.
- Colgate Salt – Most successful innovation introduced by the company and is extremely successful in South and East India.
- Driving consumption and category development.
- Partnerships to improve oral health. The company has entered into a special partnership in Andhra Pradesh through project 'Chirunavvu' and is targeting to educate over 4mn children across the state on oral health practices.

Exhibit 5: Naturals plateauing



Source: Company, Nirmal Bang Institutional Equities Research

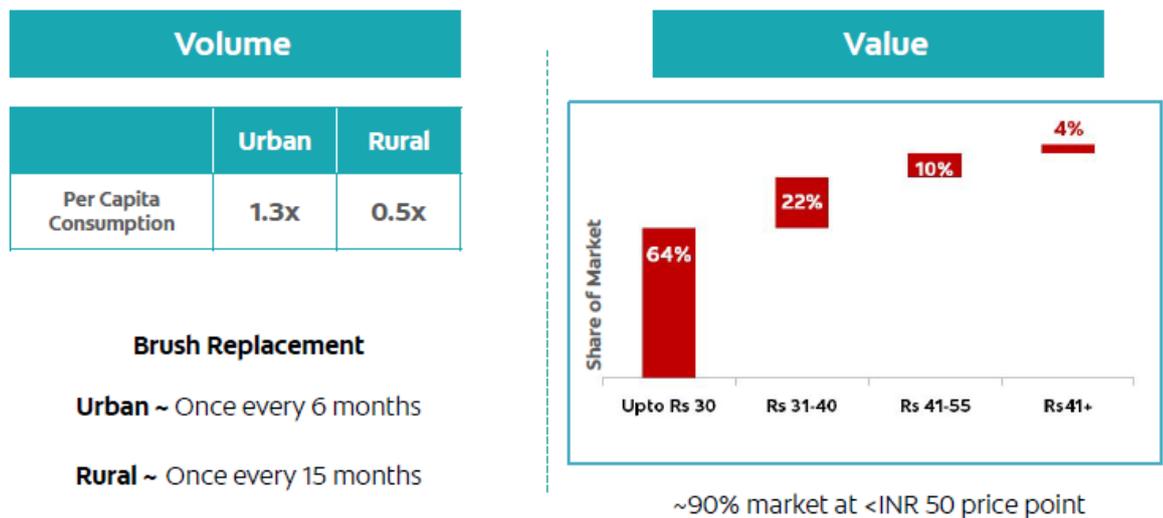
II. Drive premiumisation through science led products

- Whitening – The company entered Oral Beauty segment through *Colgate Visible White* and is seeing good traction. CLGT has ~70% share in the whitening segment.
- *Colgate Total* – This represents an opportunity to premiumise from *Colgate Strong Teeth* to *Colgate Total*.
- Kids segment – A wide range of products are available in this segment for age groups from 0-6 years.

III. Lead category growth in toothbrush and devices

- General view is that toothbrush should be replaced once in every three months. In India, urban users replace their toothbrush once in every six months and rural users in every 15 months. Getting consumers to replace toothbrush at right frequency provides good volume growth opportunity.
- Around 90% of the toothbrush market is priced below Rs50 and ~64% is priced below Rs30. This concentration at the lower end of the price curve provides opportunity to premiumise in this category and drive value growth.
- *Colgate Flexi* - Strong distribution and uplift in visibility will drive growth.
- *Colgate Gentle* – Most successful toothbrush range for the company. It is available at multiple price points.
- Electrical toothbrush segment:
 - The segment is at a very nascent stage in India and the company has a large play in this category.
 - The company is having a kids range as well, which is available at attractive price points.
 - It also has products and devices that can be sold using dentist connects and the same is available with the company.

Exhibit 6: Opportunity in the Toothbrush category



Source: Company, Nirmal Bang Institutional Equities Research

IV. Build Personal Care business

- Through Hand and Body play via the *Palmolive* brand.
- The company has 20% market share in e-commerce channel in areas where the company is present.
- Market is at a nascent stage and therefore provides good growth opportunity.
- The company will also look at inorganic growth opportunities in the Personal Care business apart from driving growth through *Palmolive* brand.

Growth Enablers

- Superior Science backed Products
- Driving Financial Efficiency
 - Financial metrics continue to remain industry leading. However, ratios seem to have come off in the recent past but continue to remain strong.
 - Revenue growth management - Using analytics to drive premiumisation and commercial efficiency.
 - Funding growth by taking costs out of the systems by streamlining supply chain operations and other P&L line items.
 - EBITDA margin for the company has expanded by ~900bps in the last 10 years.
- Digital at the core
 - The company has established digital analytics wing made up of data scientists.
 - All of the company's systems are connected to each other and the same allows it to extract predictive insights.
 - Smile Stores – The company provide AI-led assortment recommendations to ~1.7mn stores. It captures data points from past purchases which are then used to provide inputs to the store owner.
 - Creating in-store digital analytics through CP AMAZING – this is an AI-based image recognition tool that scans the store shelves to capture images and then provides live insights based on the image captured. Accuracy level of this tool is over 90%.
- Making the organization future fit
 - The company has a 'built, buy and borrow strategy'.
 - Build – The company is keen to provide people opportunity to develop new skills through two of their programs – LEAP and Evolve.
 - Borrow by leveraging global talent. ~90% of the current Leadership Team has global experience.
 - Buy – strategic hires from time to time with an intent to build niche capabilities.
 - Creating culture that is performance oriented.
- Environment, Social, Governance (ESG)
 - The company's purpose is to build healthier future.

- The company released its first ESG report this year.
- It will shift to recyclable tubes for 100% of the portfolio going ahead.

Exhibit 7: Superior product portfolio



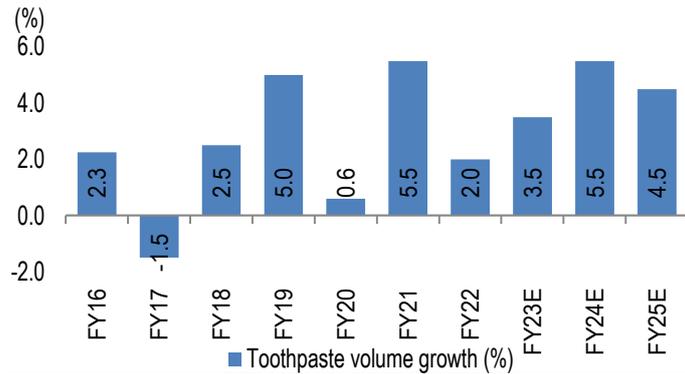
Source: Company, Nirmal Bang Institutional Equities Research

Other highlights

- The company's commitment is to drive competitive growth and to make sure that there is category growth as well alongside. Its objective is to restore growth which was seen 2-3 years ago. Its first task is to drive consumers to brush their teeth at least once a day and ideally twice a day.
- CLGT will drive Premiumisation:
 - Keeping in mind the idea of family health/protective oral care through right products and by reaching consumers who have the ability to premiumise.
 - Focusing on the Oral Beauty segment, which is very distinct from the Hygiene category and tends to be much less price elastic than the core business.
 - Leveraging partnerships via dentists and professionals.
- The Personal Care category represents a huge growth opportunity. The category tends to have higher gross margins, but EBITDA margins are lower due to investments that are required to be made to grow the category.
- While penetration is easier, building categories and growing consumption is not. The company believes that it has the right mix of products & reach and needs to ensure that it continues to invest in the brand consistently to build for the future.
- India is one of the three key countries for the parent company. The mandate given to the new MD and CEO, Ms. Prabha Narasimhan is to drive growth in India.
- The idea to drive growth in India will be to have strong margins to be able to grow the business through investments.
- Opportunities in Oral Care and Personal Care categories are huge and hence the current focus will remain on these categories. The company will continue to look at expansion in other categories over time where Colgate is present globally e.g - Home Care category.
- CLGT's strategy is to grow organically and inorganically in the Personal Care portfolio. Current focus will be on hand wash, body wash and face wash through the Palmolive range.
- Contribution from premium products is close to double digit and varies by channels. Individually, both E-commerce and Modern Trade channels contribute in high double digits in the overall sale of premium products whereas contribution from General Trade channel is lower.
- Rural market did not see volume growth in the past due to lower investments.
- In the last four years, the company has built its strength in the North, Central and Eastern parts of the country significantly through distribution expansion. Evolution of pack sizes and penetration has led to trials of core brands in these markets.
- Oral Care penetration in India 10 years ago was just above 80%, which has moved up significantly since then, led by Colgate.

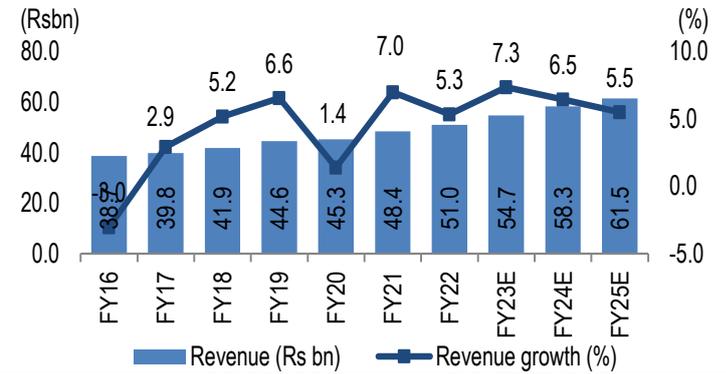
FINANCIAL STORY IN CHARTS

Exhibit 8: We are building in ~4.5% average toothpaste volume growth for the next three years



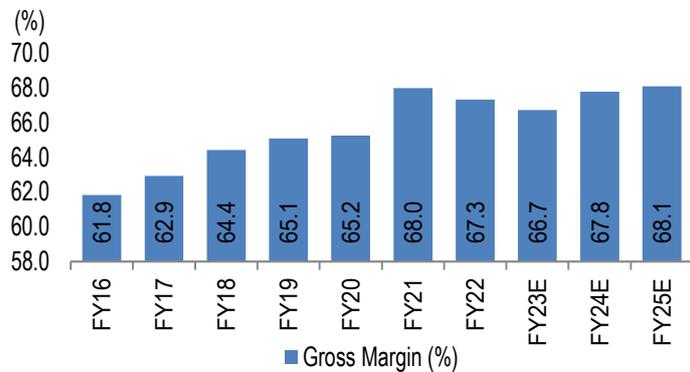
Source: Company, Nirmal Bang Institutional Equities Research
Note: Volume growth in FY21 is our estimate, based on quarterly average growth

Exhibit 9:leading to ~6.5% revenue growth over FY22-25E



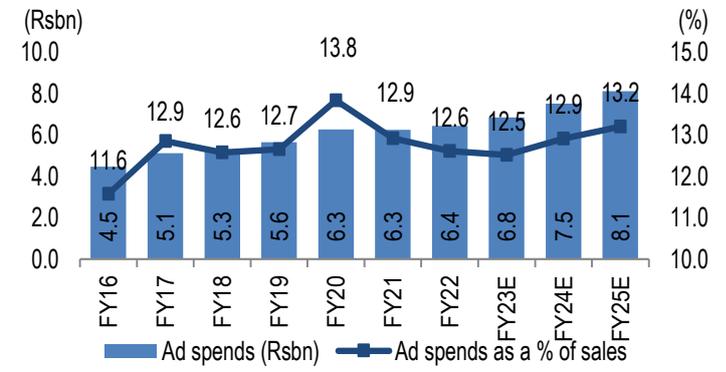
Source: Company, Nirmal Bang Institutional Equities Research

Exhibit 10: We expect gross margins to expand by ~80bps over FY22-FY25E



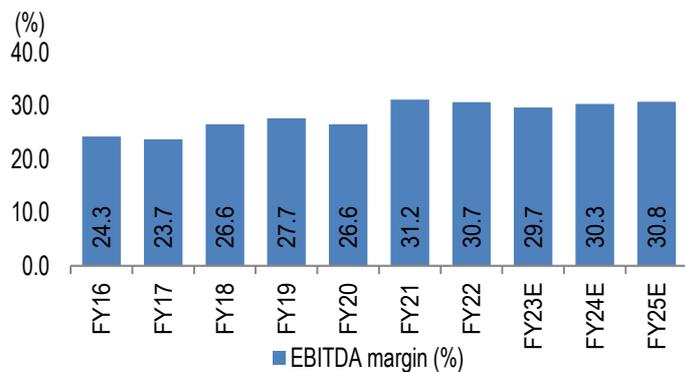
Source: Company, Nirmal Bang Institutional Equities Research

Exhibit 11: We build Ad spends to increase in FY24 & FY25 but still expect it stay in the range of 12-13%



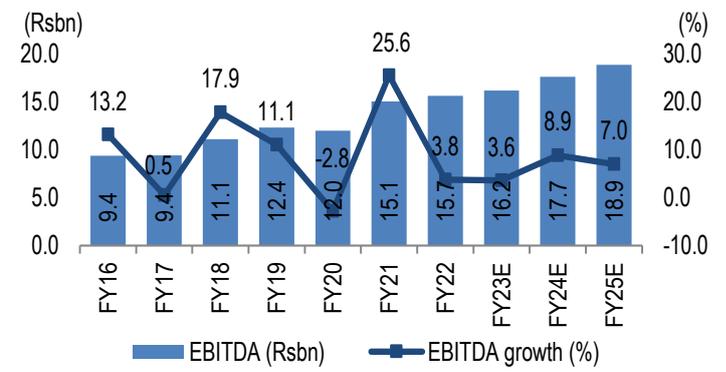
Source: Company, Nirmal Bang Institutional Equities Research

Exhibit 12: EBITDA margin is thus expected to reach 30.8% in FY25E



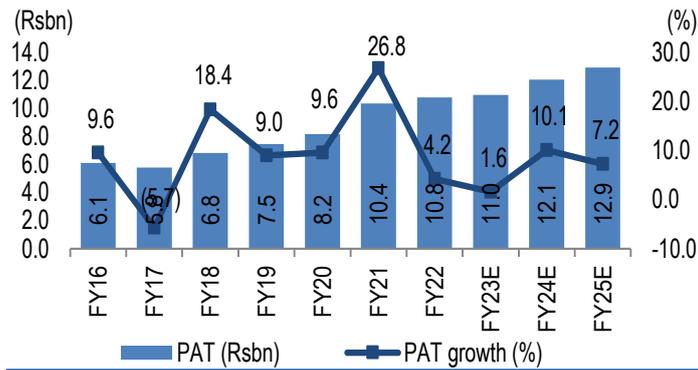
Source: Company, Nirmal Bang Institutional Equities Research

Exhibit 13: EBITDA to grow by 6.5% over FY22-25E



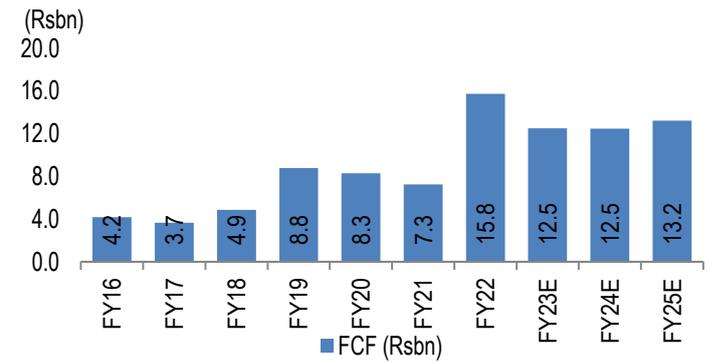
Source: Company, Nirmal Bang Institutional Equities Research

Exhibit 14: We expect Adj. PAT to grow by 6.2% over FY22-25E



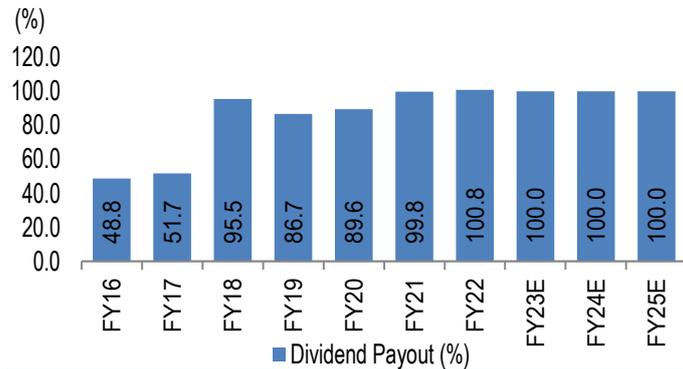
Source: Company, Nirmal Bang Institutional Equities Research

Exhibit 15: FCF is likely to decline over FY22-25E due to higher expected investments



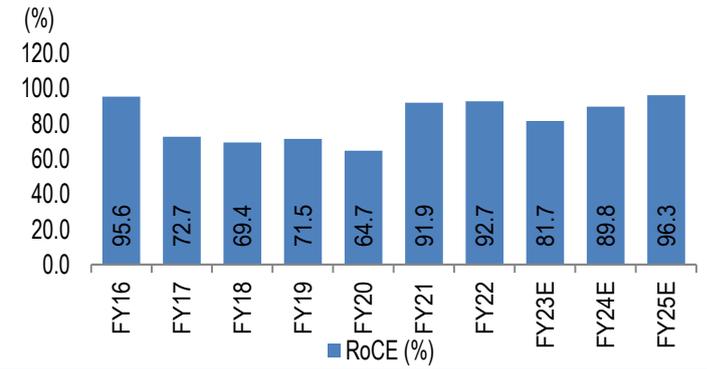
Source: Company, Nirmal Bang Institutional Equities Research

Exhibit 16: CLGT will continue to have high dividend payouts



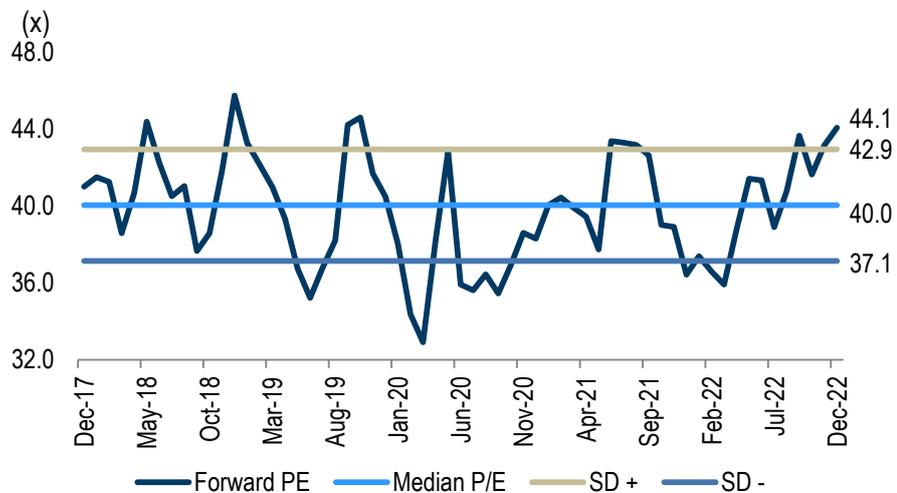
Source: Company, Nirmal Bang Institutional Equities Research

Exhibit 17: RoCE (pre-tax) is likely to remain elevated



Source: Company, Nirmal Bang Institutional Equities Research

Exhibit 18: One-year forward P/E



Source: Company, Nirmal Bang Institutional Equities Research

Financials

Exhibit 19: Income statement

Y/E March (Rsmn)	FY21	FY22	FY23E	FY24E	FY25E
Net Sales (incl. OOI)	48,412	50,998	54,743	58,275	61,484
% Growth	7.0%	5.3%	7.3%	6.5%	5.5%
COGS	15,494	16,668	18,218	18,771	19,620
Staff costs	3,656	3,851	4,050	4,455	4,821
Advertising costs	6,255	6,431	6,849	7,521	8,117
Other expenses	7,911	8,381	9,390	9,852	10,005
Total expenses	33,316	35,331	38,507	40,599	42,563
EBITDA	15,096	15,667	16,235	17,676	18,921
% growth	25.6%	3.8%	3.6%	8.9%	7.0%
EBITDA margin (%)	31.2%	30.7%	29.7%	30.3%	30.8%
Other income	304	263	323	436	534
Interest costs	73	59	55	50	50
Depreciation	1,825	1,773	1,854	1,940	2,115
Profit before tax (before exceptional items)	13,502	14,097	14,650	16,122	17,289
Tax	3,148	3,307	3,687	4,058	4,352
PAT	10,354	10,790	10,962	12,064	12,938
PAT margin (%)	21.4%	21.2%	20.0%	20.7%	21.0%
% Growth	26.8%	4.2%	1.6%	10.1%	7.2%

Source: Company, Nirmal Bang Institutional Equities Research

Exhibit 20: Balance sheet

Y/E March (Rsmn)	FY21	FY22	FY23E	FY24E	FY25E
Share capital	272	272	272	272	272
Reserves	11,387	17,075	17,075	17,075	17,075
Net worth	11,659	17,347	17,347	17,347	17,347
Others	912	831	831	831	831
Total liabilities	12,570	18,177	18,177	18,177	18,177
Gross block	23,335	24,091	24,691	25,691	27,191
Depreciation	12,688	14,461	16,315	18,255	20,370
Net block	10,647	9,630	8,376	7,436	6,821
Capital work-in-progress	1448	1218	1218	1218	1218
Investments	186	0	0	0	0
Inventories	3,358	3,572	3,626	3,689	3,847
Debtors	1,171	2,247	1,489	1,585	1,672
Cash	8,676	7,547	9,368	10,181	10,970
Loans & advances	788	1710	2438	2699	2969
Other current assets	2617	2921	2925	2610	2614
Total current assets	16,611	17,997	19,846	20,764	22,072
Creditors	7,604	7,714	8,315	8,260	8,917
Other current liabilities & provisions	8,765	3,127	3,121	3,155	3,191
Total current liabilities	16,370	10,841	11,436	11,415	12,108
Net current assets	241	7,156	8,410	9,349	9,965
Deferred tax asset	48	173	173	173	173
Total assets	12,570	18,177	18,177	18,177	18,177

Source: Company, Nirmal Bang Institutional Equities Research

Exhibit 21: Cash flow

Y/E March (Rsmn)	FY21	FY22	FY23E	FY24E	FY25E
PAT	9,919	10,391	10,963	12,065	12,939
Depreciation	1,825	1,773	1,854	1,940	2,115
Other income	-79	-58	-268	-386	-484
(Inc./dec. in working capital)	-3,826	4,151	567	-127	174
Cash flow from operations	7,839	16,257	13,116	13,492	14,744
Capital expenditure (-)	-573	-496	-600	-1,000	-1,500
Net cash after capex	7,265	15,762	12,516	12,492	13,244
Inc./(dec.) in investing	1,060	-812	0	0	0
Others	5,703	-5,173	321	445	542
Cash from investments activities	6,190	-6,481	-279	-555	-958
Dividends paid (-)	-9,211	-10,572	-10,962	-12,064	-12,938
Others	-353	-334	-54	-59	-59
Cash from financial activities	-9,565	-10,906	-11,017	-12,124	-12,997
Opening cash balance	4,213	8,676	7,547	9,368	10,182
Closing cash balance	8,676	7,547	9,368	10,182	10,970
Change in cash balance	4,464	-1,129	1,821	814	789

Source: Company, Nirmal Bang Institutional Equities Research

Note: There is significant change in working capital in FY21 due to inclusion of dividend declared (but unpaid as on FY21) in financial assets

Exhibit 22: Key ratios

Y/E March	FY21	FY22	FY23E	FY24E	FY25E
Per share (Rs)					
EPS	38.1	39.7	40.3	44.4	47.6
Book value	42.9	63.8	63.8	63.8	63.8
DPS	38.0	40.0	40.3	44.4	47.6
Valuation (x)					
EV/sales	9.0	8.6	8.0	7.5	7.1
EV/EBITDA	29.0	28.0	26.9	24.7	23.0
P/E	43.1	41.4	40.7	37.0	34.5
P/BV	38.3	25.7	25.7	25.7	25.7
Return ratios (%)					
RoCE (Pre-tax)	91.9	92.7	81.7	89.8	96.3
RoE	75.0	74.4	63.2	69.5	74.6
Profitability ratios (%)					
Gross margin	68.0	67.3	66.7	67.8	68.1
EBITDA margin	31.2	30.7	29.7	30.3	30.8
EBIT margin	27.4	27.2	26.3	27.0	27.3
PAT margin	21.4	21.2	20.0	20.7	21.0
Liquidity ratios (%)					
Current ratio	1.0	1.7	1.7	1.8	1.8
Quick ratio	0.8	1.3	1.4	1.5	1.5
Solvency ratio (%)					
Debt to Equity ratio	0.0	0.0	0.0	0.0	0.0
Turnover ratios					
Total asset turnover ratio (x)	4.4	3.0	3.3	3.5	3.7
Fixed asset turnover ratio (x)	4.5	5.3	6.5	7.8	9.0
Debtor days	9	12	12	10	10
Inventory days	75	76	72	71	70
Creditor days	162	168	161	161	160

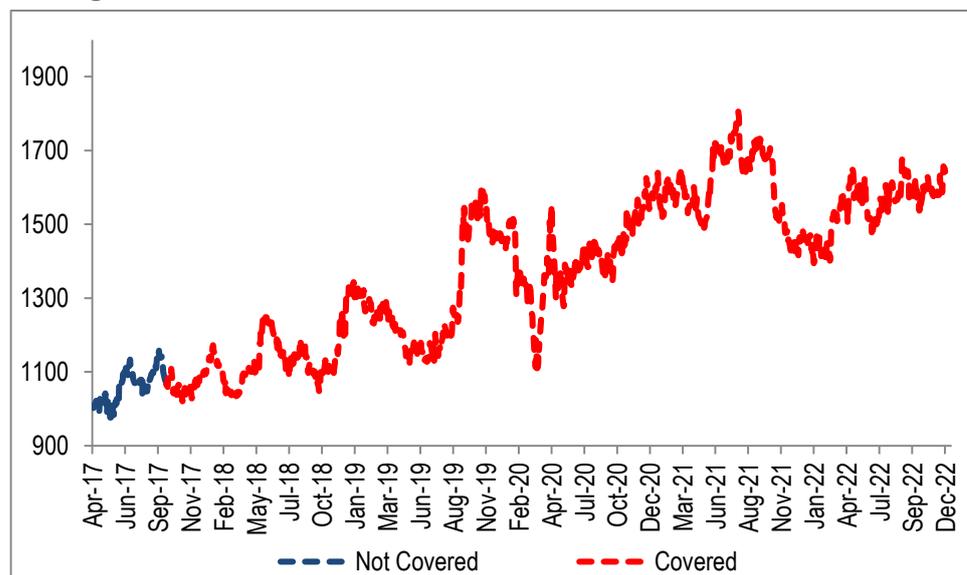
Source: Company, Nirmal Bang Institutional Equities Research

Rating track

Date	Rating	Market price (Rs)	Target price (Rs)
29 September 2017	Accumulate	1,055	1,100
17 October 2017	Accumulate	1,063	1,100
6 February 2018	Accumulate	1,121	1,200
22 May 2018	Accumulate	1,208	1,260
27 July 2018	Accumulate	1,085	1,200
30 October 2018	Accumulate	1,102	1,220
28 January 2019	Accumulate	1,287	1,300
9 April 2019	Accumulate	1,228	1,370
28 May 2019	Accumulate	1,180	1,320
19 July 2019	Accumulate	1,203	1,320
25 October 2019	Accumulate	1,564	1,500
31 January 2020	Accumulate	1,396	1,455
30 March 2020	Buy	1,160	1,470
22 May 2020	Accumulate	1,313	1,375
30 July 2020	Accumulate	1,448	1,460
23 September 2020	Accumulate	1,342	1,500
22 October 2020	Accumulate	1,427	1,520
21 December 2020	Accumulate	1,600	1,610
8 January 2021	Accumulate	1,610	1,660
29 January 2021	Accumulate	1,564	1,675
9 April 2021	Accumulate	1,590	1,675
18 May 2021	Accumulate	1,597	1,700
24 June 2021	Accumulate	1,686	1,710
29 July 2021	Accumulate	1,709	1,755
23 September 2021	Accumulate	1,720	1,855
25 October 2021	Accumulate	1,536	1,720
27 January 2022	Accumulate	1,395	1,575
21 February 2022	Accumulate	1,411	1,555
27 May 2022	Accumulate	1,609	1,580
27 July 2022	Accumulate	1,564	1,660
14 September 2022	Accumulate	1,626	1,720
20 October 2022	Accumulate	1,605	1,720
13 December 2022	Accumulate	1,642	1,720

*Coverage transferred to Vishal Punmiya w.e.f. 19th August 2019

Rating chart



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Stock Ratings Absolute Returns

BUY > 15%

ACCUMULATE -5% to 15%

SELL < -5%

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