Welcome to Colgate-Palmolive India
COUNTRY STATISTICS

1. Economy*:
   - Inflation at 7.8% (# May 2008)
   - US $ 300 bn in foreign exchange reserves
   - Infrastructure investment expected – US $ 492bn
   - F/X @ 42.70/$ (# May 2008)

2. Growth Rates*:
   - GDP 8.7%
   - Industry 8.9%
   - Agriculture 2.6%
   - Service sector 10.7%

3. Rural Bias**:
   - 772 mn people = 72% of the population live in villages
   - Agriculture contributes 20% of India’s GDP
   - Literacy rate 59% - communication is difficult
   - Only 80% villages are electrified

* Source: Citibank
** Source: 2001 Census Data
# indicative
COUNTRY AND INDUSTRY PROFILE
FMCG sector continues to be buoyant

Source: AC Nielsen Retail Measurement Services
Growth in all key categories including toothpaste

Growth in categories is Value based
Estimates based on data from AC Nielsen Retail Measurement Services
3 Yr. Growth in all key categories

- Toilet Soaps: 7.1%
- Washing Powder: 11.5%
- Detergent Cakes: 8.6%
- Toothpaste: 9.0%
- Toothbrush: 11.3%
- Skin Creams: 14.8%
- Shampoos: 15.9%

Growth in categories is Value based
Estimates based on data from AC Nielsen Retail Measurement Services
Indian Oral Care market offers significant opportunities to drive penetration

Source: Indian Readership Survey
Dentifrice = Toothpaste or toothpowder
Opportunity to increase per capita consumption by increasing the frequency of brushing teeth

<table>
<thead>
<tr>
<th></th>
<th>Per Capita Consumption (Grams/HH/Month)</th>
<th>%age - twice a day brushing</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>219</td>
<td>61%</td>
</tr>
<tr>
<td>Malaysia</td>
<td>285</td>
<td>86%</td>
</tr>
<tr>
<td>India - Urban</td>
<td>92</td>
<td>7%</td>
</tr>
</tbody>
</table>

Source: AC Nielsen Retail Measurement Services & Indian Readership Survey
COMPANY PROFILE
LEADERSHIP TEAM

ROGER CALMEYER
VP SOUTH ASIA & MD INDIA

MOSES A ELIAS
EVP & CFO

SHEKHAR BHARATWAJ
VP - CUSTOMER DEVELOPMENT

K V VAIDYANATHAN
LEGAL DIRECTOR & CO. SECRETARY

SANJEEV DALI
DIRECTOR GSSO

LAURENCE WHEELER
EVP – MFG & PSC

PRABHA PARAMESWARAN
VP - MARKETING

VP - HUMAN RESOURCES

SURENDRA MANEK
V-P IGTC
HISTORY

- Incorporated in 1937
- Only CP subsidiary publicly listed with shares traded on a Stock Exchange


1979 - 1993 Public Ltd. Co. Colgate-Palmolive Co – 40% Indian Public – 60%

1994 - 2005 Public Ltd. Co. Colgate-Palmolive Co – 51% Indian Public – 49%

2006 Public Ltd. Co. Colgate-Palmolive Co – 40% Colgate-Palmolive (Asia) Pte. – 11%
Indian Public – 49%
(Comprising of Indian Financial Institutions 13% Foreign Financial Institutions 8%
Pvt. Corporates 4% Individuals 24%)
Total nos shareholders : 136,015)

2007 Reduction of Capital (Face Value of share reduced from Rs 10 to Re 1)
Rs 9 paid back to shareholders in Dec 2007
OPERATIONS NETWORK

NEPAL

Baddi

NEED FOR OUTSOURCING DUE TO HISTORICAL REGULATORY ENVIRONMENT

CP FACTORIES - 6
DENTIFRICE CM’s - 1
TOOTHBRUSH CM’s - 6
PCP/HCP CM’s - 3

Aurangabad

Hyderabad

Mumbai

Baroda

Surat

Daman

Mumbai

Goa

Baddi

Kodur

Aurangabad
WAREHOUSE & DISTRIBUTION NETWORK

Historically each State has had its regime of sales & local taxes, in addition to a Central Sales Tax.

WAREHOUSES - 23
SATELLITE WH’s - 4
DC & WAREHOUSES - 3
CATEGORIES / PRODUCTS

Oral Care
- Toothpastes
- Toothbrushes
- Toothpowder
- Whitening Products

Personal Care
- Shower Gel
- Shower Crème
- Thermal Spa
- Liquid Hand Washes
- Shave Preps
- Skin Care

From the Dentist
- Gingivitis Treatment
- Sensitivity Treatment
- Tooth Whitening
- Fluoride Therapy
- Mouth Ulcer Treatment
- Speciality Cleaning
Colgate was voted “The Most Trusted Brand” in India for the fourth consecutive year in the Brand Equity ORG-MARG ACNielsen survey across all brands and categories. This is the sixth survey and “Colgate” has been the only brand to be consistently ranked in the top 3 for all the six years and to hold the leadership for four consecutive years.
MOST TRUSTED BRAND

✓ Ranked India’s # 1 Most Trusted Brand for the 4th time in a row in the Brand Equity – A.C. Nielsen 2007 Survey

✓ Only Brand to be ranked among the top 3 in all the 6 surveys conducted so far

✓ Only one to retain the premier position across categories for 4 consecutive years

✓ Prior to this, Colgate was also rated as the #1 brand by the A&M- MODE Annual Survey for India’s Top Brands for eight out of nine years during the period 1992 to 2001.
DISTRIBUTION NETWORK

• 1843 direct accounts & 3,814,284 indirect accounts

• 2nd most widely distributed product in the country

• Numeric Distribution of CP Paste @ Dec 2007:
  Urban     83.4%
  Rural     76.2%
  Urban + Rural  79.5%
## Strategic Position

<table>
<thead>
<tr>
<th>Category</th>
<th>Value SOM %</th>
<th>Market Position</th>
<th>Relative Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tooth Paste</td>
<td>48.4</td>
<td>1</td>
<td>1.6</td>
</tr>
<tr>
<td>Tooth Powder</td>
<td>44.3</td>
<td>1</td>
<td>1.4</td>
</tr>
<tr>
<td>Tooth Brush</td>
<td>34.9</td>
<td>1</td>
<td>2.2</td>
</tr>
<tr>
<td>Liquid Handwash*</td>
<td>6.9</td>
<td>4</td>
<td>0.1</td>
</tr>
</tbody>
</table>

Source: AC Nielsen Retail Measurement Services
Period: Jan+Dec 07
* Urban only
## Share of Market

### Toothpaste

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Colgate</td>
<td>46.7</td>
<td>47.8</td>
<td>48.4</td>
<td>48.2</td>
<td>48.3</td>
<td>0.6</td>
</tr>
<tr>
<td>Competitor 1</td>
<td>32.1</td>
<td>30.4</td>
<td>29.9</td>
<td>30.0</td>
<td>29.8</td>
<td>(0.6)</td>
</tr>
<tr>
<td>All Other</td>
<td>21.2</td>
<td>21.8</td>
<td>21.7</td>
<td>21.8</td>
<td>22.0</td>
<td>(0.1)</td>
</tr>
</tbody>
</table>

- Share of market - Value
- Source: AC Nielsen Retail Measurement Services
# Share of Market

**Toothpowder**

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Colgate</td>
<td>46.6</td>
<td>44.2</td>
<td>44.3</td>
<td>44.2</td>
<td>45.5</td>
<td>0.1</td>
</tr>
<tr>
<td>Competitor 1</td>
<td>31.5</td>
<td>31.0</td>
<td>31.0</td>
<td>31.6</td>
<td>30.0</td>
<td>(0.1)</td>
</tr>
<tr>
<td>All Other</td>
<td>21.9</td>
<td>24.8</td>
<td>24.7</td>
<td>24.2</td>
<td>24.5</td>
<td>(0.0)</td>
</tr>
</tbody>
</table>

- Share of market - Value
- Source: AC Nielsen Retail Measurement Services
# Share of Market
## Toothbrush

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Colgate</td>
<td>30.9</td>
<td>34.4</td>
<td>34.9</td>
<td>34.9</td>
<td>37.2</td>
<td>0.5</td>
</tr>
<tr>
<td>Competitor 1</td>
<td>19.9</td>
<td>16.5</td>
<td>15.5</td>
<td>16.7</td>
<td>13.9</td>
<td>(1.0)</td>
</tr>
<tr>
<td>Competitor 2</td>
<td>11.6</td>
<td>9.9</td>
<td>15.9</td>
<td>13.2</td>
<td>17.6</td>
<td>6.0</td>
</tr>
<tr>
<td>All Other</td>
<td>37.7</td>
<td>39.2</td>
<td>33.7</td>
<td>35.2</td>
<td>31.2</td>
<td>(5.5)</td>
</tr>
</tbody>
</table>

- Share of market - Value
- Source: AC Nielsen Retail Measurement Services
BUSINESS MODEL
BUSINESS MODEL

BEST PLACE TO WORK

DRIVING GROWTH

CLOSER TO
- Customer
- Consumer
- Profession

INNOVATION EVERYWHERE

FUNDING GROWTH

Consumer Innovation Centre

Efficiency & Effectiveness in Everything
Closer to the Customer….Disha & eChoupal

→ 50% of India’s GDP and purchasing power lies in rural
→ Only 60% of villages are connected by an all-weather road
→ Currently CP reaches only 79% of the universe, barriers to further coverage expansion being
  ▪ Inefficient last mile logistics
  ▪ Scaling up distribution through stockists is expensive and difficult to track
→ Advent of two new rural coverage projects for rapid distribution in rural areas:
  ✓ Ride with someone who goes deeper – eChoupal (village gathering place)
  ✓ Train independent traders to go deeper - Disha
**Closer to the Customer….Disha & eChoupal**

**eChoupal**
E-Choupal is a concept wherein trained farmers (Sanchalak) manage prominently located IT enabled Choupals

Activity increased from 120 choupals (Jan 05) to 5,335 choupals (Dec 07)

**Disha**
Disha covers 47,000 Haats – unregulated periodic markets (market size - US $1.0 billion) at 1/100 of the conventional cost using unemployed youth in rural India

No of villages covered - increased from 162 (Dec 04) to 4,620 in (Dec 07)
OHM 2007 – The wheels in motion…

‘Supporting the treatment of oral cancer patients’ Collection of pledges from all contact points

- Media
- Public Relations
- Trade Activities
- On pack messages

- Brush Up Challenge
- Consumer Contact Program
- Shopper Engagement Program
- ITC E-Choupal
- Disha

- In Clinic | Baddi Factory | Corporates
- Rotary
- Rural Camps
- Regional Initiatives
- Mobile Vans

Indian Dental Association

COLGATE-PALMOLIVE (INDIA) LIMITED

ANALYST MEET - MAY 2008
OHM 2007 - Innovation Everywhere

- 66% increase in participation of dentists
- 72% increase in town coverage for free dental checkups
- Additional reach to 432 villages
- Reaching out to over 11 million people through OHM 2007
OHM 2007 - Rural Initiatives

Reaching out to Rural India for the first time with a 3 tier approach

- Target: 30K - 100K population villages
- Dental check-up camps in 42 villages/small towns
  - Pre-publicity unit in schools & Anganwadis for 1 day
  - Dental Camp for 2 days in one town

- Target Schools and farmers
- Brushing Activity in Schools & Checkup camps at Choupal Sagars
- 181 villages & 18 Choupal Sagars

- Reaching out to 156 villages with project Disha in UP
- Reaching out to 36 villages in Maharashtra through schools and haats
- Checkups in Kota Dussera Mela

Pledge collection at all customer contact points
Colgate Brush Up Challenge

Created a Guinness record in ‘Most people brushing their teeth (multiple venue)’ with 177,003 kids brushing at the same time.

Centralized Brushing
- 9th October - Delhi
- 5,000 Students
- Celebrity Saif Ali Khan to flag off event
- Indian Dental Association supervision

Satellite Brushing
- 9th October 2007
- Across 390 schools in 22 cities
- 190,000 students
- Indian Dental Association supervision
**Closer to the Profession….Professional Oral Care**

- Leverage long standing partnership with the Indian Dental Association built on trust with the profession
- Professional endorsement / recommendation for our brands drives consumer preference
  - Builds credibility
  - Reinforces therapeutic superiority
- Dental profession also a source of business for professional products
- Significant enhancement of dentist detailing reach
  -- 30,000 dentists (60% of dentist universe) under detailing coverage in 2007
- Professional oral care distribution network consolidated in 60 towns
## Professional Oral Care

**BRMO** - Brand Recommended Most Often by Dentists

**BUMO** - Brand Used Most Often by Dentists

Source: Dentist Track 2006 and 2007

<table>
<thead>
<tr>
<th>Year</th>
<th>BRMO</th>
<th></th>
<th>BUMO</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Colgate</td>
<td>Comp</td>
<td>Colgate</td>
<td>Comp</td>
</tr>
<tr>
<td>Toothpaste 2007</td>
<td>80%</td>
<td>4%</td>
<td>87%</td>
<td>5%</td>
</tr>
<tr>
<td>2006</td>
<td>77%</td>
<td>3%</td>
<td>86%</td>
<td>5%</td>
</tr>
<tr>
<td>2005</td>
<td>75%</td>
<td>6%</td>
<td>82%</td>
<td>5%</td>
</tr>
<tr>
<td>Toothbrushes 2007</td>
<td>71%</td>
<td>14%</td>
<td>75%</td>
<td>16%</td>
</tr>
<tr>
<td>2006</td>
<td>61%</td>
<td>17%</td>
<td>66%</td>
<td>21%</td>
</tr>
<tr>
<td>2005</td>
<td>54%</td>
<td>23%</td>
<td>62%</td>
<td>23%</td>
</tr>
</tbody>
</table>
Efficiency & Effectiveness in Everything….

GTC India

**Competencies**

- Product Development: Dentifrice, Soaps, Creams, Talc
- Analytical & Micro: Across all Categories
- Global Stability Studies: UAP, PCP and OC
- Technical Consumer: Oral Sensory Panel, Skin Sensory Panel, Odor Evaluation Board
- Clinical: UAP, Skin, Oral care
- Global Statistical Support
Efficiency & Effectiveness in Everything....
Global Shared Services Organisation - GSSO

- Expanding Global IT capacity & providing resources with leading edge Technology talent
- Provide world class IT Services to Colgate Business worldwide
- Performance and Reliability as #1 priority
- Integrate seamlessly (ONE team) with all Shared service Organizations, Global Development and Enterprise Data center
- Leverage time difference - Follow-the-Sun approach (Enterprise Data Center / End User Computing)
Efficiency & Effectiveness in Everything…
Billing Update on Mobile Phones

- Provide the latest billing information to concerned CP Sales employees via an SMS.
- “In-house” web application to keep track of sales performance
- Integration of Colgate’s application with the mobile service provider’s application, allowing billing data to be downloaded from SAP
- Billing information is now available from anywhere on a 24x7 basis
- Cost savings and an effective use of technology in a very inexpensive manner.
Innovation Everywhere
Consumer Innovation Centre

• Dedicated to new product development for the Indian consumer
• A cross-functional team that generate ideas and follow a rigorous innovation process to deliver world class products to satisfy consumer needs.
Best Place To Work

• “You Can Make A Difference” Program
  ✓ 3 Global Award winning projects in last 5 years
  ✓ 550 winners from FY2000 till 2007

• Global Talent Pool
  
<table>
<thead>
<tr>
<th>Year</th>
<th>International Training</th>
<th>Short Term Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>25</td>
<td>13</td>
</tr>
<tr>
<td>2006</td>
<td>50</td>
<td>8</td>
</tr>
<tr>
<td>2007</td>
<td>30</td>
<td>16</td>
</tr>
</tbody>
</table>
FINANCIAL REVIEW
FINANCIAL STRATEGY

- Grow Top line
- Reduce Costs
- Invest in Brand Building / New Products
- Grow NPAT
## AUDITED FINANCIAL RESULTS FOR THE YEAR ENDED MARCH 31, 2008

(Rs Crores)

<table>
<thead>
<tr>
<th></th>
<th>Quarter Ended 31/ Mar/ 08</th>
<th>Quarter Ended 31/ Mar/ 07</th>
<th>Year Ended 31/ Mar/ 08 (Audited)</th>
<th>Year Ended 31/ Mar/ 07 (Audited)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>- Net Sales (Excl. Excise Duty)</strong></td>
<td>391.33</td>
<td>343.25</td>
<td>1,473.38</td>
<td>1,295.14</td>
</tr>
<tr>
<td><strong>- Other Income</strong></td>
<td>21.40</td>
<td>17.35</td>
<td>84.78</td>
<td>67.00</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td></td>
<td></td>
<td>412.73</td>
<td>360.60</td>
</tr>
<tr>
<td><strong>- (Increase) / Decrease in Stock in Trade</strong></td>
<td>3.68</td>
<td>0.13</td>
<td>(2.17)</td>
<td>(5.56)</td>
</tr>
<tr>
<td><strong>- Raw and Packing Material Cost</strong></td>
<td>75.47</td>
<td>59.14</td>
<td>280.03</td>
<td>239.27</td>
</tr>
<tr>
<td><strong>- Purchase of Goods</strong></td>
<td>97.65</td>
<td>94.61</td>
<td>354.92</td>
<td>342.65</td>
</tr>
<tr>
<td><strong>- Employee Cost</strong></td>
<td>30.74</td>
<td>25.09</td>
<td>117.28</td>
<td>111.91</td>
</tr>
<tr>
<td><strong>- Voluntary Retirement Scheme</strong></td>
<td>-</td>
<td>(0.78)</td>
<td>1.00</td>
<td>58.02</td>
</tr>
<tr>
<td><strong>- Depreciation, Amortisation and Impairment</strong></td>
<td>5.45</td>
<td>3.65</td>
<td>19.84</td>
<td>15.26</td>
</tr>
<tr>
<td><strong>- Advertising &amp; Sales Promotion</strong></td>
<td>73.45</td>
<td>63.93</td>
<td>256.51</td>
<td>207.50</td>
</tr>
<tr>
<td><strong>- Other Expenditure</strong></td>
<td>59.78</td>
<td>46.81</td>
<td>237.26</td>
<td>190.50</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td>346.22</td>
<td>292.58</td>
<td>1,264.67</td>
<td>1,159.55</td>
</tr>
<tr>
<td><strong>Interest Expense</strong></td>
<td>0.36</td>
<td>0.25</td>
<td>1.44</td>
<td>0.98</td>
</tr>
<tr>
<td><strong>Profit from Ordinary Activities Before Tax</strong></td>
<td>66.15</td>
<td>67.77</td>
<td>292.05</td>
<td>201.61</td>
</tr>
<tr>
<td><strong>Provision for Taxation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>- Current Tax</strong></td>
<td>12.87</td>
<td>13.94</td>
<td>58.25</td>
<td>53.98</td>
</tr>
<tr>
<td><strong>- Deferred Tax</strong></td>
<td>(2.64)</td>
<td>2.19</td>
<td>(2.16)</td>
<td>(16.74)</td>
</tr>
<tr>
<td><strong>- Fringe Benefit Tax</strong></td>
<td>0.30</td>
<td>1.05</td>
<td>4.25</td>
<td>4.20</td>
</tr>
<tr>
<td><strong>Net Profit after Tax</strong></td>
<td>55.62</td>
<td>50.59</td>
<td>231.71</td>
<td>160.17</td>
</tr>
<tr>
<td><strong>Paid-up Equity Share Capital</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(@ - Face value: Rupee 1 per share)</td>
<td>@ 13.60</td>
<td>#136.00</td>
<td>@ 13.60</td>
<td>#136.00</td>
</tr>
<tr>
<td>(# - Face value: Rupees 10 per share)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reserves excluding Revaluation Reserve</strong></td>
<td></td>
<td></td>
<td>148.61</td>
<td>144.53</td>
</tr>
<tr>
<td><strong>Basic and Diluted EPS (Rs.)</strong></td>
<td></td>
<td></td>
<td>4.09</td>
<td>3.72</td>
</tr>
<tr>
<td><strong>Dividend (Rs.Per share)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>First Interim Dividend</strong></td>
<td>-</td>
<td>-</td>
<td>6.00</td>
<td>4.25</td>
</tr>
<tr>
<td><strong>Second Interim Dividend</strong></td>
<td>-</td>
<td>3.25</td>
<td>-</td>
<td>3.25</td>
</tr>
<tr>
<td><strong>Final Dividend (Proposed)</strong></td>
<td>7.00</td>
<td>-</td>
<td>7.00</td>
<td>-</td>
</tr>
<tr>
<td><strong>Special Dividend (Proposed)</strong></td>
<td>-</td>
<td>2.00</td>
<td>-</td>
<td>2.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>7.00</td>
<td>5.25</td>
<td>13.00</td>
<td>9.50</td>
</tr>
</tbody>
</table>

**Aggregate of Public shareholding**

- **Number of Shares** | 66,636,481 | 66,636,481 | 66,636,481 | 66,636,481 |
- **Percentage of holding** | 49% | 49% | 49% | 49% |
Grow Topline

Quarterly Sales Growth

(\% = current year vs previous year)
Net Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Sales (Rs. Crores)</th>
<th>Growth %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004-05</td>
<td>964</td>
<td>+2.7%</td>
</tr>
<tr>
<td>2005-06</td>
<td>1,124</td>
<td>+16.6%</td>
</tr>
<tr>
<td>2006-07</td>
<td>1,295</td>
<td>+15.2%</td>
</tr>
<tr>
<td>2007-08</td>
<td>1,473</td>
<td>+13.8%</td>
</tr>
</tbody>
</table>
Costs (Excl. Advt. & Depre.)

- All numbers adjusted to reflect Operating results for 2007-08, 2006-07 & 2005-06
- All numbers adjusted to reflect Operating results for 2007-08, 2006-07 & 2005-06
EBITDA

- All numbers adjusted to reflect Operating results for 2007-08, 2006-07 & 2005-06
- All numbers adjusted to reflect Operating results for 2007-08, 2006-07 & 2005-06
Profit Before Tax

- All numbers adjusted to reflect Operating results for 2007-08, 2006-07 & 2005-06
Income Tax

- All numbers adjusted to reflect Operating results for 2007-08, 2006-07 & 2005-06
Profit After Tax

- All numbers adjusted to reflect Operating results for 2007-08, 2006-07 & 2005-06

COLGATE-PALMOLIVE (INDIA) LIMITED

ANALYST MEET - MAY 2008
EPS, DPS & Payout

<table>
<thead>
<tr>
<th>Year</th>
<th>EPS</th>
<th>DPS</th>
<th>Payout</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004-05</td>
<td>8.3</td>
<td>7.0</td>
<td>85%</td>
</tr>
<tr>
<td>2005-06</td>
<td>10.1</td>
<td>7.5</td>
<td>92%</td>
</tr>
<tr>
<td>2006-07</td>
<td>11.8</td>
<td>9.5</td>
<td>89%</td>
</tr>
<tr>
<td>2007-08</td>
<td>17.0</td>
<td>13.0</td>
<td>89%</td>
</tr>
</tbody>
</table>

(Rs.)
Net Working Capital

![Net Working Capital Chart]

-2004-05: -123 (Rs. Crores)
-2005-06: -201 (Rs. Crores)
-2006-07: -226 (Rs. Crores)
-2007-08: -262 (Rs. Crores)
Fixed Assets

- 2004-05: 71 (FA: 80, Cap WIP: 1)
- 2005-06: 160 (FA: 160, Cap WIP: 9)
- 2006-07: 168 (FA: 168, Cap WIP: 24)
- 2007-08: 191 (FA: 191, Cap WIP: 8)
Cash Gen. from Operations

- All numbers adjusted to reflect Operating results for 2007-08, 2006-07 & 2005-06
Treasury Portfolio

- 2007-08 numbers are post payout of Rs 143.20 crores on account of Reduction of Capital
Return on Capital & Equity

- All numbers adjusted to reflect Operating results for 2007-08, 2006-07 & 2005-06
Share Price Performance

Sensex, BSE FMCG, COLGATE

- Sensex
- BSE FMCG
- CP
# Shareholder Returns

<table>
<thead>
<tr>
<th>Year</th>
<th>Shares</th>
<th>Value (LC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1978</td>
<td>IPO - 250</td>
<td>6,250</td>
</tr>
<tr>
<td>1994</td>
<td>Rights - 1,280</td>
<td>25,600</td>
</tr>
<tr>
<td>2008 *</td>
<td>Holdings - 14,080</td>
<td>53,78,560</td>
</tr>
</tbody>
</table>

*as on March 31, 2008

Dividend Received 1,398,699
(including Capital reduction of Rs. 9 per share)

Compounded return of 26% since the IPO
THANK YOU