

Colgate-Palmolive Company Annual Meeting of Stockholders

May 6, 2016

May 2016

Notice for Investor Presentation

Our presentation and the related webcast contain non-GAAP financial measures, which differ from our reported results prepared in accordance with U.S. generally accepted accounting principles (GAAP). These non-GAAP financial measures of operating results, as applicable, exclude the impact of the following: gain on sales of non-core product lines, charges associated with European competition law matters, costs associated with various business realignment and other cost-saving initiatives, costs related to the sale of land in Mexico, a charge related to the deconsolidation of the Company's Venezuelan operation in 2015, charges related to the effective devaluations as a result of changes to Venezuela's foreign exchange system in 2014, charges related to the devaluations in Venezuela in 2013 and 2010, a charge related to the transition to hyperinflationary accounting in Venezuela in 2010, restructuring charges and certain other items. We may also refer to organic sales growth, which is Net sales growth excluding the impact of foreign exchange, acquisitions, divestments and the deconsolidation of the Company's Venezuelan operations. A complete, quantitative reconciliation between our reported results and these non-GAAP financial measures, including a description of the excluded items, as well as a schedule of sales growth as reported and organic sales growth, is available in the "For Investors" section of our web site at <http://www.colgatepalmolive.com>.

Our presentation and the related webcast may also contain forward-looking statements. Such statements may relate, for example, to sales or volume growth, organic sales growth, profit or profit margin growth, earnings per share growth, financial goals, the impact of currency devaluations, exchange controls, price controls or labor unrest, cost-reduction plans including the 2012 Restructuring Program, tax rates, new product introductions or commercial investment levels. These statements are made on the basis of our views and assumptions as of this time and we undertake no obligation to update these statements except as required by law. We caution investors that any such forward-looking statements are not guarantees of future performance and that actual events or results may differ materially from those statements. Investors should consult the Company's filings with the Securities and Exchange Commission (including the information set forth under the caption "Risk Factors" in the Company's Annual Report on Form 10-K for the year ended December 31, 2015) for information about certain factors that could cause such differences. Copies of these filings may be obtained upon request from the Company's Investor Relations Department or on the Company's web site at <http://www.colgatepalmolive.com>.

Colgate's Values:

- **Caring**
- **Global Teamwork**
- **Continuous Improvement**

Colgate's Values:

- **Caring**
- **Global Teamwork**
- **Continuous Improvement**

Caring

- **Colgate People**
- **Our consumers**
- **The communities we serve**

Worldwide Community Health Initiative



Worldwide Community Health Initiative

**To address the
global problem of
children's cavities**



Worldwide Community Health Initiative

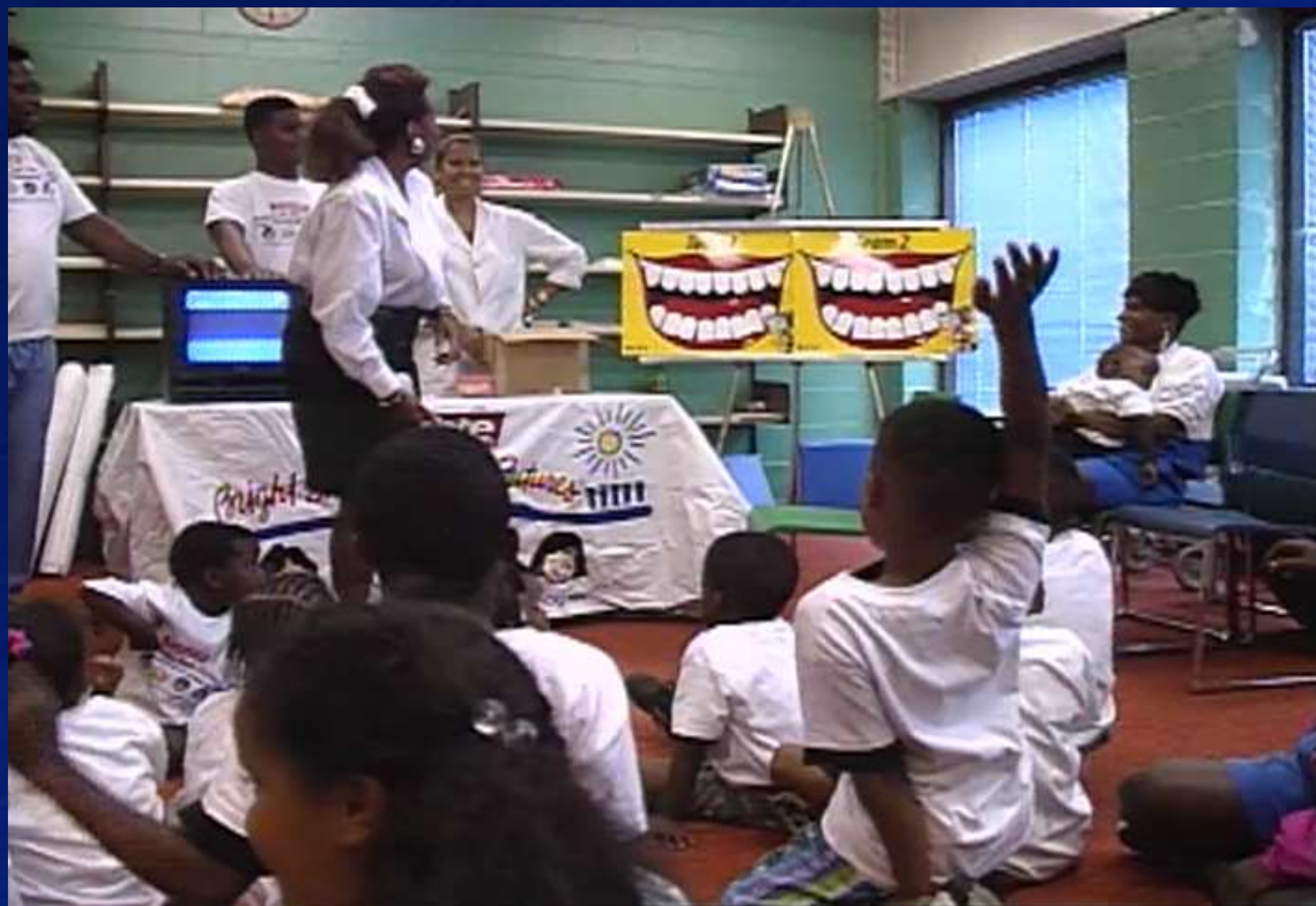
Provide children in need:

- **Free dental screenings**
- **Education to build healthy habits**
- **Self-esteem and a foundation for success**



In the Beginning





A world map with green landmasses and blue oceans. The text "Expanded globally" is written in a white, italicized, sans-serif font across the center of the map.

Expanded globally



Over 80 countries

Over 30 languages

A world map with green landmasses and blue oceans. The text "850 million kids reached" is overlaid in white, italicized font.

***850 million kids
reached***



Vietnam



Malawi



Russia



Guatemala

***Making
a real difference***

Right here in New York

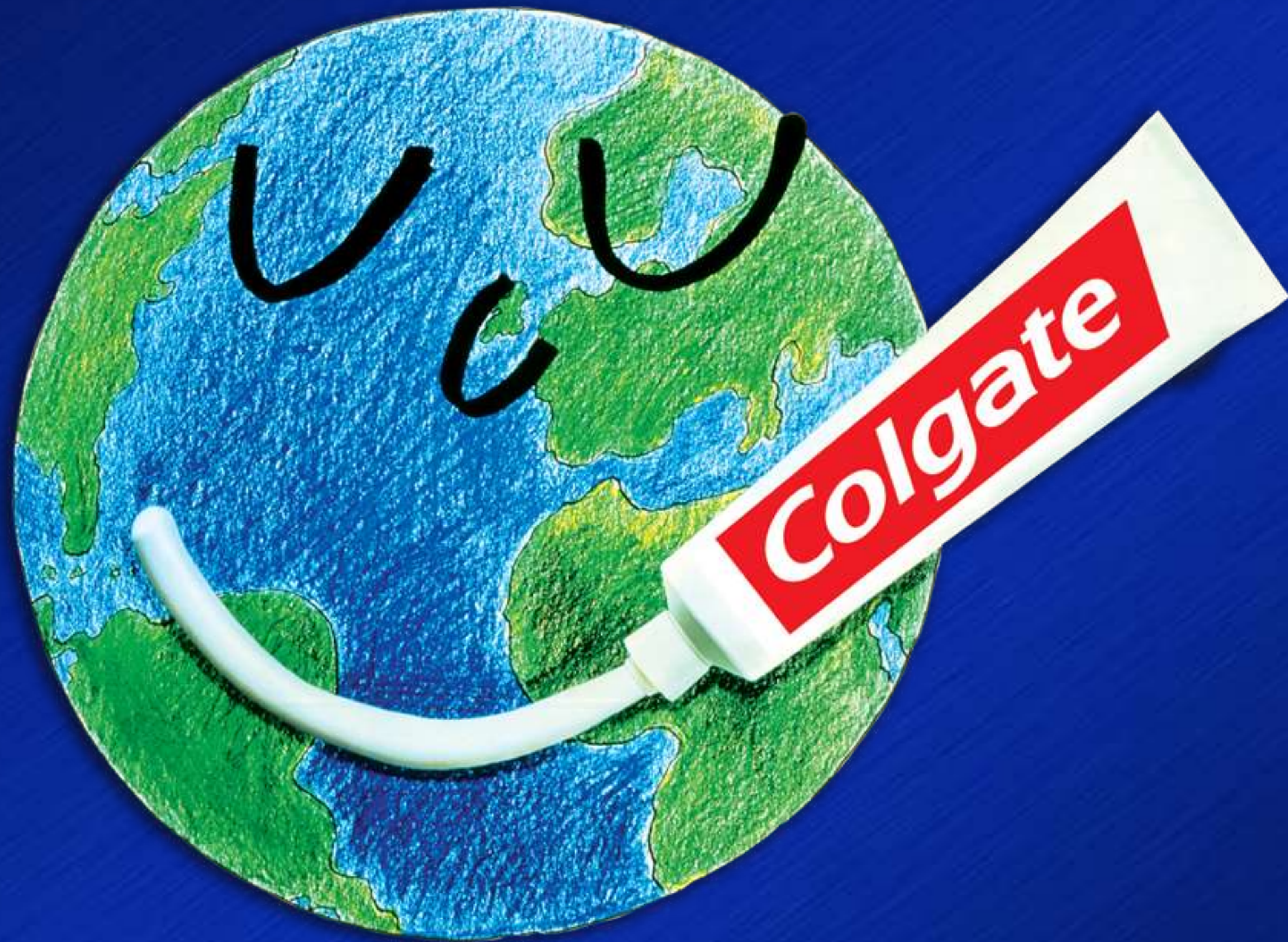
A world map with green landmasses and blue oceans. The text "1.3 billion kids by 2020" is overlaid in white, italicized font.

***1.3 billion
kids by 2020***

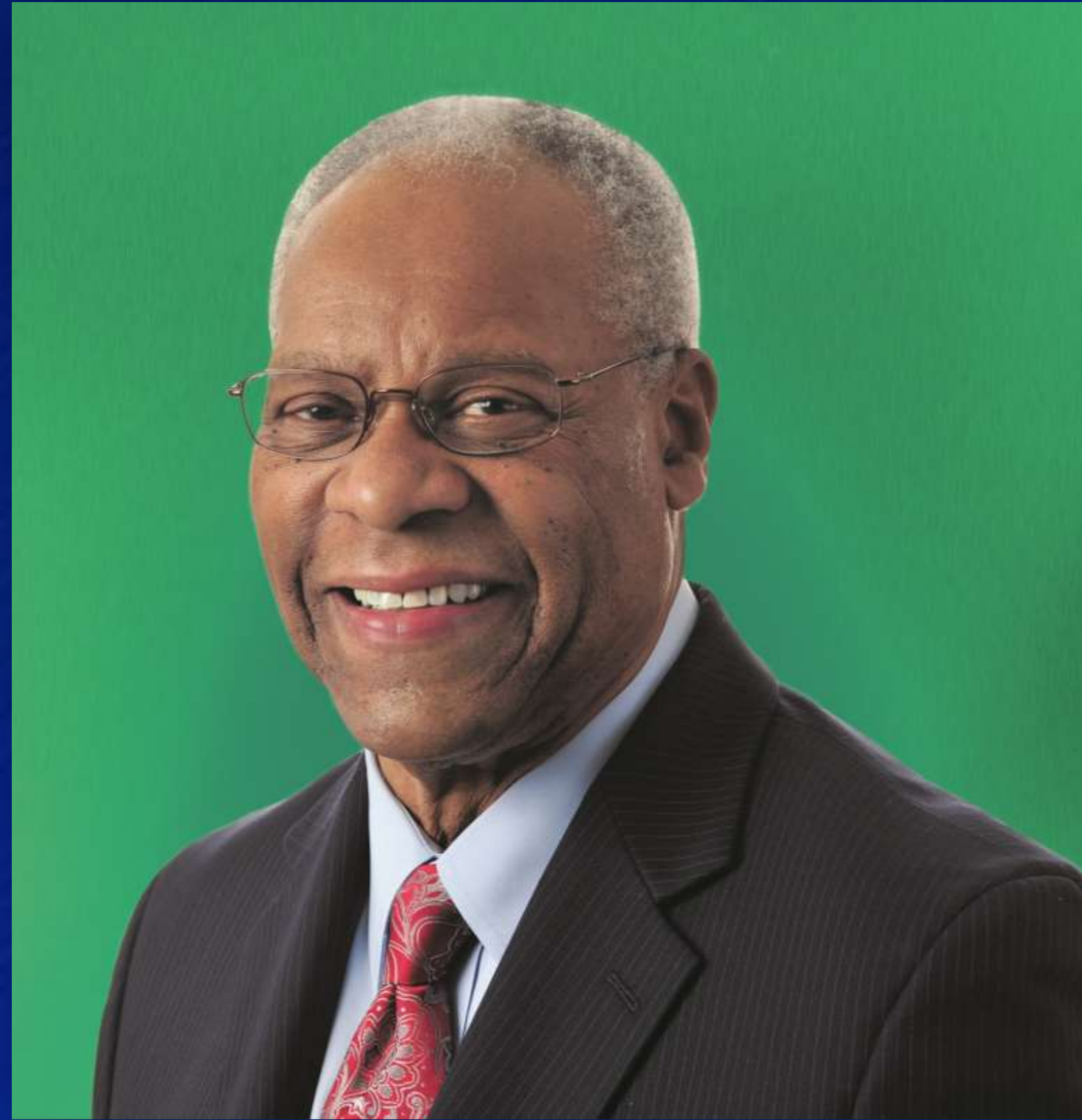


Today

- Election of Directors and Other Shareholder Business
- 2015 Results
- Focusing on Global Growth
- Q & A





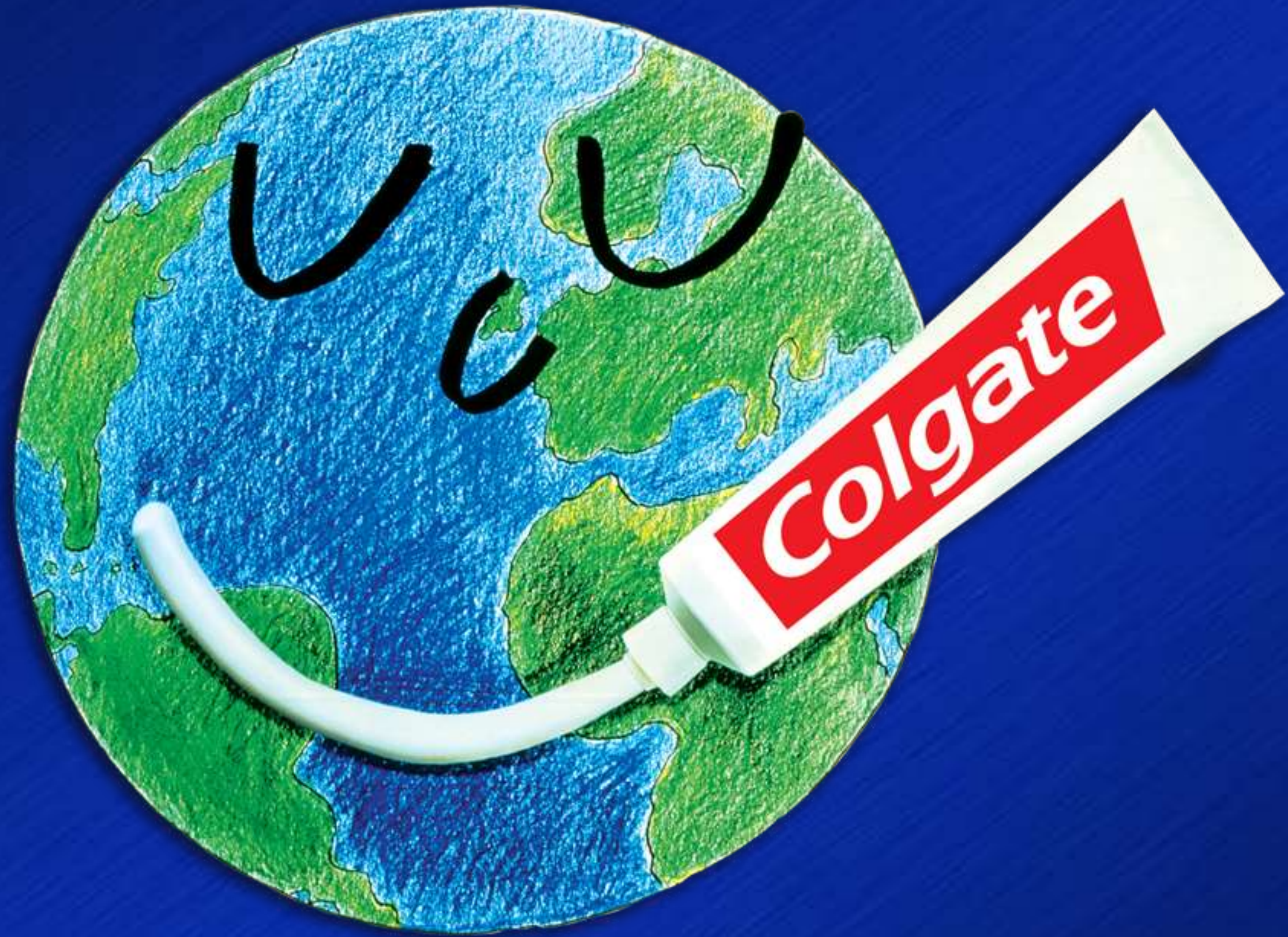


Delano Lewis

Colgate Board of Directors

Retiring

***Thank you for 25 years of
unfailing insight, energy
and dedication***

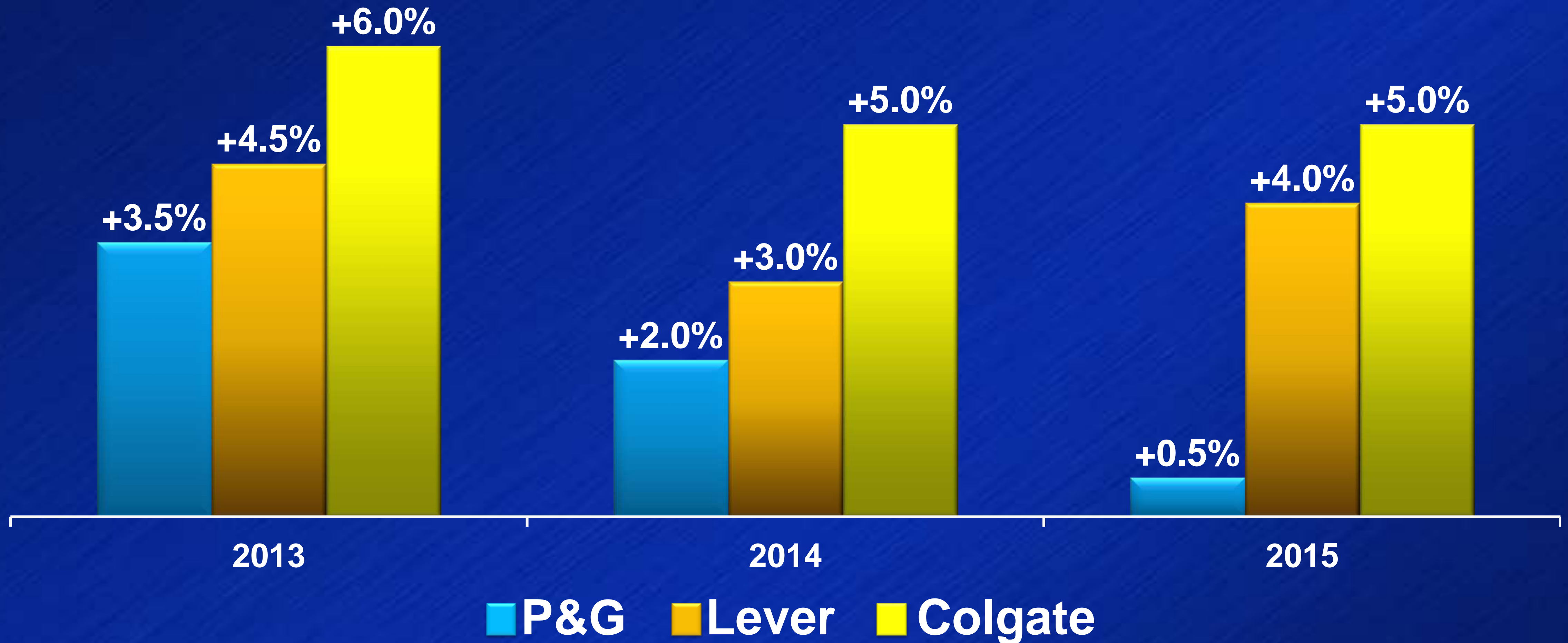


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***Continued strong performance
in 2015***

Organic Sales Growth



Calendar year basis

Foreign Exchange Volatile



Net Sales

(\$ Billions)



Compound Growth +3.4%

Gross Margin



2004-2008, 2010-2016 exclude restructuring charges and/or other items

Operating Profit

(\$MM)

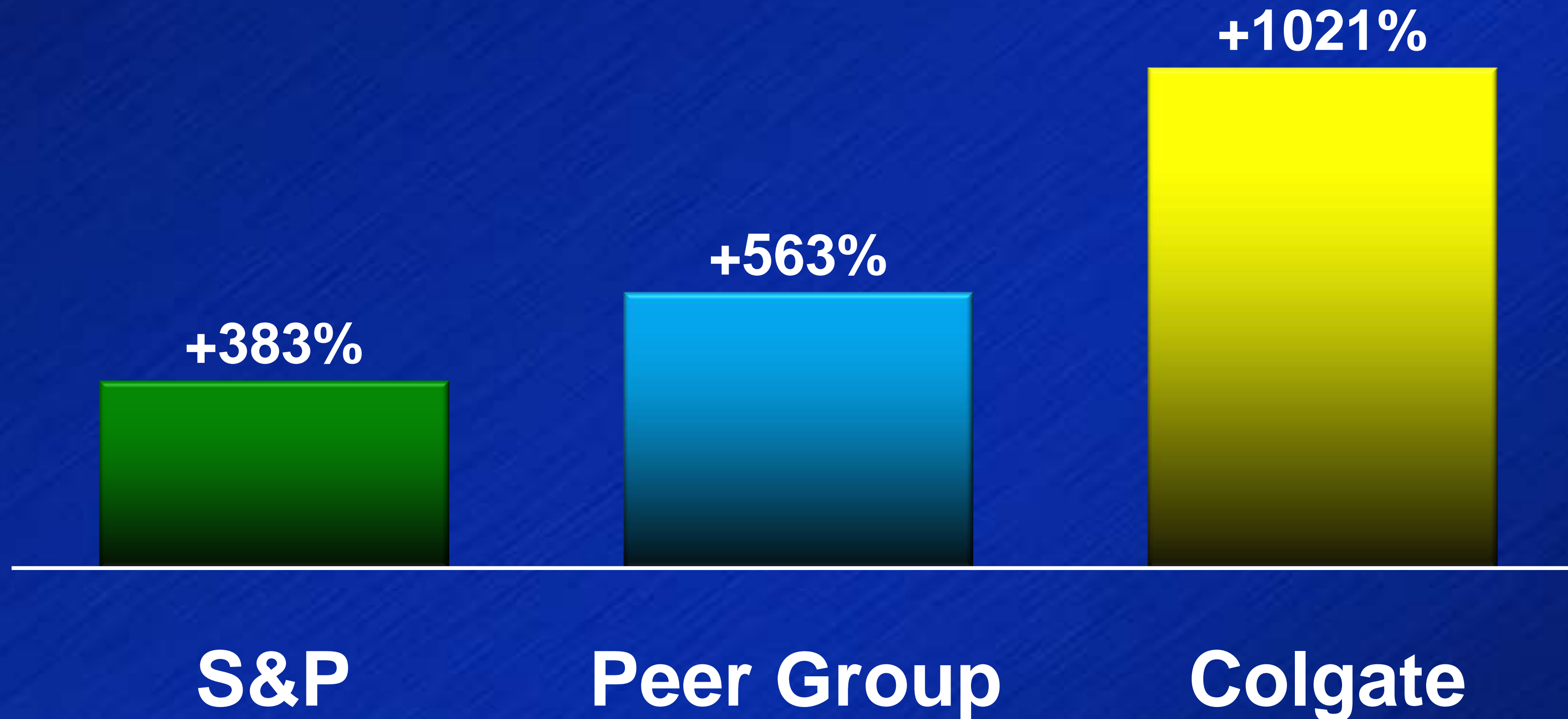


Compound Growth +6.8%

2004-2008, 2010-2016 exclude restructuring charges and/or other items

***Shareholder value
is increasing***

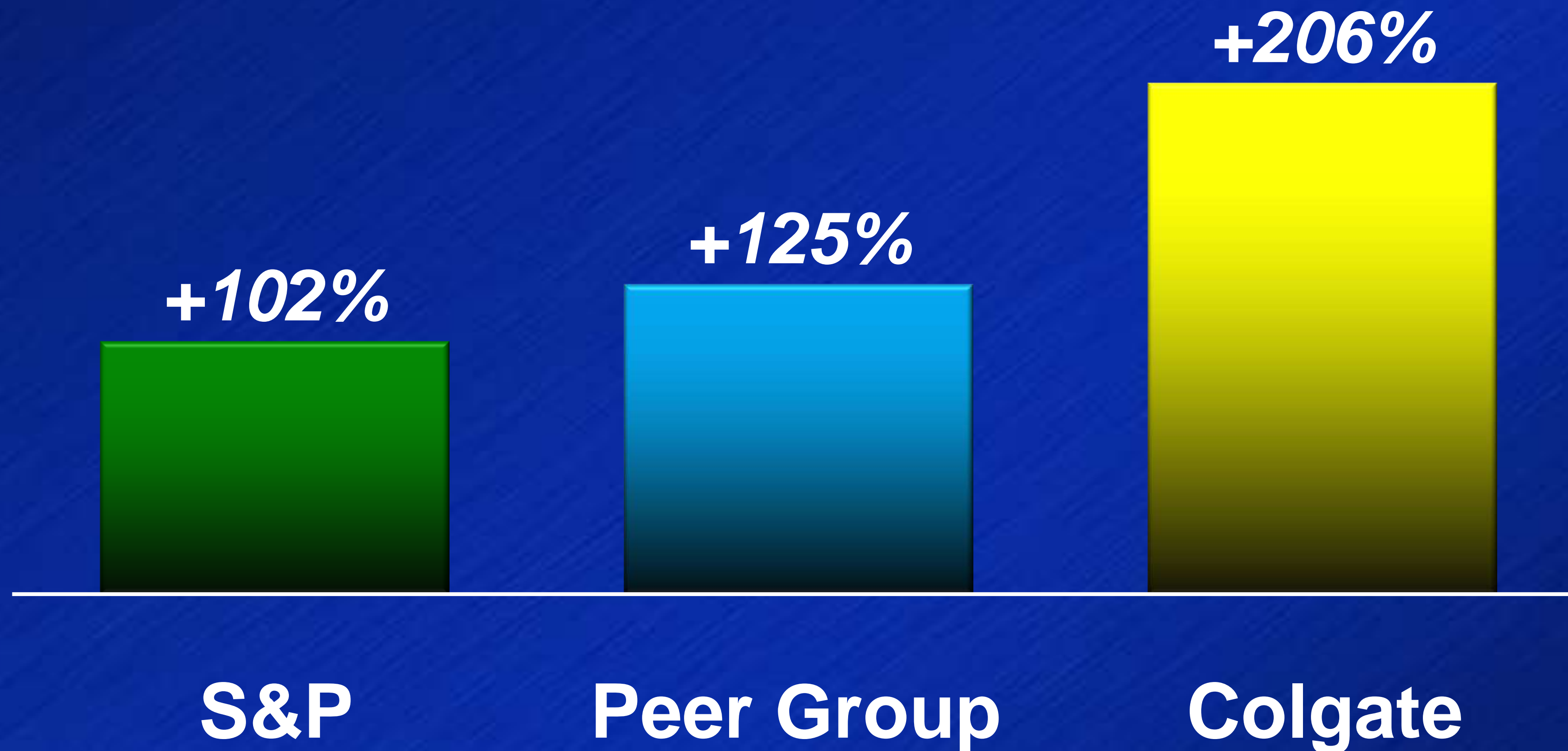
Total Return
20 Years
12/31/95 – 12/31/15



Total Return

10 Years

12/30/05 – 12/31/15



Total Return

5 Years

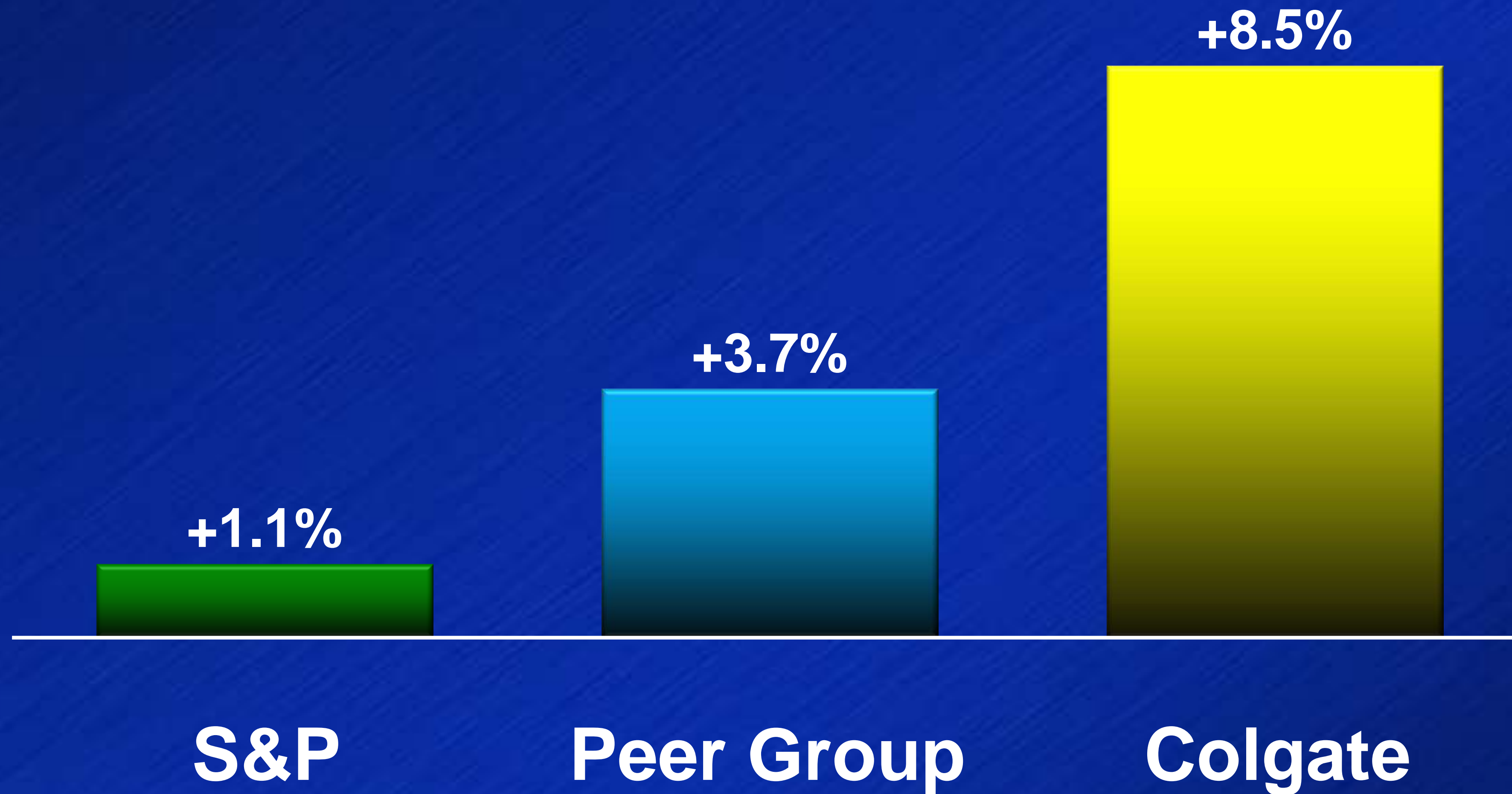
12/31/10 – 12/31/15



Total Return

2016 YTD

5/5/16



Dividends Paid

Per Common Share

Uninterrupted for 122 consecutive years
Increased for 54 consecutive years



Amounts adjusted for two-for-one stock split in 1997, 1999 and 2013

Today

- Election of Directors and Other Shareholder Business
- 2015 Results
- Focusing on Global Growth
- Q & A



Focused On **Global Growth**

Colgate-Palmolive Company • 2015 Annual Report



Focusing on Global Growth

- **Strengthening consumer engagement**
- **Innovating across all categories**
- **Leading in emerging markets**
- **Implementing powerful commercial strategies**
- **Generating funds for growth**
- **Leading to win**

Focusing on Global Growth

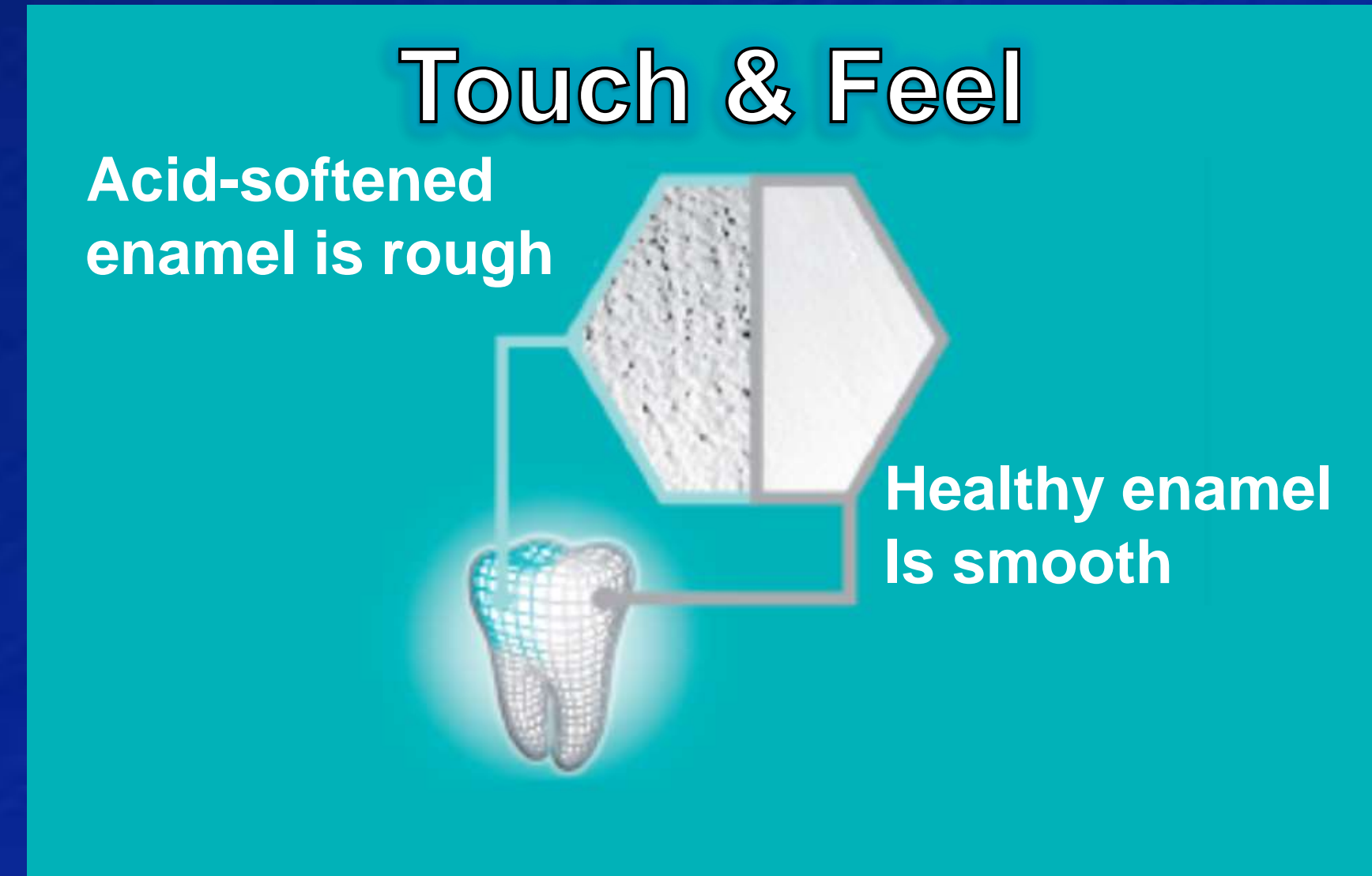
- **Strengthening consumer engagement**
- **Innovating across all categories**
- **Leading in emerging markets**
- **Implementing powerful commercial strategies**
- **Generating funds for growth**
- **Leading to win**

Example: Colgate Enamel Health



*Replenishes and polishes for
smoother, healthy enamel*

Texture Comparison on Package



In Advertising

NEW

Because daily life
is rough on tooth enamel.

TOUCH
& FEEL

ACID
SOFTENED
ENAMEL

STRONG
HEALTHY
ENAMEL

Replenish & polish for
strong, healthy enamel.
Learn more at ColgateEnamelHealth.com

Colgate ENAMEL
HEALTH.
REPLENISH and POLISH
CLEAN MINT

Print Ad

Colgate Enamel Health Mineral Repair



***Helps repair weakened
enamel with vital minerals***

Strengthening Consumer Engagement

- Connecting where they live
- Connecting online

***Extending reach through
digital media***

Investment in Digital

Digital % of Working Media

2006

2.5%

2016-17 Target

20.0 – 25.0%

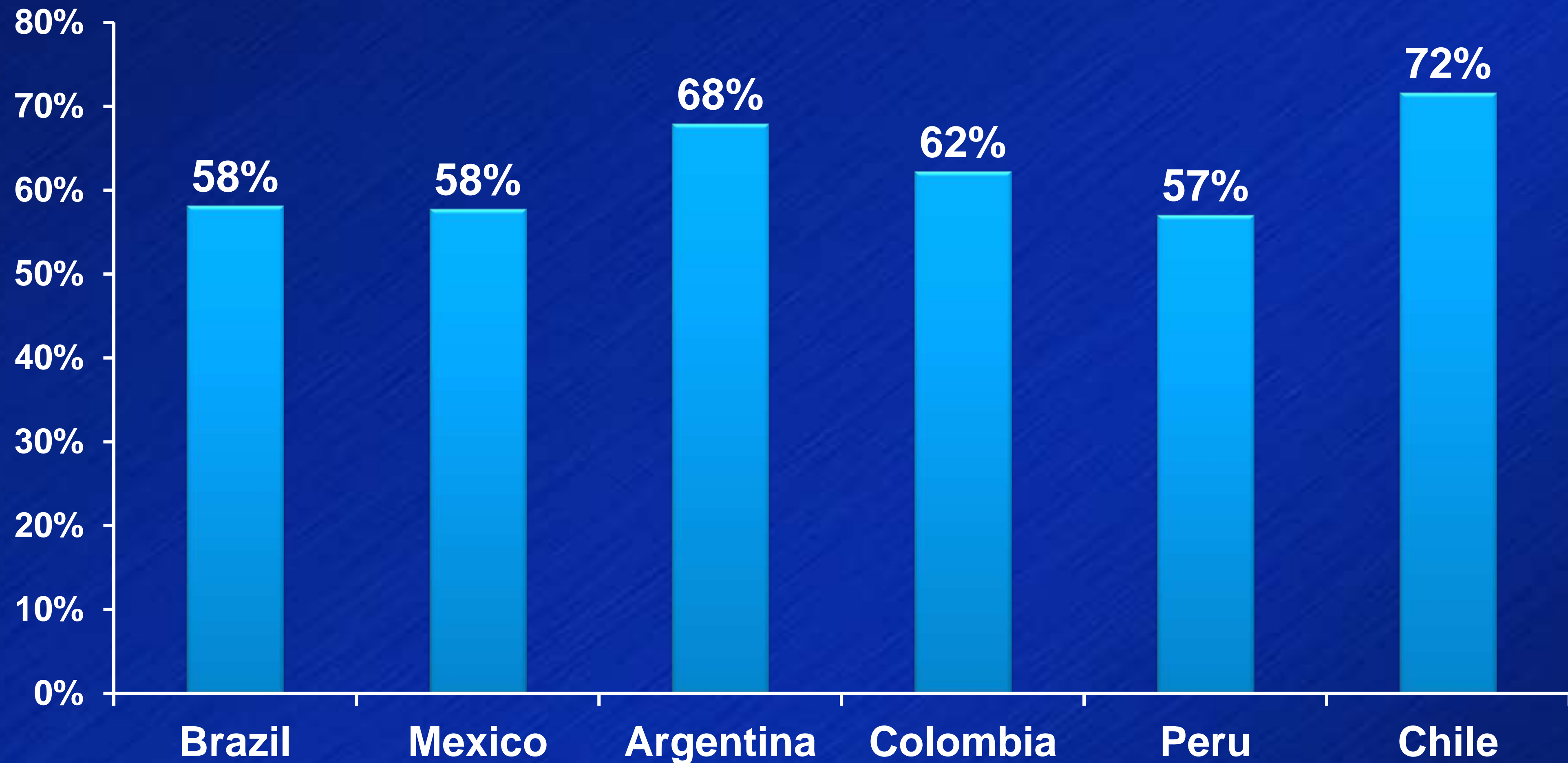
Example: Digital Media in Latin America



Colgate

% of Latin American Households Using Internet

2016




Source: EMarketer

Colgate


Everyone deserves a future they can smile about



On Facebook

 Colgate Brasil
8 de outubro


Your smiles have the power to guide her to a brighter future.
Our products have the technology to give her a brighter smile.
What a team. :) #ColgateSmile




Curtir · Comentar · Compartilhar

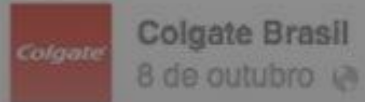
3 compartilhamentos

68 pessoas curtiram isso.

 Escreva um comentário...

 Nelson Alexandre
Curtir · Responder · 8 de outubro às 20:41

On Facebook



Your smiles have the power to guide her to a brighter future.
Our products have the technology to give her a brighter smile.
What a team. :) #ColgateSmile



Colgate Brasil
8 de outubro

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Nelson Alexandre

Curtir · Responder · 8 de outubro às 20:41

On Facebook

**Colgate Brasil**
8 de outubro

Some friends deserve your brightest smiles. Why don't you share your puppy picture with us at comments and let's smile together? #ColgateSmile



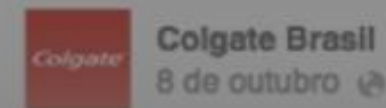
Curtir · Comentar · Compartilhar 3 compartilhamentos

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Nelson Alexandre

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On Facebook

 Colgate Brasil
8 de outubro

In the future your hair might get whiter and your knees weaker, but Colgate will be with you keeping your smile as bright as always. #ColgateSmile



Curtir · Comentar · Compartilhar

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Escreva um comentário...



Nelson Alexandre

Curtir · Responder · 8 de outubro às 20:41

Strengthening Consumer Engagement

- Connecting where they live
- Connecting online
- Connecting emotionally

India: Scholarship Program



खुशी शर्मा, १२

स्कॉलरशिप विजेता २०१२

Khushi, 12



***Colgate ranked #1 Most Trusted Brand
in India***

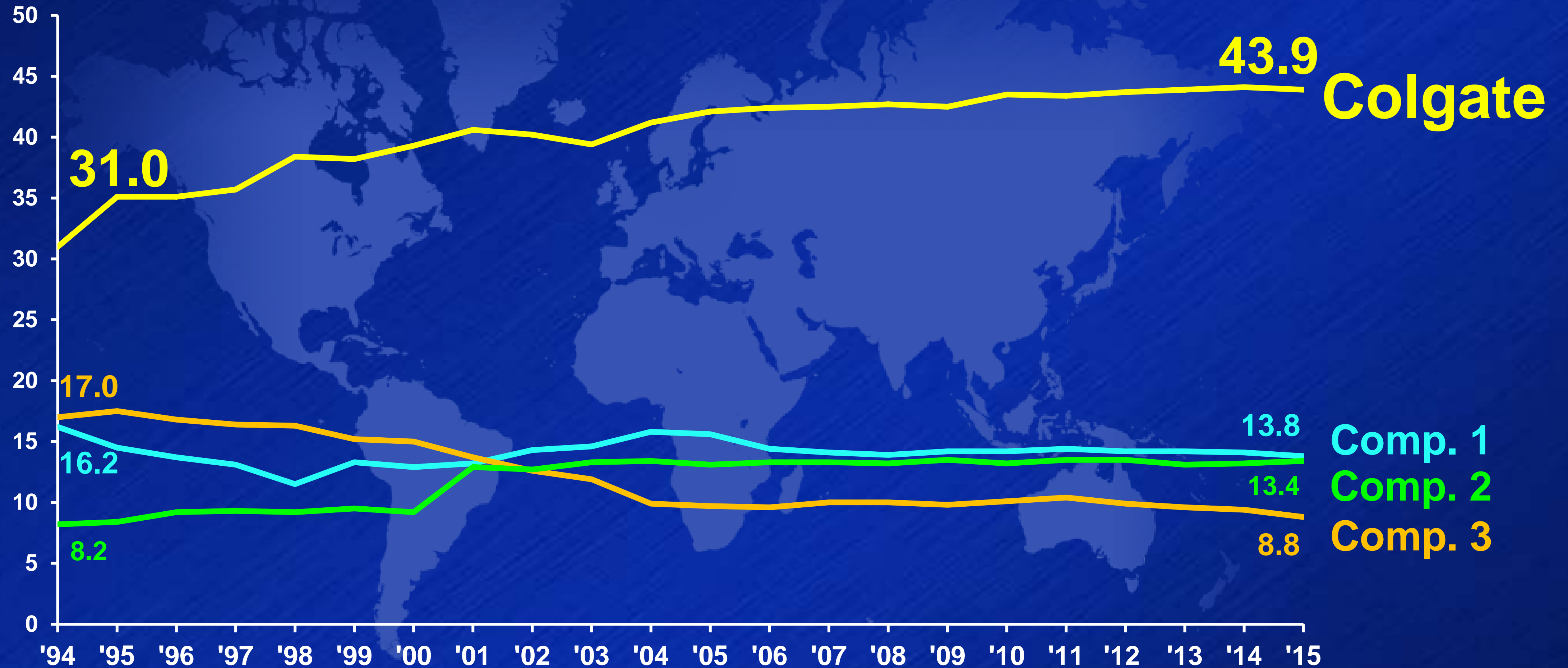
***Reaching consumers
worldwide***

Kantar WorldPanel – 2015

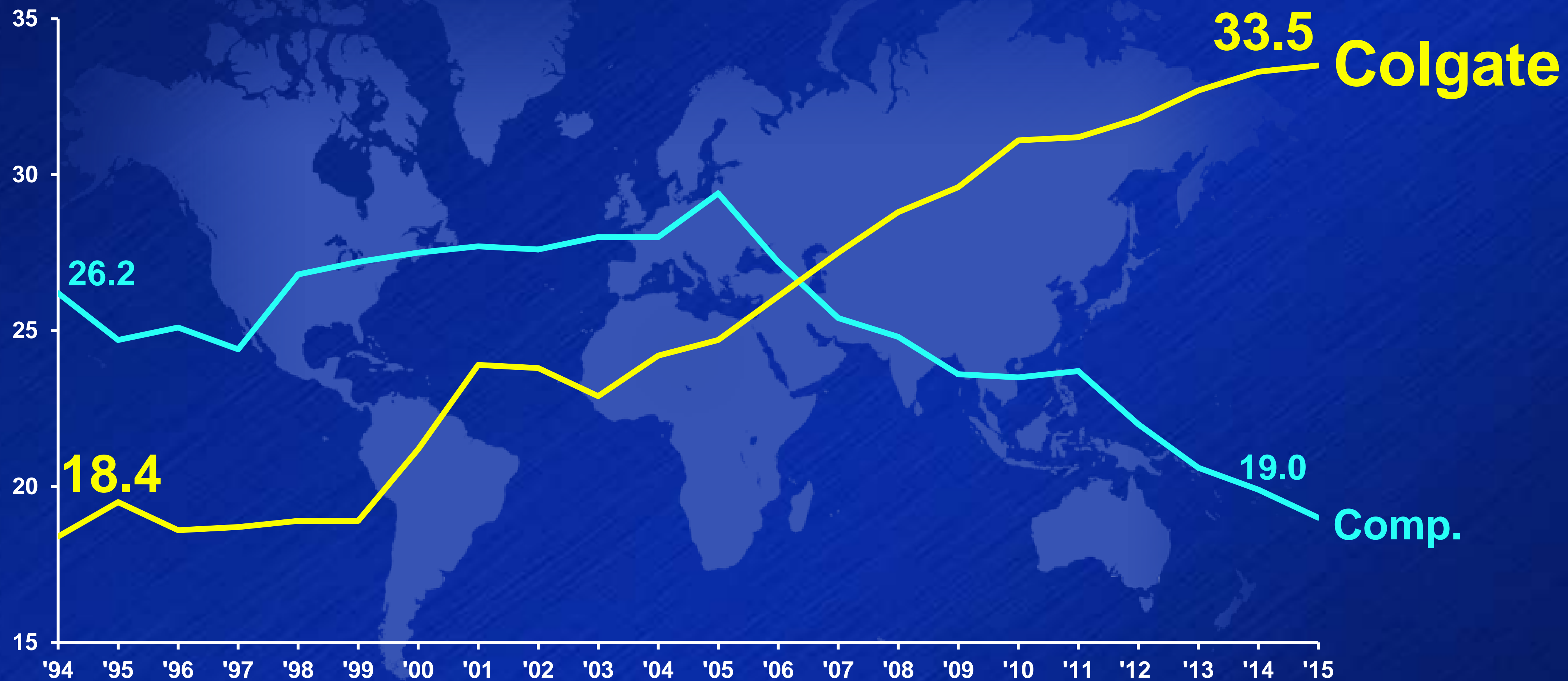


***Brand purchased by nearly two thirds
of households in the world***

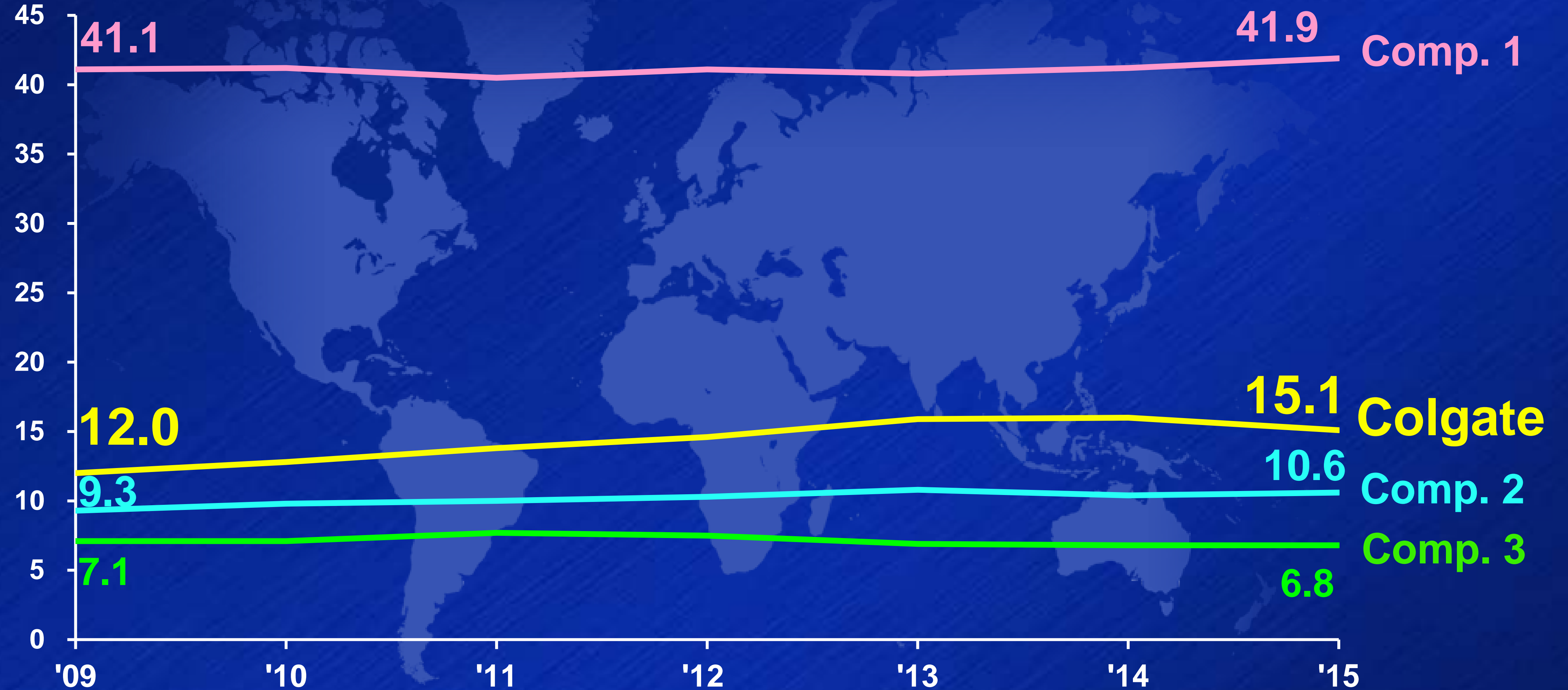
Worldwide Toothpaste Shares



Worldwide Manual Toothbrush Shares



Worldwide Mouthwash Shares



Focusing on Global Growth

- Strengthening consumer engagement
- Innovating across all categories
- Leading in emerging markets
- Implementing powerful commercial strategies
- Generating funds for growth
- Leading to win



Oral Care



Personal Care



Pet Nutrition



Home Care

Colgate Total Daily Repair



*Helps reverse early damage for
better oral health*

Colgate Luminous White Advanced



***Three shades whiter,
after four weeks of
continuous use***

Colgate 360° Advanced Toothbrush



Bacteria-removing action for a whole mouth clean

Colgate Plax – Naturals Line



***24/7 bad breath control
with
100% natural extracts***

Prescription Diet Derm Defense



Clinical nutrition specially formulated to help manage environmental allergens

Science Diet Perfect Weight



***Over 70% of dogs/cats
lost weight within 10 weeks***

Palmolive Naturals



Immerse yourself in a hydrating sensation

Sanex Advanced



Delivering expertise for every skin condition

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Leading in Emerging Markets

- **Locally relevant products**

Colgate Toothpaste with Natural Extracts – China



*With natural sensorial experience to deliver
full range of oral care solutions*

Colgate Active Salt Neem – India



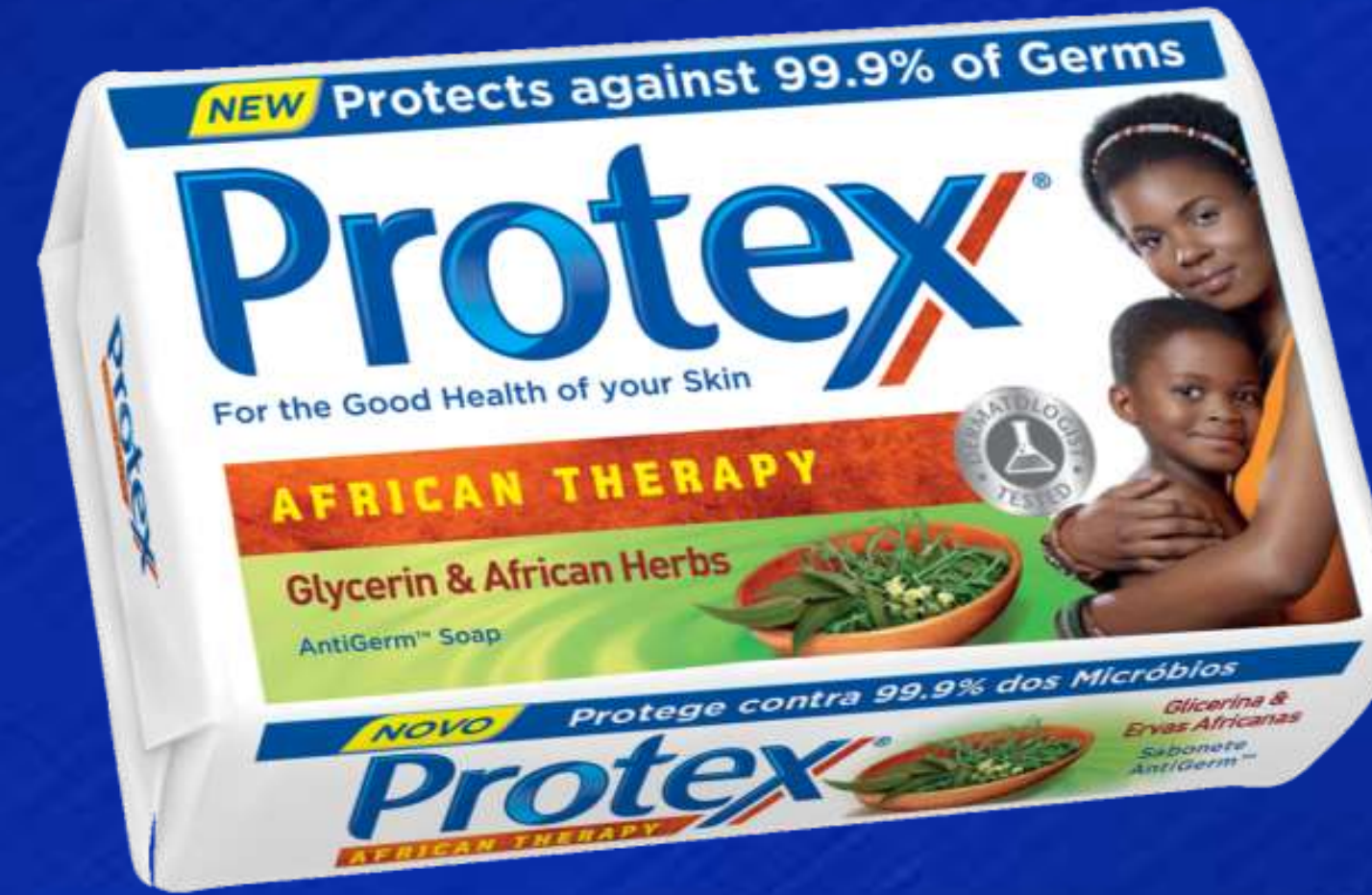
***Unique formulation with neem and salt
helps keep gum problems away***

Colgate 360° & Slim Soft Gold Charcoal Toothbrush – Asia



*Antibacterial bristles inhibit
bacteria growth on your brush*

Protex African Therapy

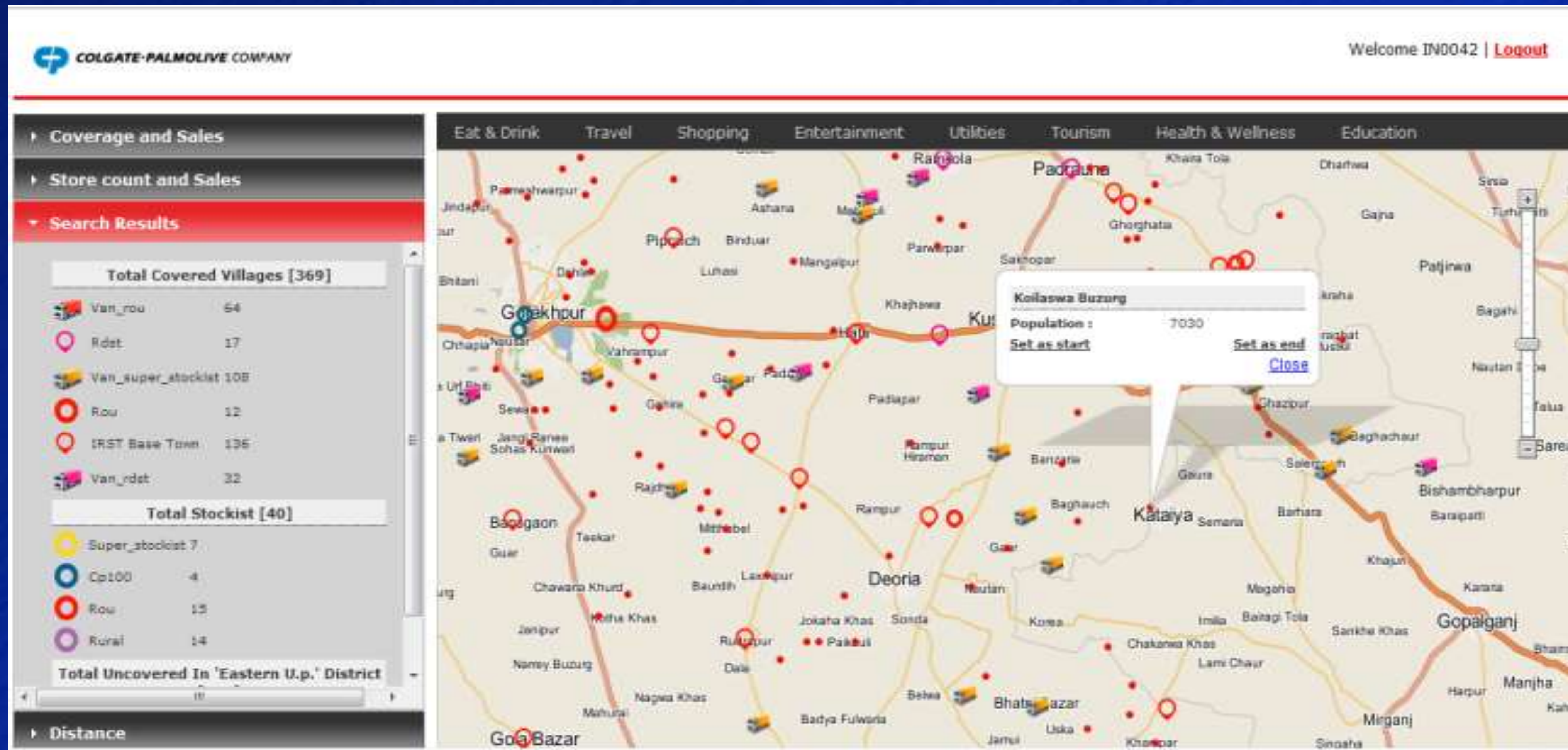


***African skin secrets. Germ protection.
For a healthy-looking skin.***

Leading in Emerging Markets

- Locally relevant products
- Broader distribution

India: Market Mapping



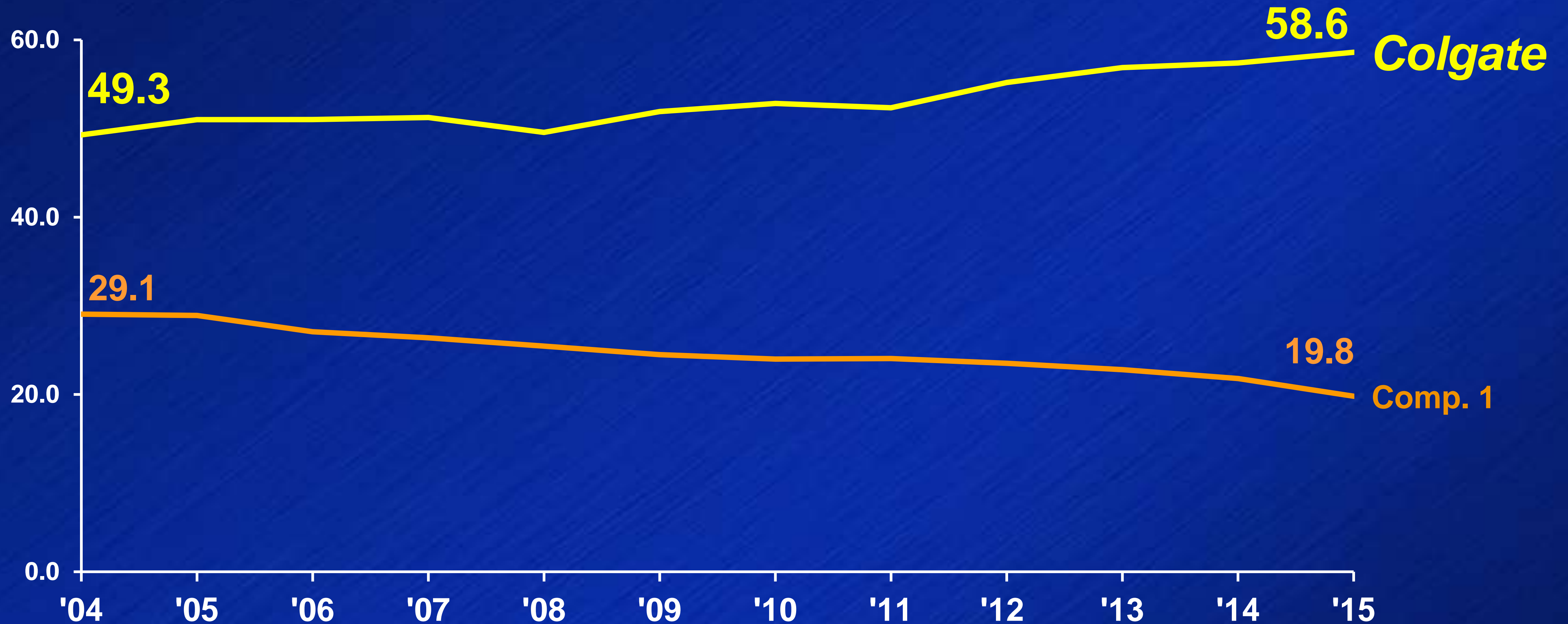
Rural India

Number of Stores Under Direct Coverage (MM)



Toothpaste Market Shares

Rural India



Focusing on Global Growth

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Powerful Commercial Strategies

- **Making our products available, visible and irresistible**

In-Store Excellence



Brazil

In-Store Excellence



Philippines

In-Store Excellence



Denmark

In-Store Excellence



France

Powerful Commercial Strategies

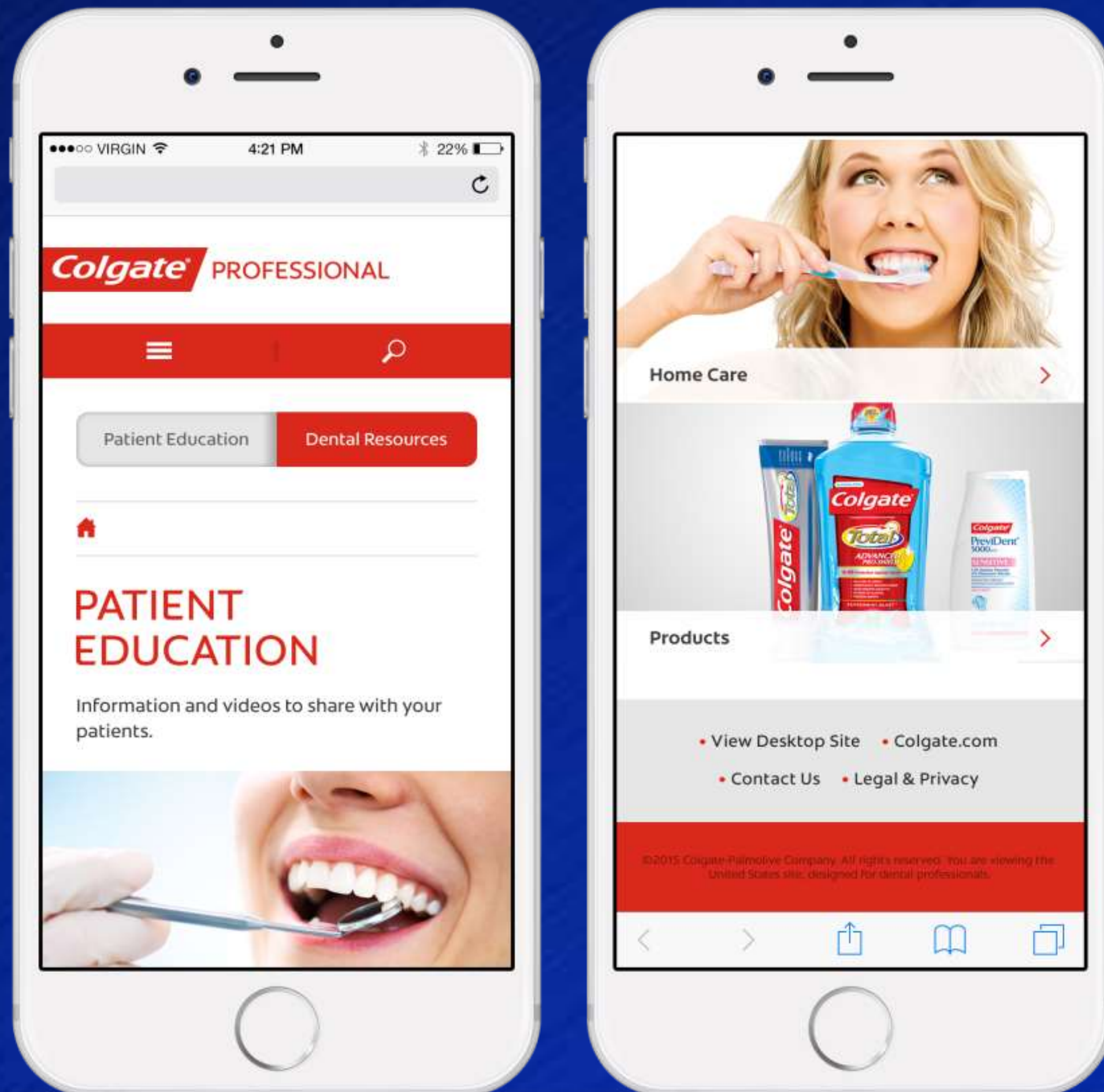
- Making our products available, visible and irresistible
- Engaging the profession

Mobile Site for Dental Professionals

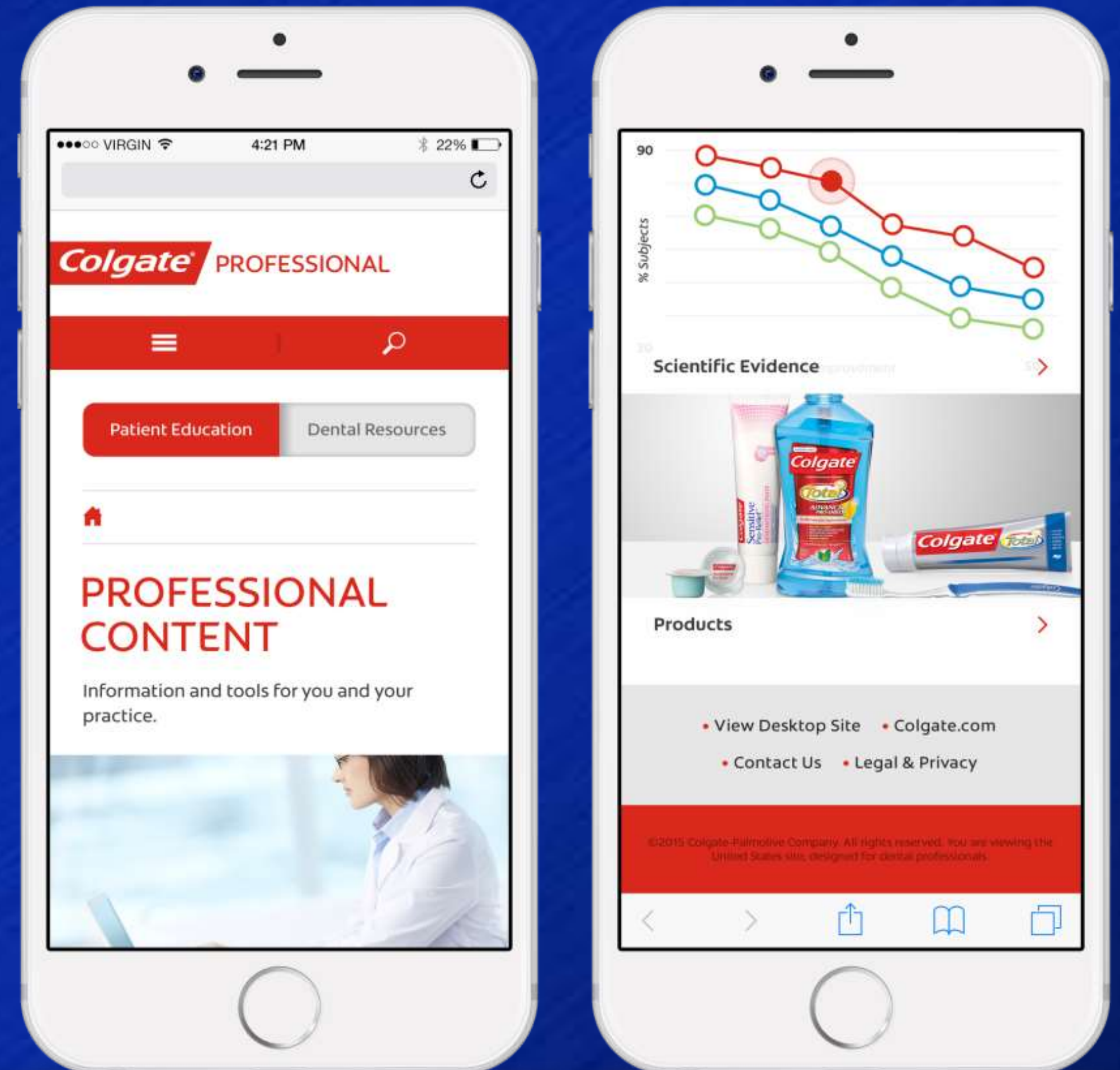


Unique Content

For the patient

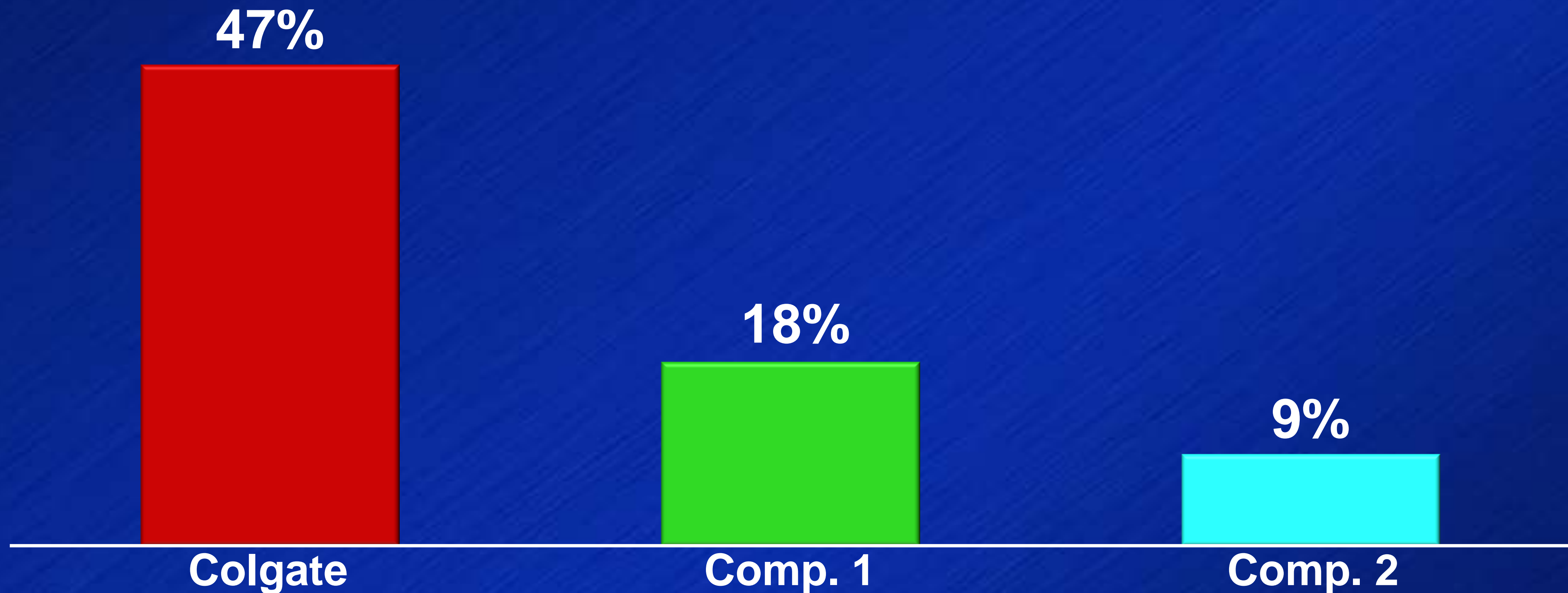


For the dentist



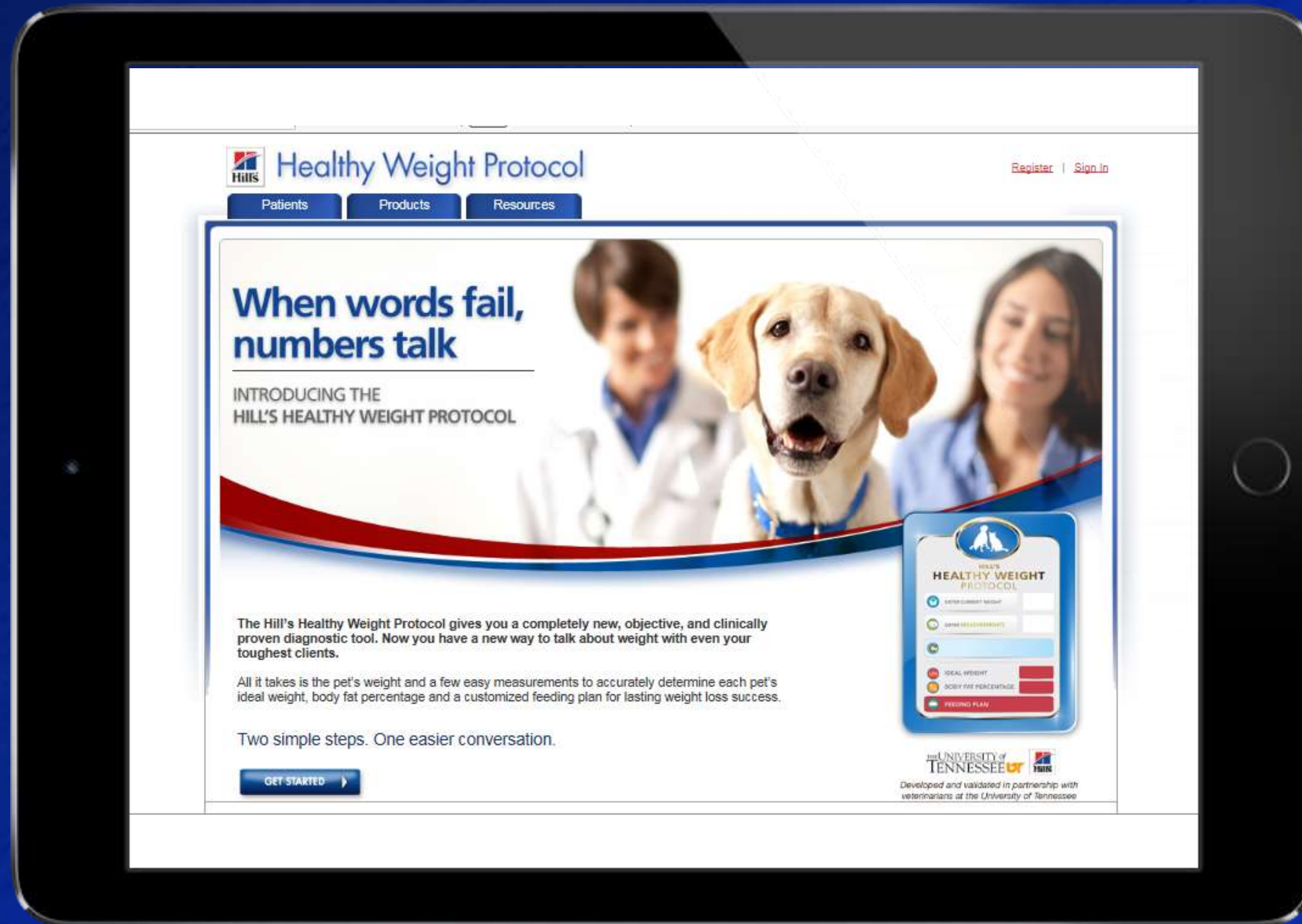
Toothpaste Recommended Most Often by Dentists Worldwide

2015

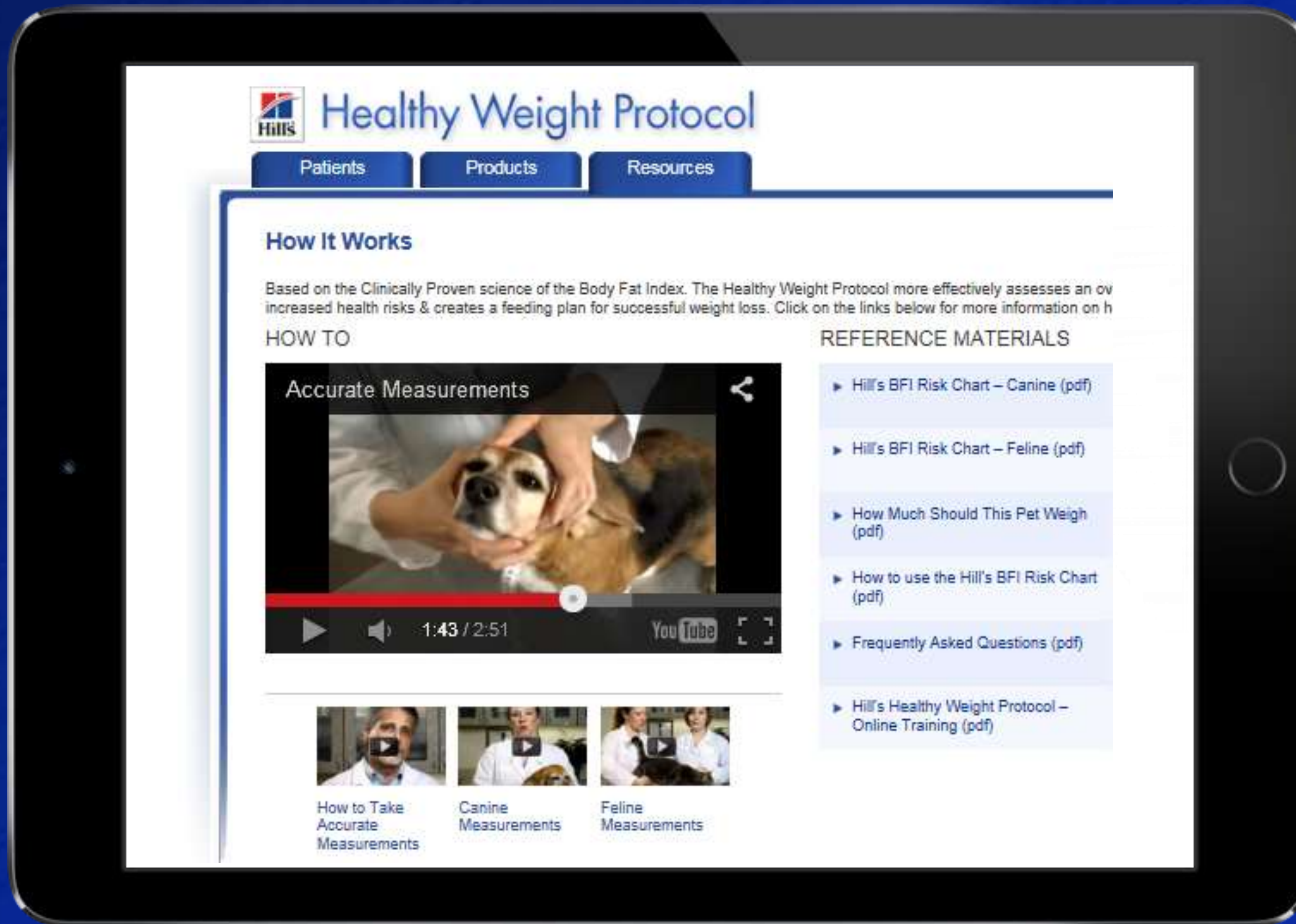


Hill'sVet.com

Hill's Healthy Weight Protocol



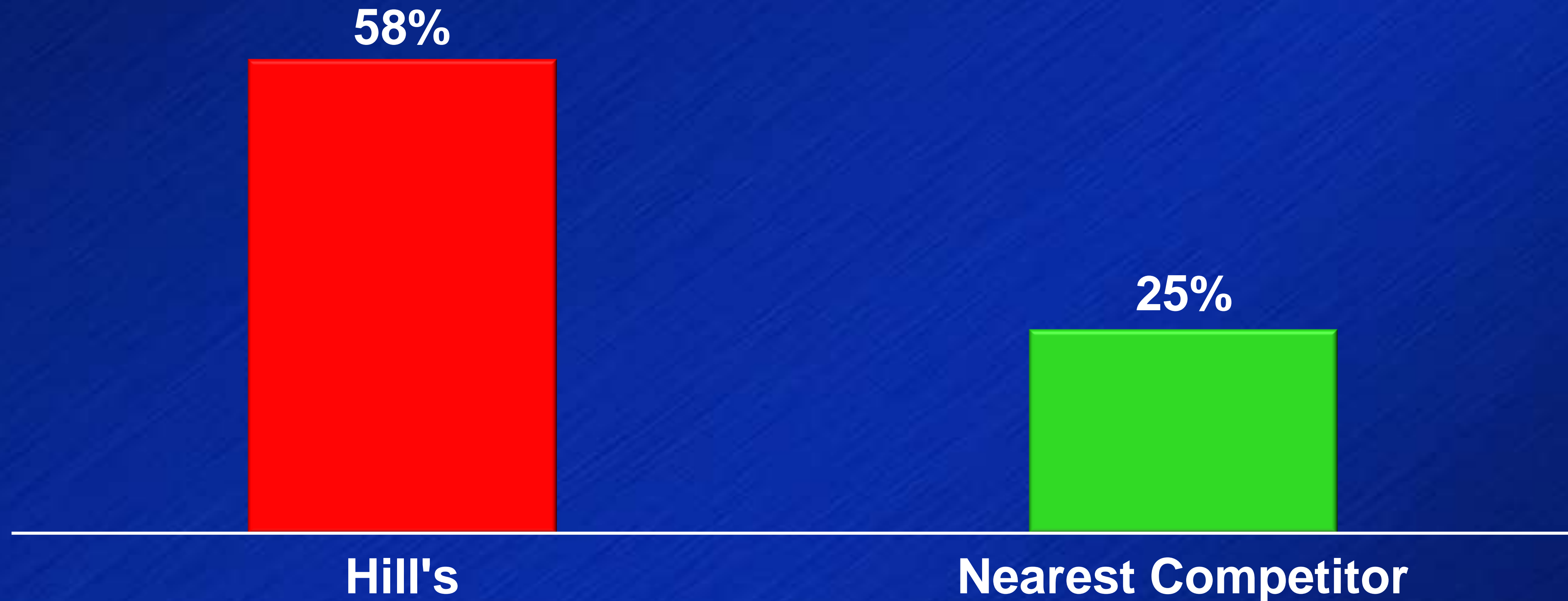
Healthy Weight Protocol



***Informative content
to help the profession
help their patients
and their families***

Pet Food Recommended Most Often by Veterinarians

Sick Pets 2015 – U.S.



Focusing on Global Growth

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Global Growth & Efficiency Program

Program Components

- **Expand commercial hubs**
- **Extend Colgate Business Services and streamline global functions**
- **Optimize Global Supply Chain and Facilities**

Colgate Subsidiaries and Hubs

<u>1990s</u>	
Hubs	2
Stand-alone subsidiaries	80

Colgate Subsidiaries and Hubs

	<u>1990s</u>	<u>2016</u>
Hubs	2	22
Stand-alone subsidiaries	80	7

Colgate Business Services

Global Network of Locations



***Mexico City,
Mexico***



***Warsaw,
Poland***



***Mumbai,
India***

Global Supply Chain Operating Sites

1990s

90



Global Supply Chain Operating Sites

A world map with a dark blue background and green landmasses. The map shows the continents of North America, South America, Europe, Africa, Asia, and Australia. The text is overlaid on the map, with the title at the top and the data points in the center.

1990s

90

2016

48

State-of-the-Art Strategic Sites

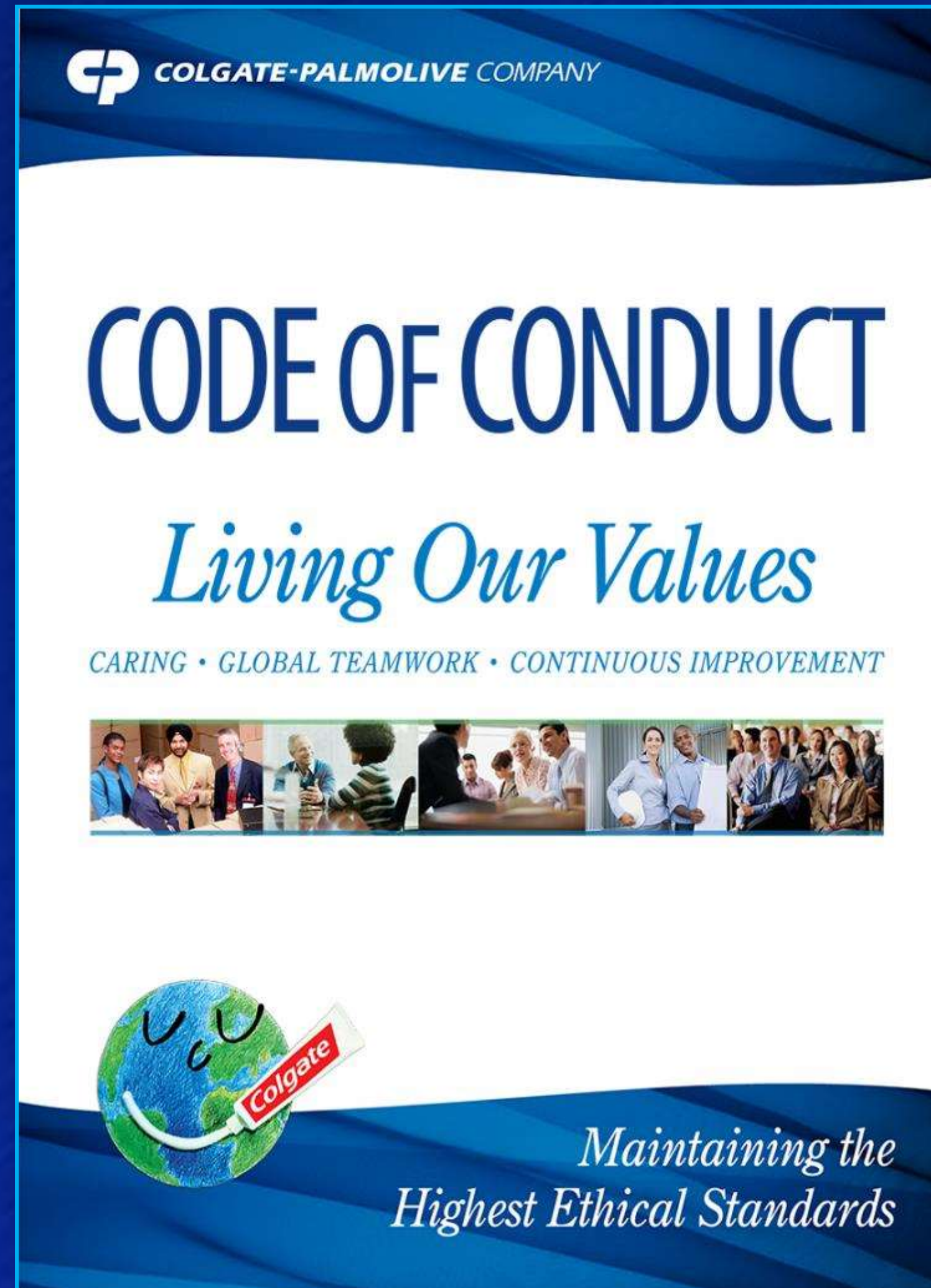
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Guided by Our Values:

- **Caring**
- **Global Teamwork**
- **Continuous Improvement**

Maintaining the Highest Ethical Standards



Colgate's Culture

*Knowing that how we do things
is as important as what we do*

***Fulfilling our commitments
to the communities we serve***



Turn Off the Tap

Promoting Water Conservation

***Consumer communications in
over 60 countries***

Promoting Water Conservation



*World
Water Day*

Promoting Water Conservation



On-pack messaging

***Colgate people are
committed to making a difference***

Every day

THE CHAIRMAN'S

You can make a difference

AWARD PROGRAM



2015 WINNERS

30th Anniversary



You Can Make a Difference Awards

- Recognize outstanding work from around the world
- Awards made in every global operation
- 126 annual awards this year
- Seven winning teams – 27 people

THE CHAIRMAN'S

You can make a difference

AWARD PROGRAM



2015 WINNERS



