Colgate-Palmolive Company

Non-GAAP Reconciliations

For the Three Months Ended June 30, 2017 and 2016

(Dollars in Millions Except Per Share Amounts) (Unaudited)

Gross profit, GAAP \$2,300 \$2,304 2012 Restructuring Program 2 1 Gross profit, non-GAAP \$2,321 \$2,316 Gross Profit Margin \$2017 \$2016 Change Gross Profit Margin, GAAP 60.1% \$0.3% \$0.0 2012 Restructuring Program 60.0% 60.2% \$50 Selling, General and Administrative Expenses 2017 (14) \$1,303 \$1,320 Selling, general and administrative expenses, GAAP \$1,333 \$1,320 \$1,00	Gross Profit	2017	2016	
Gross Profit Margin 2017 2016 Basis Point Change Gross Profit Margin 60.1% 50.9% 20.0% Gross profit margin, GAAP 60.1% 50.9% 20.0 Gross profit margin, non-GAAP 60.0% 60.3% 50.0 Selling, General and Administrative Expenses 2017 2016 2017 Selling, general and administrative expenses, GAAP 1333 1,320 2016 Selling, general and administrative expenses, GAAP 11,316 1,316 21,306 Selling, General and Administrative expenses, GAAP 2017 1016 2016 2017 Selling, General and Administrative expenses as Percentage of Net sales, GAAP 34.8% 34.3% 50 Selling, General and Administrative expenses as a percentage of Net sales, GAAP 34.8% 34.3% 50 Selling, general and administrative expenses as a percentage of Net sales, GAAP 34.8% 34.3% 50 Selling, general and administrative expenses as a percentage of Net sales, GAAP 34.8% 34.3% 50 Other (Income) Expense, Net 20.1% 20.1% 40 Other (Gross profit, GAAP	\$ 2,300	\$ 2,304	
Gross Profit Margin, GAAP 2011* 2016* Change Gross profit margin, GAAP 60.1% 59.9% 20 2012 Restructuring Program 60.6% 0.3.% 50 Gross profit margin, non-GAAP 60.7% 0.6.2% 50 Selling, General and Administrative Expenses 2017 2016* Selling, general and administrative expenses, GAAP 1,333 1,320 Selling, general and administrative expenses, non-GAAP 1,70 (14) Selling, general and administrative expenses as a Percentage of Net Sales, GAAP 2017 2016 Change Selling, General and Administrative expenses as a percentage of Net sales, GAAP 34.8% 34.3% 50 Selling, general and administrative expenses as a percentage of Net sales, GAAP 34.8% 34.3% 50 Selling, general and administrative expenses as a percentage of Net sales, GAAP 34.8% 34.3% 50 Selling, general and administrative expenses as a percentage of Net sales, GAAP 34.8% 34.3% 50 Other (Income) Expense, Net 2017 2016 2016 2016 2016 2016 2016	2012 Restructuring Program	21	12	
Gross Profit Margin, GAAP 2010 Change 2012 Restructuring Program 0.60.1% 50.3% 20 Gross profit margin, non-GAAP 0.60.7% 50.2% 50 Gross profit margin, non-GAAP 0.60.7% 60.2% 50 Selling, General and Administrative Expenses 2017 2016 2016 Selling, general and administrative expenses, GAAP 13.33 1,320 1,320 2012 Restructuring Program 13.136 1,330 1,300 Selling, general and administrative expenses as a percentage of Net sales, GAAP 34.8% 34.3% 50 Selling, general and administrative expenses as a percentage of Net sales, GAAP 34.8% 34.3% 50 Selling, general and administrative expenses as a percentage of Net sales, GAAP 34.8% 34.3% 50 Selling, general and administrative expenses as a percentage of Net sales, non-GAAP 34.8% 34.9% 40 Selling, general and administrative expenses as a percentage of Net sales, non-GAAP 34.8% 34.9% 40 Other (ncome) Expense, Net 2017 2016 34.8% 34.9% 40	Gross profit, non-GAAP	\$ 2,321	\$ 2,316	
Gross profit margin, GAAP 60.1 % 59.9 % 20 2012 Restructuring Program 0.6 % 0.3 %				Basis Point
2012 Restructuring Program 6.6 % 6.0.7 % 6.0.2 % 5.0 most profit margin, non-GAAP 6.0.7 % 6.0.2 % 5.0 most profit margin, non-GAAP 6.0.7 % 6.0.2 %	Gross Profit Margin	2017	2016	Change
Gross profit margin, non-GAAP 60.7 % 60.2 % 50 Selling, General and Administrative Expenses, GAAP \$1,333 \$1,320 \$1,330 \$1,330 \$1,330 \$1,330 \$1,330 \$1,330 \$1,330 \$1,300 <	Gross profit margin, GAAP	60.1 %	59.9 %	20
Selling, General and Administrative Expenses 2017 2016 Selling, general and administrative expenses, GAAP \$ 1,333 \$ 1,320 2012 Restructuring Program (17) (14) Selling, general and administrative expenses, non-GAAP \$ 1,316 \$ 1,306 Selling, General and Administrative Expenses as a Percentage of Net Sales 2017 2016 Change Selling, General and Administrative expenses as a Percentage of Net Sales 34.8 % 34.3 % 50 Selling, general and administrative expenses as a percentage of Net sales, GAAP 34.8 % 34.3 % 50 Selling, general and administrative expenses as a percentage of Net sales, non-GAAP 34.4 % 34.0 % 50 Selling, general and administrative expenses as a percentage of Net sales, non-GAAP 34.4 % 34.0 % 40 Other (Income) expense, net, GAAP \$ 114 \$ 40 40 Other (income) expense, net, GAAP \$ 114 \$ 40 50 Other (income) expense, net, non-GAAP \$ 8.53 \$ 9.4 th (10)% Operating Profit \$ 2017 \$ 2016 \$ 2016 \$ 2016 \$ 2016 \$ 2016 \$	2012 Restructuring Program	0.6 %	0.3 %	
Selling, general and administrative expenses, GAAP \$ 1,333 \$ 1,320 \$ 1,200 \$ 1,2	Gross profit margin, non-GAAP	60.7 %	60.2 %	50
1012 Restructuring Program 1 (17)	Selling, General and Administrative Expenses	2017	2016	
Selling, general and administrative expenses, non-GAAP S 1,316 \$ 1,306 Basis Point Change Selling, General and Administrative Expenses as a Percentage of Net Sales, GAAP 2017 2016 Change Selling, general and administrative expenses as a percentage of Net sales, GAAP 34.8 % 34.3 % 50 2012 Restructuring Program (0.4)% (0.3)% 40 Other (Income) Expense, Net 2017 2016 40 Other (income) expense, net, GAAP \$ 114 \$ 40 40 2012 Restructuring Program (104) (33) 50 Other (income) expense, net, non-GAAP \$ 114 \$ 40 40 Operating Profit \$ 2017 \$ 2016 \$ Change Operating Profit, GAAP \$ 853 \$ 94 (10)% 2012 Restructuring Program \$ 2017 \$ 2016 \$ Change Operating Profit, non-GAAP \$ 995 \$ 1,003 (1)% Operating Profit Margin 2017 2016 Change Operating Profit margin, GAAP 22.3 % 24.6 % C30) 2012 Restructuring Program <td>Selling, general and administrative expenses, GAAP</td> <td>\$ 1,333</td> <td>\$ 1,320</td> <td></td>	Selling, general and administrative expenses, GAAP	\$ 1,333	\$ 1,320	
Selling, General and Administrative Expenses as a Percentage of Net Sales 2017 2016 Change Selling, general and administrative expenses as a percentage of Net sales, GAAP 34.8% 34.3% 50 2012 Restructuring Program (0.4% (0.3)% 40 Selling, general and administrative expenses as a percentage of Net sales, non-GAAP 2017 2016 40 Other (Income) Expense, Net 2017 2016 20 40 Other (income) expense, net, GAAP \$ 114 \$ 40 <td>2012 Restructuring Program</td> <td>(17)</td> <td>(14)</td> <td></td>	2012 Restructuring Program	(17)	(14)	
Selling, General and Administrative Expenses as a Percentage of Net Sales, GAAP 2017 2016 Change Selling, general and administrative expenses as a percentage of Net sales, GAAP 34.8 % 34.3 % 50 2012 Restructuring Program (0.4)% (0.3)% 40 Selling, general and administrative expenses as a percentage of Net sales, non-GAAP 34.4 % 34.0 % 40 Other (Income) Expense, Net 2017 2016 20	Selling, general and administrative expenses, non-GAAP	\$ 1,316	\$ 1,306	
Selling, general and administrative expenses as a percentage of Net sales, GAAP 34.8 % 34.3 % 50 2012 Restructuring Program (0.4)% (0.3)% 40 Selling, general and administrative expenses as a percentage of Net sales, non-GAAP 34.4 % 34.0 % 40 Other (Income) Expense, Net 2017 2016 2016 2012 2				
2012 Restructuring Program (0.4)% (0.3)% Selling, general and administrative expenses as a percentage of Net sales, non-GAAP 34.4 % 34.0 % 40 Other (Income) Expense, Net 2017 2016 2017 2016 2017 2016 2012 2013 2014 2014 2012 <td>•</td> <td></td> <td></td> <td></td>	•			
Selling, general and administrative expenses as a percentage of Net sales, non-GAAP 34.4 % 34.0 % 40 Other (Income) Expense, Net 2017 2016 2017 2016 2017 2018 2017 2018 2017 2018 <td></td> <td></td> <td></td> <td>50</td>				50
Other (Income) Expense, Net 2017 2016 Other (income) expense, net, GAAP \$ 114 \$ 40 2012 Restructuring Program (104) (33) Other (income) expense, net, non-GAAP \$ 10 \$ 7 Operating Profit \$ 853 \$ 944 (10)% 2012 Restructuring Program 142 59 Operating profit, non-GAAP \$ 995 \$ 1,003 (1)% Operating Profit Margin 2017 2016 Change Operating profit margin, GAAP 22.3 % 24.6 % (230) 2012 Restructuring Program 3.7 % 1.5 % (230)				
Other (income) expense, net, GAAP \$ 114 \$ 40 2012 Restructuring Program (104) (33) Other (income) expense, net, non-GAAP \$ 10 \$ 7 Operating Profit 2017 2016 % Change Operating profit, GAAP \$ 853 \$ 944 (10)% 2012 Restructuring Program 142 59 1003 (1)% Operating profit, non-GAAP \$ 995 \$ 1,003 (1)% Operating Profit Margin 2017 2016 Change Operating profit margin, GAAP 22.3 % 24.6 % (230) 2012 Restructuring Program 3.7 % 1.5 %	Selling, general and administrative expenses as a percentage of Net sales, non-GAAP	<u>34.4 %</u> =	34.0 %	40
2012 Restructuring Program (104) (33) Other (income) expense, net, non-GAAP \$ 10 \$ 7 Operating Profit 2017 2016 % Change Operating profit, GAAP \$ 853 \$ 944 (10)% 2012 Restructuring Program 142 59 (1)% Operating profit, non-GAAP \$ 995 \$ 1,003 (1)% Operating Profit Margin 2017 2016 Change Operating profit margin, GAAP 22.3 % 24.6 % (230) 2012 Restructuring Program 3.7 % 1.5 %	Other (Income) Expense, Net	2017	2016	
Other (income) expense, net, non-GAAP \$ 10 \$ 7 Operating Profit 2017 2016 % Change Operating profit, GAAP \$ 853 \$ 944 (10)% 2012 Restructuring Program 142 59	Other (income) expense, net, GAAP	\$ 114	\$ 40	
Operating Profit 2017 2016 % Change Operating profit, GAAP \$ 853 \$ 944 (10)% 2012 Restructuring Program 142 59 59 Operating profit, non-GAAP \$ 995 \$ 1,003 (1)% Operating Profit Margin 2017 2016 Change Operating profit margin, GAAP 22.3 % 24.6 % (230) 2012 Restructuring Program 3.7 % 1.5 % (230)	2012 Restructuring Program	(104)	(33)	
Operating profit, GAAP \$ 853 \$ 944 (10)% 2012 Restructuring Program 142 59 Operating profit, non-GAAP \$ 995 \$ 1,003 (1)% Operating Profit Margin 2017 2016 Change Operating profit margin, GAAP 22.3 % 24.6 % (230) 2012 Restructuring Program 3.7 % 1.5 %	Other (income) expense, net, non-GAAP	\$ 10	\$ 7	
2012 Restructuring Program 142 59 Operating profit, non-GAAP \$ 995 \$ 1,003 (1)% Operating Profit Margin 2017 2016 Change Operating profit margin, GAAP 22.3 % 24.6 % (230) 2012 Restructuring Program 3.7 % 1.5 %	Operating Profit	2017	2016	% Change
Operating profit, non-GAAP \$ 995 \$ 1,003 (1)% Operating Profit Margin 2017 2016 Change Operating profit margin, GAAP 22.3 % 24.6 % (230) 2012 Restructuring Program 3.7 % 1.5 % (230)	Operating profit, GAAP	\$ 853	\$ 944	(10)%
Operating Profit Margin 2017 2016 Change Operating profit margin, GAAP 22.3 % 24.6 % (230) 2012 Restructuring Program 3.7 % 1.5 %	2012 Restructuring Program	142	59	
Operating Profit Margin 2017 2016 Change Operating profit margin, GAAP 22.3 % 24.6 % (230) 2012 Restructuring Program 3.7 % 1.5 %	Operating profit, non-GAAP	\$ 995	\$ 1,003	(1)%
Operating profit margin, GAAP 22.3 % 24.6 % (230) 2012 Restructuring Program 3.7 % 1.5 %				
2012 Restructuring Program 3.7 % 1.5 %				
				(230)
Operating profit margin, non-GAAP 26.0 % (10)				
	Operating profit margin, non-GAAP	<u>26.0 %</u>	26.1 %	(10)

Colgate-Palmolive Company

Non-GAAP Reconciliations

For the Three Months Ended June 30, 2017 and 2016

(Dollars in Millions Except Per Share Amounts) (Unaudited)

	 Income Before Income Taxes	ovision For ome Taxes ⁽¹⁾	Net Income Including Noncontrolling Interests		Net Income Attributable To Colgate- Palmolive Company		Effective Income Tax Rate ⁽²⁾	Diluted Earnings Per Share ⁽³⁾		
As Reported GAAP	\$ 829	\$ 269	\$	560	\$	524	32.4 %	\$	0.59	
2012 Restructuring Program	142	27		115		115	(1.9)%		0.13	
Non-GAAP	\$ 971	\$ 296	\$	675	\$	639	30.5 %	\$	0.72	

2016

	Income Before Income Taxes		Provision For Income Taxes ⁽¹⁾		Net Income Including Noncontrolling Interests		Less: Income Attributable to Noncontrolling Interests		Net Income Attributable To Colgate- Palmolive Company		Effective Income Tax Rate ⁽²⁾	Diluted Earnings Per Share ⁽³⁾	
As Reported GAAP	\$	919	\$	281	\$	638	\$	38	\$	600	30.6 %	\$	0.67
2012 Restructuring Program		59		14		45		1		44	(0.4)%		0.05
Benefit from a previously disclosed foreign tax matter, net				13		(13)				(13)	1.3 %		(0.01)
Non-GAAP	\$	978	\$	308	\$	670	\$	39	\$	631	31.5 %	\$	0.70

Notes:

- (1) The income tax effect on non-GAAP items is calculated based upon the tax laws and statutory income tax rates applicable in the tax jurisdiction(s) of the underlying non-GAAP adjustment.
- (2) The impact of non-GAAP items on the Company's effective tax rate represents the difference in the effective tax rate calculated with and without the non-GAAP adjustment on Income before income taxes and Provision for income taxes.
- (3) The impact of non-GAAP adjustments on Diluted earnings per share may not necessarily equal the difference between GAAP and non-GAAP as a result of rounding.