

dbAcess Global Consumer Conference

June 13, 2019

June 2019

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, such as gross profit margin and operating profit, exclude items that, either by their nature or amount, management would not expect to occur as part of the Company's normal business on a regular basis, such as restructuring charges, charges for certain litigation and tax matters, gains and losses from certain divestitures and certain unusual, non-recurring items. We may also refer to organic sales growth, which is Net sales growth excluding, as applicable, the impact of foreign exchange, acquisitions and divestments, or to free cash flow before dividends, which we define as Net cash provided by operations less Capital expenditures. A complete, quantitative reconciliation between our reported results and these non-GAAP financial measures is available in the "Investor Center" section of our website at <https://www.colgatepalmolive.com>.

Our presentation and the related webcast are integrally related and are intended to be presented and understood together. In addition, they may contain forward-looking statements (as that term is defined in the U.S. Private Securities Litigation Reform Act of 1995 or by the Securities and Exchange Commission (the SEC) in its rules, regulations and releases) that set forth anticipated results based on management's current plans and assumptions. 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 whether as a result of new information, future events or otherwise, except as required by law or by the rules and regulations of the SEC. Moreover, we do not, nor does any other person, assume responsibility for the accuracy and completeness of those statements. We caution investors that forward-looking statements are not guarantees of future performance and actual events or results may differ materially from those statements. For information about factors that could impact the Company's business and cause actual results to differ materially from forward-looking statements, refer to the Company's filings with the SEC (including, but not limited to, the information set forth under the captions "Risk Factors" and "Cautionary Statement on Forward-Looking Statement" in the Company's Annual Report on Form 10-K for the year ended December 31, 2018 and subsequent Quarterly Reports on Form 10-Q). Copies of these filings are available in the "Investor Center" section of our website at <https://www.colgatepalmolive.com> or may be obtained by request from the Company's Investor Relations Department.

Today

Our Focused Strategy

Oral Care



Pet Nutrition



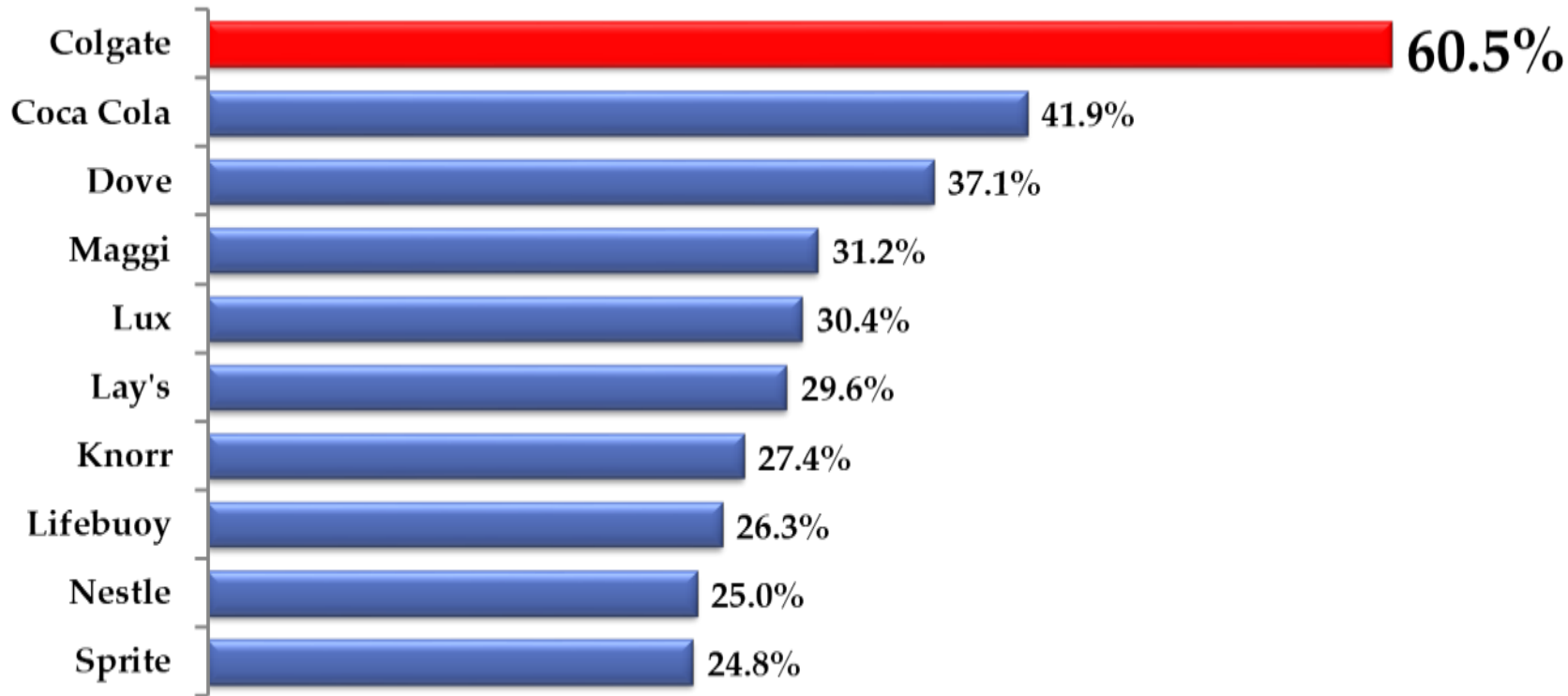
Personal Care



Home Care



Colgate Continues To Be The Most Penetrated Brand



The Market Environment

Colgate building momentum

Organic Sales Growth

	<u>2018 1st Qtr</u>	<u>2018 2nd Qtr</u>	<u>2018 3rd Qtr</u>	<u>2018 4th Qtr</u>	<u>2019 1st Qtr</u>
Organic Sales Growth	+1.5%	+0.5%	-0.5%	+2.0%	+3.0%

Our Priorities

- Driving Organic Sales Growth
- Maximizing Productivity across the P&L
- Effective Deployment of Cash Flow
- Leading to Win

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Key Focus Areas

- Accelerating growth through core innovation and improved brand building
- Innovating to grow in current product segments and adjacencies
- Expansion in new channels and markets
- Maximizing growth in eCommerce
- Investing to drive penetration in growing populations
- Embedding Revenue Growth Management

Transforming The Way We Work

Key Focus Areas

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Transforming The Way We Work

Accelerated, Purposeful Innovation

FROM

Linear slow validation

Consumer-centric

Inside-out

Line extensions

TO

Fast iterative learning

People-centric

Outside-in

Cross-category platforms

Faster To Market



>18
months



Goal <12
months

More Distinctive Innovations

- Quicker on trends
- Targeting different consumer segments
- Leveraging superior technology to drive pricing

***Putting our purpose
at the center of
our brand experiences***



EVERYONE
DESERVES A
FUTURE
THEY CAN
SMILE
ABOUT

Colgate[®]
☺



Purpose at the Center of Our Brand Experiences



Driving the Core: Colgate Total Relaunch

Prevention, multi-benefit, uses ingredients found in nature



Superior Technology

Driving the Core: Colgate Max White Relaunch



Good



Better



New Price
Point

Best

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Transforming The Way We Work

Naturals Trend: Local Insights



Naturals Trend: Personal Care



Conscious Trend: Oral Care



0% Colorants, 0% Artificial Flavors, 0% SLS

Conscious Trend: Personal Care



Conscious Trend: Home Care



New Palmolive ECO-RESPECT

“Shelfie” – Personal & Home Care



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Transforming The Way We Work

elmex – China and Brazil



meridol – Turkey



Tom's of Maine – China



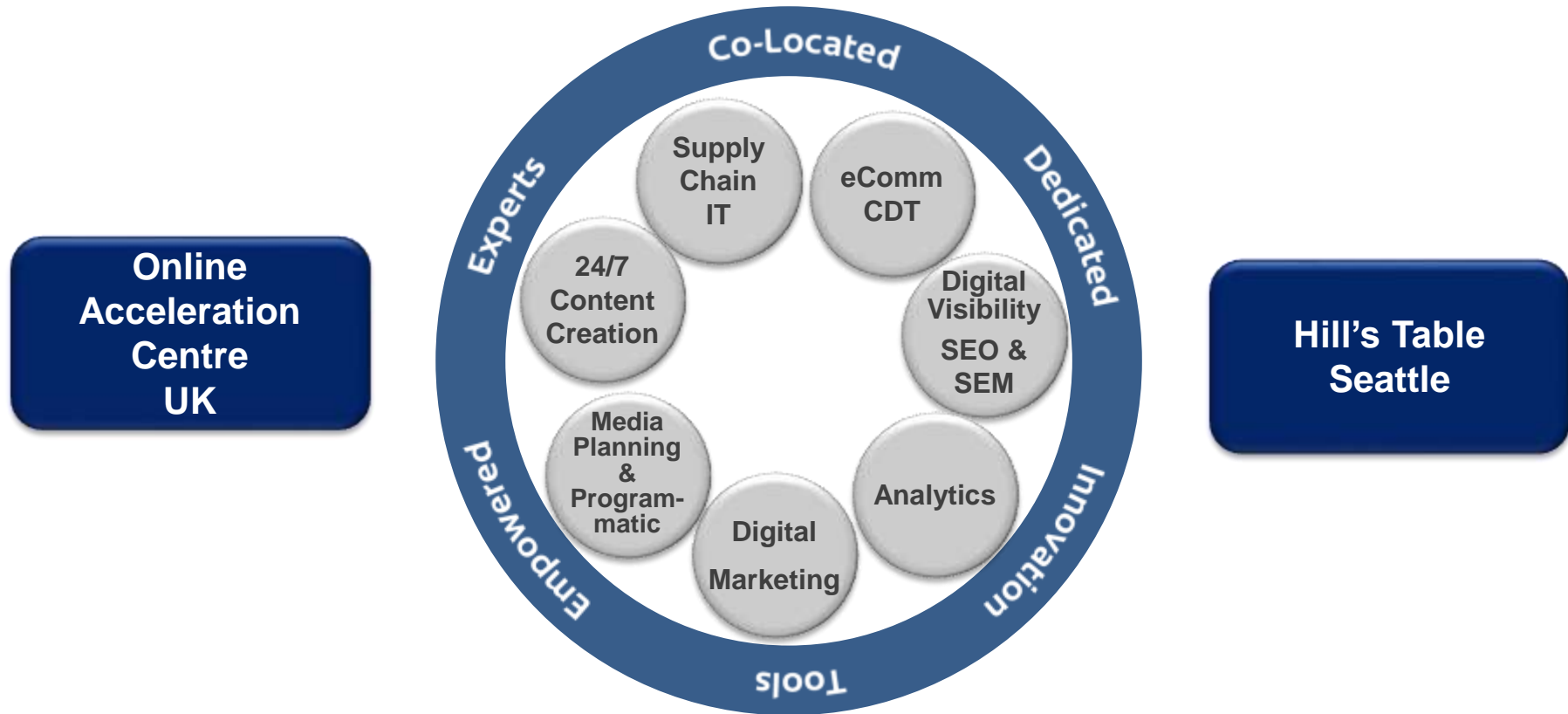
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Transforming The Way We Work

***From separate digital
& ecommerce organizations to
single, full service online organization***

New Organizations To Accelerate Online



Direct-to-Consumer



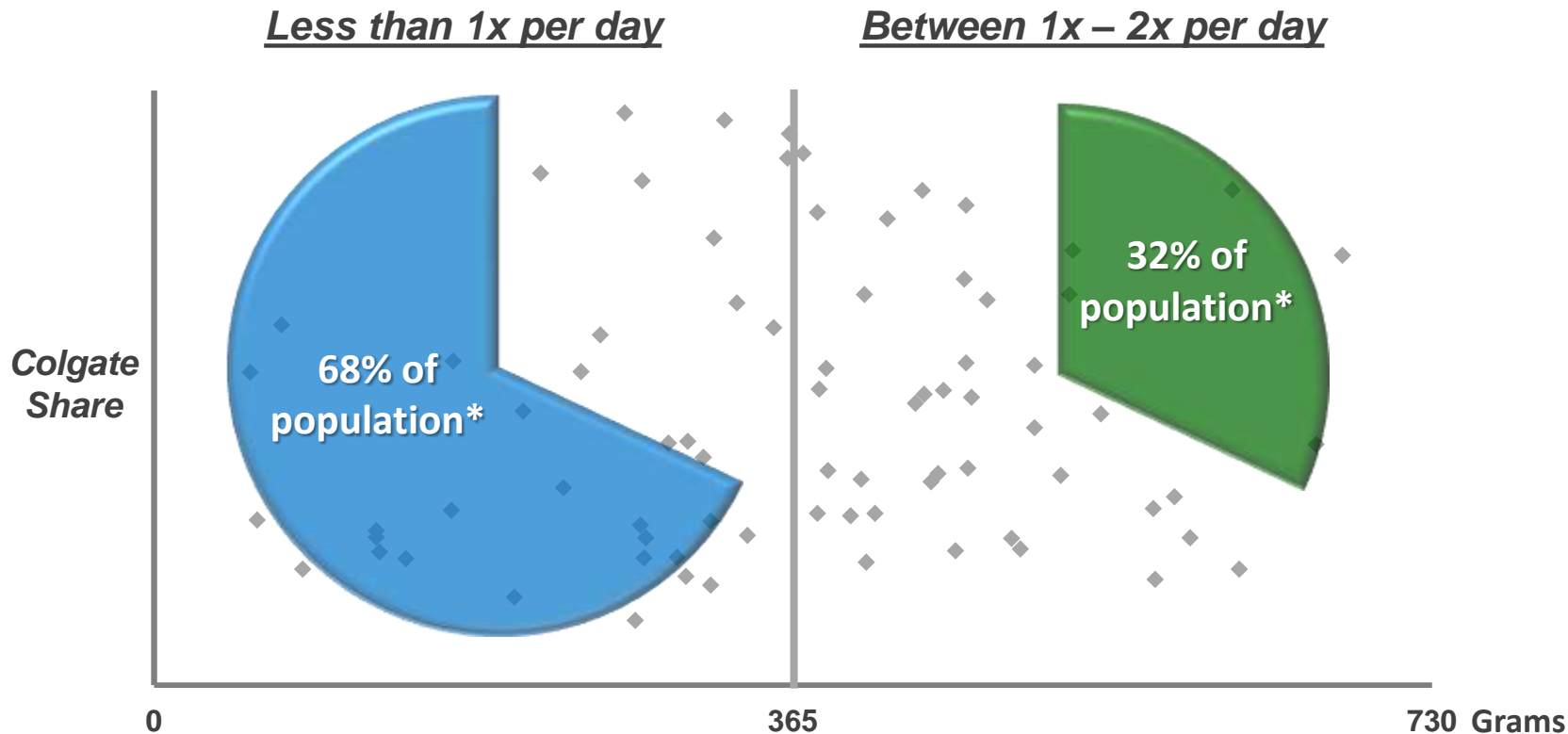
- First major DTC launch with high end teeth whitening device (US Q1)
- Manual Connected Toothbrush subscription test market in France

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Transforming The Way We Work

Toothpaste Growth Opportunity



*Markets where we do business

Bright Smiles, Bright Futures

- Worldwide Community Health Initiative
- Provides children world-wide with free dental screenings and oral health education



Innovative Consumption-Building Activities



India: toothpaste sampling @ Kumbh:
largest congregation in the world (~150MM people)

Innovative Consumption-Building Activities

Talking Walls



Kenya



Mozambique

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- **Embedding Revenue Growth Management**

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Transforming The Way We Work

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Colgate Values

- Caring
- Continuous Improvement
- Global Teamwork

Colgate's Sustainability Commitments

2015 – 2020

People



Helping
Colgate
People and
Their Families
Live Better



Contributing
to the
Communities
Where We Live
and Work



Performance



Delighting
Consumers and
Sustaining Our
World with Our
Brands



Planet



Making
Every Drop
of Water
Count



Reducing
Our Impact
on Climate
and the
Environment



Packaging Responsibility



ELLEN MACARTHUR
FOUNDATION



NEW
PLASTICS
ECONOMY

**100% reusable, recyclable
or compostable plastic
packaging by 2025**

FOLLOW THEIR LEAD



COLGATE-PALMOLIVE COMPANY



Nestlé

Walmart 



Unilever



PEPSICO

Representative participating companies

Packaging Responsibility

- Joined Terracycle's LOOP initiative for reusable, refillable packaging
- Pilot programs planned for U.S and France

Our 2025 Commitments

- 100% recyclable (reusable, compostable)
in all categories
- 25% recycled content for plastics
(average all plastics)
- Eliminate problematic and unnecessary plastics

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