

Barclays
Global Consumer Staples Conference
September 5, 2018

September 2018

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 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, 2017 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



The Market Environment

2018

*Some improvement,
but still challenging*

2018 – *Environment*

- Developed markets improving
- Less inflation in emerging markets
- Raw materials and logistics costs higher
- Pockets of elevated competitive promotion
- Dollar has strengthened recently

Our Priorities

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

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Driving Organic Sales Growth

- Growing market share through superior marketing and brand engagement
- Innovating across the business
- Maximizing growth in eCommerce
- Working with our retail partners for profitable growth
- Investing to drive penetration in growing populations

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***Build Purpose-Driven
Brands that Enrich the
Lives of People, and
Drive Growth for Colgate***



The Purpose of Purpose

Give people not just something to buy,
but something to buy into



EVERYONE
DESERVES A
FUTURE
THEY CAN
SMILE
ABOUT

Colgate[®]
☺



Bright Smiles, Bright Futures

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



Bright Smiles, Bright Futures

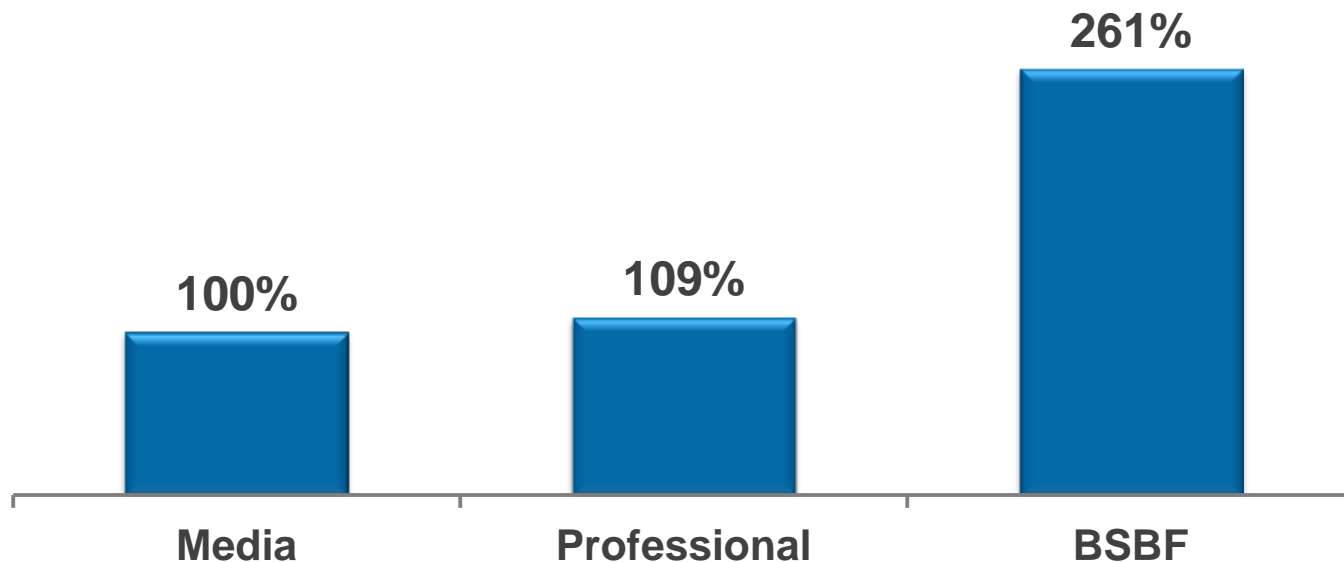


Reach

- One billion kids to date
- Goal: 1.3 billion kids by 2020

BSBF Investment Drives Growth

Relative ROI



Driving Organic Sales Growth

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Innovating Across the Business

- Enter new segments

Premium Naturals: Oral Care



2018 year end: Over 70 markets

Premium Naturals: Personal Care



Exotic natural ingredients. The secret for a naturally moisturized skin.

Premium Naturals: Personal Care



Biology-Based Pet Nutrition



Nutrition in harmony with your dog's biology

Innovating Across the Business

- Enter new segments
- Expand existing segments with added benefits

Expand Existing Segments: Home Care



*Highly incremental,
adding more than one share point
to overall share*

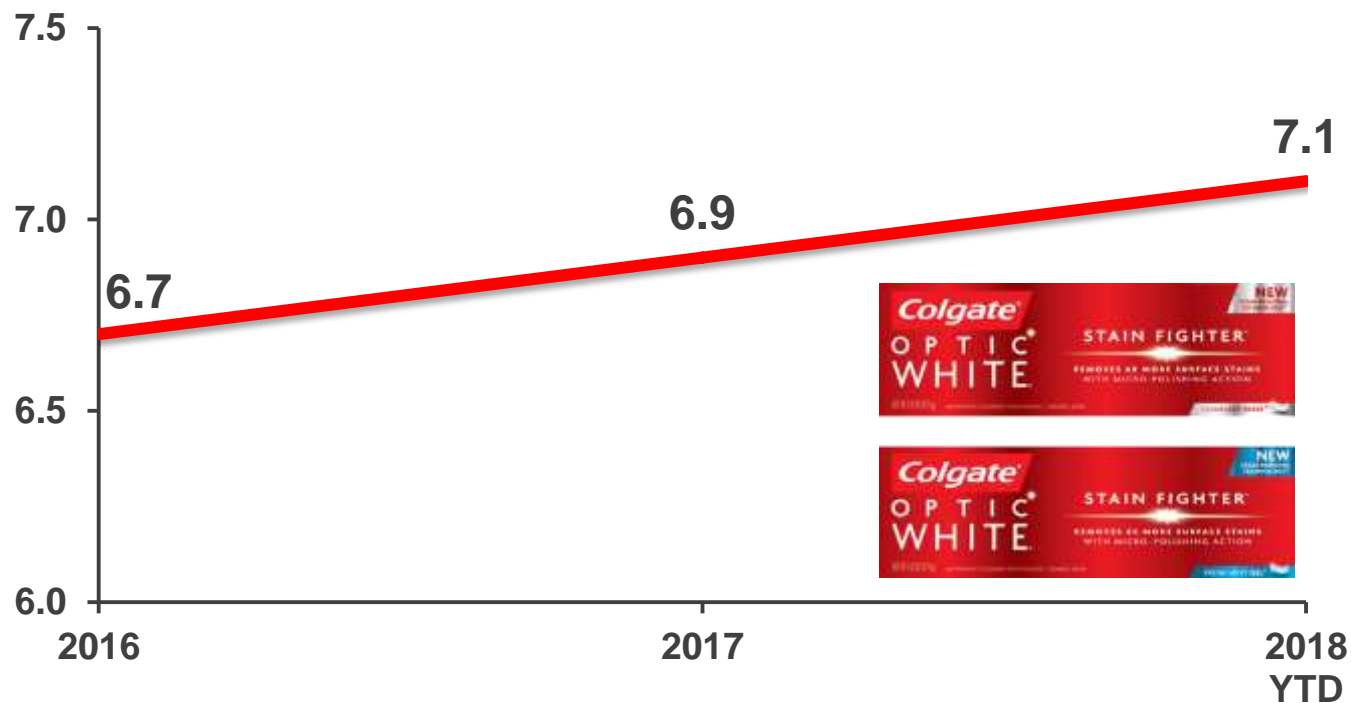
Innovating Across the Business

- Enter new segments
- Expand existing segments with added benefits
- Launch meaningful line extensions

Whitening Innovation



U.S.: Optic White



Innovating Across the Business

- Enter new segments
- Expand existing segments with added benefits
- Launch meaningful line extensions
- Advance our core toothpaste portfolio

Advancing the Toothpaste Core

Almost 50% of toothpaste revenues come from two core segments:

- Colgate Anti-Cavity
- Colgate Multi-benefit

Advancing the Toothpaste Core

Introducing
New Colgate Total

New Colgate Total

Superior technology

***Breakthrough technology:
new generation in multi-benefit***

On shelf starting Q1 2019

New Colgate Total

Treats all of the same indications as the current Colgate Total:

✓ **ANTIBACTERIAL**

✓ **PLAQUE**

✓ **GINGIVITIS**

✓ **CAVITIES**

✓ **WHITENING**

✓ **TARTAR**

✓ **ENAMEL**

✓ **BREATH**

New Colgate Total

...with additional new and improved benefits:

✓ **ANTI-SENSITIVITY
ACROSS
ALL VARIANTS**



✓ **INSTANT
NEUTRALIZATION
OF ODORS**



✓ **SEEKS AND FIGHTS
BACTERIA FOR ENAMEL
BENEFITS**



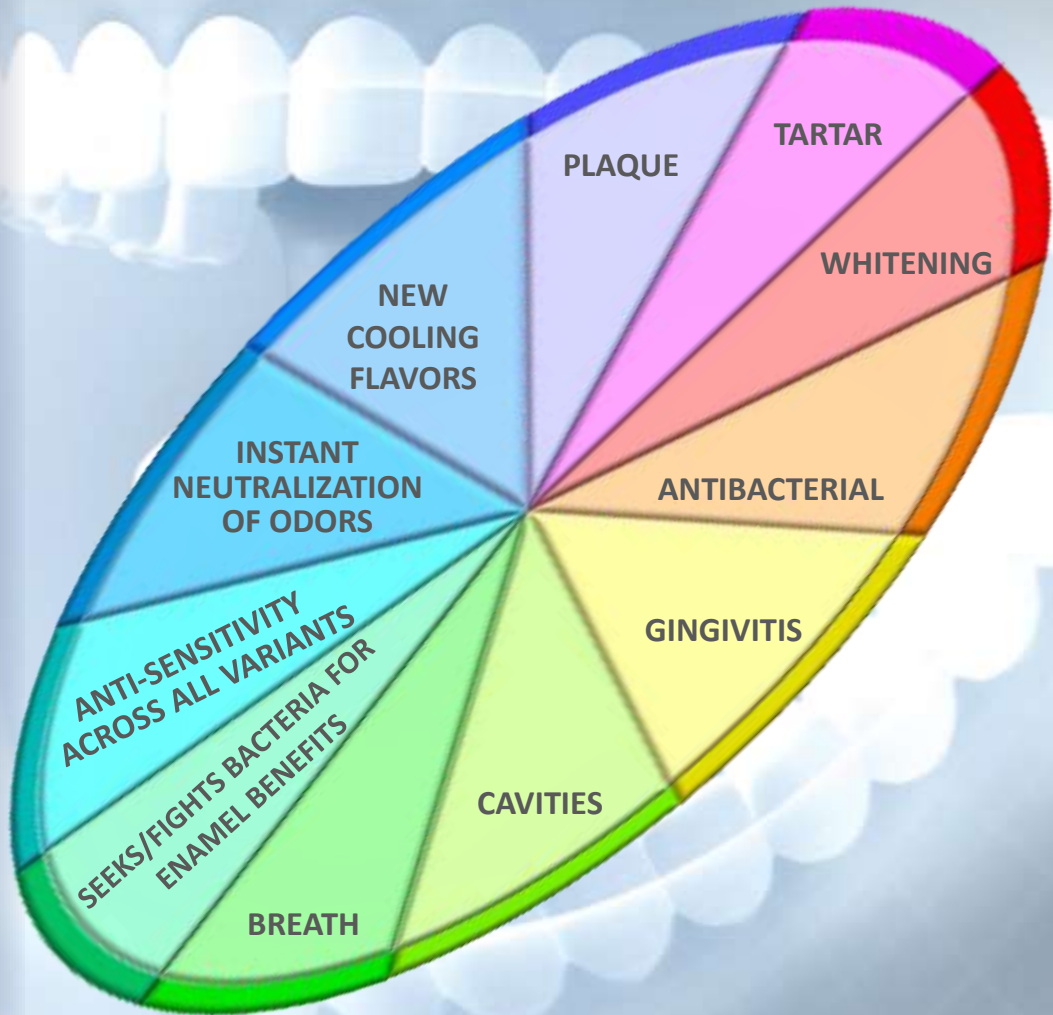
✓ **NEW
COOLING
FLAVORS**



***Advanced
technology
that protects
against
different
oral care
problems***



***Advanced
technology
that protects
against
different
oral care
problems***





Over
10
years research/
development



Over
60
patents granted
globally



**Nearly
200
pending patent
applications globally**



- Excellent in-market test results
- Begun sharing plans with retailers
- Engaging dental professionals and academia to drive awareness
- High-impact consumer communications to support the relaunch

Driving Organic Sales Growth

- Growing market share through superior marketing and brand engagement
- Innovating across the business
- Maximizing growth in eCommerce
- Working with our retail partners for profitable growth
- Investing to drive penetration in growing populations

eCommerce Sales

Have nearly *tripled* since 2014

U.S eCommerce sales *doubled*
in 2017 alone

U.S.





#1 market share in toothpaste online

Source: 10/10 (Colgate Company + Tom's of Maine)

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Using Digital to Drive eCommerce with Paid Search

amazon **Sensitive toothpaste** 

EN Hello, Sign in Account & Lists Orders Try Prime 

Deliver to Piscataway 08854 Departments Your Recommendations Today's Deals Gift Cards Registry Sell Treasure Truck Help

1-36 of over 3,000 results for "sensitive toothpaste"

FREE Shipping

All customers get FREE Shipping on orders over \$25 shipped by Amazon

Show results for

Beauty & Personal Care

Toothpaste
Oral Care Products
Tongue Brushes, Scrapers & Cleaners
Breath Fresheners

Industrial & Scientific

Toothpastes
Professional Dental Supplies

See All 4 Departments

Refine by

Subscribe & Save

☐ Subscribe & Save Eligible

Delivery Day

☐ Get It by Tomorrow

Amazon Prime

 prime

Eligible for Free Shipping



SPONSORED BY COLGATE® SENSITIVE

Clinically proven sensitivity relief

Shop now



Colgate Sensitive Toothpaste, Complete Protection, Mint - 6 ounce (3 Pack)

★★★★★ 298
prime



Colgate Lasting Fresh Sensitive Toothpaste, 6 Ounce, 3 Count

★★★★★ 23
prime



Colgate Sensitive Maximum Strength Whitening Toothpaste - 6 ounce (3 Pack)

★★★★★ 208
prime



Sponsored

Colgate Sensitive Toothpaste, Complete Protection, Mint - 6 ounce (3 Pack)

\$10.44 (\$0.58/Ounce) \$14.97
prime



Sponsored

Colgate Sensitive Maximum Strength Whitening Toothpaste - 6 ounce (3 Pack)

\$10.49 (\$0.58/Ounce) \$14.47
prime



Sponsored

Colgate Sensitive Toothpaste, Prevent and Repair - Paste Formula (6 Ounce, 3 Count)

\$11.28 (\$3.76/Count) \$14.97
prime

Amazon's Choice



Colgate Sensitive Maximum Strength Whitening Toothpaste - 6 ounce (3 Pack)

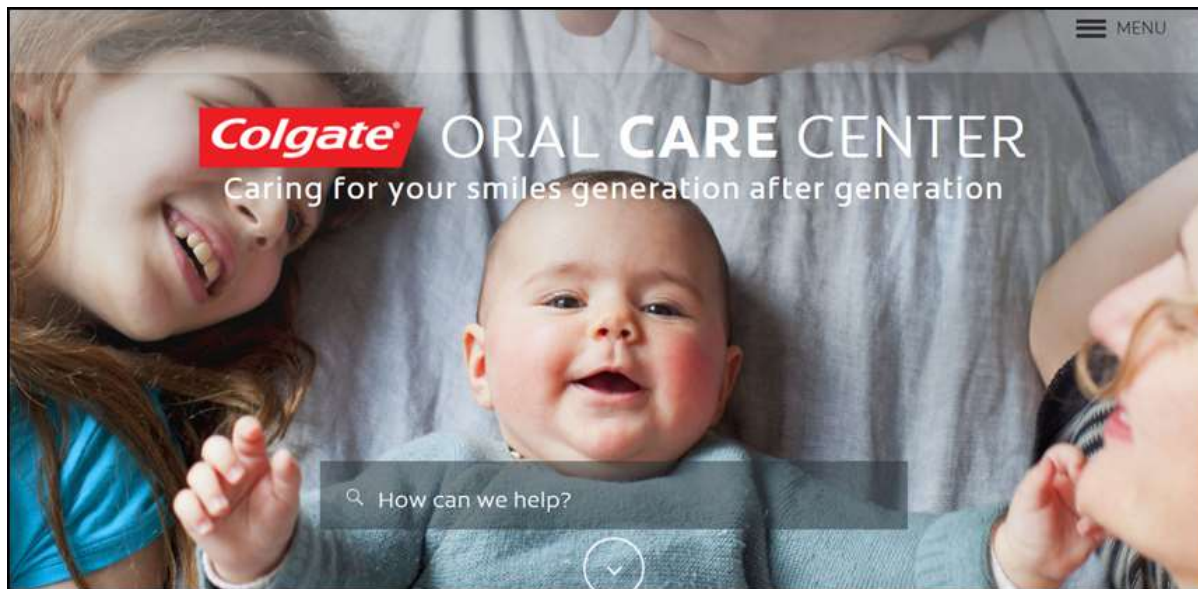
\$10.49 (\$0.58/Ounce) \$14.47
prime
FREE Shipping on eligible orders



Colgate Sensitive Toothpaste, Complete Protection, Mint - 6 ounce (3 Pack)

\$10.44 (\$0.58/Ounce) \$14.97
prime
FREE Shipping on eligible orders

Giving People Solutions for Their Lives



Wisdom Teeth



Tooth Whitening



How to Brush

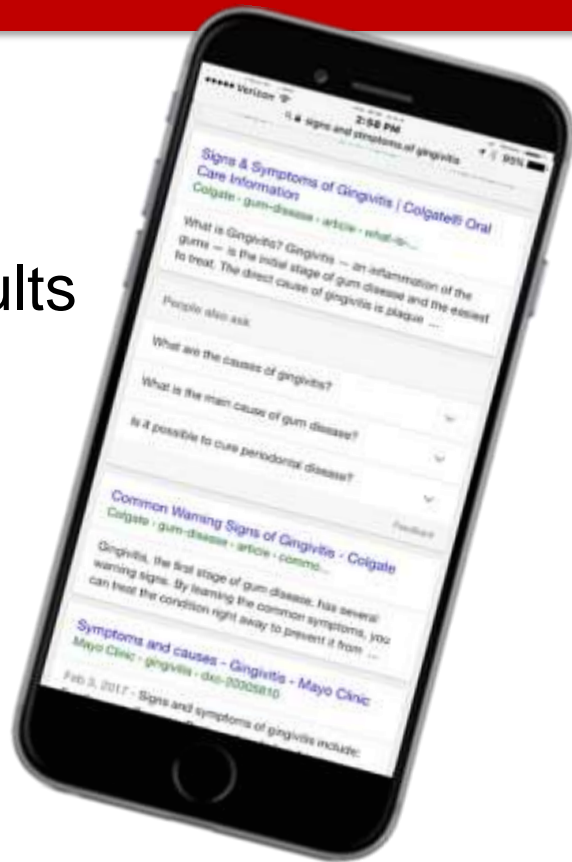


Giving People Solutions for Their Lives

Mobile

Colgate content on 1st page of results
for >40K oral health search terms

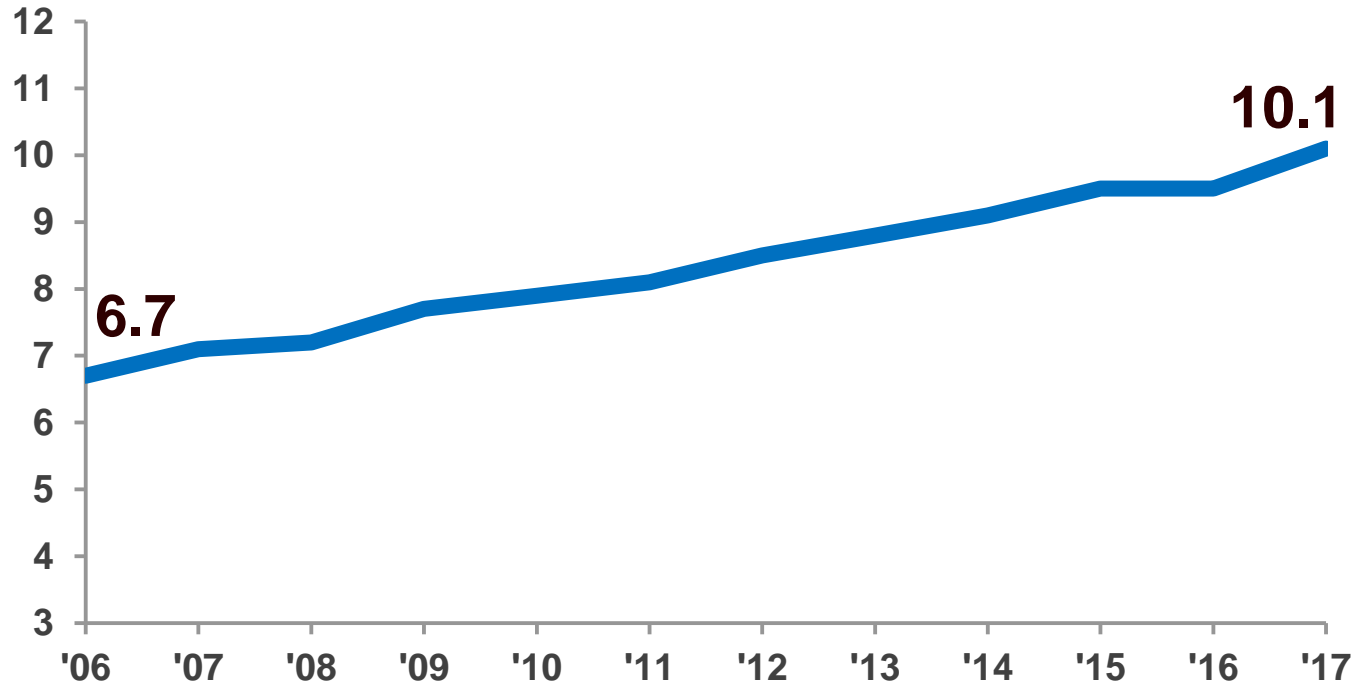
Same number of search results
as WebMD



Taking Full Advantage of Our Portfolio



GABA Market Share



Nielsen: Includes TP, MTB and MW

Taking Full Advantage of Our Portfolio

- Established partnership with Alibaba for elmex in China
- Face-to-face and online communication
 - “Experience zone” with sampling



Taking Full Advantage of Our Portfolio

- Established partnership with Alibaba for elmex in China
- Face-to-face and online communication
 - “elmex landing”

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Profitable Growth

- Exploring alternative channels
- Customer engagement
- Pricing
- Revenue Growth Management

Innovative Collaborations

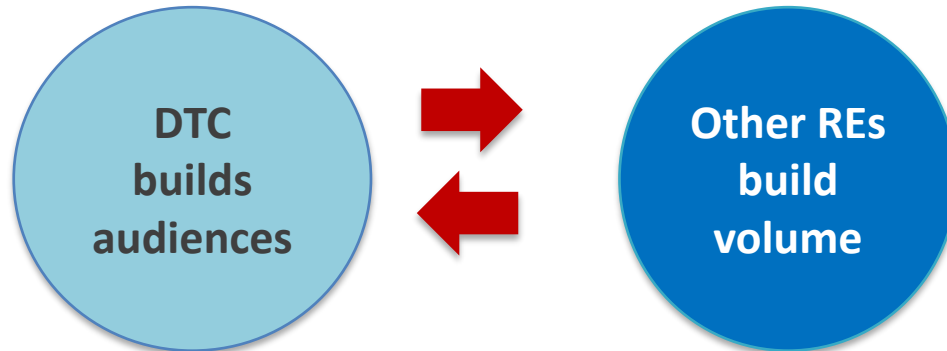
HUBBLE



- Direct-to-Consumer, subscription-only business
- Own brand of daily contact lenses
- Launched 2016, delivering rapid growth
- High performing on user acquisition and retention metrics
- Demonstrated ability to expand globally

Direct-to-Consumer

- First-party data will deliver unique insights
 - Who, how, where to engage people with new and existing products
 - Insights to help drive all business channels



Portfolio Expansion Through Exploration

- Colgate Connect toothbrush/refills



Portfolio Expansion Through Exploration

- Colgate Connect toothbrush/refills
- My SoftSoap



Portfolio Expansion Through Exploration

- Colgate Connect toothbrush/refills
- My SoftSoap
- “Colgate Colabs™”



Profitable Growth

- Exploring alternative channels

- Customer engagement

- Pricing

- Revenue Growth Management

Increased Customer Engagement

- Customers are seeking partners to help them profitably grow their businesses
 - Investment in their strategies and shoppers
 - Insight-based actions
 - Innovation
- Increasingly important to engage all levels of customer management...collaboratively

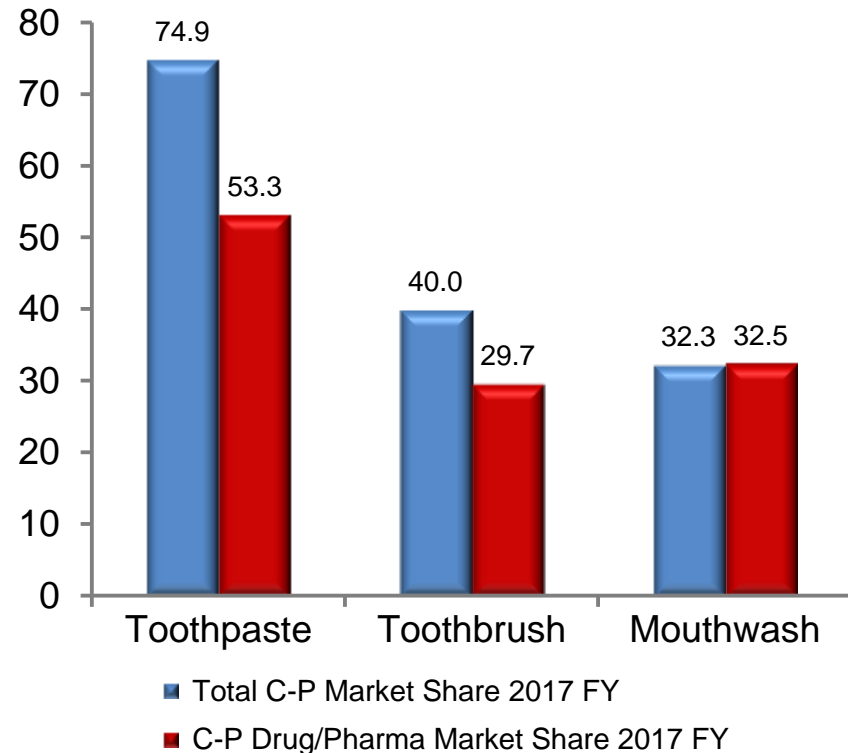
Customer Engagement Center



High-tech, collaborative environment

Expanding in Pharmacies – Brazil

- Drug/Pharma represents 15%* of the retail sales in Brazil
- Colgate significantly under indexed in Drug/Pharma
- Specialty products over index and winning



Colgate Pharmacy Line – Brazil

Digital Assets



Dr. Colgate (ChatBot)



“The science behind your smile”

elmex – Pharma Exclusive – Brazil

Anticavity

77% incidence



Sensitivity

#1 condition/concern



Super Premium

Fastest growing segment



Profitable Growth

- Exploring alternative channels

- Customer engagement

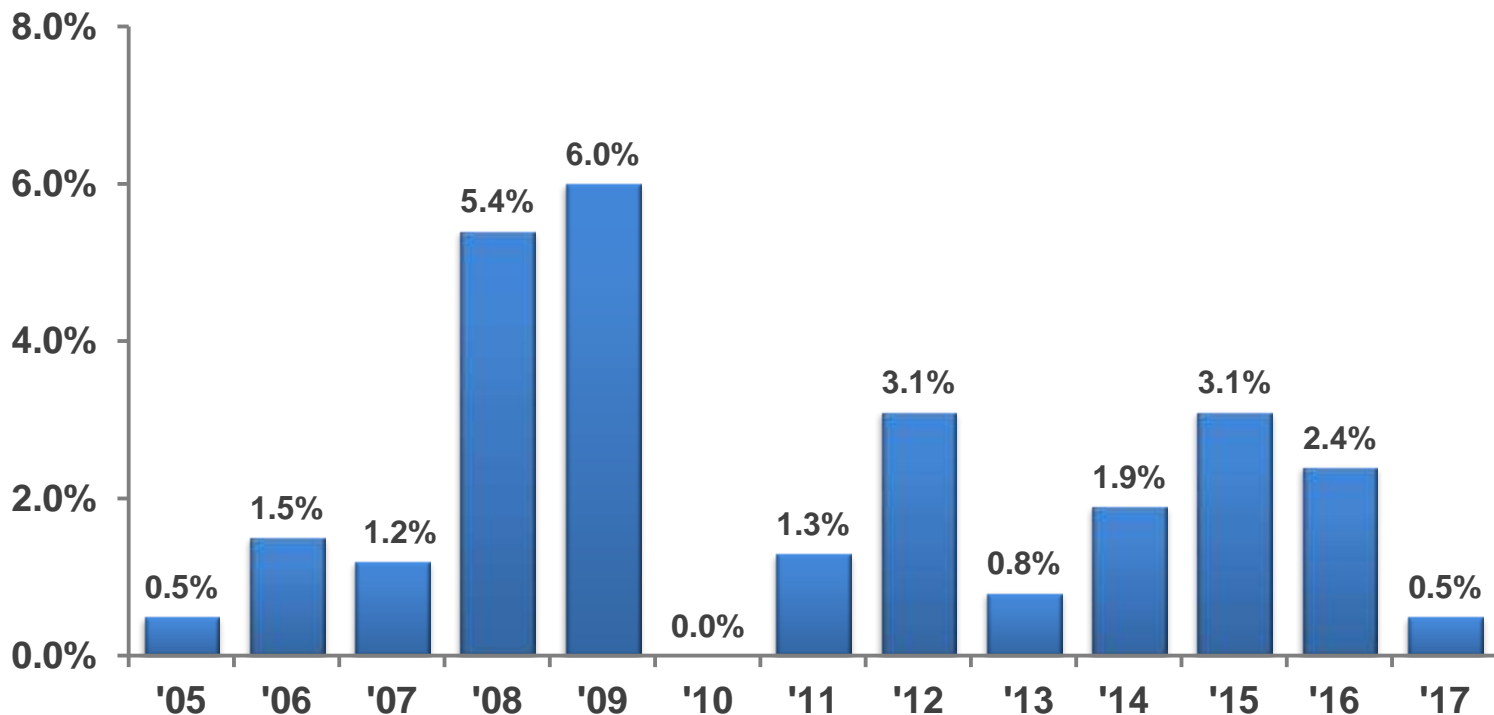
- Pricing

- Revenue Growth Management

Pricing

- Planning for pricing to increase in 2018
- Consistent with our long-term commitment to pricing

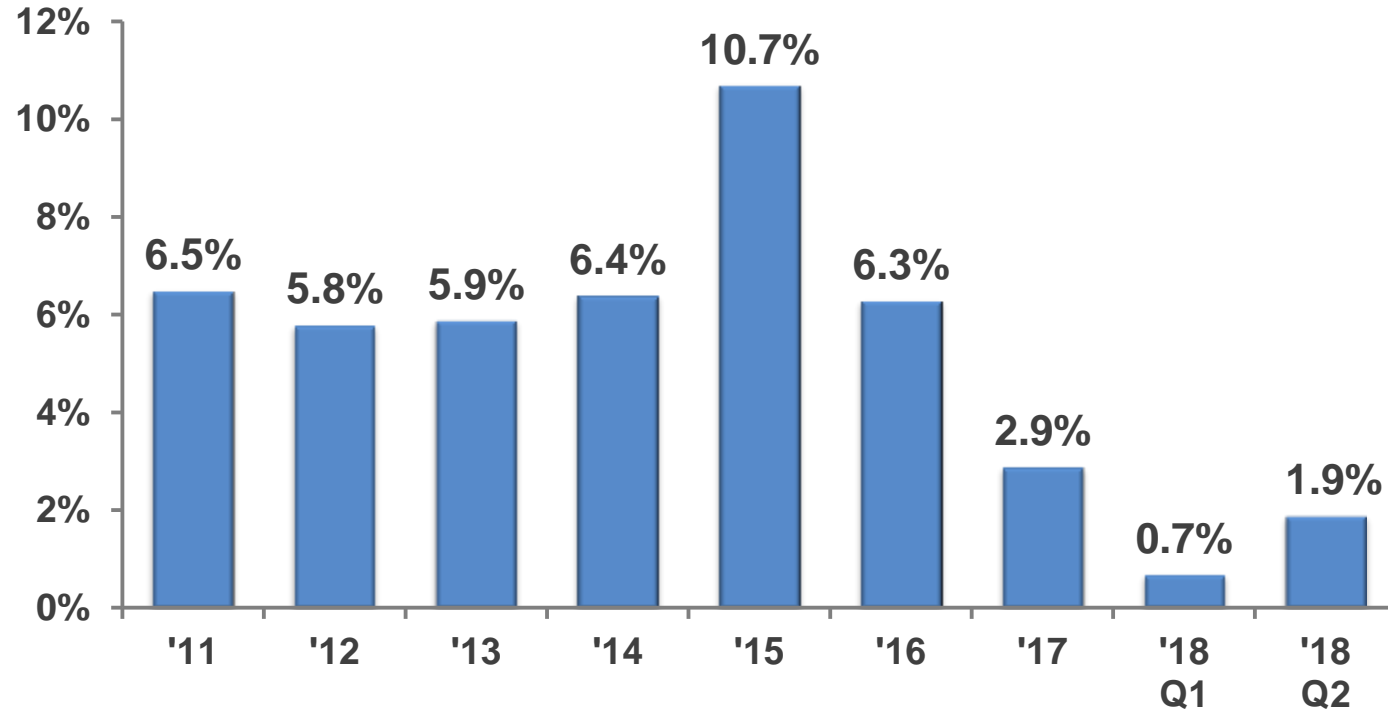
Commitment to Pricing



Pricing

- Planning for pricing to increase in 2018
- Consistent with our long-term commitment to pricing
- Aided by return to volume growth in developed markets
- Inflation in emerging markets historically has provided support

Example: Brazil Inflation Trend



Pricing

- Planning for pricing to increase in 2018
- Consistent with our long-term commitment to pricing
- Aided by return to volume growth in developed markets
- Inflation in emerging markets historically has provided support
- Raw materials inflation historically leads to pricing

Profitable Growth

- Exploring alternative channels
- Customer engagement
- Pricing

■ Revenue Growth Management

Offsetting Raw Material Costs

Example: Hill's U.S.

Background:

- Commodities costs increased significantly following January SPI

Action:

- Leveraged RGM three-year planning grid to accelerate 2020 plans

Expectation:

- Improved Margin and Operating Profit outlook



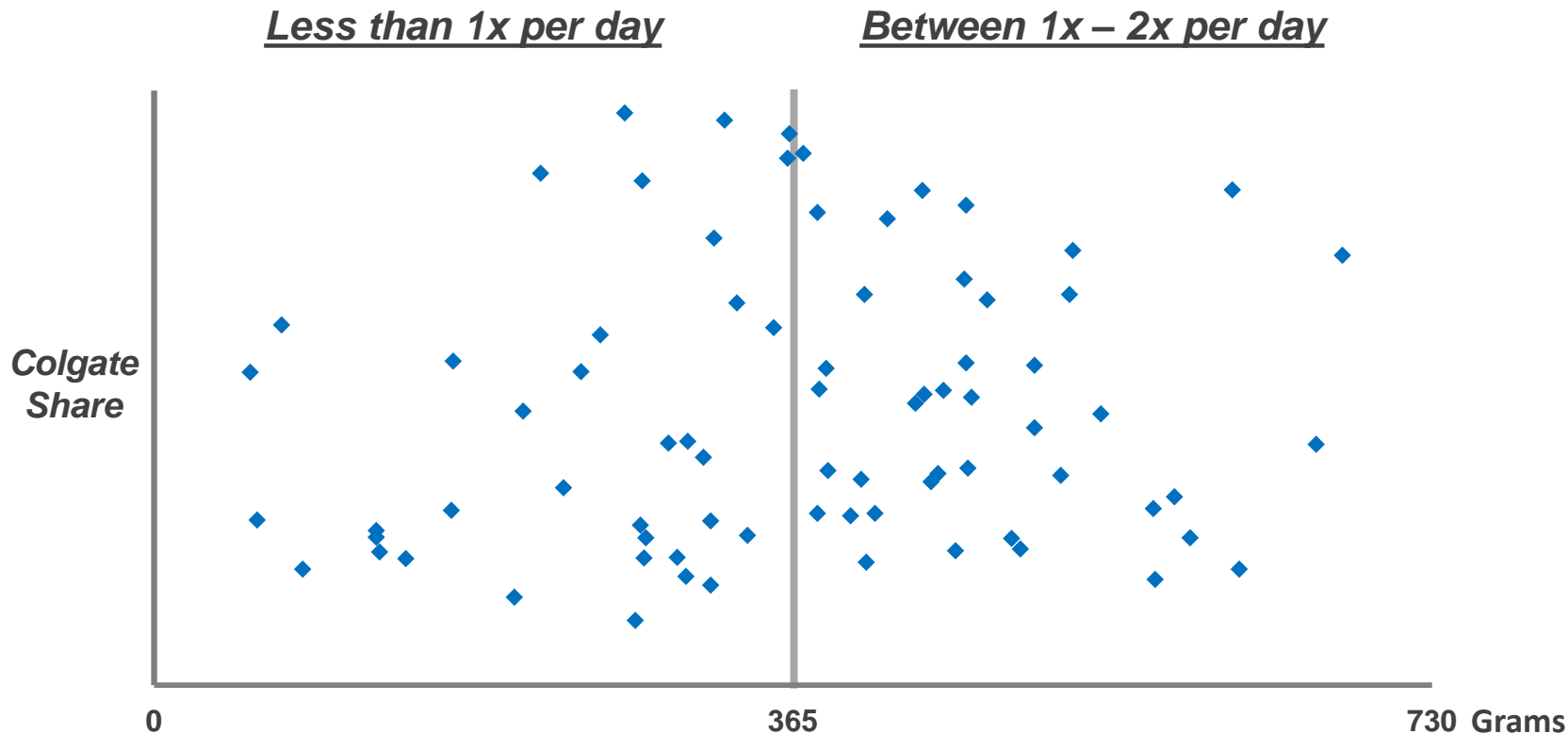
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Toothpaste Growth Opportunity

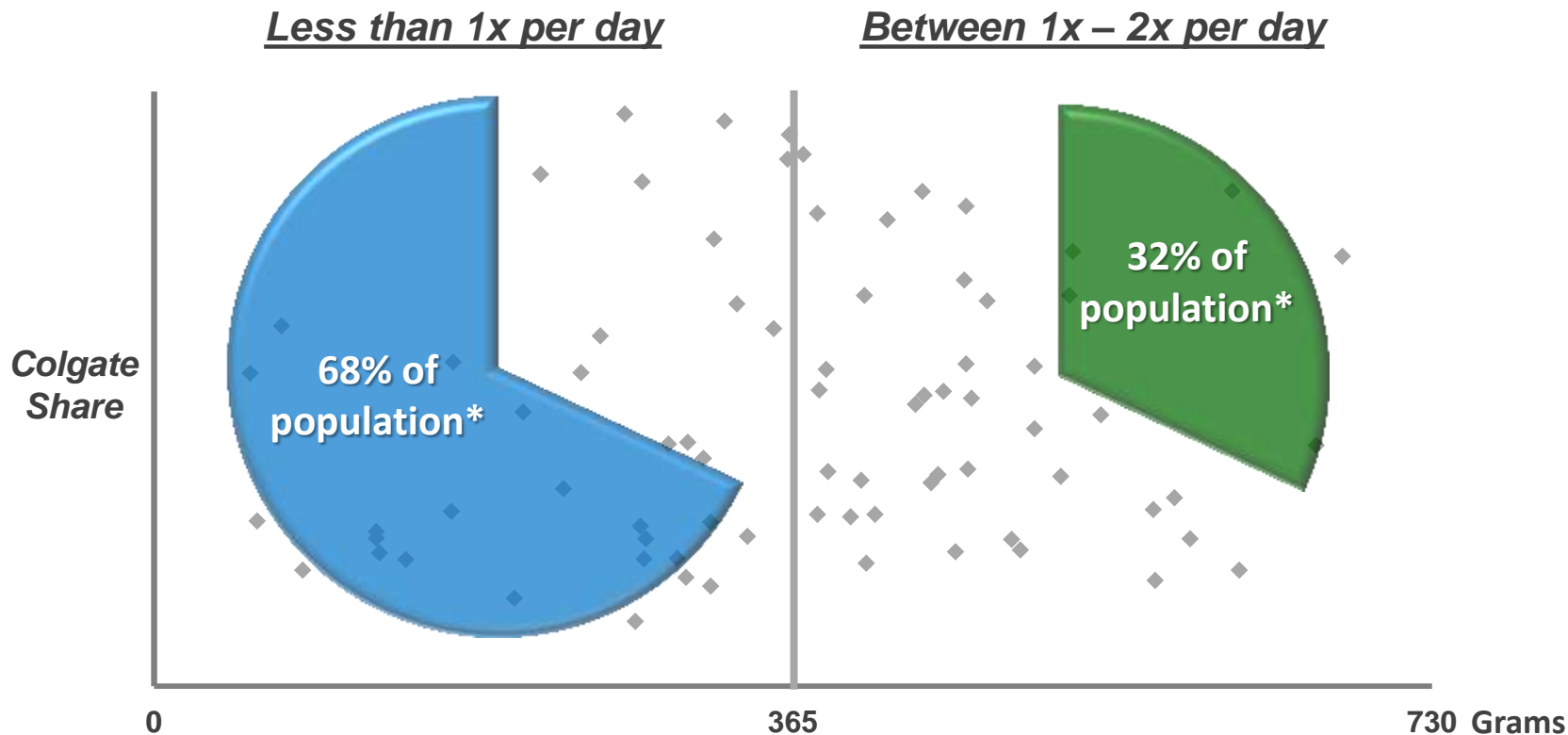
*Significant consumption
growth potential*

Toothpaste Growth Opportunity



**Markets where we do business*

Toothpaste Growth Opportunity



*Markets where we do business

Availability and Affordability



Our Priorities

- Driving Organic Sales Growth

- Maximizing Productivity across the P&L

- Effective Deployment of Cash Flow

- Leading to Win

Maximizing Productivity Across the P&L

- Global Growth and Efficiency Program

- Funding the Growth

Global Growth and Efficiency Program

Focus Areas

- Expand commercial hubs
- Extend shared business services and streamline global functions
- Optimize Global Supply Chain and Facilities

Global Growth and Efficiency Program

- Savings are projected to be in the range of \$500–575MM after-tax, once all projects are approved and implemented
- Rate of return greater than 30%
- Payback averaging 3–4 years

Global Growth and Efficiency Program

With Hubs and Colgate Business Services (CBS)
in place, now a platform to help us drive growth

Maximizing Productivity Across the P&L

- Global Growth and Efficiency Program

- Funding the Growth

Funding the Growth Overview

- Key component of Colgate's financial strategy
- Sustained global process with systematic tracking of savings initiatives
- Generates funds to reinvest in the business for growth
- Deeply ingrained way of working that gives Colgate a competitive advantage

Mexico: Fully Automated Liquid Cleaners Line



- Speed increase: 44%
- Projected conversion cost reduction: 32%
- Start up: 3Q 2018

Our Priorities

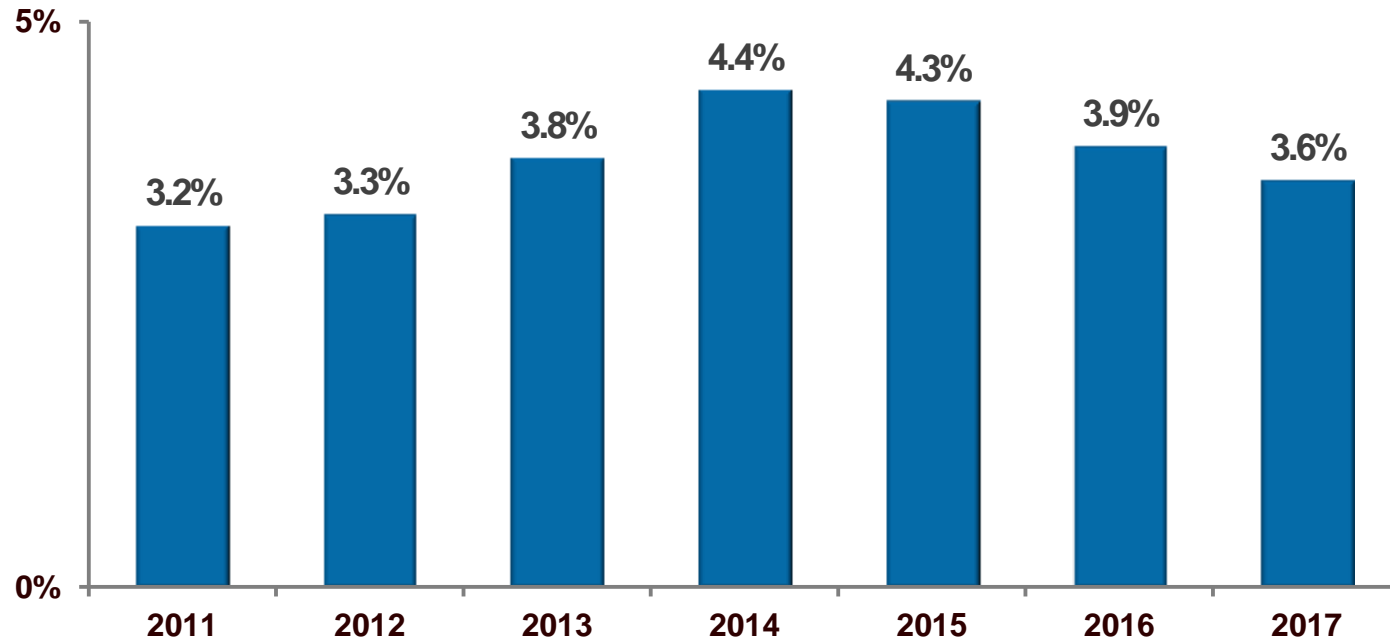
- Driving Organic Sales Growth
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Effective Deployment of Cash Flow

- Capital expenditure for growth and savings

Capital Expenditure

% to Sales



State-of-the-Art Toothbrush Lab



High-Speed Manufacturing Lines



Cost-Saving Capital Spending

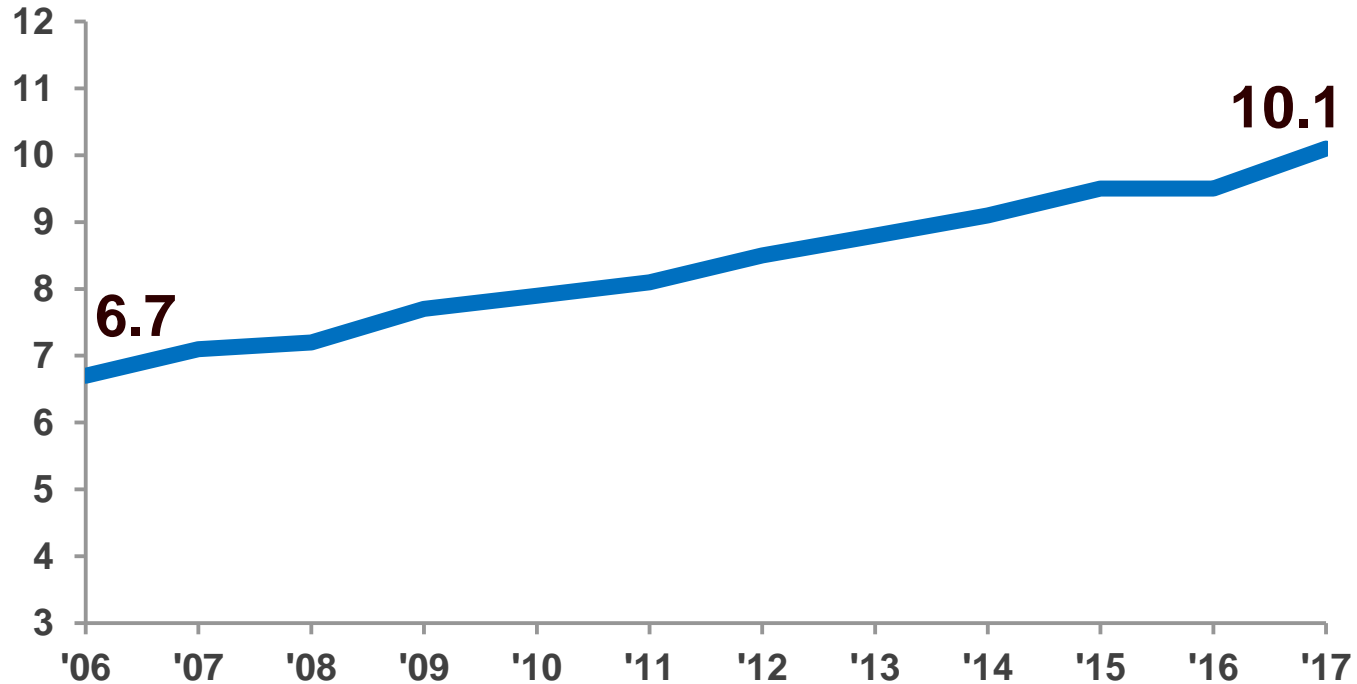
(\$MM)

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
After-Tax IRR	69%	56%	71%	70%	52%	45%	64%

Effective Deployment of Cash Flow

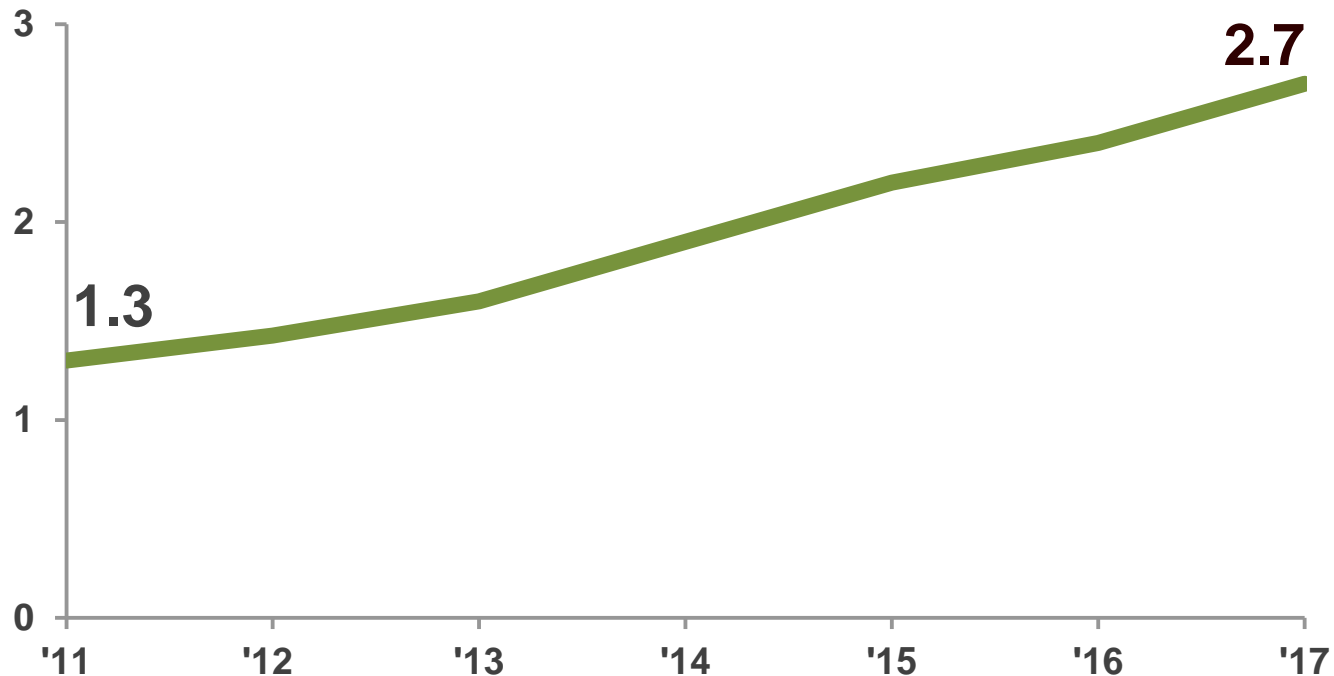
- Capital expenditure for growth and savings
- Acquisitions
 - GABA (2004)
 - Tom's of Maine (2006)
 - Sanex (2011)
 - PCA Skin (2018)
 - EltaMD (2018)

GABA Market Share

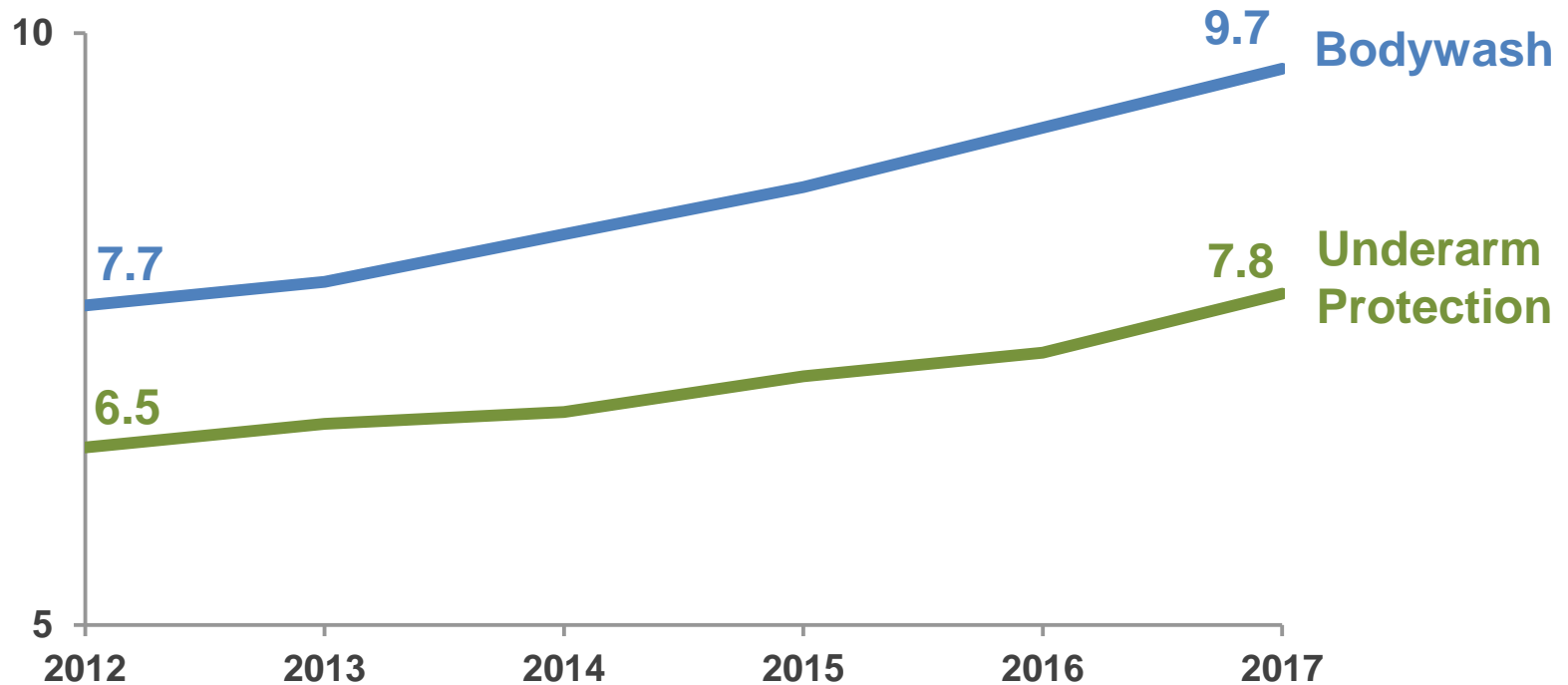


Nielsen: Includes TP, MTB and MW

Tom's Toothpaste Market Share



Sanex Market Shares



Effective Deployment of Cash Flow

- Capital expenditure for growth and savings
- Mergers and acquisitions
- Dividends

Dividends Paid



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Colgate Values

- Caring
- Global Teamwork
- Continuous Improvement

A young girl with dark hair, wearing a light-colored sun hat and a floral-patterned dress over a white long-sleeved shirt, is standing outdoors. She is holding her hands under a stream of water flowing from a brass faucet attached to a concrete wall. The background is a bright, sunny outdoor setting with some blurred vegetation. A large red semi-circle is overlaid on the left side of the image, containing the title and report information.

Building a Future to Smile About

COLGATE CORPORATE
SOCIAL RESPONSIBILITY
AND SUSTAINABILITY
REPORT 2017

www.colgatepalmolive.com

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



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Planet



Making
Every Drop
of Water
Count



Reducing
Our Impact
on Climate
and the
Environment



Making Every Drop of Water Count

Promote water conservation awareness
to all of our global consumers

World Water Day





WATER



CLIMATE

“A” score in both

Plastic 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

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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