

Consumer Analyst Group of New York Conference

February 21, 2020

February 2020

Notice for Investor Presentation

Our presentation contains 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 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.

With Me Today



Yvonne Hsu
Marketing Director
Hill's U.S.

Today

Our Focused Strategy

Oral Care



Pet Nutrition



Personal Care



Home Care



In 2019, We:

- Accelerated net and organic sales growth
- Invested in our brands and capabilities for future growth
- Delivered on our EPS guidance

Organic Sales Growth

- Broad-based improvement across geographies and categories in 2019
- Growth in developed and emerging markets
- Delivered pricing and volume growth

Organic Sales Growth

4 of 4 Categories

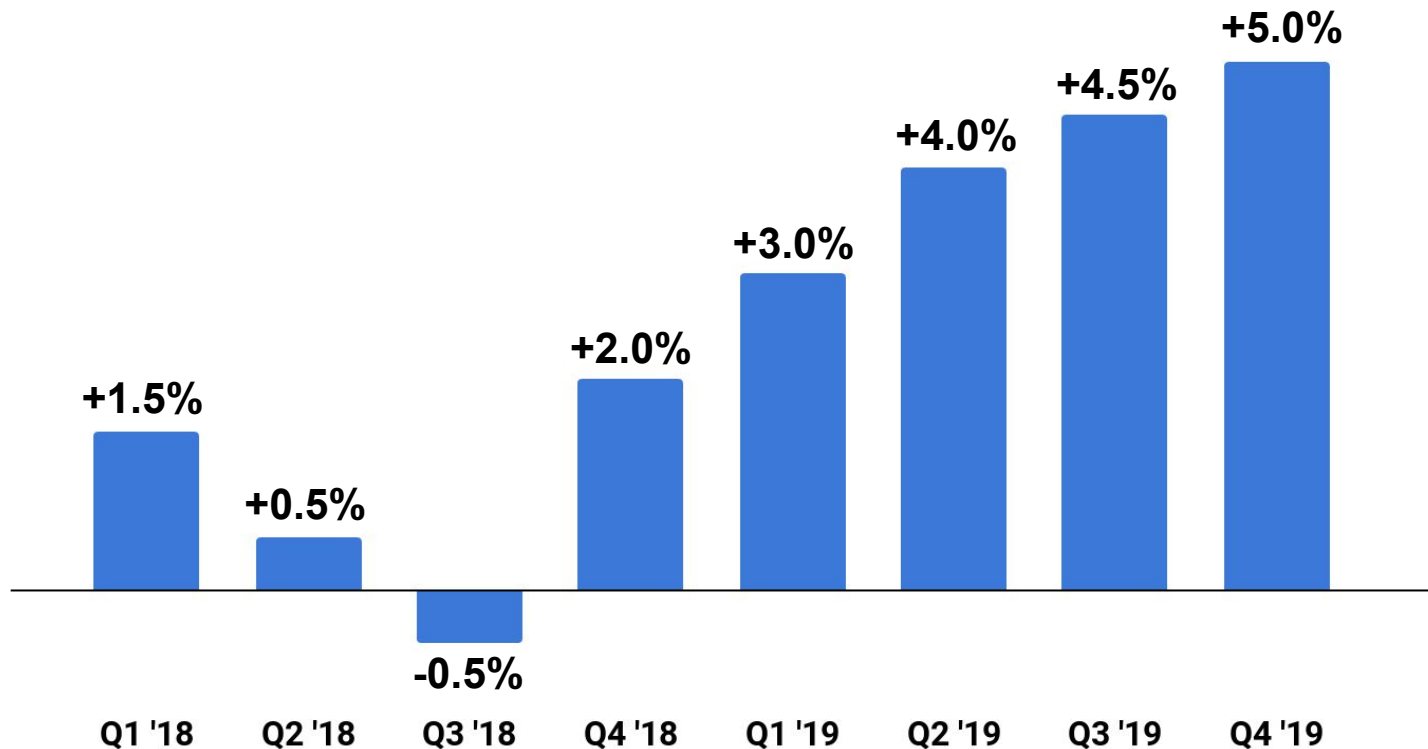


Organic Sales Growth



6 of 6 Divisions

Organic Sales Growth



Net Sales excluding, as applicable, the impact of foreign exchange, acquisitions and divestments

The Market Environment

2020

*Our categories have improved,
but macro volatility remains*

Coronavirus Update

- Still too early to assess full-year impact, but we expect a modest negative impact to Q1 revenue and EPS
- We are restarting our manufacturing/supply chain following extended holiday season in China
- Robust contingency plans in place in case of prolonged impact

Our 2020 Priorities

- Launch more premium innovation to drive growth and market share
- Become more digital and data-driven in everything we do
- Deliver on productivity and work differently to fund investment

Our Discussion Today

- Driving Organic Sales Growth
- Maximizing Productivity Across the P&L
- Effective Deployment of Cash Flow
- People and Sustainability Strategies

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Growth Drivers

- Accelerating growth through improved brand building and core innovation
- Innovating to gain share in high growth segments and adjacencies
- Expanding in new channels and markets
- Maximizing growth online
- Investing to drive penetration in growing populations

Growth Drivers

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Colgate®



Championing Optimism in Action



Key Driver of Colgate's Household Penetration



Cavities remain a global problem affecting almost half the world's population

New Maximum Cavity Protection

*4X Strengthening Power**



Formula: 1.5% arginine + fluoride

**Based on in-mouth studies of enamel strengthening*

New Maximum Cavity Protection



Asia:

2H 2019

Other Markets:

Beginning Q2 2020

Palmolive Pure and Delight



Launched September 2019

Palmolive Liquid Hand Wash



Launched January 2020

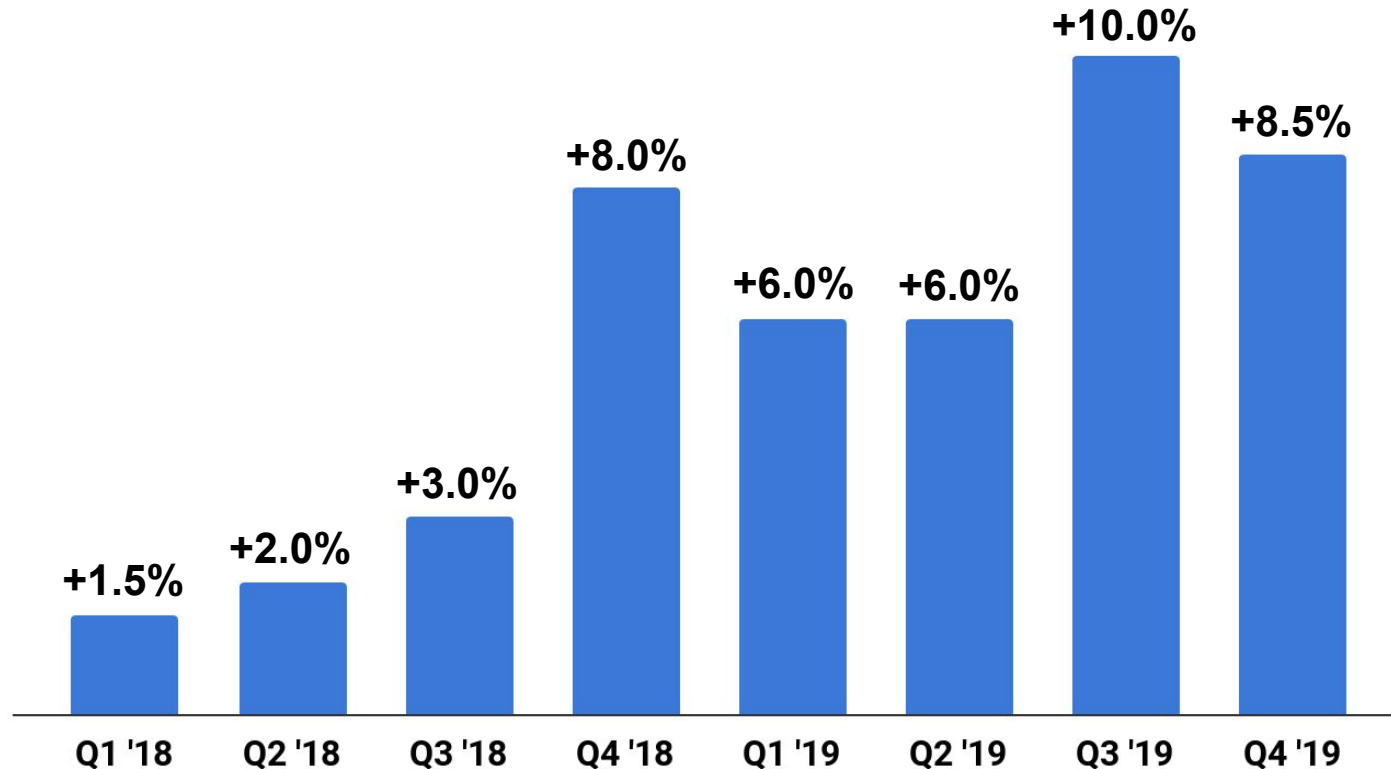
Hill's Science Diet Relaunch

Europe: Q4 2019

Asia: Q1 2020



Driving Organic Sales Growth – Hill's





Yvonne Hsu
Marketing Director
Hill's U.S.

Global Journey

***Assistant Brand
Manager,
US Oral Care***



Global Journey

A gray world map with white outlines of countries. A red dot is located on the west coast of North America, specifically in the United States. To the right of the dot, the text 'Worldwide Marketing Director Personal Care' is written in bold black font.

**Worldwide
Marketing
Director
Personal Care**

Global Journey



***Marketing Director
Colgate Australia
& NZ***

Global Journey



**Marketing Director
Hill's U.S.**





Recommended by:

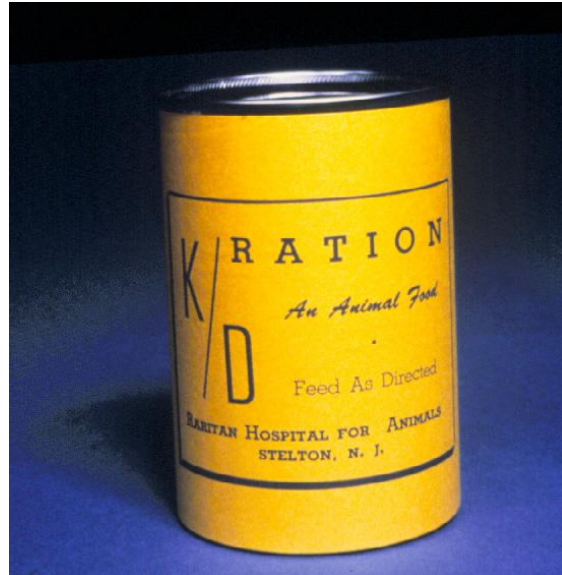
Max



Pioneers in Veterinary Clinical Leadership



1st Prescription Diet in 1939





#1 Vet-Recommended Brand in the US



Transforming Lives

Source: Nielsen, Idexx, YTD\$ 01/01/19 - 10/01/19, Euromonitor

Powerhouse Brands





Transforming Lives

A close-up photograph of a brown and black dog, possibly a Weimaraner mix, with its mouth wide open in a happy expression, showing its teeth and pink tongue. The dog is wearing a brown leather collar and is on a leash. The background is a blurred green lawn and trees. A large blue curved banner is overlaid on the bottom right of the image.

**Accelerating growth through
improved brand building
and core innovation**

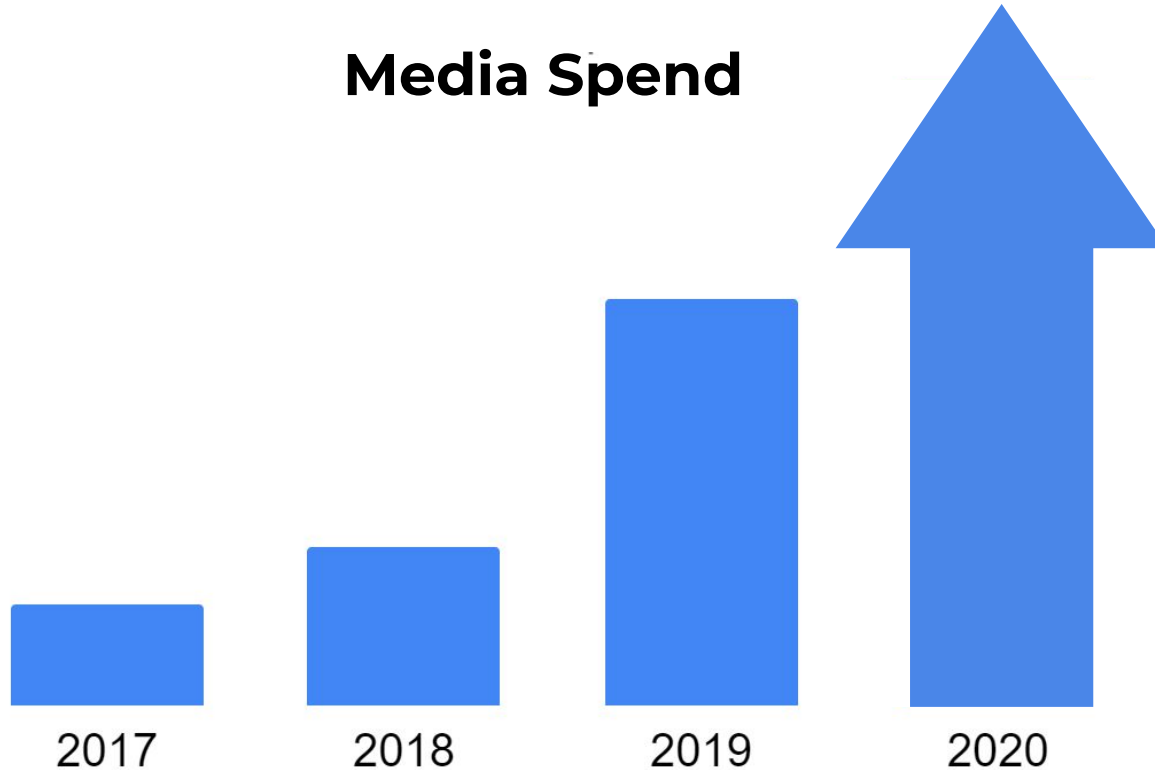
Starts with Our Brand Purpose Belief



**It's our duty to give
every animal the best
care humanly possible.**

Investing to Drive Brand Awareness

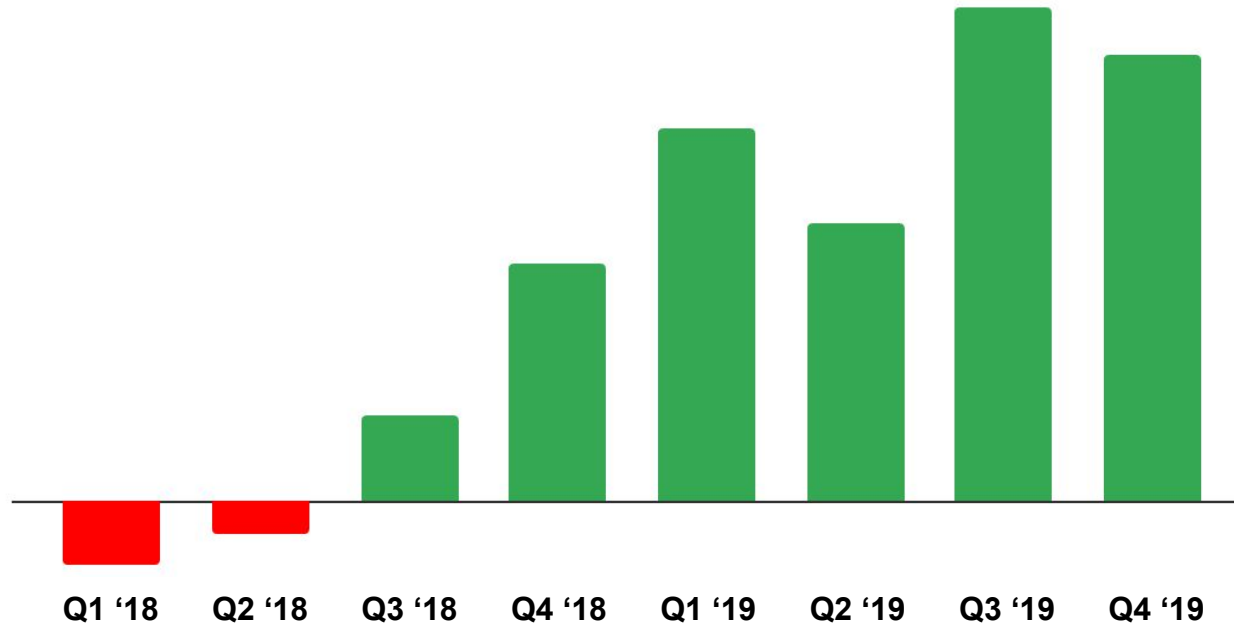
Media Spend



Delivering Growth for Hill's Science Diet (U.S.)



Net Sales % Change



Continue Momentum in 2020 with Premium Innovation



Launching Hill's Science Diet – Cat Wet Pouches



The background of the slide is a photograph of a person's hand petting a ginger cat. The cat is lying down, its eyes are closed, and it has a white patch on its chin. The person's hand is visible, with fingers gently touching the cat's head. The background is slightly blurred, showing a blue sleeve and a white surface.

**Innovating to gain
share in high growth
segments and
adjacencies**

Another Breakthrough in Pet Nutrition



The **only** Therapeutic Nutrition...



...on which
**88% of
pets** lost
weight in 2
months



...to reduce
recurrence
of most
Urinary
Signs **by
89%**



...with
Activbiome+
Technology

1Kruger JM, Lulich JP, MacLeay J, et al. Comparison of foods with differing nutritional profiles for long-term management of acute nonobstructive idiopathic cystitis in cats. J Am Vet Med Assoc. 2015;247(5):508-517. 2Lulich

ActiveBiome+ Is a First-of-Its-Kind Technology



**A proprietary
blend of ACTIVE
PREBIOTICS**

**Rapidly activate the unique
MICROFLORA in the pet's
GI tract**

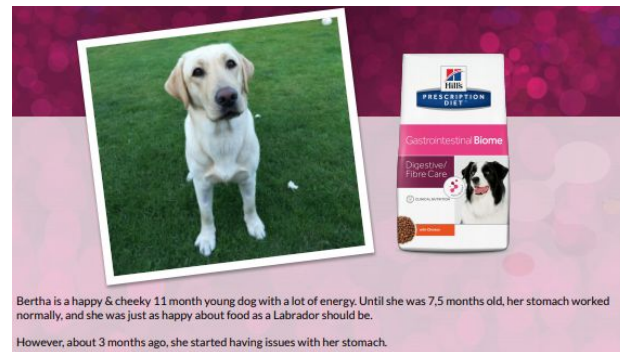
**For digestive
HEALTH &
WELL-BEING**

Feeding Is Believing!

★★★★★ It's a miracle!!!

★★★★★ Health finally!

★★★★★ Finally! Something that works!



Bertha is a happy & cheeky 11 month young dog with a lot of energy. Until she was 7.5 months old, her stomach worked normally, and she was just as happy about food as a Labrador should be.

However, about 3 months ago, she started having issues with her stomach.

“After 24 hours, the bowel movements were back to normal...”

-Bertha's owner Linda



Transforming Lives

Small Paws

Investing to drive
penetration in
growing
populations



Grow Our Pawprint in Small Paws

48% of global dog population

221 million small dogs globally

+3.0% CAGR 2016-2018



State-of-the-Art New Small Paws Research Facility



Small Paws Innovation in 2020



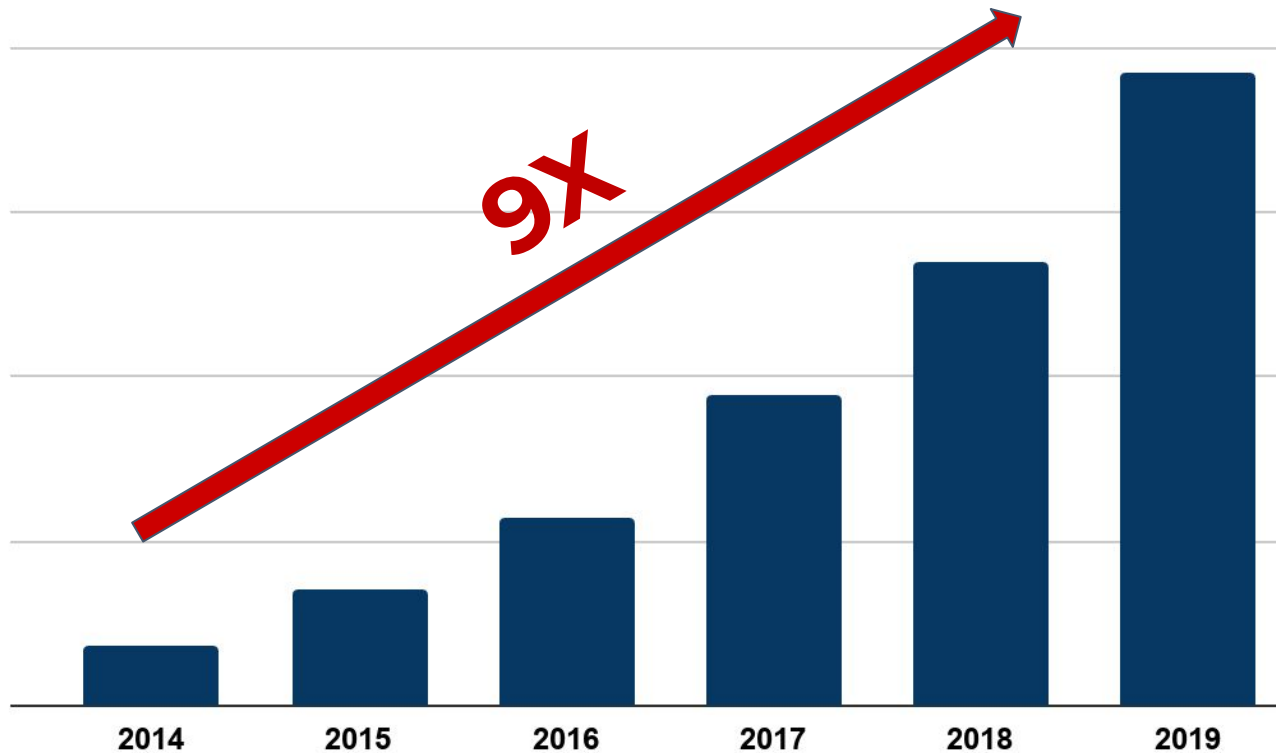


Transforming Lives

Maximizing Growth Online



Strong Sales Growth in eCommerce



Maximizing Our eCommerce Footprint



Vet Solutions



PETSMART



**Omni-Channel
Customers**

petco

**Vet-Sponsored
Home Delivery**

VetSource

covetrus



chewy

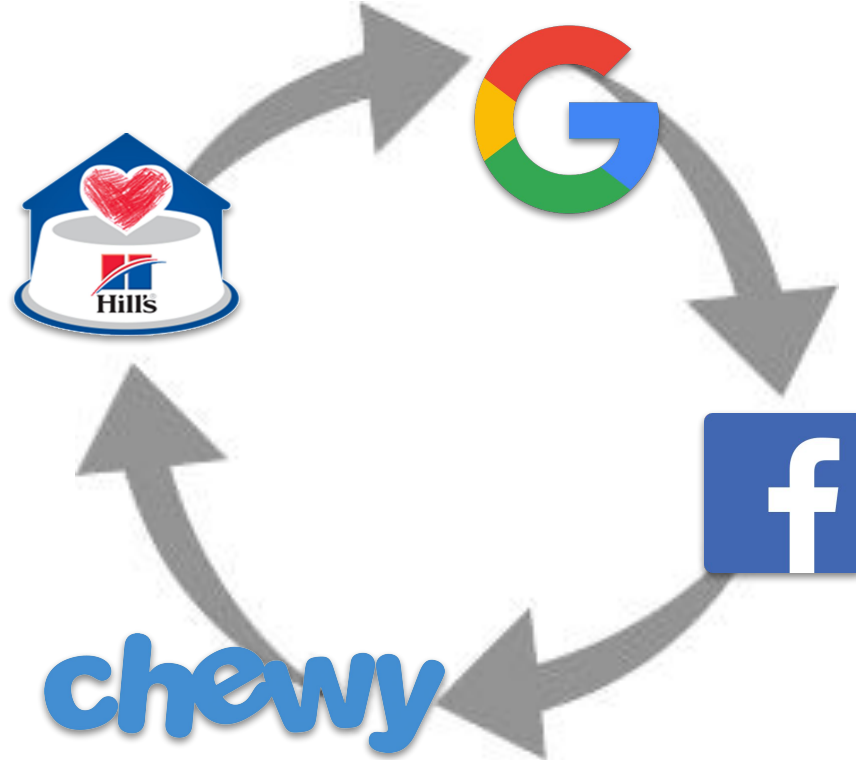
**Pureplay
Customers**

Driving New Customers

Drive Compliance with Autoship

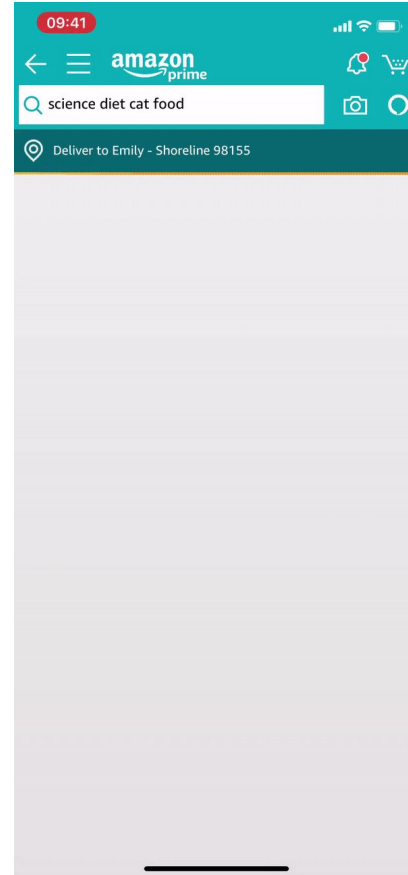
Driving New Customers

Full Path to Purchase Planning



Driving New Customers

Winning Search and Visibility



Driving New Customers

Content that converts



OVER
70%
OF PETS*
LOST WEIGHT WITHIN
10 WEEKS

PERFECT WEIGHT ADULT

Over 70% of cats lost weight within 10 weeks when fed this nutrition.

CHICKEN & RICE

*Research on file, Hill's Pet Nutrition, 2011

Roll over image to zoom in



**SUPPORTS
DIGESTIVE
HEALTH &
NOURISHES
SKIN**

SENSITIVE STOMACH & SKIN ADULT

Optimal digestive health formula with 8 proteins, fiber, prebiotics, and 8 probiotics to soothe tummy.

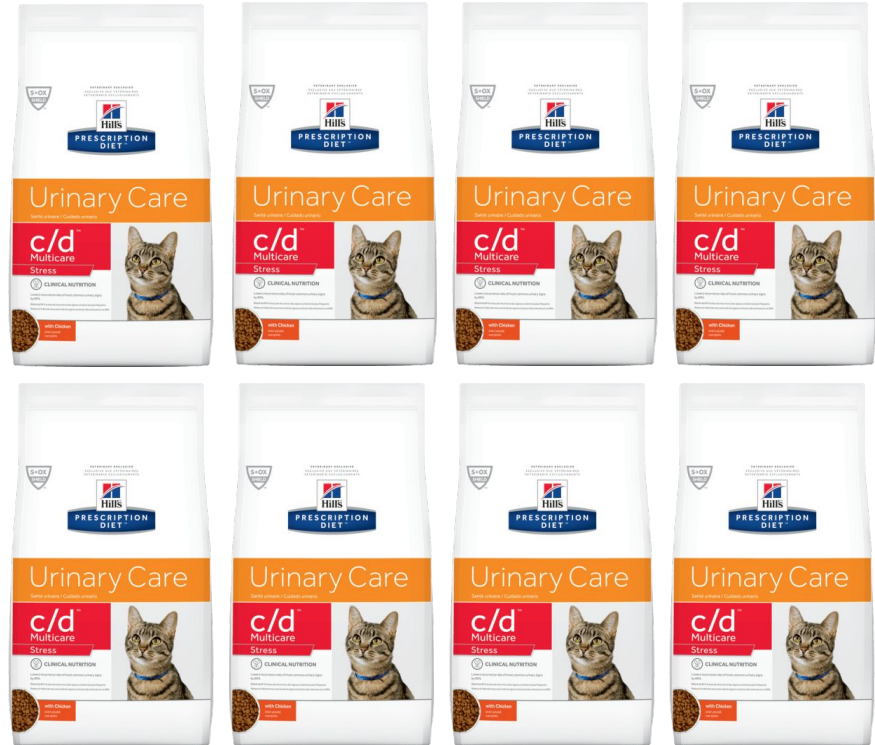
CHICKEN & RICE

Roll over image to zoom in

Drive Compliance with Autoship



1.2 bags



8 bags



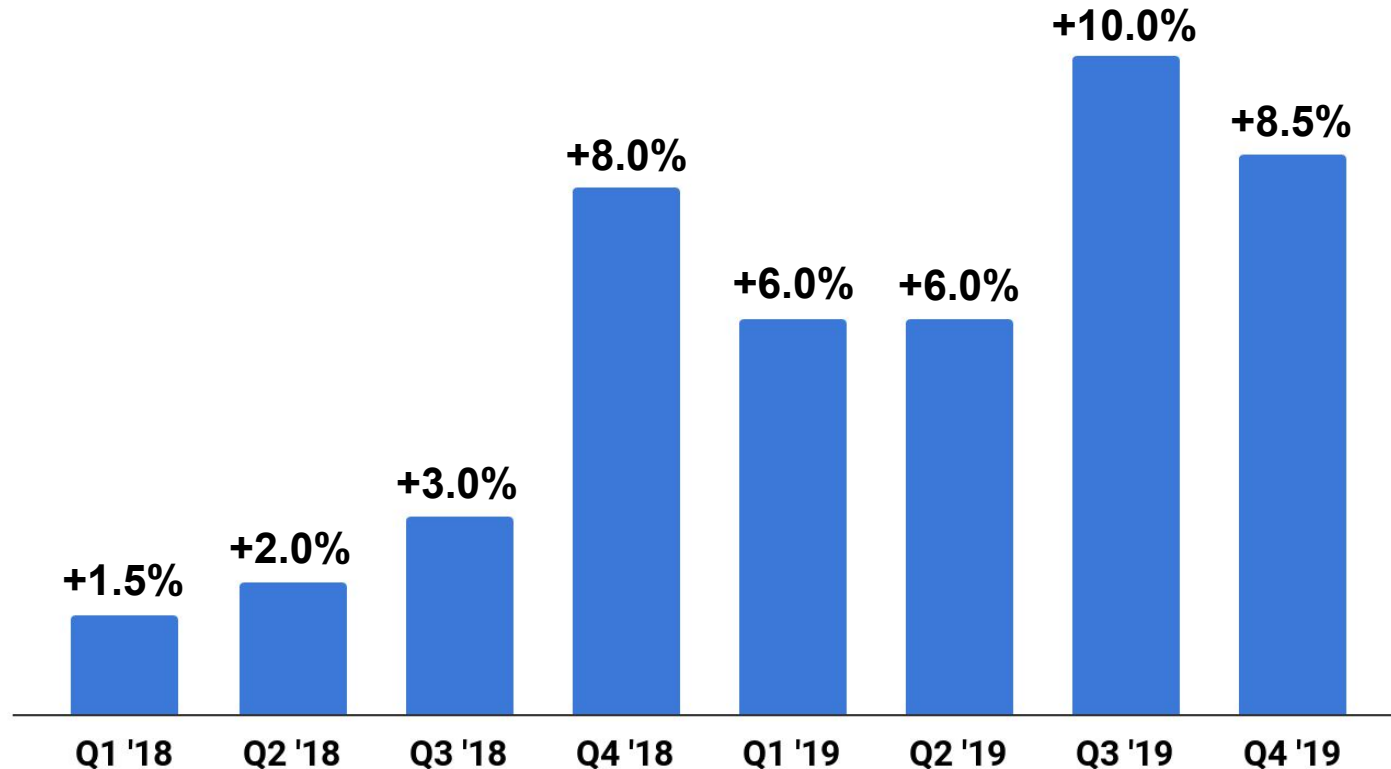
Transforming Lives

OUR MISSION

To help enrich and lengthen
the special relationships
between people and their pets.



Driving Organic Sales Growth – Hill's



Growth Drivers

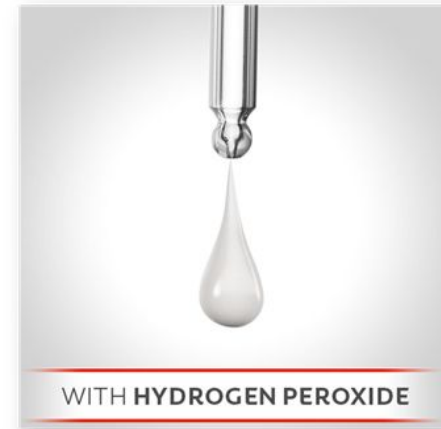
- Accelerating growth through improved brand building and core innovation
- Innovating to gain share in high growth segments and adjacencies
- Expanding in new channels and markets
- Maximizing growth online
- Investing to drive penetration in growing populations

Optic White: Our Formula for Growth

- Superior technology
- Strong, consistent advertising support
- Continual portfolio optimization and premiumization, supported by innovation

Superior Whitening Technology

- Originally launched with 1% Hydrogen Peroxide, delivering whiter teeth in one week
- Continued innovation over the years to improve efficacy



Portfolio Optimization

*Relaunched portfolio with price increase,
while introducing “basic” whitening tier*

2017

2018

\$5



2%
Hydrogen
Peroxide

\$4



1%
Hydrogen
Peroxide

\$3



High-Cleaning
Silica
Peroxide-Free

Advanced Whitening

Basic Whitening

In 2020, We're Doing it Again

2017

2018

2020

\$7

**Our Best
Ever**



**3%
Hydrogen
Peroxide**

\$6

\$5

Best



**2%
Hydrogen
Peroxide**

Better



**2%
Hydrogen
Peroxide**

\$4

Best



Better



**1%
Hydrogen
Peroxide**

\$3

Better



Good



**High-Cleaning
Silica
Peroxide-Free**

Good



**High-Cleaning
Silica
Peroxide-Free**

Our Best Ever!



- 3% Hydrogen Peroxide - Our Best Whitening Technology ever in a toothpaste
- Removes 10 years of yellow stains*
- 300+ price index to Category**

*when brushing twice daily for four weeks

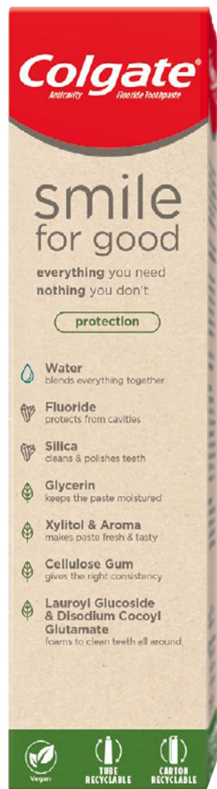
** Price per ounce index to category

Innovation for Europe



Our best whitening
toothpaste in Europe

Innovation in Naturals Space



- First-of-its-kind recyclable toothpaste tube to receive recognition from Association of Plastics Recyclers
- Toothpaste ingredients and function listed on tube

Hello



Bamboo Charcoal Toothbrush



- Sustainably grown bamboo handle
- Free from plastic packaging

Fabric Softeners



Launching June
2020

*Plant-based
Softness*

PCA Skin / EltaMD



Filorga



Growth Drivers

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elmex/meridol Expansion

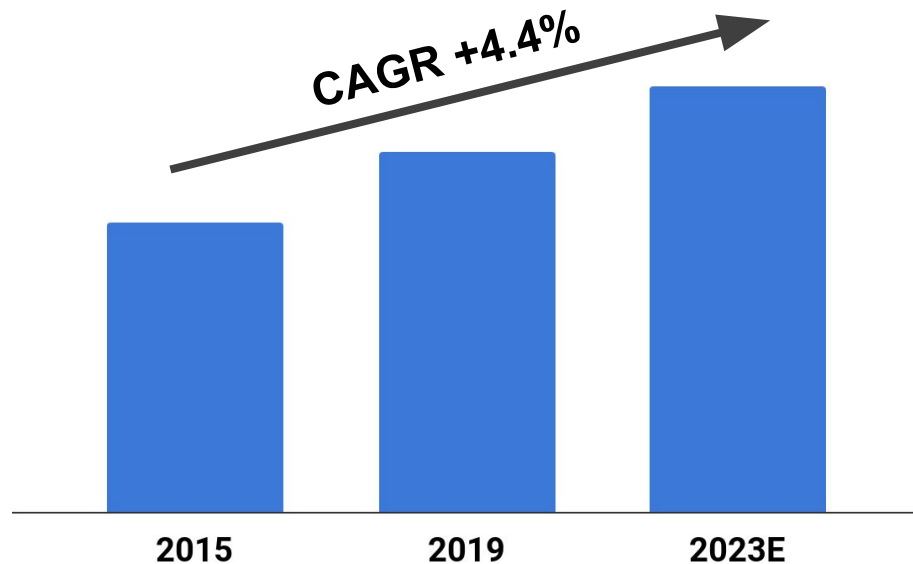


elmex/meridol Expansion – 2018/2019

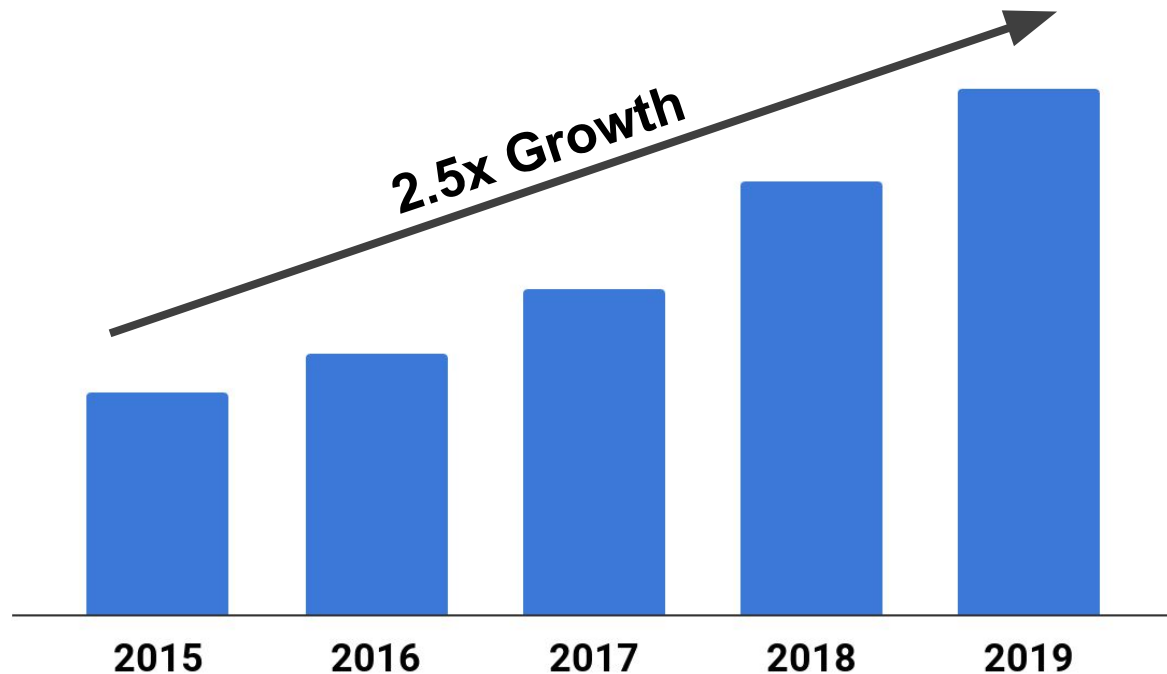


Discounter Channel

Channel growing in Europe, leaders rapidly expanding and broadening their appeal



C-P Europe Net Sales – Discounter



Expanding Core Range to Unlock Growth Opportunities

Differentiated Range



Sizing/Multipacks



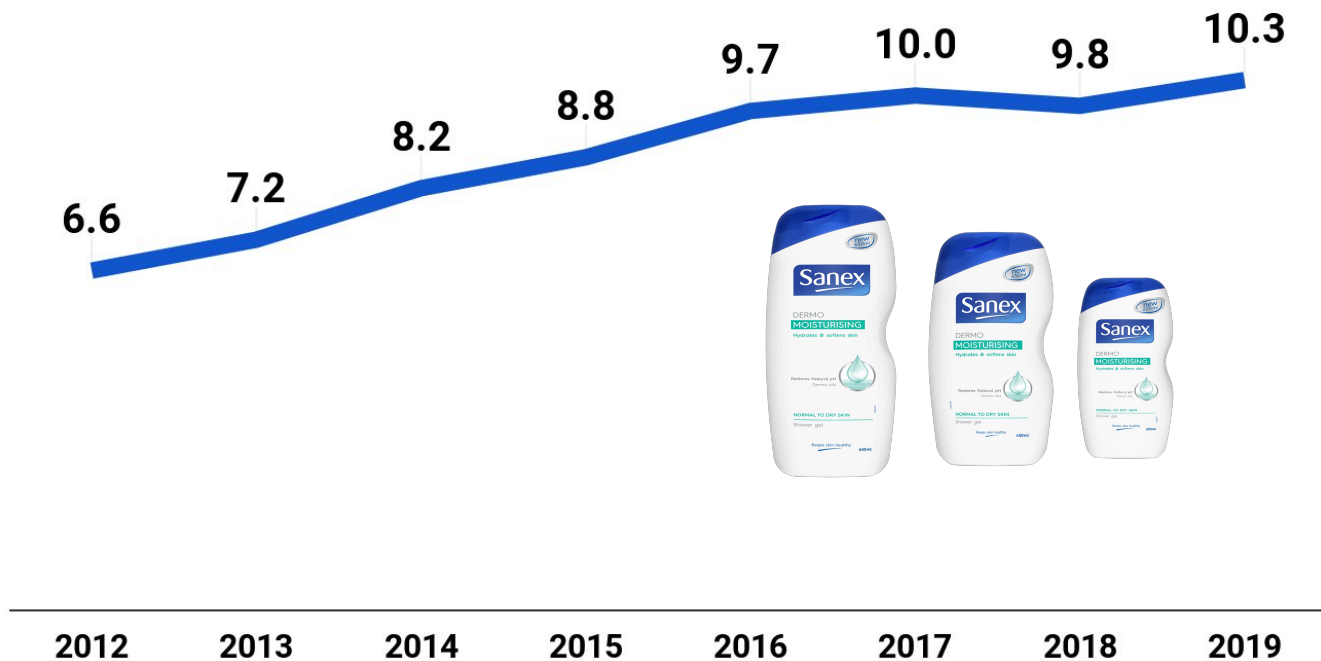
650ml 450ml 225ml



Unique SKUs



Record Shower Gel Share in UK Discounters



Growth Drivers

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Direct-to-Consumer: Plaqless Pro



The CES Innovation Awards are based upon descriptive materials submitted to the judges. CTA did not verify the accuracy of any submission or of any claims made and did not test the item to which the award was given.

Making the Invisible, Visible



Direct-to-Consumer: Colgate Magik



1st manual toothbrush to use
augmented reality to teach
kids better brushing

Launched in U.K., now in U.S.

Consumer Insights Driving Growth



Launch on Amazon



Roll over image to zoom in

Colgate Magik Kids Smart Toothbrush and Fun Augmented Reality Game App for Ages 5-11

by Colgate

★★★★★ 415 ratings | 6 answered questions

Price: **\$17.99** & **FREE Shipping** on orders over \$25.00 shipped by Amazon. [Details](#)
& **FREE Returns**

Get \$50 off instantly: Pay \$0.00 upon approval for the Amazon Rewards Visa Card. No annual fee.

This item is returnable

Style Name: **Magik Smart Toothbrush**



Size: **1 Smart Toothbrush Kit**

1 Smart Toothbrush Kit

4 Count

2 Count

- Kids toothbrush kit includes: 1 smart toothbrush connector, 1 kids toothbrush, 1 phone holder, 1 start guide
- No more bedtime teeth brushing struggles - so fun your kids will want to brush!
- Fun gaming experience inspires kids to brush for rewards and to unlock new worlds to explore
- Magik mobile app coaches kids to brush properly for better habits
- App features a toothbrush timer for kids and a dashboard for parents to view child's progress
- Parental dashboard provides info on how well your child brushed and how to improve their habits
- Extra soft toothbrush with connector acts as a built-in toothbrush holder stand for upright storage

\$17.99

& **FREE Shipping** on orders over \$25.00 shipped by Amazon.

[Details](#) & [FREE Returns](#)

Arrives: **March 4 - 5**

Fastest delivery: **Sun, Mar 1**

 [Select delivery location](#)

In stock on February 28, 2020.

Order it now.

Qty: 1



Add to Cart



Buy Now

Ships from and sold by Amazon.com.

☐ Try **Amazon Prime** and start saving today with **Fast, FREE Delivery**

☐ Add gift options

China eCommerce – Miracle Repair



**Colgate's first
amino acid toothpaste
that defies the first signs
of aging**

Key Activities to Recruit Young, Premium Shoppers

98% shoppers are new to Colgate, ~80% young shoppers below 30 years old

Celebrity Bloggers



Over **100 million** views

KOL Live-stream Sales



50,000+ packs
sold in 3 minutes

TikTok



Drove **500,000+** visitors
to the product page

Tmall "All-star Day" Branded Activation



Attracted **600,000+** visitors
to Colgate flagship store

JD “Super Brand Day” Campaign



Created **160 million+**
buzz and views among
Gen Z

Growth Drivers

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Bright Smiles, Bright Futures

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



Reach

- Over 1 billion kids to date
- Goal: 1.3 billion kids by end of 2020



LESSON 01

KNOW HOW TO BRUSH



1 OUTSIDE ↑↓



4 BEHIND FRONT TEETH ↗



2 INSIDE ↻



5 TONGUE ↑↓



3 WAY IN THE BACK ↗



LESSON 02

BRUSHING SONG

A

Brush with Colgate
Brush with Colgate
Twice a day
Twice a day
It's a fluoride toothpaste
It's a fluoride toothpaste
That makes teeth strong
That makes teeth strong

B

Brush in circles
Brush in circles
Twice a day
Twice a day
Morning and evening
Morning and evening

C

Brush with Colgate
Brush with Colgate
Twice a day
Twice a day
I won't share your toothbrush
I won't share your toothbrush
They're not hugs
They're not hugs



For a future



Bacteria

+



Sugary

Growth Drivers

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Our Discussion Today

- Driving Organic Sales Growth
- Maximizing Productivity Across the P&L
- Effective Deployment of Cash Flow
- People and Sustainability Strategies

Maximizing Productivity Across the P&L

- Global Growth and Efficiency Program
(ended 12/31/19)
- Funding the Growth (FTG)
- Working differently

FTG: Vietnam Plant Transformation

- Plant staff embraced digital tools and agile teams to simplify processes and eliminate unnecessary work
- Freed up 10% more capacity, saving significant capital investment
- Lowered direct costs and unplanned downtime to generate savings
- Developed “upskilling” and “reskilling” tools to better engage young talent

Working Differently

- Changing how we work to drive growth

Europe Online Acceleration Center



Europe Online Acceleration Center

- 
- **Fully functional content studio that develops digital and social content for Europe in-house**
 - **Six online disciplines in one place; co-located with Hill's office**
 - **Stronger, more targeted and compelling content creation**

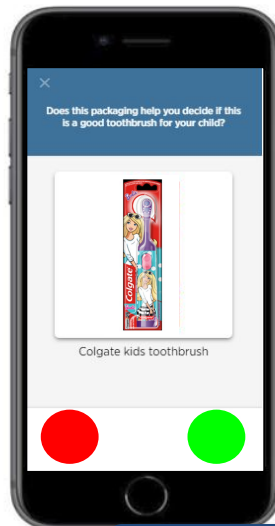
Kids Battery Toothbrush Optimized Imagery Roll-out



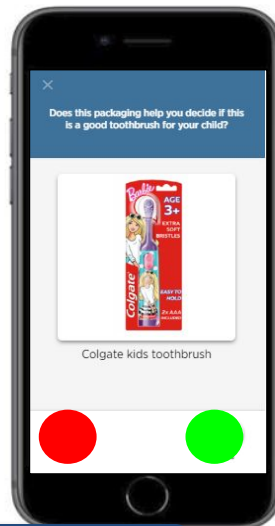
Observe e-shopper behaviors/tensions



Create new content (in-house)



Live A/B test new vs. old content



Deliver to retailer

TESCO

From insights to executing with a customer in seven days

Working Differently

- Changing how we work to drive growth
- Changing the way we innovate

Changing the Way We Innovate

- Spot emerging trends using artificial intelligence
- Rapid assessment of ingredients and formulas

Example: Next-Generation Therapeutic Formula

How can we leverage historical data to train ***machine learning*** models and build a new therapeutic toothpaste ***from scratch***?

Predictive Tools

- Leverage 80,000 Colgate toothpaste formulas to build predictive models
- Predict critical parameters of toothpaste before making a single batch
- Limit number of “benchtop” batches; increased speed time to market and reduced costs

Example: Next-Generation Therapeutic Formula

Previous

Experimental recipes

896

Development Time

Multiple Years



New

Experimental recipes

23

Development Time

6 Months

Our Discussion Today

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Effective Deployment of Cash Flow

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

Dividends Paid



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

Our Discussion Today

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Driving Toward Zero Waste

- Industry-leading performance on TRUE Zero Waste*
- We have received TRUE Zero Waste* certification at over 30% of our manufacturing facilities, with 50% projected through 2021
- More TRUE Zero Waste projects in more regions than any other company

** United States Green Building Council Certification Program*

Sustainability Profile

Improved the sustainability profile in

99 ***of new
products****
%

**Based on representative products from our portfolio*

Our 2025 Plastic Commitments

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



First-of-Its-Kind Recyclable Toothpaste Tube



Making innovative
technology available to
interested third parties

Dow Jones Sustainability Index

- Most respected global sustainability ranking body
- Colgate ranked on World Index for third year in a row
- 2019: First year as the Household Products Industry Sector Leader

Our Discussion Today

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