



**COLGATE-PALMOLIVE**

# Colgate-Palmolive Overview

## 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 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, acquisition-related costs, gains and losses from certain divestitures and certain other 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 [www.colgatepalmolive.com](http://www.colgatepalmolive.com) and in the tables to our earnings press releases.

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 Statements" in the Company's Annual Report on Form 10-K for the year ended December 31, 2024 and subsequent filings with the SEC). Copies of these filings are available in the "Investor Center" section of our website at [www.colgatepalmolive.com](http://www.colgatepalmolive.com) or may be obtained upon request from the Company's Investor Relations Department.



# COLGATE-PALMOLIVE

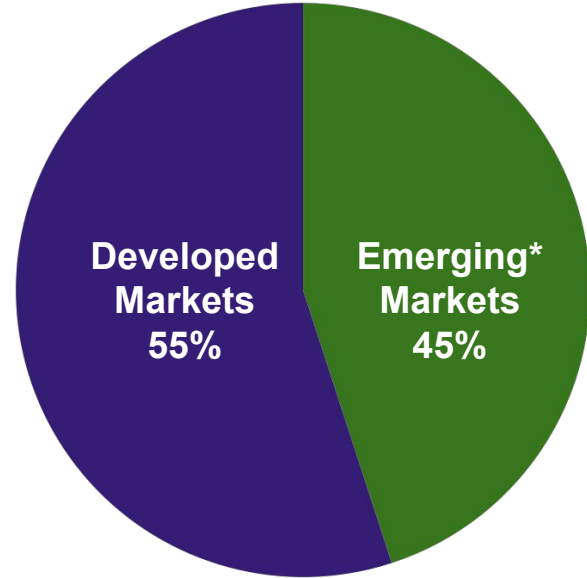
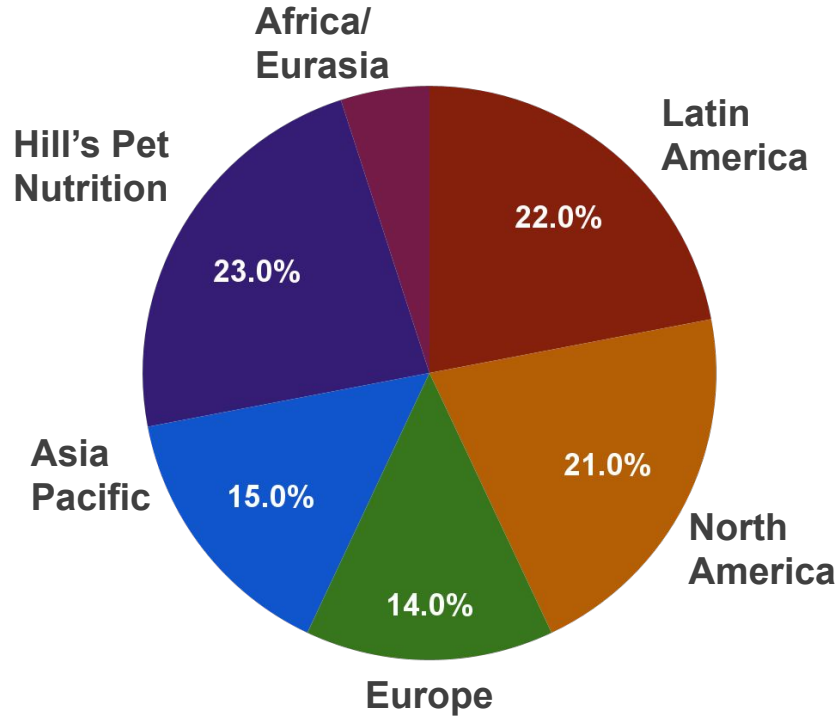
We are a \$20.1B global consumer products company with ~34,000 diverse and dedicated people serving over 200 countries and territories. As a caring, innovative growth company, we are united behind our purpose: reimagining a healthier future for all people, their pets and our planet.



# OVERVIEW

- **Who We Are**
- Our Focused Strategy

# 2024 NET SALES



\*Includes Latin America, Asia (ex. Japan), Africa/Eurasia and Central Europe

# HOW YOU KNOW US



# LONG HISTORY OF GLOBAL SUCCESS

| DIVISION       | COUNTRY      | YEAR ENTERED |
|----------------|--------------|--------------|
| North America  | U.S.         | 1806         |
| Europe         | France       | 1920         |
| Latin America  | Mexico       | 1925         |
|                | Brazil       | 1927         |
| Asia Pacific   | Philippines  | 1927         |
|                | India        | 1937         |
|                | China        | 1992         |
| Africa/Eurasia | South Africa | 1929         |

**TIGHTLY FOCUSED** ON  
FOUR ATTRACTIVE CORE  
CATEGORIES



ORAL CARE



PET NUTRITION



PERSONAL CARE



HOME CARE

# POWERING THE SMILES OF MORE HOUSEHOLDS THAN ANY OTHER BRAND

#1

**Most Penetrated Brand Globally**  
**Most Chosen Brand** Global Health & Beauty

#3

**Most Valuable Brand** Personal Care

# GLOBAL **SHARE LEADERS**

**#1**

**Toothpaste**

**Manual Toothbrushes**

**Pet Nutrition in  
Vet Clinics\* (U.S.)**

**Liquid Hand Soap**

**#2**

**Mouthwash**

**Bar Soap**

**Liquid Fabric Conditioners**

**Hand Dishwashing**

Based on markets where we compete and purchase shares

\*Based on IDEXX market share data as of December 31, 2024



# ***Our Purpose***

***We are Colgate, a caring,  
innovative growth company that  
is  
reimagining a healthier future  
for all people, their pets  
and our planet***

# OVERVIEW

- Who We Are
- **Our Focused Strategy**

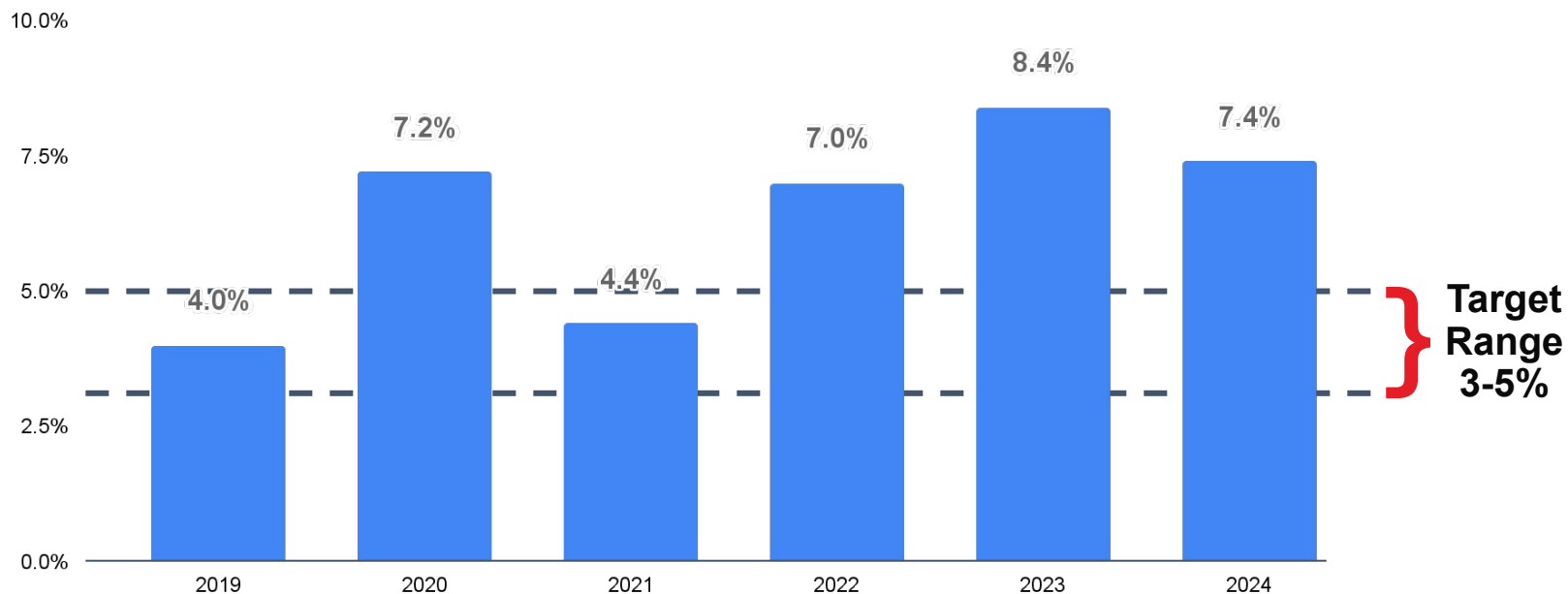
# FOCUSED STRATEGY

- **Our strategy is working** to deliver consistent compounded top and bottom line growth
- **Increasing household penetration** and **improving brand health** to drive category growth and market shares
- Delivering **productivity and efficiencies** to fund advertising and drive margin expansion
- Driving **free cash flow** to fund investment and drive shareholder value
- **Living our values** every day

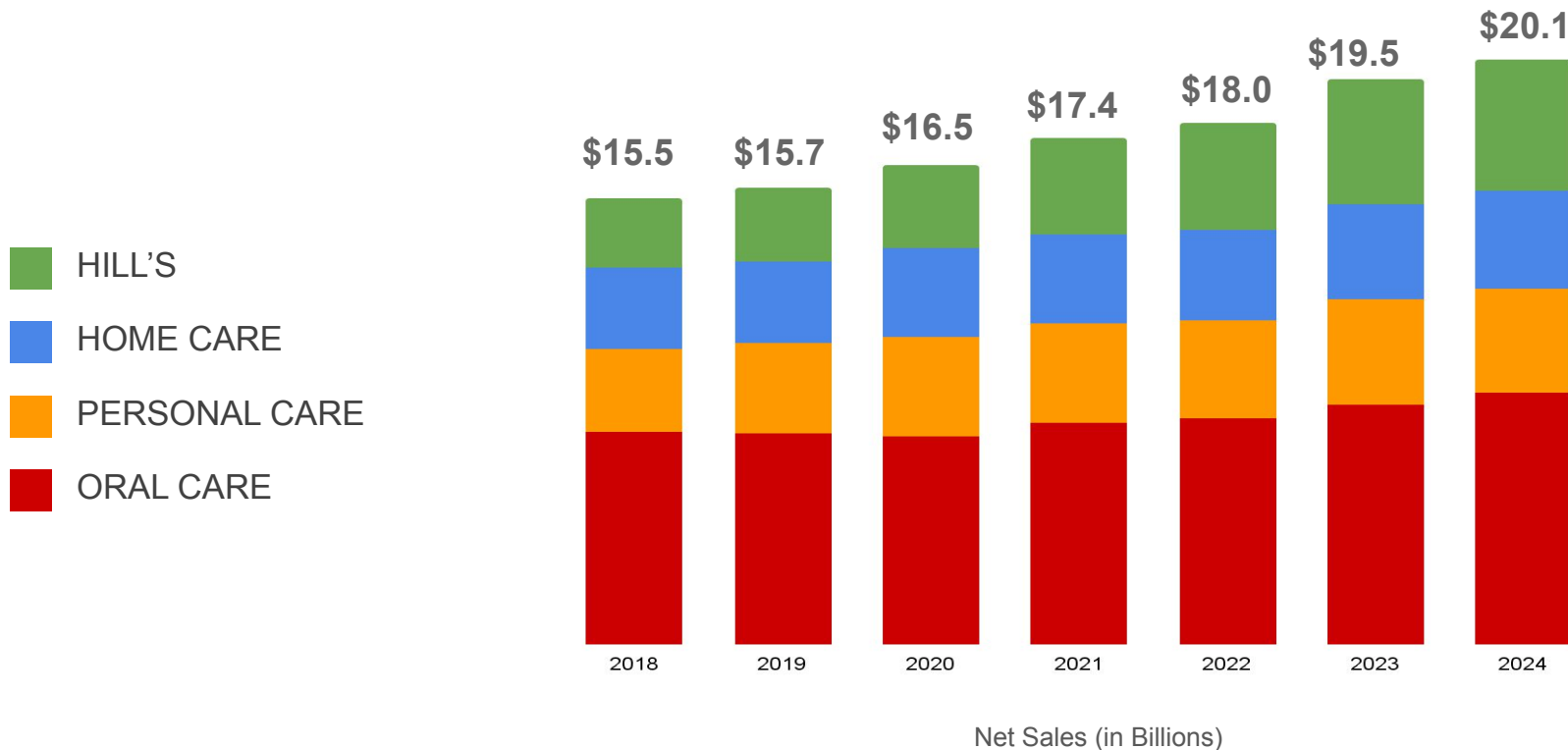
# FOCUSED STRATEGY

- **Our strategy is working** to deliver consistent compounded top and bottom line growth
- Increasing household penetration and improving brand health to drive category growth and market shares
- Delivering productivity and efficiencies to fund advertising and drive margin expansion
- Driving free cash flow to fund investment and drive shareholder value
- Living our values every day

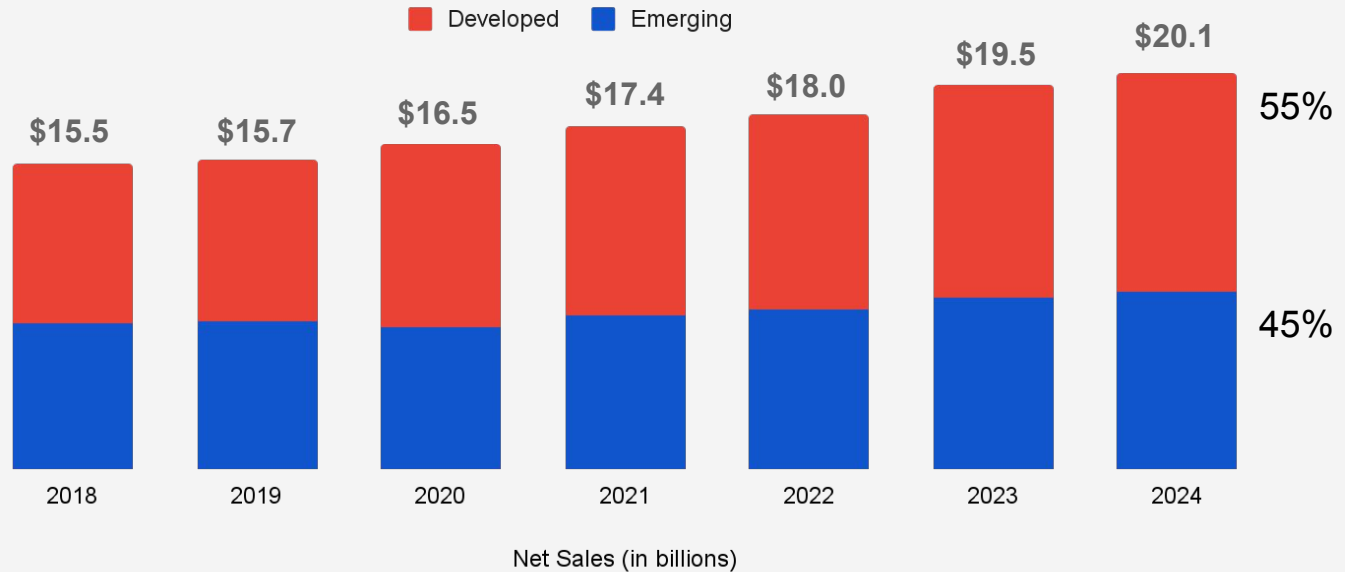
# DELIVERING CONSISTENTLY STRONG ORGANIC SALES GROWTH



# GROWTH IN ALL FOUR CATEGORIES

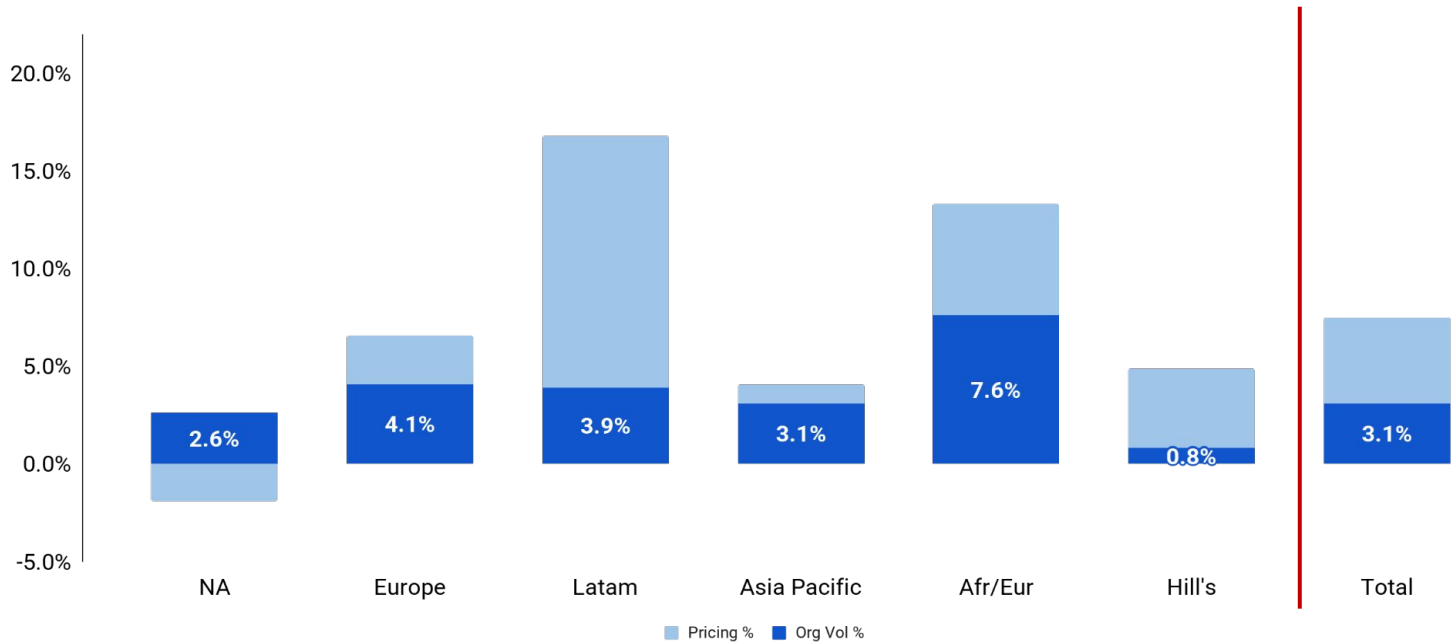


# GROWTH ACROSS GEOGRAPHIES IN BOTH DEVELOPED AND EMERGING MARKETS



# WE DELIVERED VOLUME GROWTH ACROSS ALL DIVISIONS IN 2024

Organic volume and pricing



# FOCUSED STRATEGY

- Our strategy is working to deliver consistent compounded top and bottom line growth
- **Increasing household penetration** and **improving brand health** to drive category growth and market shares
- Delivering **productivity and efficiencies** to fund advertising and drive margin expansion
- Driving **free cash flow** to fund investment and drive shareholder value
- **Living our values** every day

# **INCREASING HOUSEHOLD PENETRATION AND IMPROVING BRAND HEALTH** TO DRIVE CATEGORY GROWTH AND MARKET SHARES

- 1.** Science-led, core and premium innovation across price tiers
- 2.** Scaling capabilities including digital and data
- 3.** Increased advertising spending and effectiveness



1



SCIENCE-LED,  
CORE AND  
PREMIUM  
INNOVATION



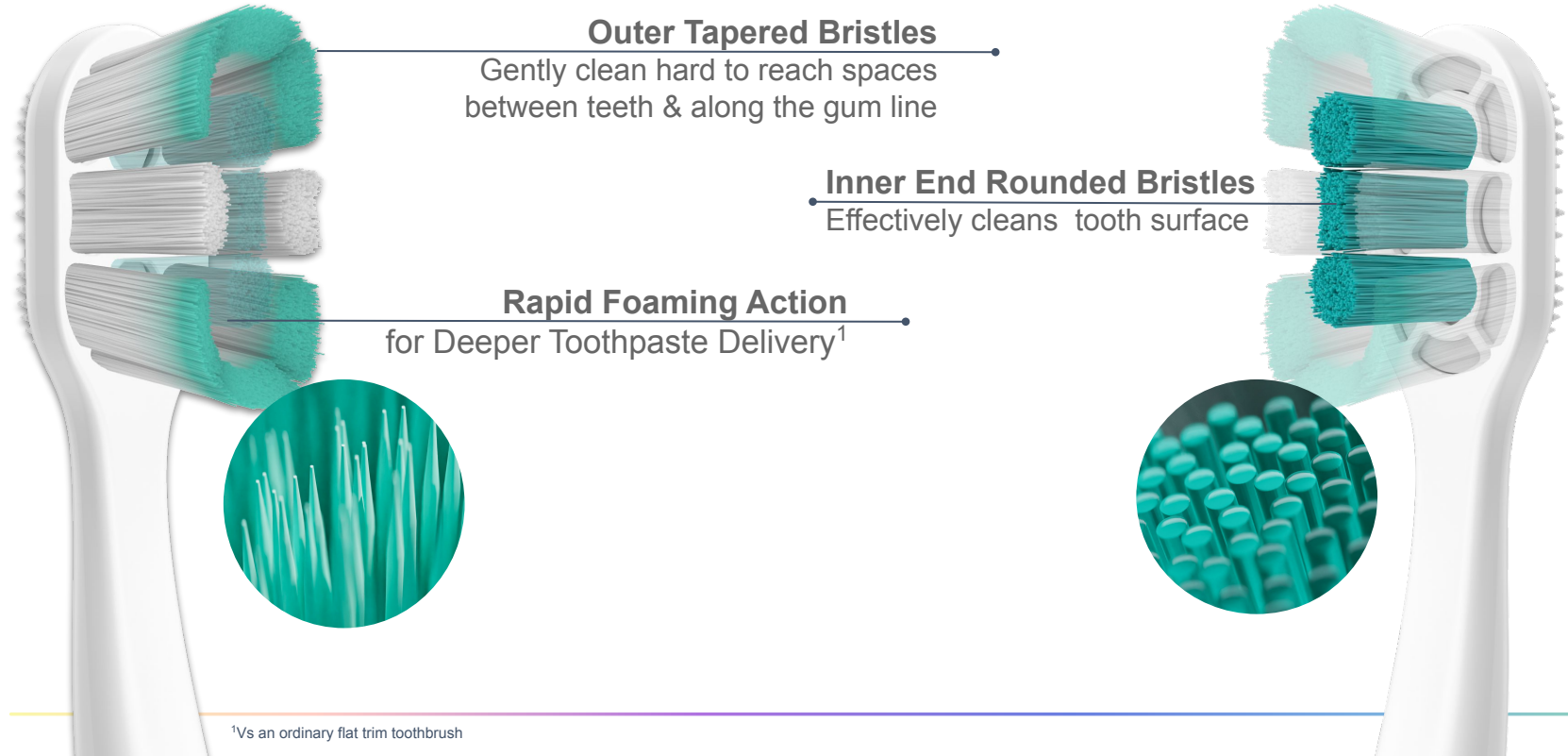
# The science of Active Prevention

Through clinically proven and potent efficacy, preventing oral health problems before they start.



# COLGATE TOTAL FOAMING CLEAN

## ADVANCED DUAL BRISTLE TECHNOLOGY



### Outer Tapered Bristles

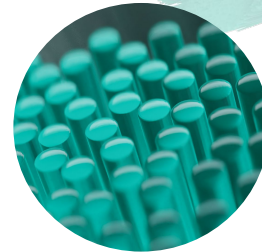
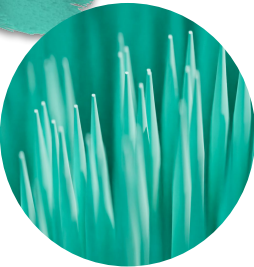
Gently clean hard to reach spaces between teeth & along the gum line

### Inner End Rounded Bristles

Effectively cleans tooth surface

### Rapid Foaming Action

for Deeper Toothpaste Delivery<sup>1</sup>



<sup>1</sup>Vs an ordinary flat trim toothbrush

# COLGATE TOTAL ACTIVE PREVENTION GLOBAL ROLLOUT

Clinically superior\* efficacy preventing oral health problems before they start

Regimen: **15X** more effective at fighting bacterial plaque\*



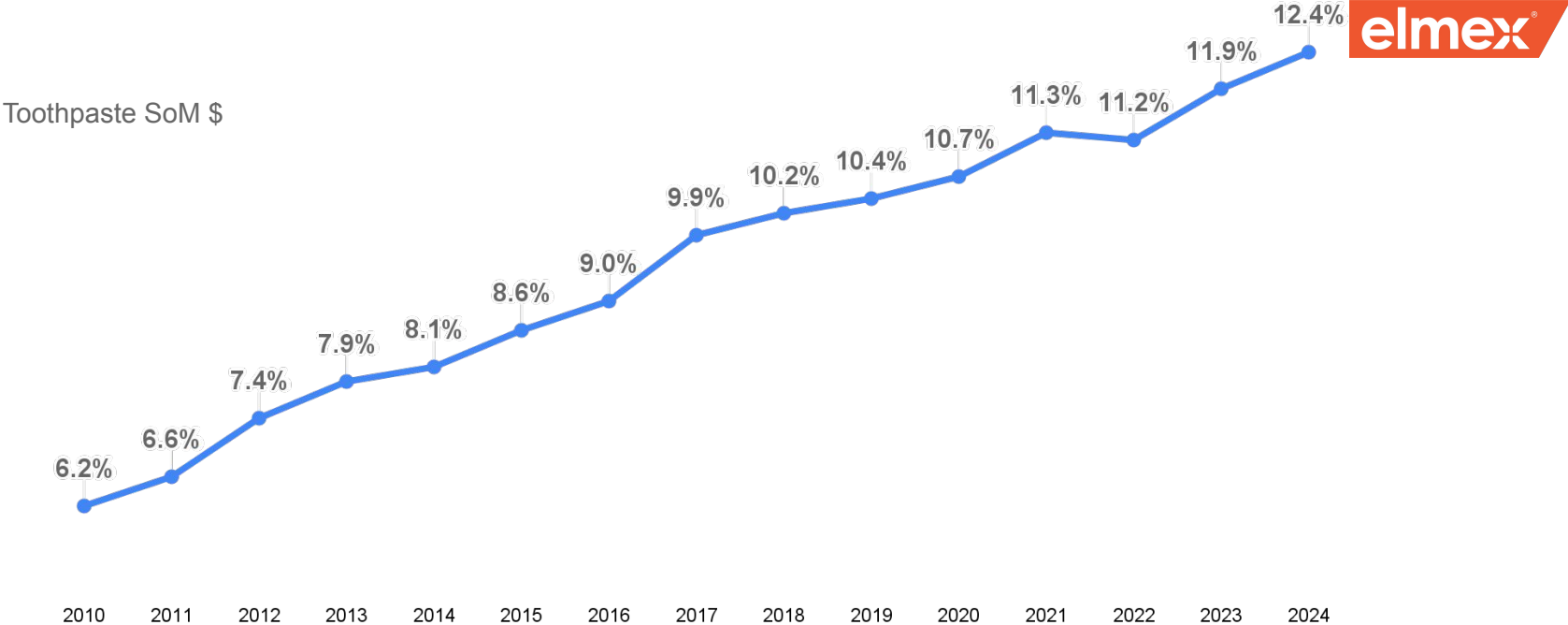
\*with 6 weeks continued use starting in week 1, vs. non-antibacterial fluoride toothpaste and ordinary manual toothbrush

# elmex SENSITIVITY+GUM

- Innovation strengthening our presence in the sensitivity segment
- elmex is now the #1 toothpaste brand recommended by dentists for sensitivity in Germany



# ELMEX LONG-TERM GROWTH IN EUROPE FUELED BY DEMAND GENERATION ACROSS VARIANTS



Source: Worldview FY 2024

# EltaMD UV SKIN RECOVERY IS MORE THAN SPF



#1  
Dermatologist  
Recommended  
Professional Sunscreen Brand

#1  
Dermatologist  
Trusted  
Professional Sunscreen Brand

✓  
Personally Used By  
More Dermatologists  
Than Any Other Brand

- Lightweight, 100% mineral SPF 50 featuring our patented Skin Barrier Repair Technology, AAComplex
- Clinically proven to alleviate symptoms of skin sensitivity, like visible redness, a weakened skin barrier, dryness and roughness\*
- 52% reduction in visible redness\*

# INNOVATION TO DRIVE **BODY WASH** **GROWTH IN** **BRAZIL**



- Hyper hydration\* for protected and soft skin
- Strong digital, influencer and in store support

# SANEX DERMA THÉRAPIE LAUNCH



- Formula with patented Amino Acid complex
- Endorsed by dermatologists
- Premium positioning

**NEW**

Sanex

Relief for dry skin  
could be as simple as a shower

Sanex

DERMA THÉRAPIE

Recommandé par les DERMATOLOGISTES

AVEC DES VITAMINES C & E  
ANTI-DÉMANGEAISON  
24h hydratation  
AAC AMINO ACID COMPLEX

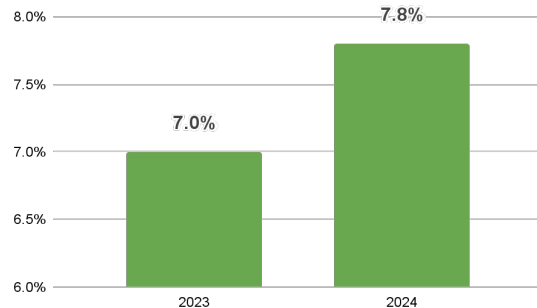
\*In hypermarkets and supermarkets, 2024 IPSOS study, 110 dermatologists, France  
\*after 2 weeks daily use, consumer study, 110 subjects, France 2024.

Keeps skin healthy

# PALMOLIVE NATURALS RELAUNCH - Europe

- Nourishes skin with Vitamin E
- Fragrances inspired by nature
- 95% natural origin ingredients

Total Palmolive Brand Penetration - Germany



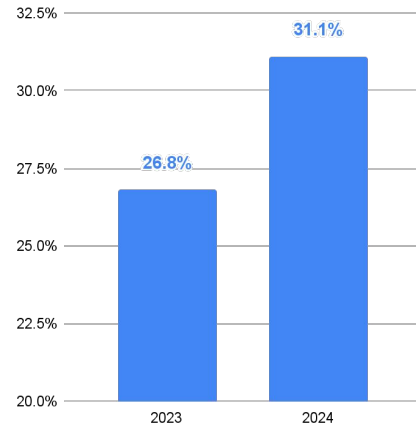


# FABULOSO 2X CONCENTRATED FORMULA

More Concentrated  
Formula\*

- 2X more active ingredients\*
- Provides 2X more uses in the same bottle\*
- 50% less plastic\*\*

Fabuloso US Market Share



Source: Nielsen

\* vs non-concentrated Fabuloso Original

\*\* by following dosing instructions and getting twice as many uses out of one bottle vs same size of Fabuloso Original

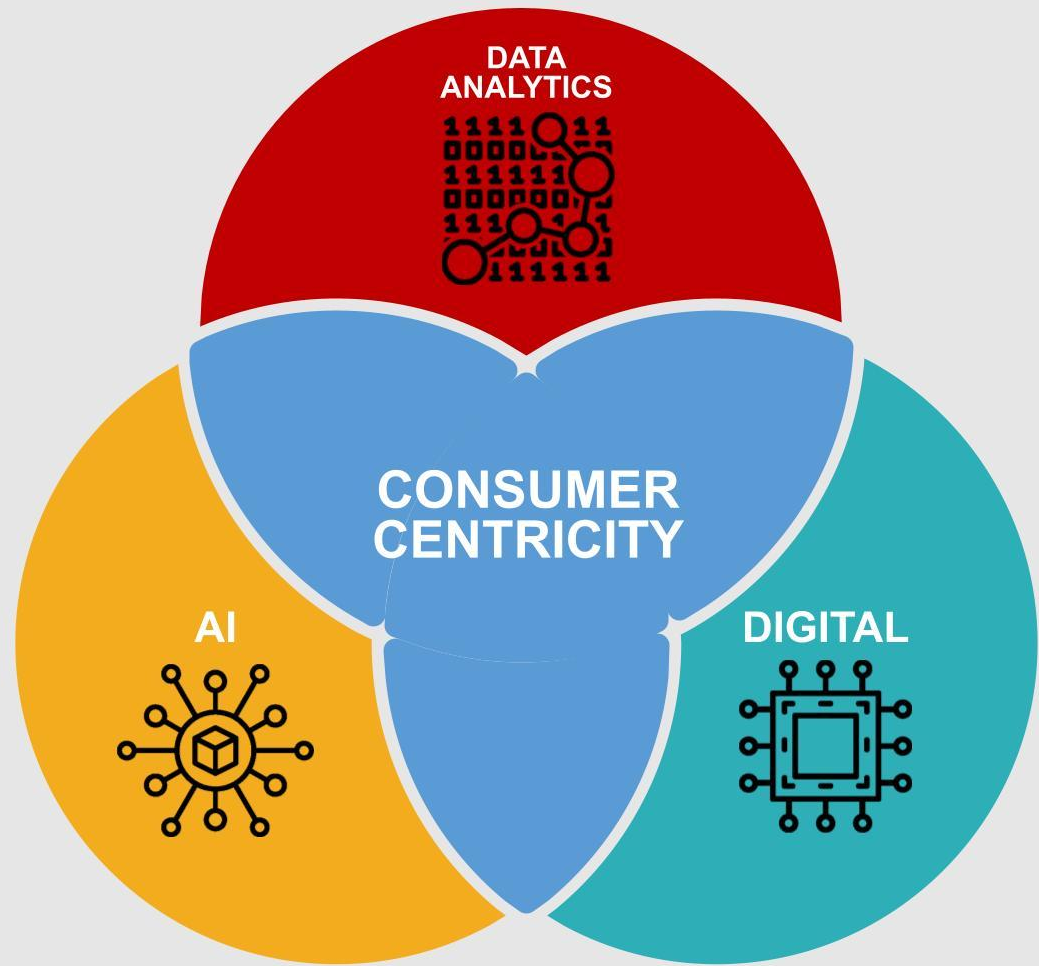
# HILL'S SCIENCE DIET VARIETY PACKS DRIVING TRIAL AND GROWTH

- Allowing pet parents to try new products and flavors in a convenient way
- Driving incremental consumption volume in the U.S.

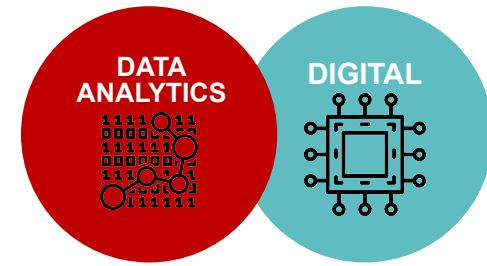


2

**SCALING  
CAPABILITIES**



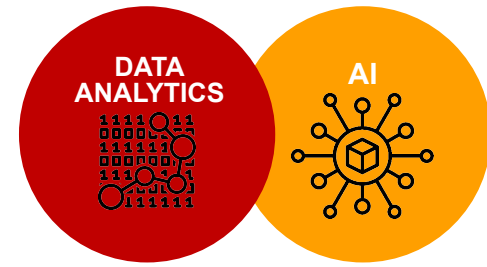
# OPTIMIZING DIGITAL MEDIA PERFORMANCE



## Data Harmonization For Real-Time Decisions

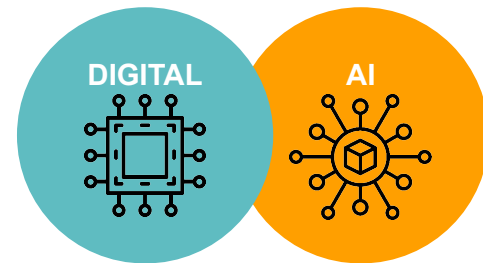
- Proliferation of digital platforms has increased complexity of measuring effectiveness
- This complexity creates significant data, but it needs to be harnessed so we can act upon it
- We are now using one tool to consolidate data across digital media platforms
- Real-time data analytics to enable rapid campaign optimizations

# USING AI FOR PROMO OPTIMIZATION



- Next frontier in our Revenue Growth Management journey
- Using machine learning and prescriptive analytics to determine optimal promo calendars
- Runs billions of scenarios to solve for best combination of volume, revenue and profit
- Scaling now to many of our largest retailers in several markets

# OPTIMIZING DIGITAL SHELF BY LEVERAGING GENERATIVE AI



ELMEX - France

Before



After



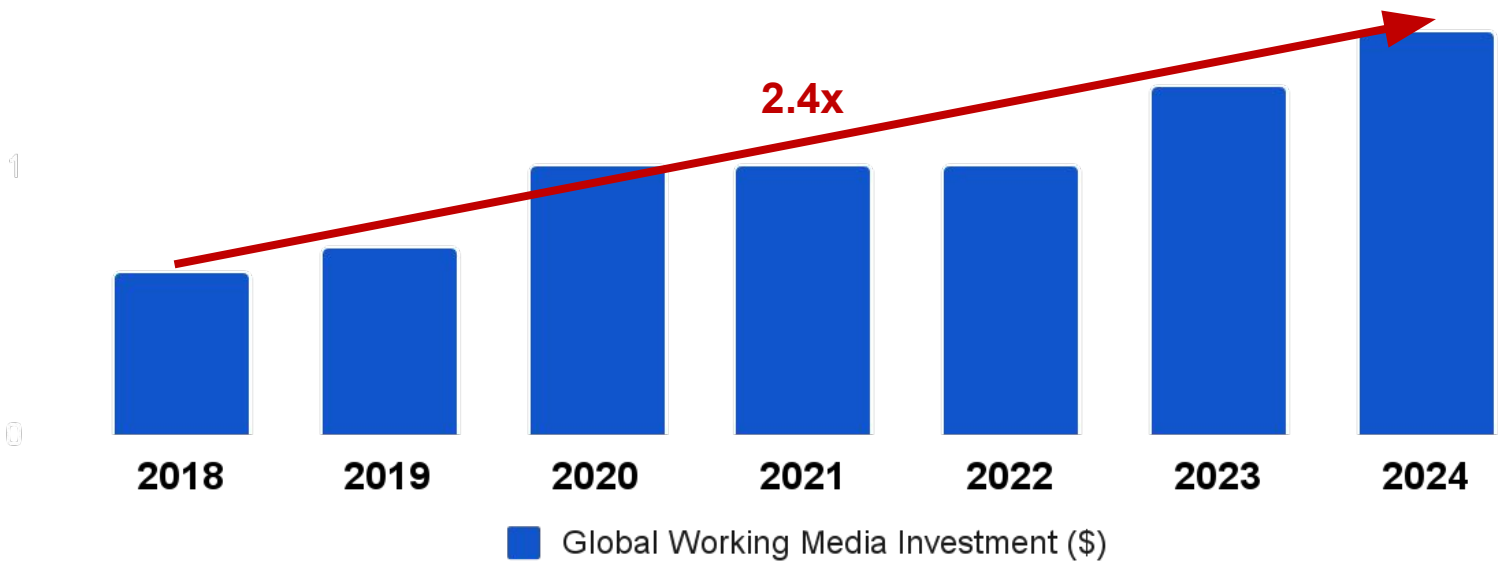
Dale a tu sonrisa un efe  
**WOOOOOOOOO**

**3**

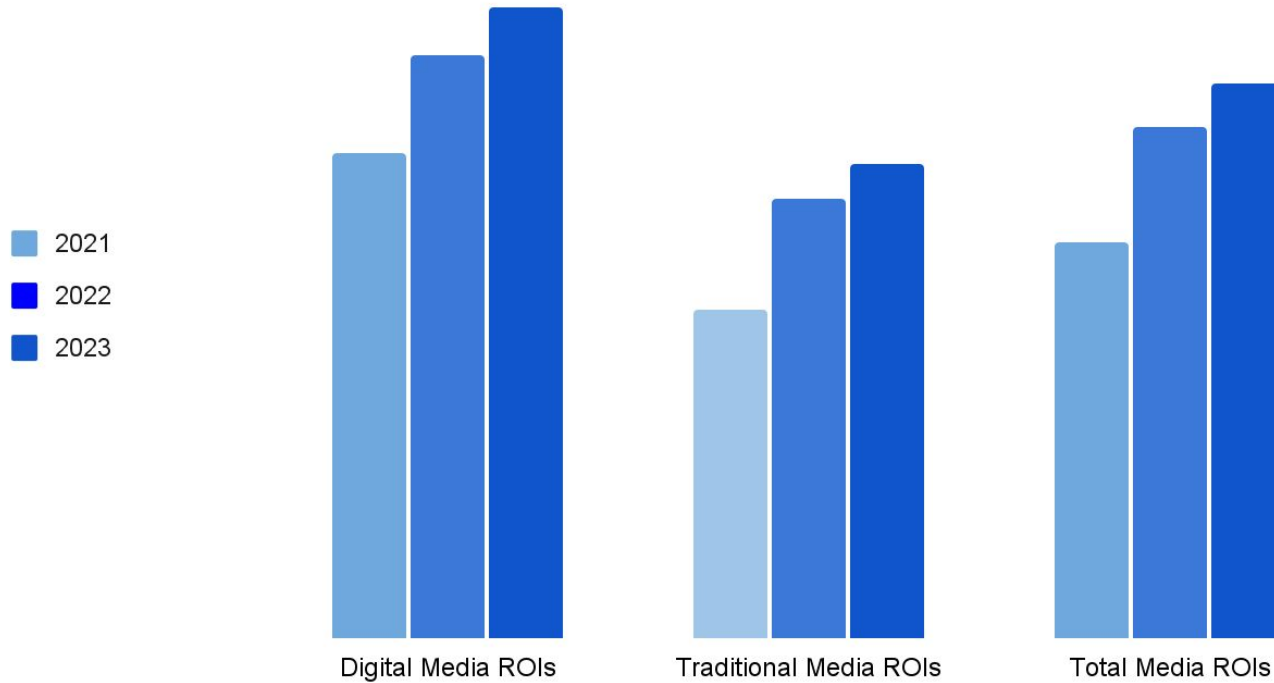
**INCREASED  
ADVERTISING  
SPENDING AND  
EFFECTIVENESS**

# **WORKING MEDIA** INVESTMENT HAS MORE THAN DOUBLED SINCE 2018

6-Year CAGR +16%



# ROIs CONTINUE TO INCREASE

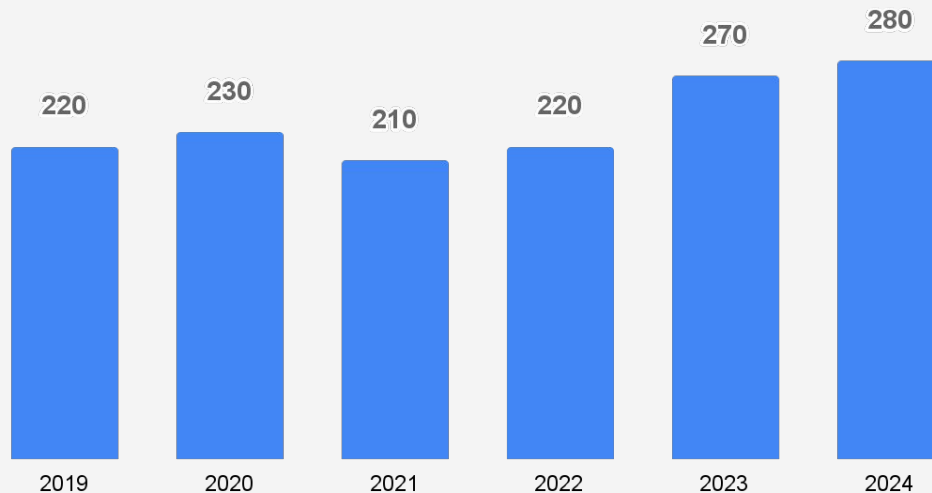


# FOCUSED STRATEGY

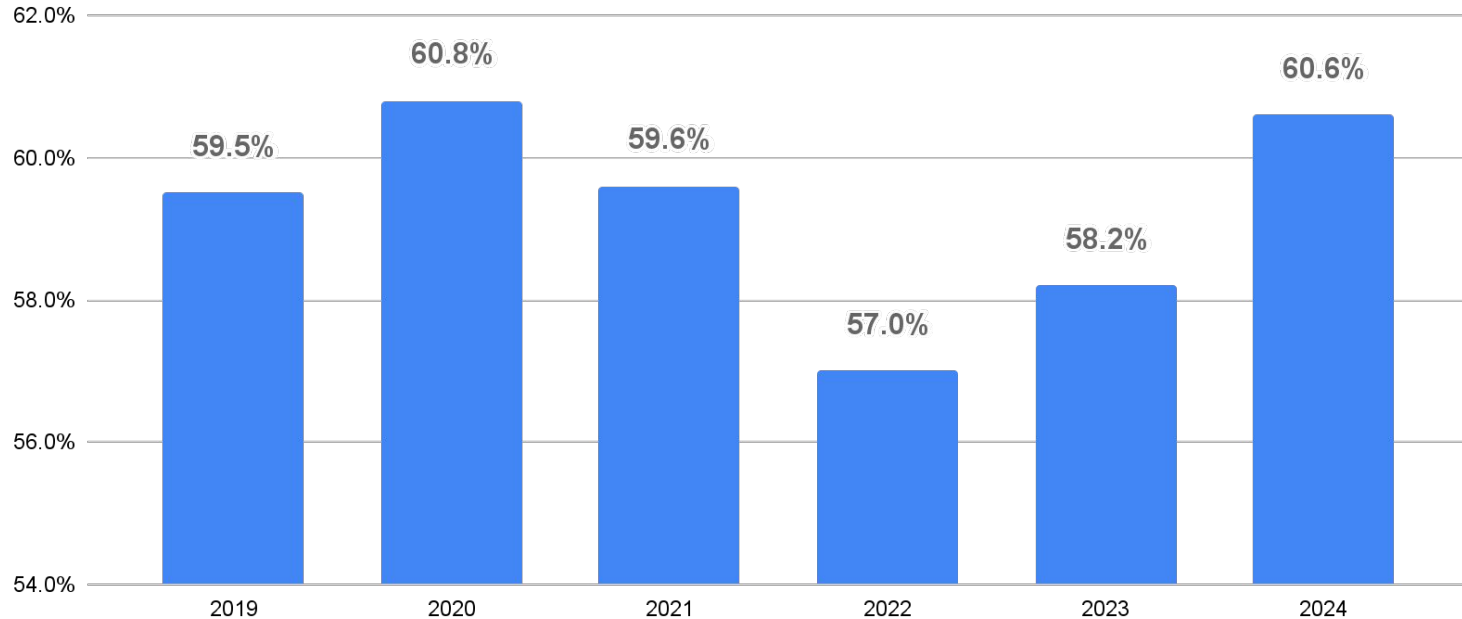
- Our strategy is working to deliver consistent compounded top and bottom line growth
- Increasing household penetration and improving brand health to drive category growth and market shares
- Delivering **productivity and efficiencies** to fund advertising and drive margin expansion
- Driving free cash flow to fund investment and drive shareholder value
- Living our values every day

# FUNDING THE GROWTH WORKING HARDER IN 2024

FTG impact on Gross Margin (in basis points)



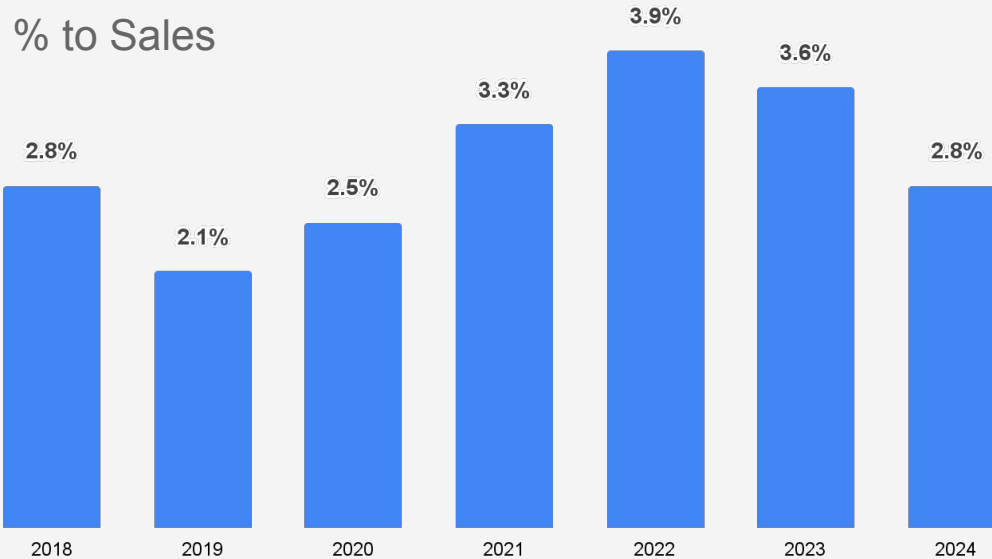
# STRONG GROSS MARGIN PERFORMANCE IN 2024



# FOCUSED STRATEGY

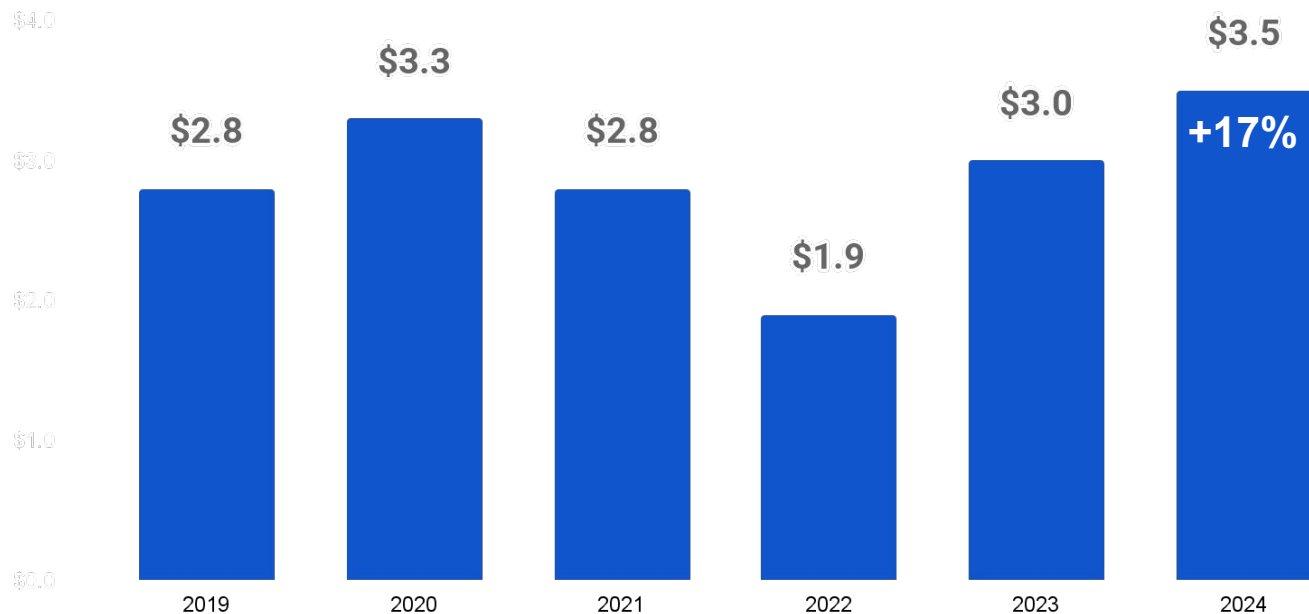
- Our strategy is working to deliver consistent compounded top and bottom line growth
- Increasing household penetration and improving brand health to drive category growth and market shares
- Delivering productivity and efficiencies to fund advertising and drive margin expansion
- Driving **free cash flow** to fund investment and drive shareholder value
- Living our values every day

# CAPITAL EXPENDITURE FOR GROWTH AND EFFICIENCY



# DRIVING RECORD FREE CASH FLOW IN 2024

(in billions)



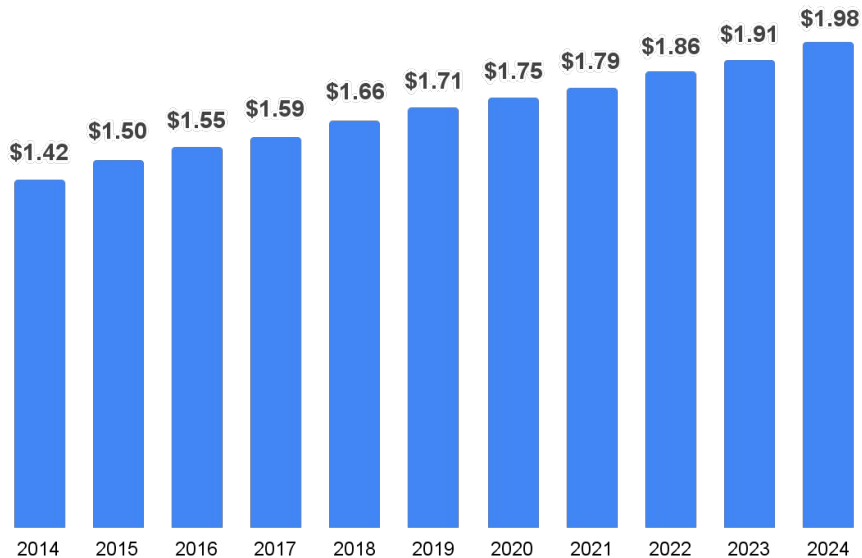
# CONSISTENT **DIVIDEND GROWTH**



**62 CONSECUTIVE YEARS**  
OF DIVIDEND INCREASES

**130 CONSECUTIVE YEARS**  
OF DIVIDEND PAYMENTS

**\$28.5 BILLION**  
CASH RETURNED TO  
SHAREHOLDERS LAST 10  
YEARS



DIVIDENDS PAID PER SHARE

# FOCUSED STRATEGY

- Our strategy is working to deliver consistent compounded top and bottom line growth
- Increasing household penetration and improving brand health to drive category growth and market shares
- Delivering productivity and efficiencies to fund advertising and drive margin expansion
- Driving free cash flow to fund investment and drive shareholder value
- **Living our values** every day



**LIVING OUR  
VALUES** EVERYDAY

**CARING**

**INCLUSIVE**

**COURAGEOUS**



COLGATE BRIGHT SMILES, BRIGHT FUTURES HAS REACHED APPROXIMATELY **1.8 BILLION CHILDREN AND THEIR FAMILIES WORLDWIDE** SINCE 1991



Since 2002, Hill's Food, Shelter & Love program has supplied more than **\$300MM** in pet food to shelters and for disaster relief, and helped more than **15 million** pets find new homes.



# THE 49<sup>TH</sup>



# APPROXIMATELY 75% OF OUR TOOTHPASTE SKUs GLOBALLY HAVE TRANSITIONED TO RECYCLABLE TUBES\*



Since introducing the first-of-its kind recyclable toothpaste tube in 2019 and as of Dec 31 2024

\*Your community may not yet accept tubes for recycling. Check locally. Learn more at [colgate.com/goodness](https://colgate.com/goodness).



# TRUE CERTIFICATIONS FOR ZERO WASTE MORE THAN ANY OTHER COMPANY



# IN SUMMARY

- **Strategy is working** to deliver consistent compounded top and bottom line growth
- Scaling our capabilities across the organization to **accelerate change and build competitive advantages**
- Through investment in innovation, consumption and advertising, **driving improvements in brand health and penetration to deliver future growth**