Colgate-Palmolive
Make More Smiles

Investor Overview



As of June 2026

June 2026

Notice for Investor Presentation

Please review the following presentation in conjunction with our earnings press releases, our prepared management remarks and additional information regarding our non-GAAP financial measures, including GAAP to non-GAAP reconciliations, which are available in the Investor Center section of our website at www.colgatepalmolive.com/investors and in our earnings press releases. 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 and in the tables of 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 the time they were made, 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, 2025 and subsequent filings with the SEC). Copies of these filings are available in the Investor Center section of our website at www.colgatepalmolive.com.





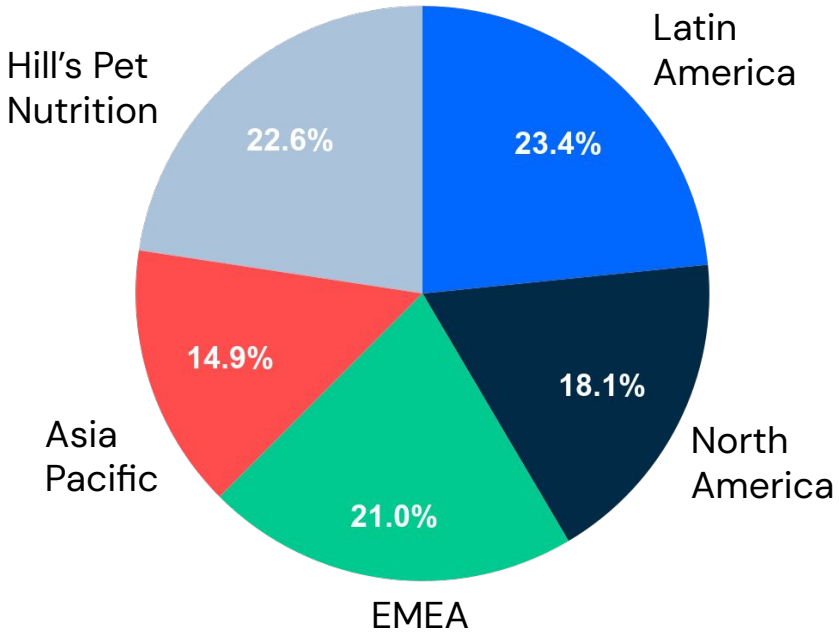


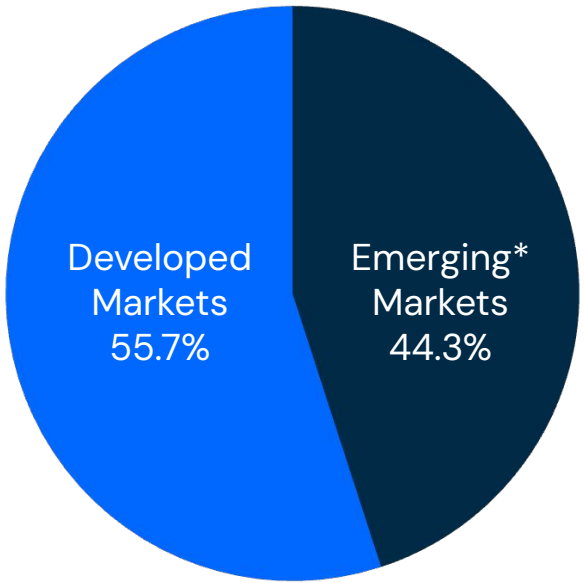


We are a $20.4B global consumer products company with over 33,000 diverse and dedicated people serving over 200 countries and territories. **As a caring, innovative growth company, we are united behind our purpose: reimagining a healthier future for all people, their pets and our planet.**

Colgate-Palmolive

2025 Net Sales





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

How You Know Us











































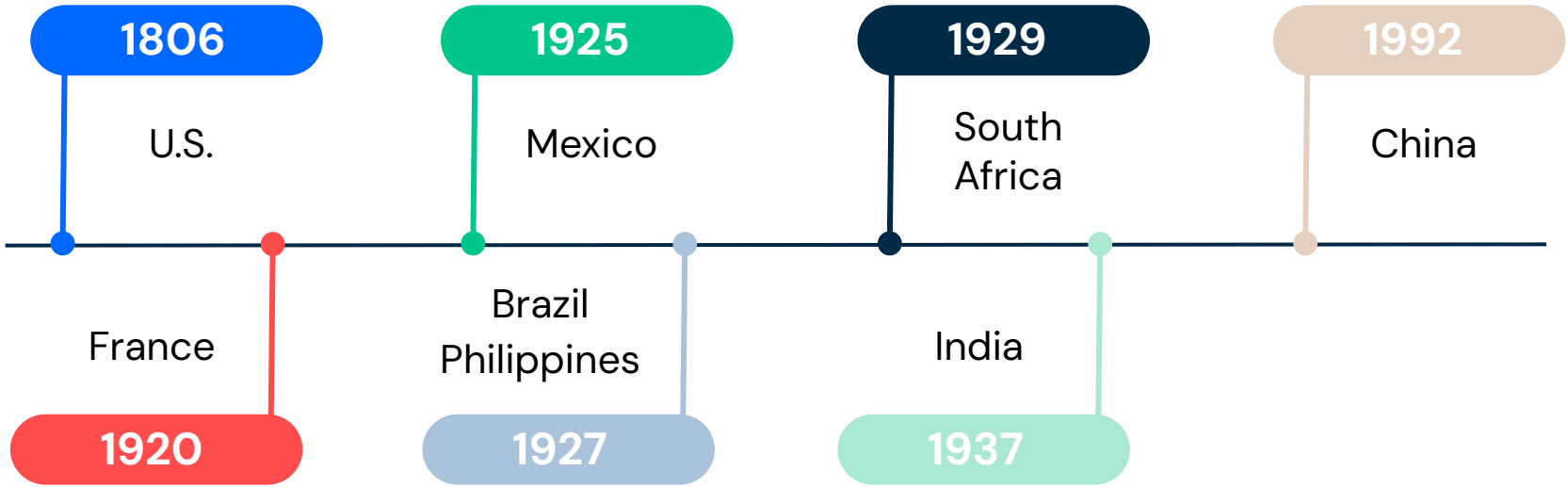








Long History of **Global Success**



Tightly Focused on Four Attractive Core Categories.



Oral Care

Pet Nutrition





Personal Care

Home Care



Colgate-Palmolive

Our Focus

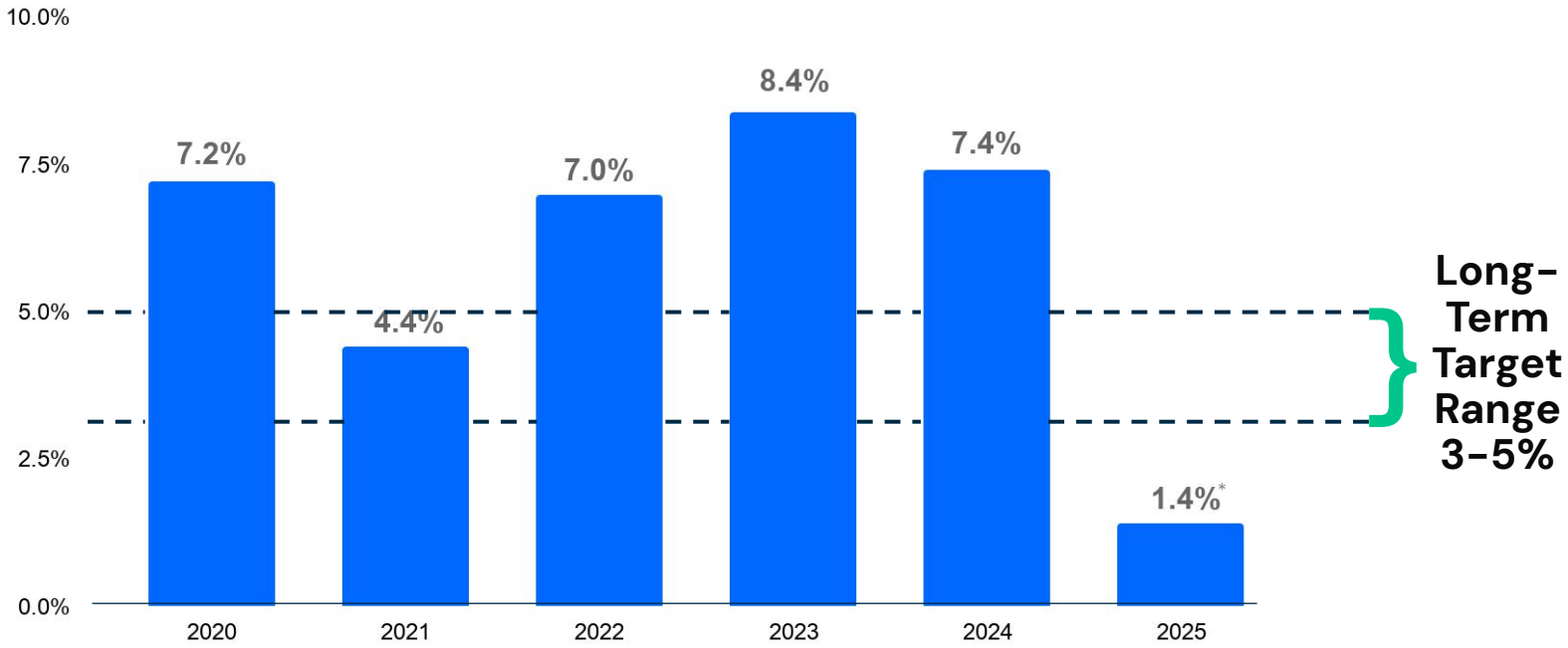
1. Our 2025 strategy delivered consistent compounded top and bottom line growth
2. Accelerating change as we execute against our 2030 strategy to drive category growth and market shares
3. Delivering productivity and efficiencies to support our 2030 strategy, fund advertising and drive margin expansion
4. Driving free cash flow to fund investment and drive shareholder value

01

Our 2025 strategy delivered consistent compounded top and bottom line growth



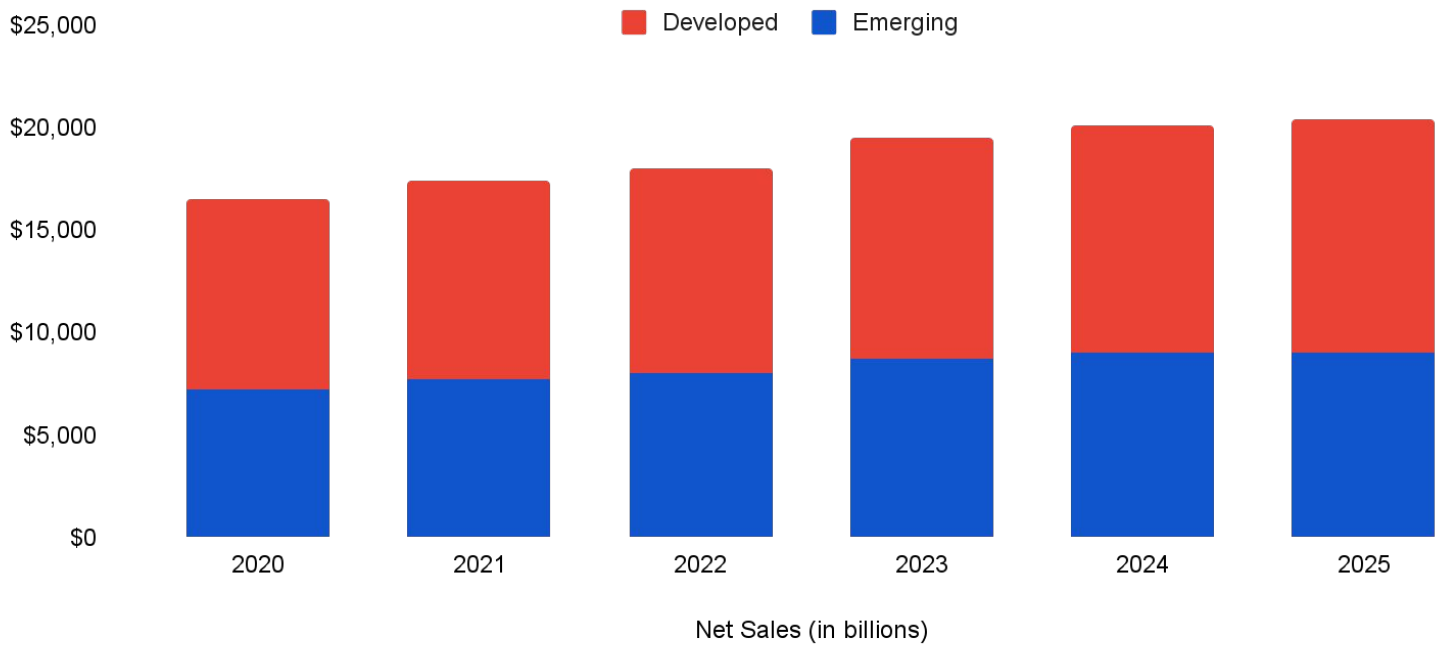
Organic Sales Growth



Colgate-Palmolive

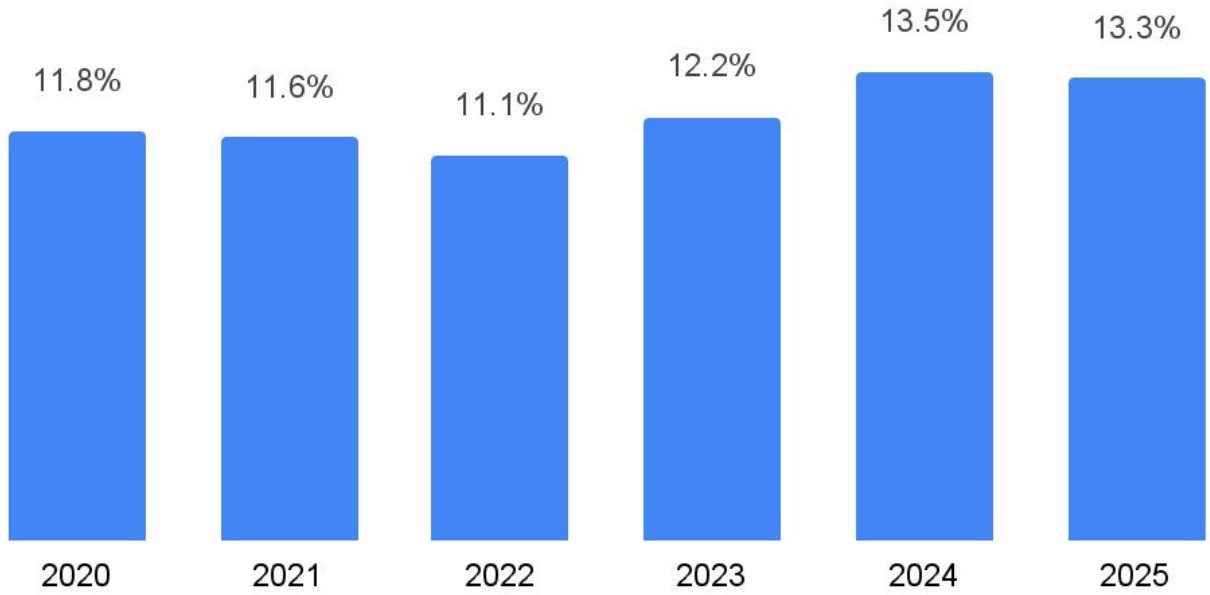
Non-GAAP
*includes a 0.7% negative impact from lower private label pet sales

Growth Across Development and Emerging Markets

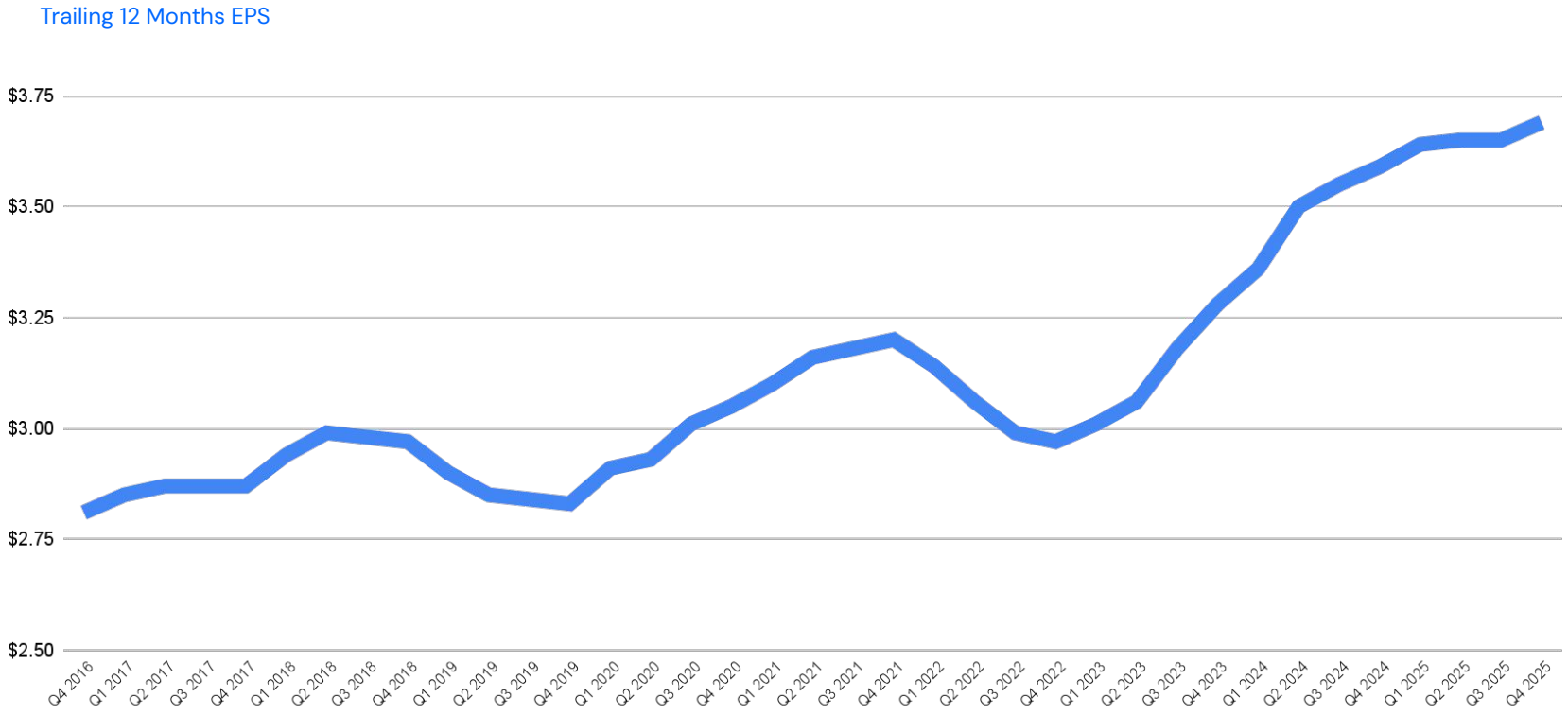


Strong Advertising Spending

Advertising as a % of sales



Driving Accelerated EPS Growth*



*Non-GAAP / Base Business

02

Accelerating change as we execute against our 2030 strategy to drive category growth and market shares



Accelerating Change for 2030
to Unlock More Growth



Leverage the global reach and penetration of our brands



Build the incremental benefit of superior, science-based innovation



Lead in capabilities like data, analytics and AI



Harness the power of best in class omni-channel demand generation



Evolve our high impact, inclusive culture

Accelerating Change for 2030
to Unlock More Growth



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Global Brand Strength

#1 Most Penetrated Brand Worldwide

#1 Most Chosen Brand: Global Health & Beauty

#2 Most Valuable Brand: Personal Care



Sources: Worldpanel by Numerator Brand Footprint 2025 and Kantar BrandZ 2025

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, 2025

Accelerating Change for 2030
to Unlock More Growth

Leverage the global reach and penetration of our brands

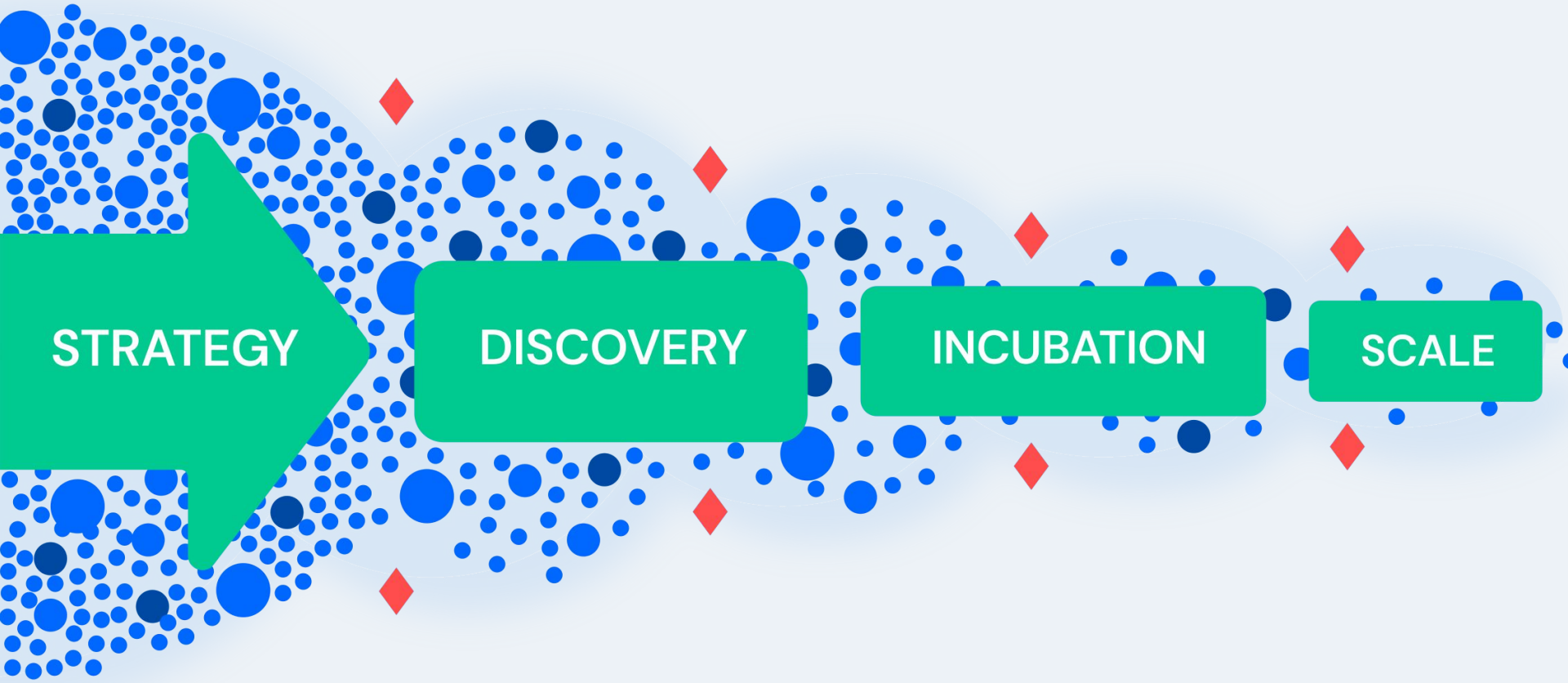
Build the incremental benefit of superior, science-based innovation

Lead in capabilities like data, analytics and AI

Harness the power of best in class omni-channel demand generation

Evolve our high impact, inclusive culture

Delivering More Impactful Innovation



STRATEGY

Starting With People Centricity



EVOLVING NEED STATES

Admirable Impressions

21% of people want whitening yet **66%** of whitening needs remain unmet



DELIVER PERCEIVABLY SUPERIOR WHITENING

DISCOVERY

Feeding The Funnel And Refining Value Propositions



DELIVER PERCEIVABLY SUPERIOR WHITENING









INCUBATION

Structured Approach to Test, Iterate, and Refine Products and Business Models

Test marketable

Prototype

for desirability





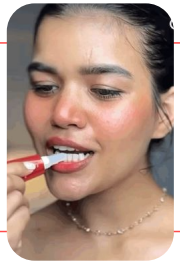
+

In-market **Pilot**

Test and learn viability of bundle and operating model









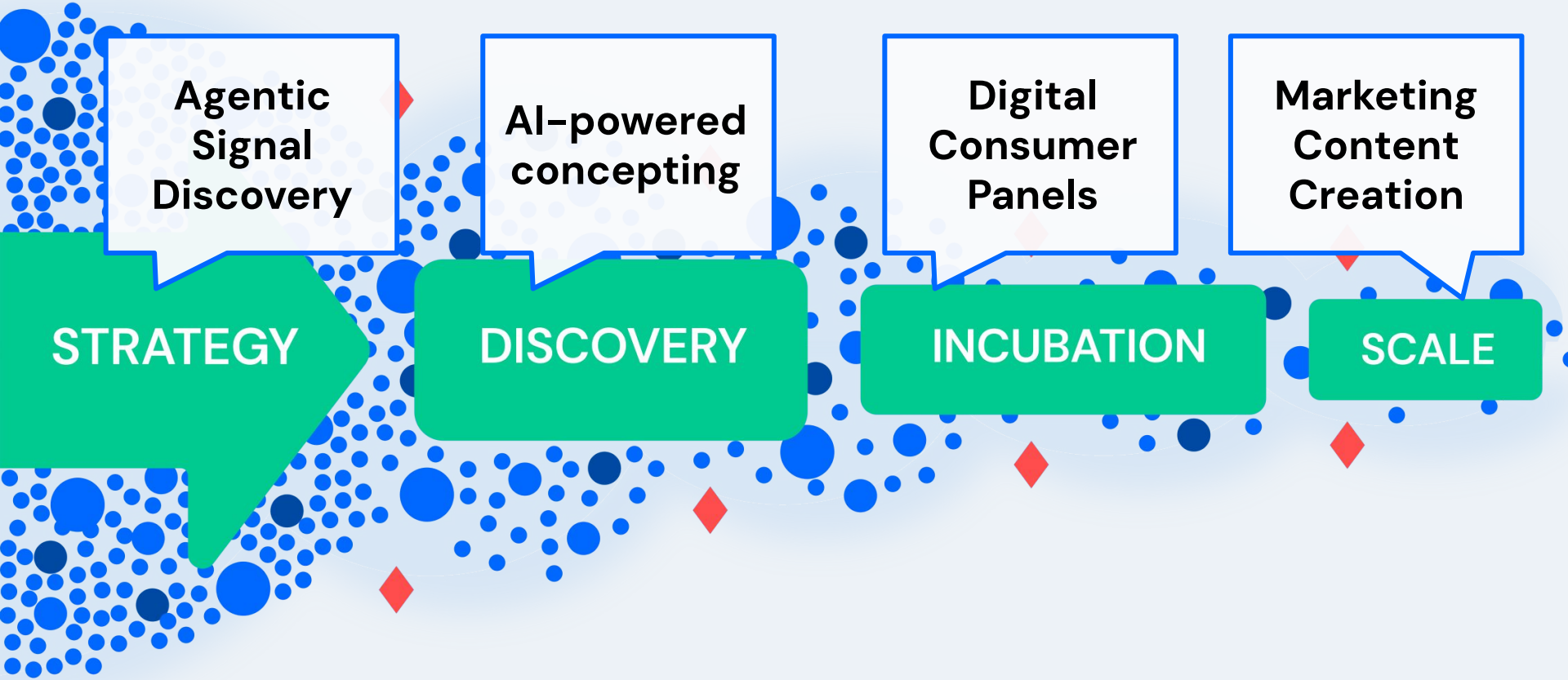
SCALE

Consistent scaling across markets



- Ready-to-deploy winning toolkits
- Agile roll out → global scale, high revenue

AI is now End to End in our Innovation Process



elmex **Sensitivity + Gum**

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



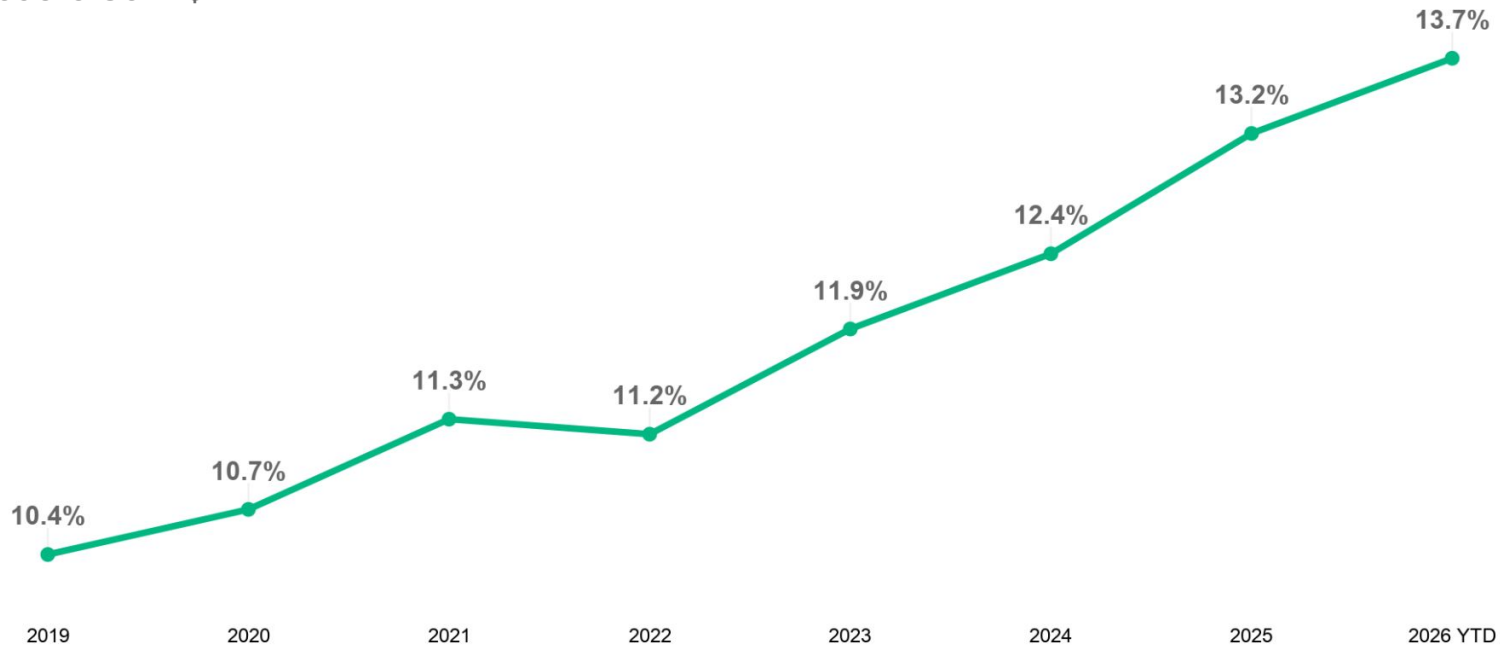
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Source: Based on BRMO dentist study conducted in the relevant market

elmex Long-Term Growth in Europe

Fueled By Science-Driven Innovation

Toothpaste SoM $



Source: Worldview through March 2026

elmex Sensitive In Office Varnish in Europe



- 5% fluoride varnish for the treatment of dental sensitivity
- Applied in chair by the dental professional
- Sensitivity relief for a comfortable dental visit during teeth whitening or cleaning procedures

New **meridol Fast Action** in Europe

- Fast soothing feeling on irritated and sensitive gums*
- #1 gum care toothpaste brand in Germany

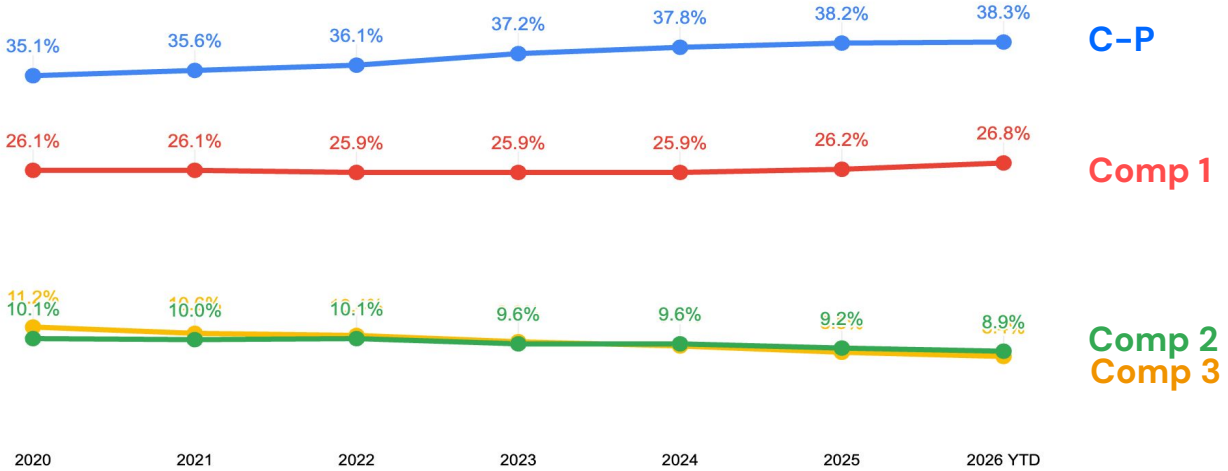


* 2 weeks consumer study, 155 subjects, Germany 2025, showed fast results within a few days
Source: Nielsen value share YTD Nov 2025, Germany

Driving CP Toothpaste Share

Europe share now at an all-time high









Source: Worldview MM 2026 March YTD Constant $

Optic White Pro Series
with ActivShine Technology

- Clinically proven formula with 5% hydrogen peroxide level
- Now with ActivShine Technology to brighten & polish the enamel surface, revealing a next-level shine
- Removes 15 years of deep-set stains*



*when brushing twice daily for 2 weeks

Accelerating Whitening Adoption
With Purple Range



- Color corrects yellow tones*
- Driving strong toothpaste share gains in key markets
- Now adding Colgate Optic White Purple Serum to the range – for a whitening boost when you need it

* effect is temporary

hello® whipped toothpaste

- Innovative Sensory Experience: Features a unique swirl-shaped, velvety texture for a lush, foaming "sensory glow-up," all while effectively fighting cavities and strengthening enamel
- Available in Mellow Mint Dream and Peppermint Stick



Colgate Total Active Prevention
Enamel Strength Toothpaste

- Prevents enamel erosion
- Actively remineralizes enamel to strengthen teeth
- 3x more effective at fighting plaque, a root cause of many oral issues*



Colgate-Palmolive

* vs. non-antibacterial toothpaste after 3 months of twice-daily use

Colgate HARRY POTTER™*

Utilizing a popular license to engage positive brushing habits



Kids

Wide array of new launches for all ages



Adults

* All characters and elements © & ™ Warner Bros. Entertainment Inc. WB SHIELD: © & ™ WBEI. Publishing Rights © JKR. (s26)

Darlie Magnificent White
Toothpaste

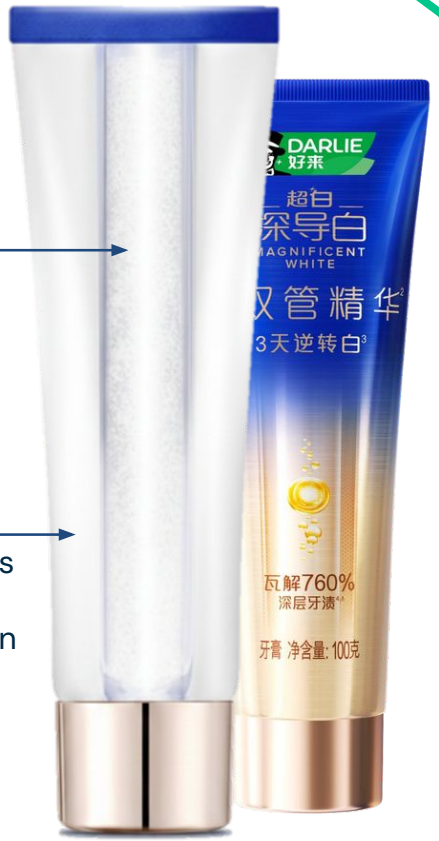
- Unique dual chamber tube design
- Able to reverse 18 years of stubborn stains in just three days
- Used together with Darlie Blue Light toothbrush to get additional shades of whitening

Inner Chamber:

Professional-grade Active Oxygen Essence, effectively fights surface stains

Outer Chamber:

Whitening Activator, amplifies whitening power, penetrates deep to break down stubborn stains



Colgate-Palmolive



PCA SKIN MGF Age Renewal Cream

For Estrogen-Depleted Skin

- Micro Growth Factor Technology penetrates 10x deeper than traditional growth factors* to help support collagen production for visibly lifted, fuller and firmer skin
- Improves thinning skin by 33%**
- Formulated for the needs of menopausal skin: provides an immediate calming, cooling sensation

Colgate-Palmolive

*Defined as conventional FGF growth factors with average of 155 amino acids, penetration within stratum corneum
**16 week case study, 13 subjects, menopausal and postmenopausal women aged 45-85, all skin tones and types

Sanex Menopause

Body Wash & Under Arm Protection

- 1st hygiene regimen addressing women's perimenopausal and menopausal needs in Europe
- Certified by GenM, the trusted symbol for menopause-friendly products
- Recommended by dermatologists



Colgate-Palmolive

Deodorants help women feel protected against hot flashes.

Colgate Max Fresh

Fruit Flavored Toothpaste For Adults

- New non-mint centered toothpaste options for adults
- Freshness powered by ultrafreeze cooling technology
- Delicious fruit flavor, minty cool breath



Colgate-Palmolive

Suavitel Refresher
Fabric Rinse

- 4X odor action helps remove tough odors, leaves fabrics smelling fresh, helps rinse stubborn residue, and has a fragrance with odor-fighting technology
- Safe on all fabrics, including activewear



Colgate-Palmolive



Palmolive Dish EZ-Pump

- Provides the trusted efficacy of our best formulas, while dispensing liquid with a single press
- A more convenient, easier way to clean dishes

Fabuloso 3-in-1 Clean

Spray Cleaners

- Combines the iconic Fabuloso fragrances you love with the sparkling clean you need, in one easy spray
- Long lasting freshness, instantly cuts grease & grime, removes stains



Colgate-Palmolive



Hill's Science Diet
Core Wet Relaunch

New packaging and graphics to:

- Highlight our high quality ingredients
- Deliver improved taste perception

Hill’s Prescription Diet

Metabolic + Mobility Feline

- Therapeutic nutrition to support obese or overweight cats with compromised mobility
- Clinically shown to improve cats' ability to run, jump and play in as little as 1 month



Accelerating Change for 2030
to Unlock More Growth

Leverage the global reach and penetration of our brands

Build the incremental benefit of superior, science-based innovation



Lead in capabilities like data, analytics and AI

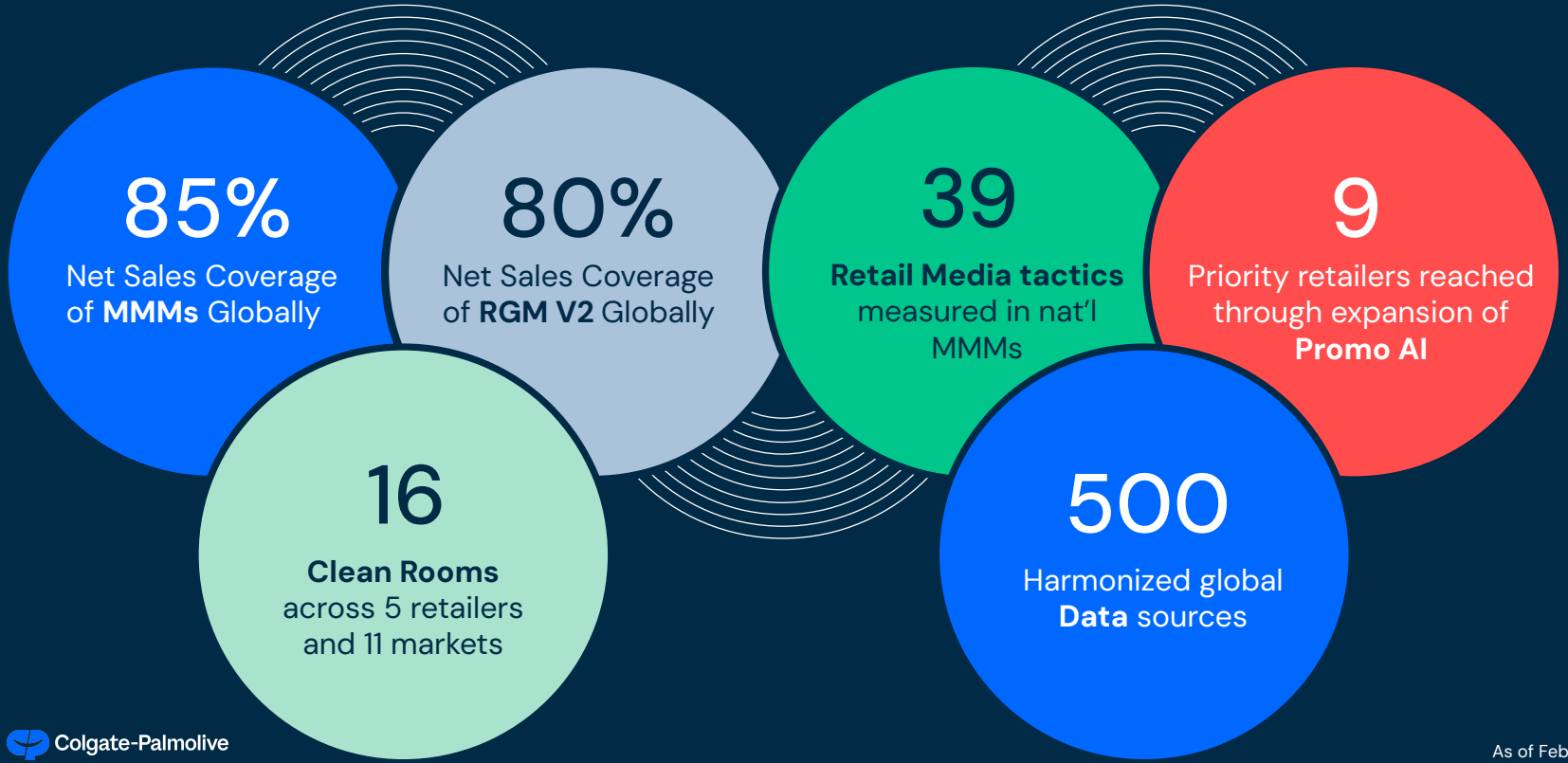
Harness the power of best in class omni-channel demand generation

Evolve our high impact, inclusive culture



Data and Analytics

CP Has Made Significant Progress In Building And Scaling Analytics Across The Commercial Spectrum



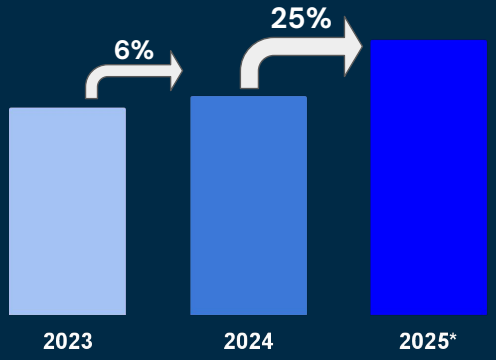
Colgate-Palmolive

As of February 2026

Analytics Are Being Used To Optimize Within Each Lever, With Measurable Results

Media

Margin ROI YoY Growth



Promo AI

U.S. Retail Partner

$4M in incremental margin opportunities identified to test

Clean Rooms

Hill's

+16%

increase YoY in 2025 in incremental sales driven by use of clean rooms

*Includes modeled results available as of Jan. 2026

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Colgate-Palmolive
Make More Smiles

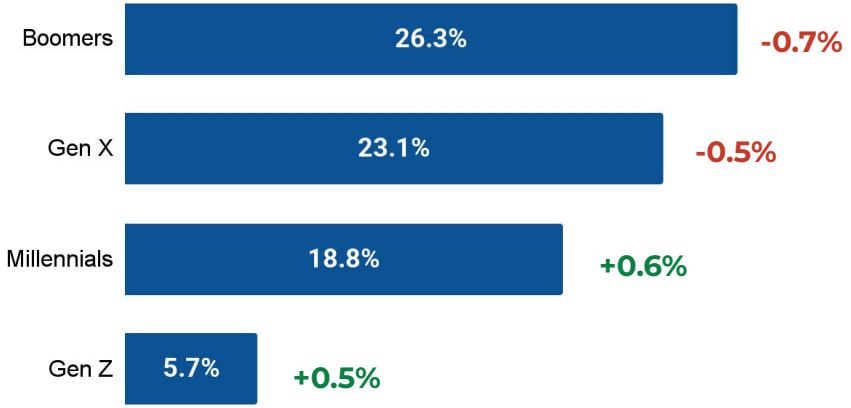
Harness the power of best in class omni-channel demand generation

An example from Hill's





Category Household Penetration by Generation



Source: Numerator Insights - Advanced Trended Metrics Report Latest 13 Months ending December 2025



The Driving Force in the Category

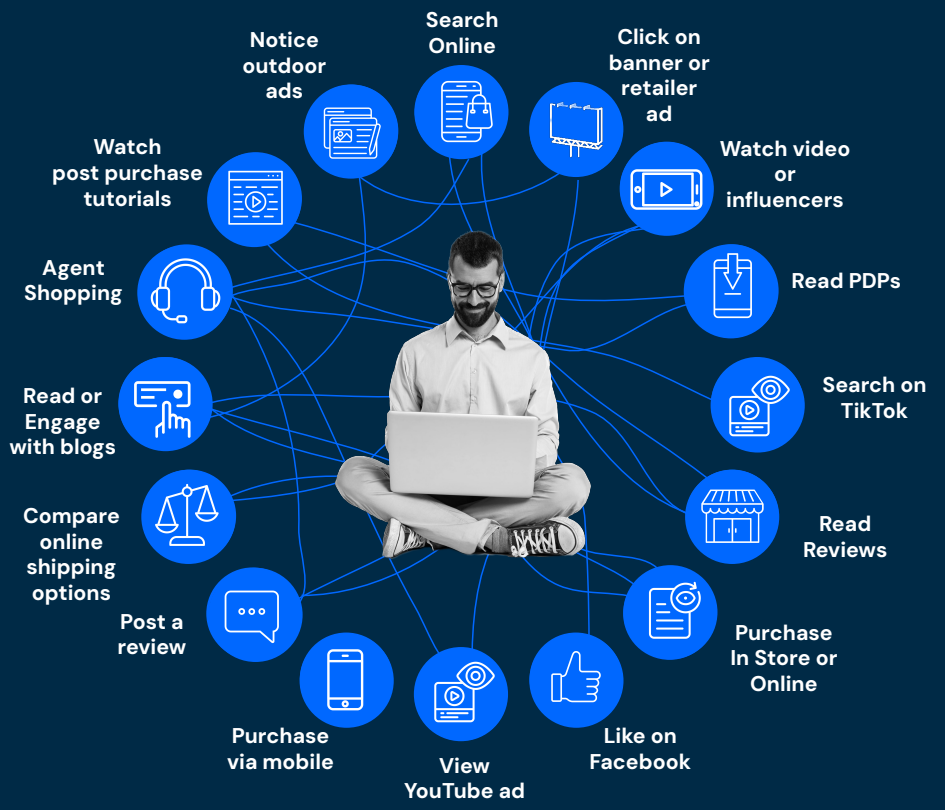
Market Power | **50%** of total pet spending (‘25) [1]

Volume drivers | **70%** of Millenial & Gen Z pet owners have multiple pets (‘25)[2]

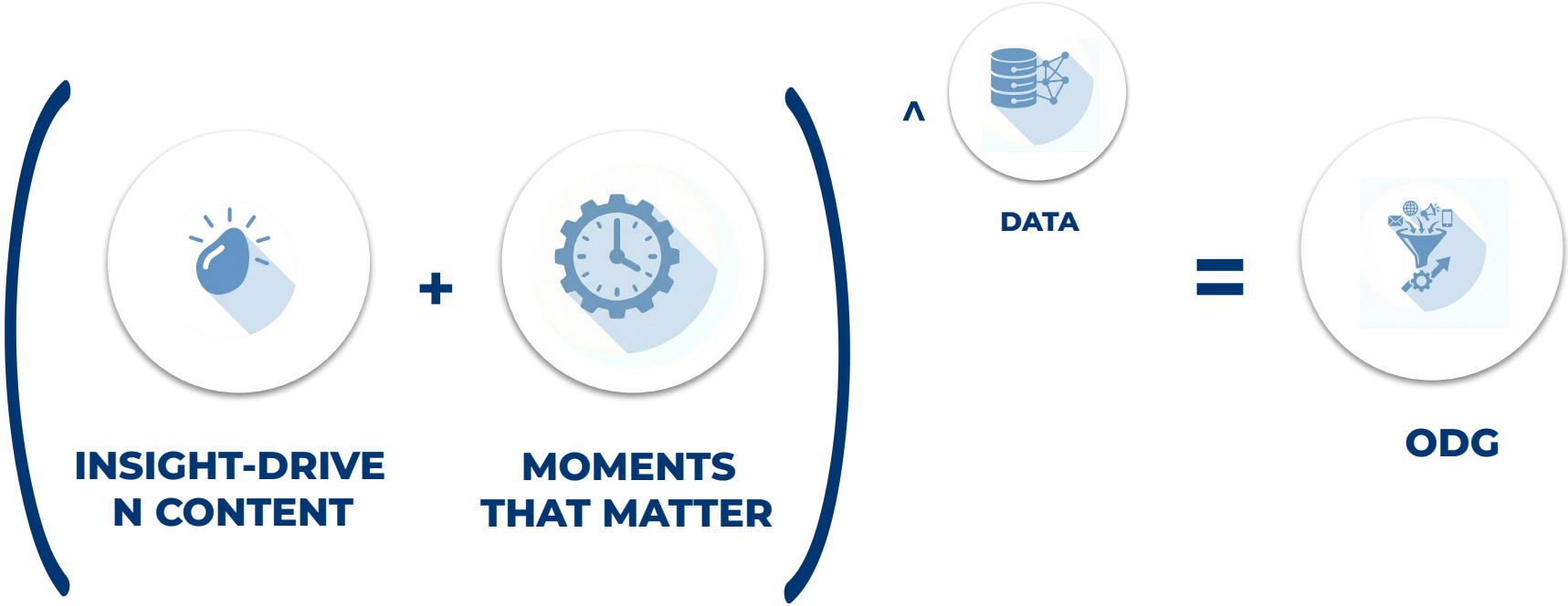
Humanizers | **48%** of Gen Z pet parents say they see no difference between their pet and a human child (‘25)[3]

1 APPA 2025 State of the Industry Report; 2 APPA National Pet Owners Survey ; 3 Talker Research / Vetster, The State of Pet Parenthood Survey, 2025

Zillennials engage with brands and shop in an omni fashion.



Leveraging Our Omni Demand Generation (ODG) Model



The right message creates emotion from captivating creative that stems from a deep people insight



SCIENCE DOES MORE

We Focus on the Right Time & Place:
Moments That Matter across the Pet Parent Journey



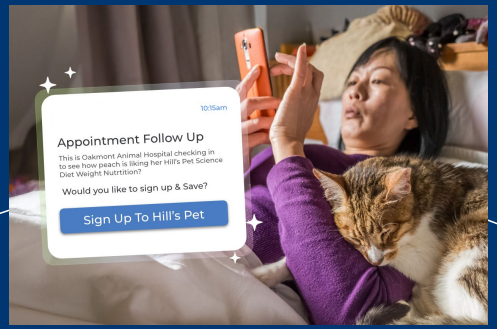




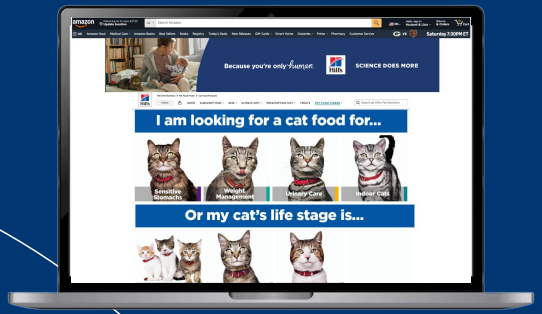
Moment 1: **Pet Acquisition**	Moment 2: **Condition Triggers**	Moment 3: **Senior Transition**



Building Consideration
Influencer Led



Personalizing Vet Visits
Vet Tech Partnerships



Interactive Shopping
eComm Experiences



Stimulating Demand
Powerful Storytelling

To deliver comprehensive <u>Omni-Demand Driving</u> experiences



Immersive In Store
Shopping Experiences

SCIENCE DOES MORE

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Lead in capabilities like data, analytics and AI

Harness the power of best in class omni-channel demand generation

Evolve our high impact, inclusive culture

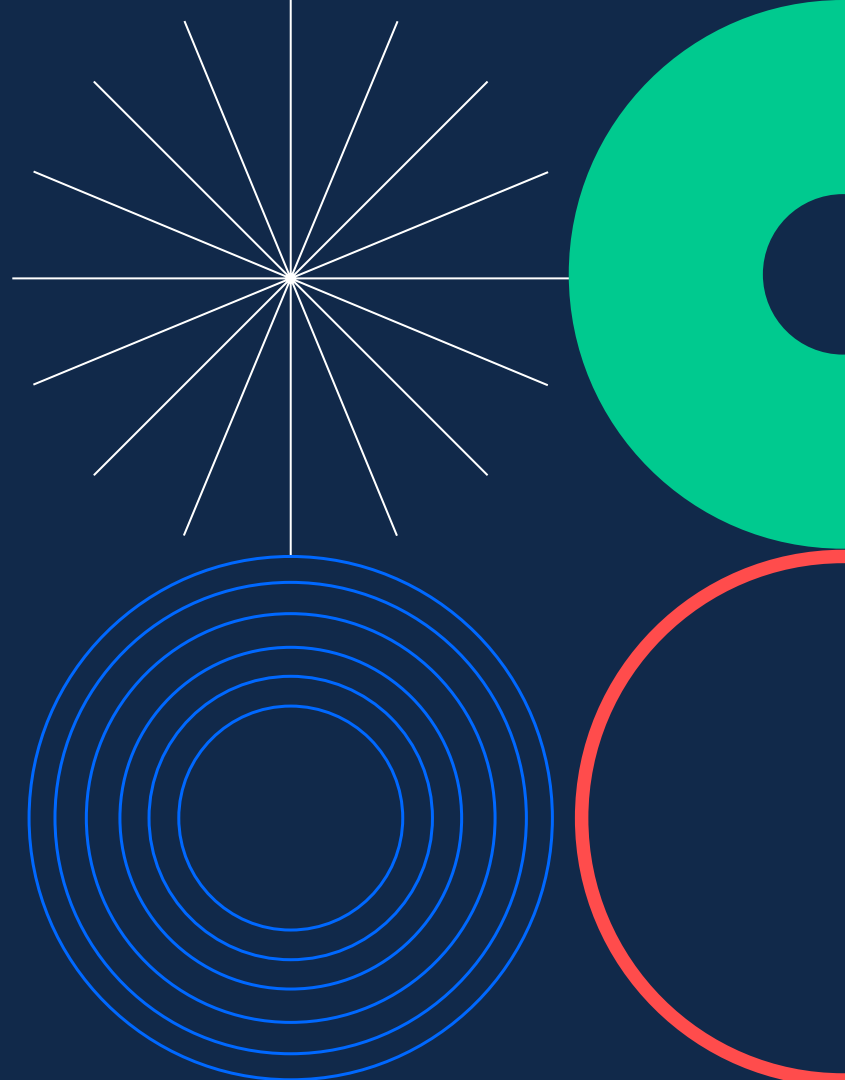
Evolve Our **High Impact, Inclusive Culture**

- Listening to our employees and turning feedback into action with our Colgate Connect Survey - record participation of 97%
- Driving behavior change and focus through incentive design aligned with strategic plan
- Attracting top-tier talent and supporting career growth through the launch of our new Career Pathways
- Celebrating the success and impact of our teams through peer-to-peer recognition



Our Purpose

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



Colgate-Palmolive

Colgate-Palmolive
Make More Smiles

Colgate Bright Smiles, Bright Futures® has reached approximately 2 Billion children and their families since 1991



Colgate-Palmolive
Make More Smiles

WHO Foundation

A new global partnership supporting oral health

Expanding education, supporting policy and accelerating progress



Colgate Palmolive

Make More Smiles



Colgate Women's Games

50th Anniversary

16 Million Shelter Pets Adopted

With the support of the **Hill's Food, Shelter & Love** Program since 2002

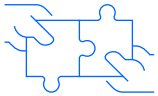


03

Delivering productivity and efficiencies to support our 2030 strategy, fund advertising and drive margin expansion

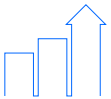
Strategic Growth and Productivity Program

Supporting Our 2030 Strategy



Key Initiatives

Includes initiatives to optimize the Company's global supply chain and to better align the Company's organizational structure to support its strategic initiatives, including accelerating innovation, data, analytics, AI and omni-channel demand generation



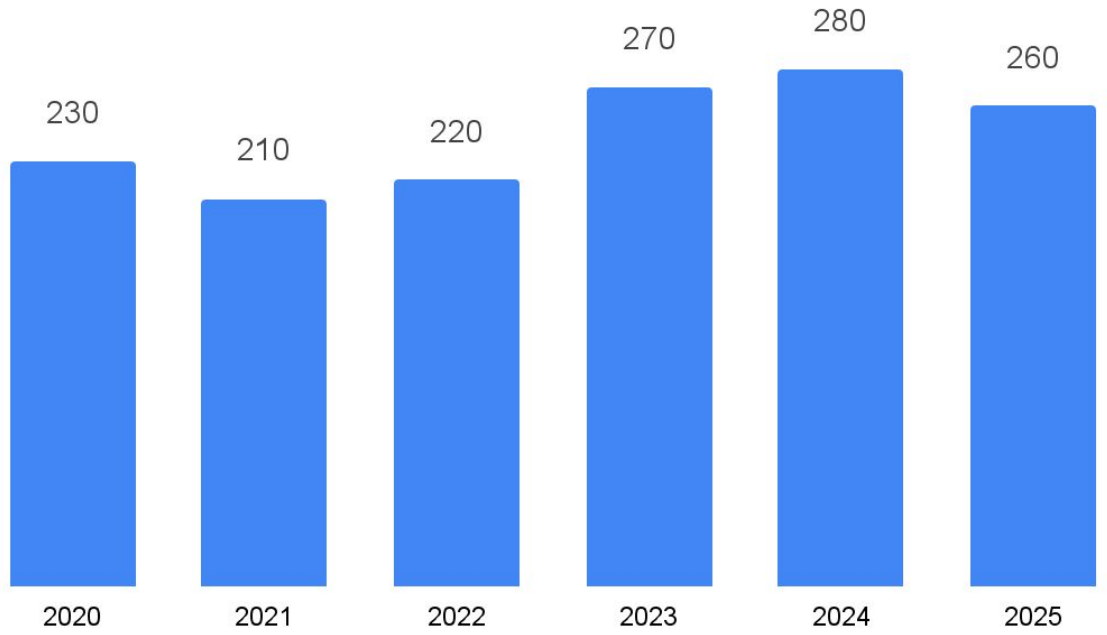
Financial Projections

Projected to result in cumulative pre-tax charges totaling between $350 and $550 million over the course of the three-year program.* Cumulative pre-tax savings are projected to be $200 million to $300 million, annually.*

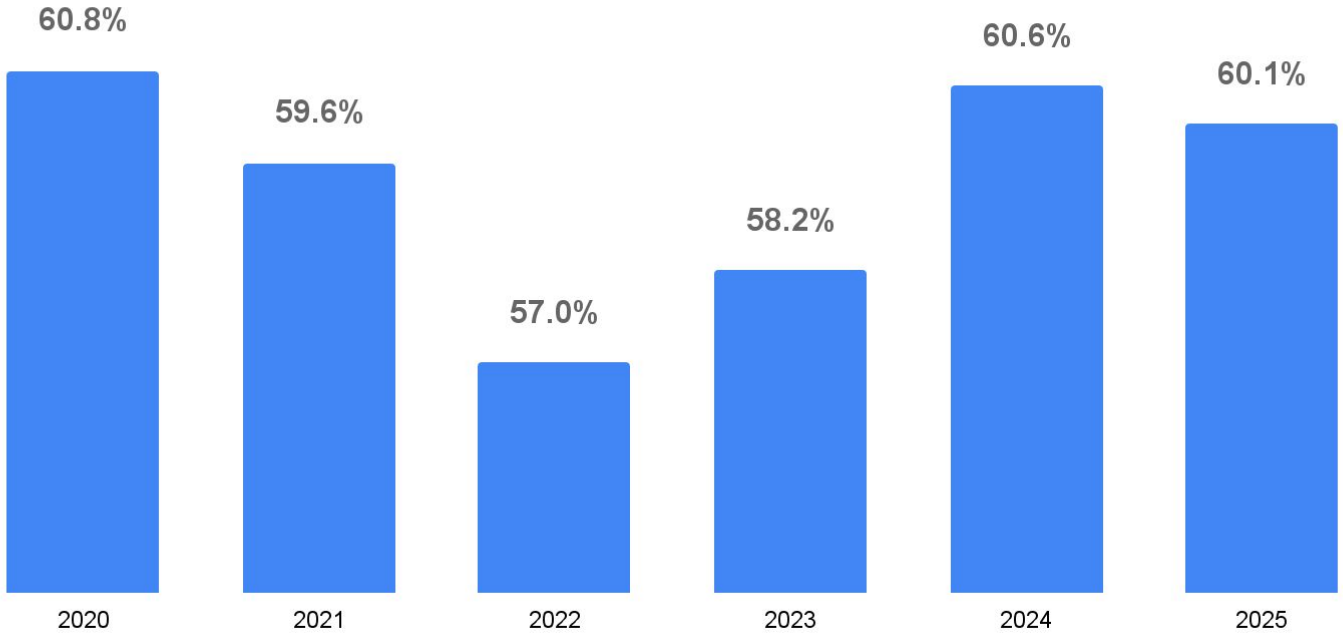
*Once all initiatives are approved and implemented. The Company expects substantially all of the charges to be incurred by December 31, 2028.

Funding the Growth

FTG impact on Gross Margin (in basis points)



Strong Gross Margin Performance



Base Business / non-GAAP

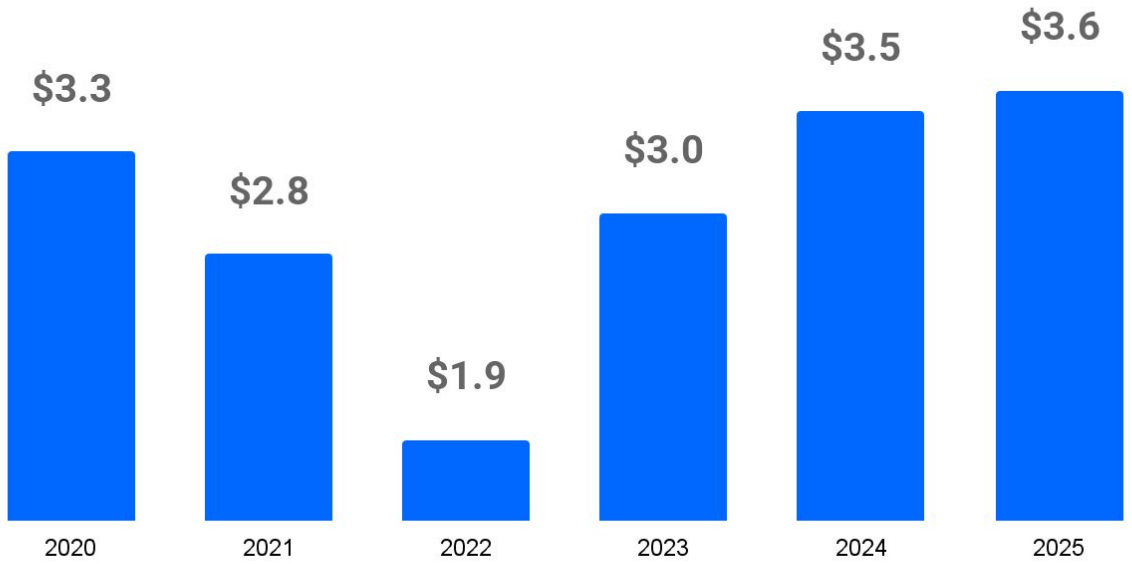
04

Driving free cash flow to fund investment and drive shareholder value

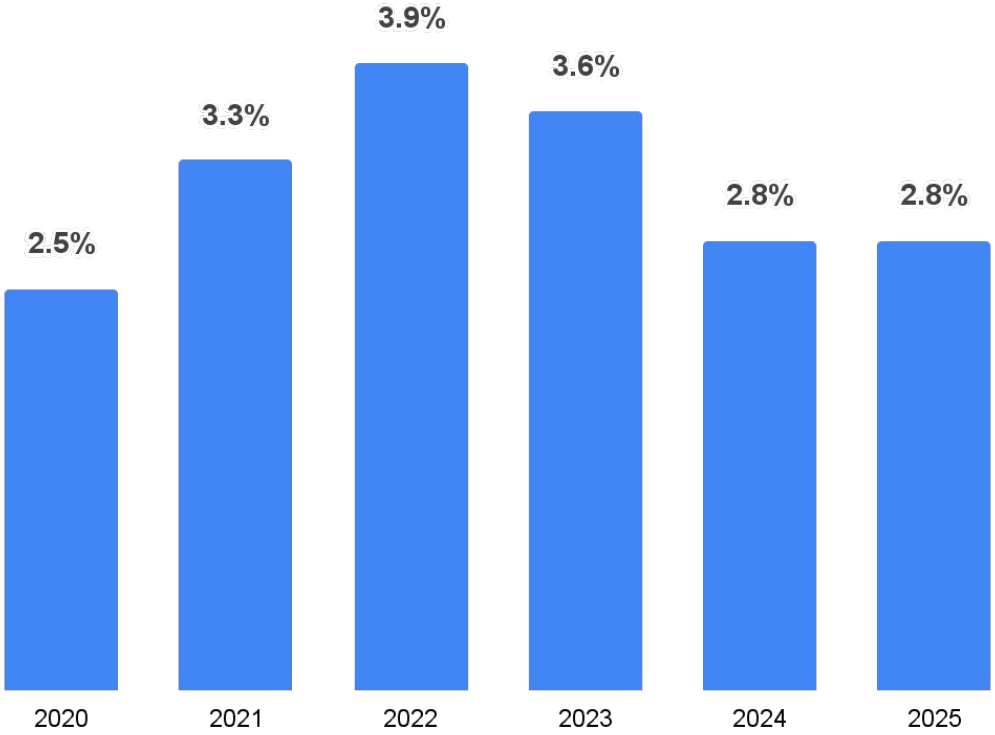


Delivered Record Free Cash Flow in 2025

$ in billions



Capital Expenditures For Growth And Efficiency



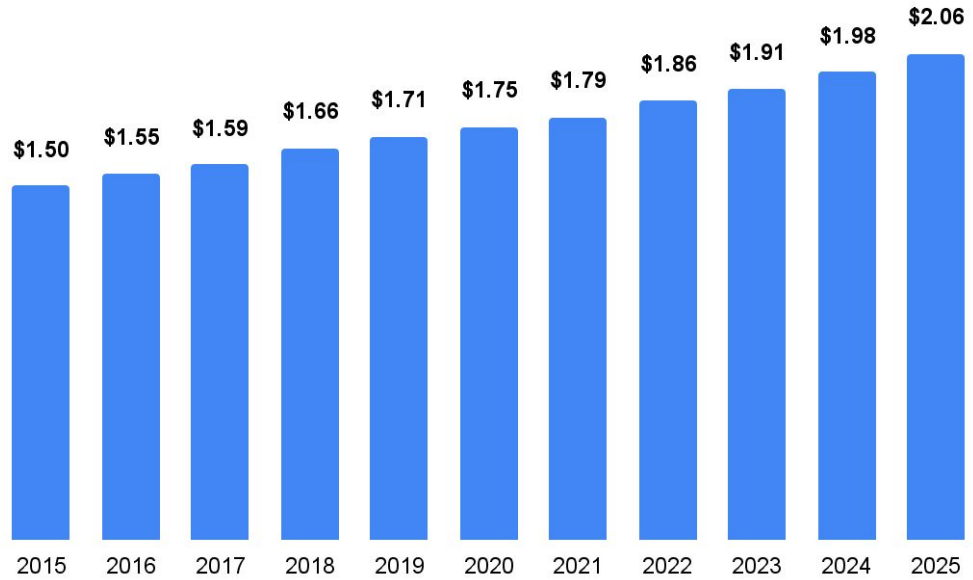
Non-GAAP

Consistent **Dividend Growth**

63 Consecutive Years
Of Dividend Increases

131 Consecutive Years
Of Dividend Payments

$28.5 Billion
Cash Returned to Shareholders
Last 10 Years



Dividends Paid Per Share

As of December 31, 2025

In Summary

- We entered 2026 with improved momentum after navigating a volatile 2025
- Our 2025 Strategic Plan delivered on growth, capabilities and total shareholder return
- We are accelerating change as we look towards 2030 to drive growth, profitability, consistent, compounded earnings per share growth, cash flow and total shareholder return

