



1Q 2026 EARNINGS PRESENTATION

May 1, 2026



Notice for Investor Presentation

Please review the following first quarter 2026 earnings presentation in conjunction with our first quarter 2026 earnings press release, our first quarter 2026 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 the first quarter 2026 earnings press release. 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/investors and in Tables 3, 5 and 6 of the first quarter 2026 earnings press release.

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, except as otherwise noted with respect to tariffs, on the basis of our views and assumptions as of May 1, 2026, 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 these 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 may be obtained upon request from the Company's Investor Relations Department or on the Company's website at www.colgatepalmolive.com/investors.



Colgate-Palmolive Company

We are a \$20.4B global consumer products company with a diverse and dedicated team 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.



Tightly Focused on Four Attractive Growing Core Categories



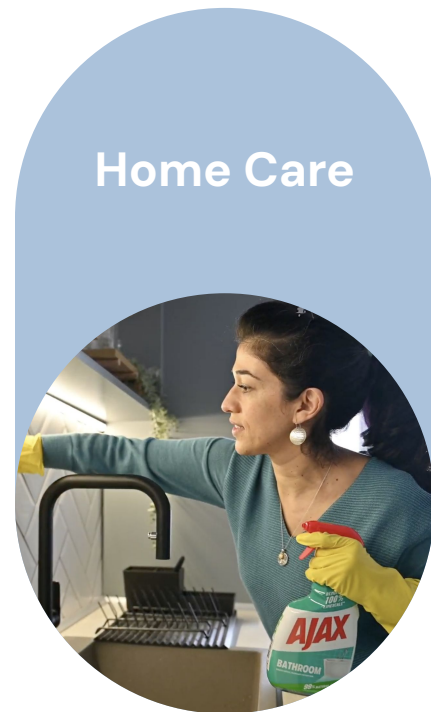
Oral Care



Pet Nutrition

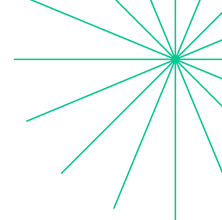


Personal Care



Home Care

1Q 2026 Highlights



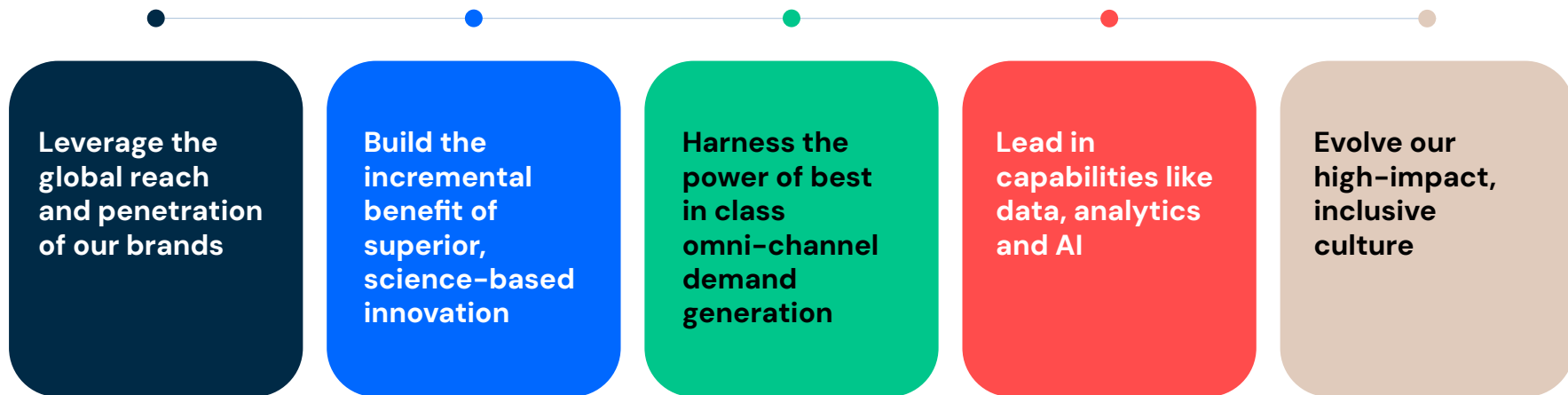
- Growth accelerated versus 4Q25 in Net sales, Organic sales, volume and Base Business operating profit, net income and EPS, despite a very challenging operating environment
- Net sales increased 8.4%; Organic sales* increased 2.9%, including a 0.6% negative impact from lower private label pet food sales having exited that non-strategic business
- Net sales and Organic sales grew in every category during the quarter and in four of five divisions
- Base Business EPS* increased 7%
- Free cash flow* increased 28% year to date
- Global toothpaste market share was up 30 basis points on a volume basis and up 10 basis points on a value basis year to date

“These results underscore the resilience of our business model as we are able to execute against our long-term strategy while delivering strong results in a difficult operating environment. While we expect the volatile macroeconomic conditions and slower category growth to continue in 2026, we are aligned behind our 2030 strategy to deliver consistent, compounded earnings per share growth and drive long-term shareholder value.”

*Noel Wallace
Chairman, President and Chief Executive Officer*

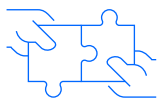


Accelerating Change for 2030 **to Unlock More Growth**



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

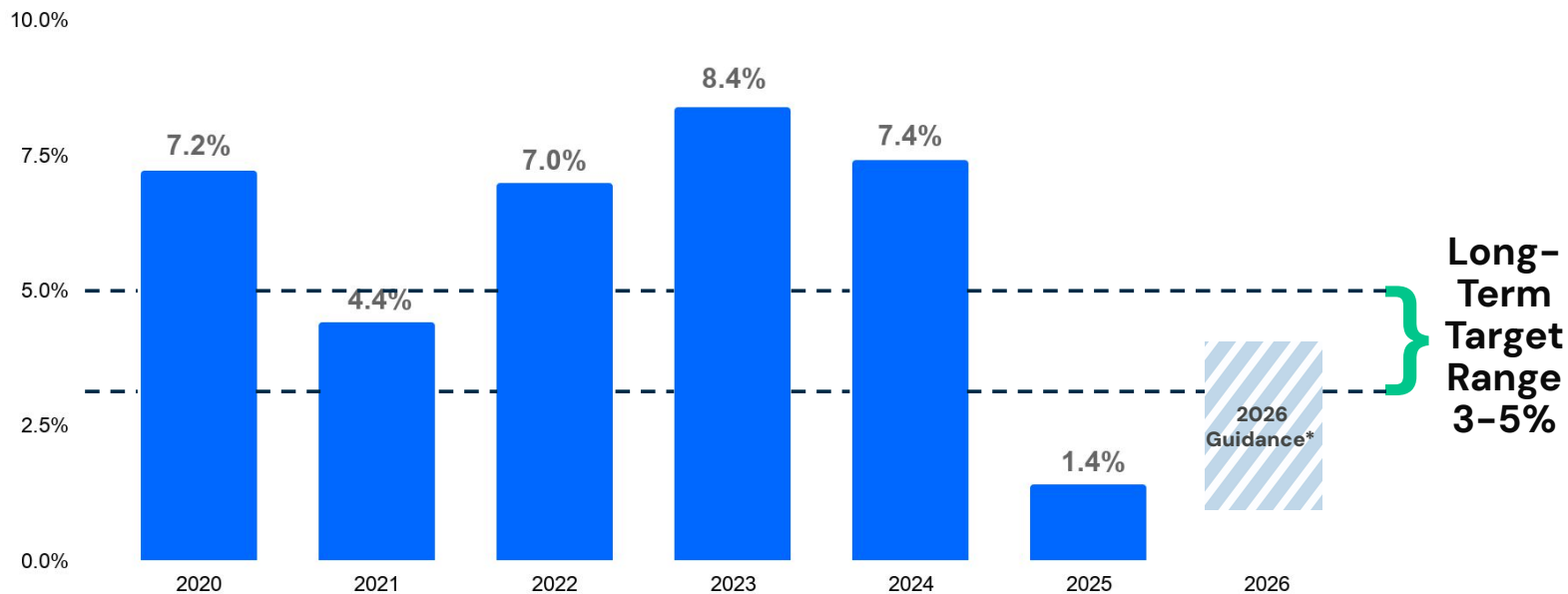


Financial Projections

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.*

Organic Sales Growth

1Q 2026: Org sales growth +2.9%, Org volume growth +0.6%, Pricing growth +2.2%



2026 Guidance – GAAP

Based on current spot rates and including the estimated impact of tariffs announced and finalized as of April 29, 2026:

- Net sales growth still expected to be 2% to 6%, including a low-single-digit positive impact from foreign exchange
- Gross profit margin now expected to be down for the year (versus up previously)
- Advertising still expected to be up as a percentage of net sales and on a dollar basis
- GAAP EPS still expected to be up double digits

2026 Guidance – **Non-GAAP/Base Business**

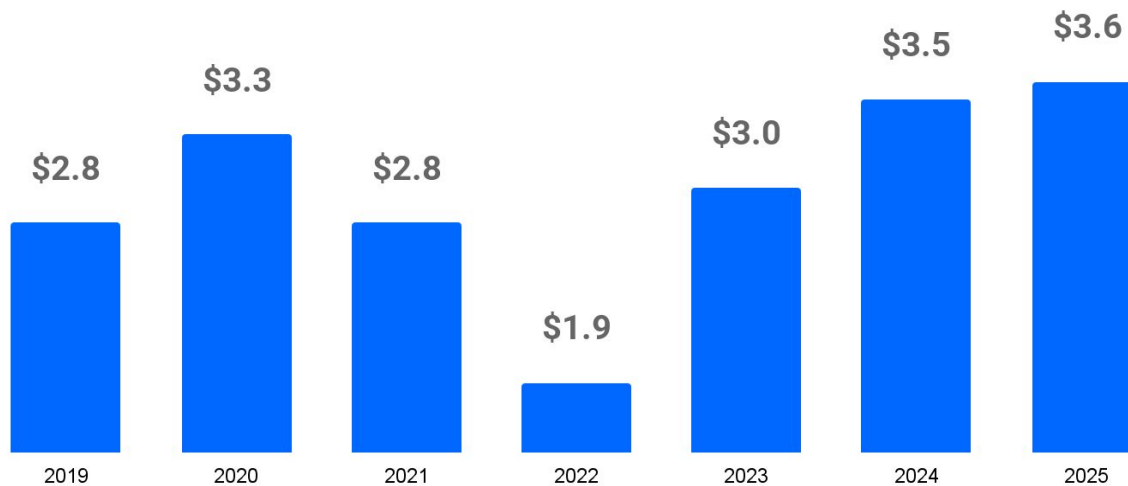
Based on current spot rates and including the estimated impact of tariffs announced and finalized as of April 29, 2026:

- Organic sales growth still expected to be 1% to 4%. This includes the impact from our exit from the private label pet food business.
- Gross profit margin now expected to be down for the year (versus up previously)
- Advertising still expected to be up as a percentage of net sales and on a dollar basis
- Base Business EPS still expected to be up low to mid-single digits

Delivered **Record Free Cash Flow** in 2025

1Q 2026 YTD: \$0.6 billion +28% YOY

\$ in billions



Capital Allocation Strategy

- Investing for growth and productivity through capital expenditures
- Returning value to shareholders through dividends and share repurchases
 - \$0.7 billion returned to shareholders in 2026 year to date
- M&A aligned with our strategy



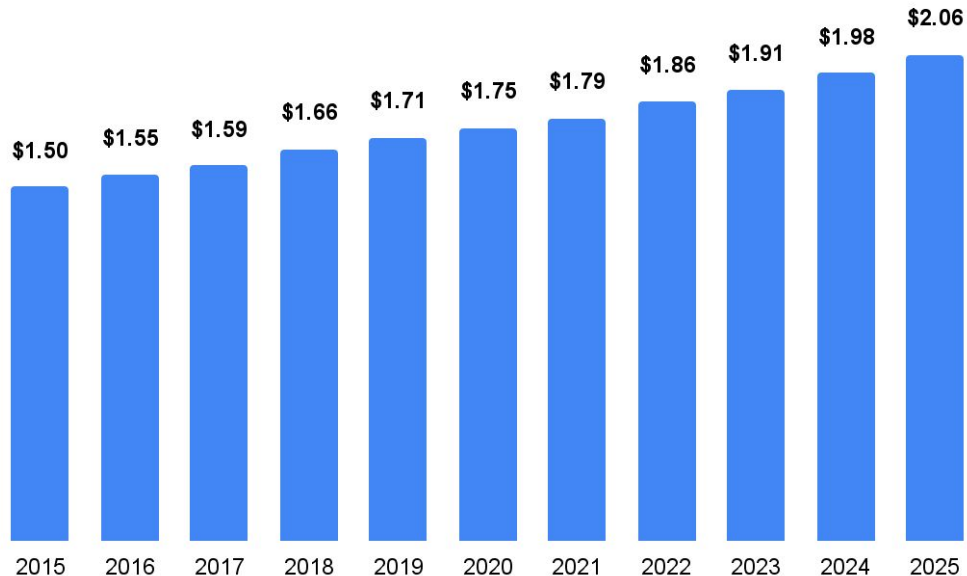
Consistent Dividend Growth



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



Science-led,
Core and
Premium
Innovation

elmex Sensitivity + Gum

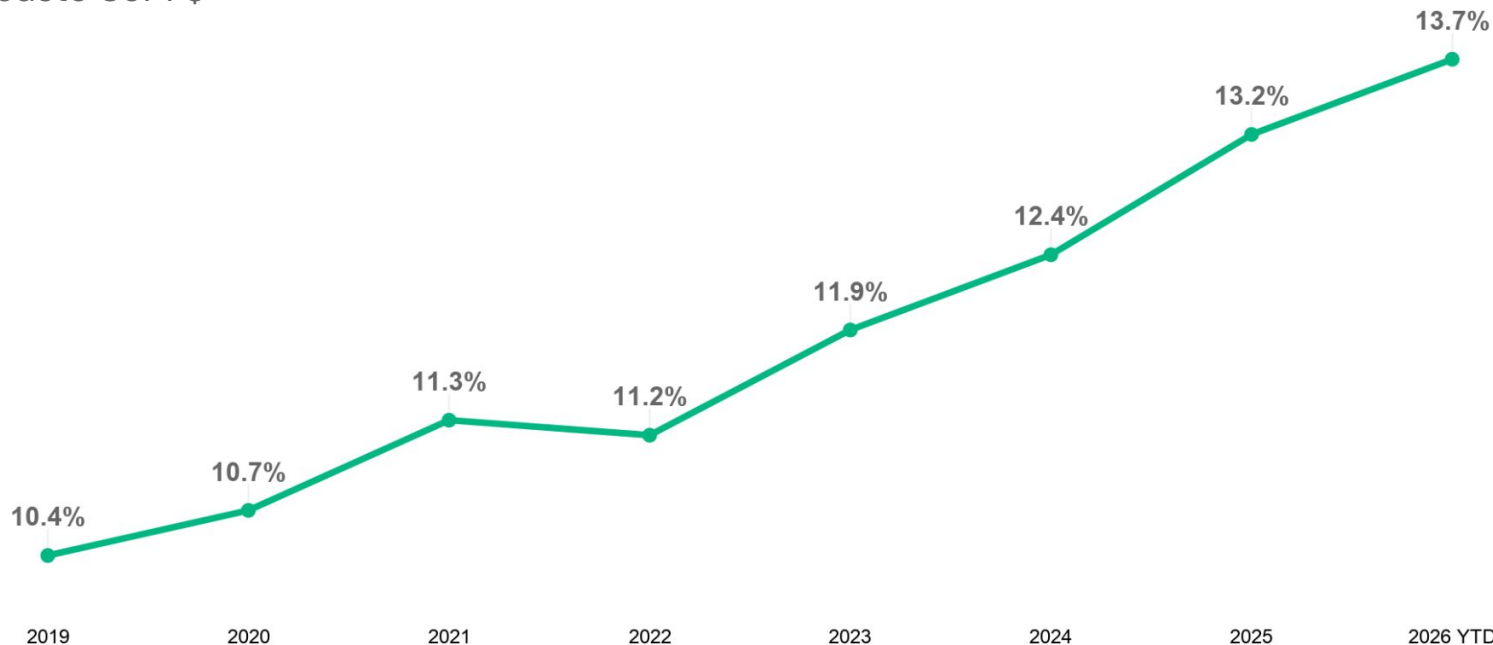
- Innovation strengthening our presence in the sensitivity segment
- elmex is the #1 toothpaste brand recommended by dentists for sensitivity in Germany



elmex Long-Term Growth in Europe

Fueled By Science-Driven Innovation

Toothpaste SoM \$



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

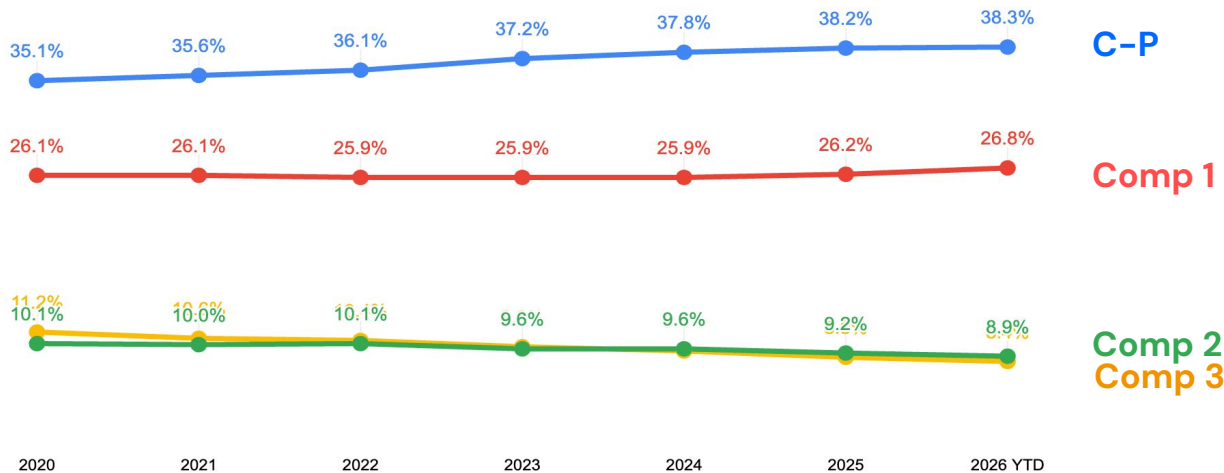
- Fast soothing feeling on irritated and sensitive gums*
- #1 gum care toothpaste brand in Germany



* 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



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 HARRY POTTER™*

Utilizing a popular license to engage positive brushing habits



Kids

Wide array of new launches for all ages



Adults

Darlie Magnificent White Toothpaste

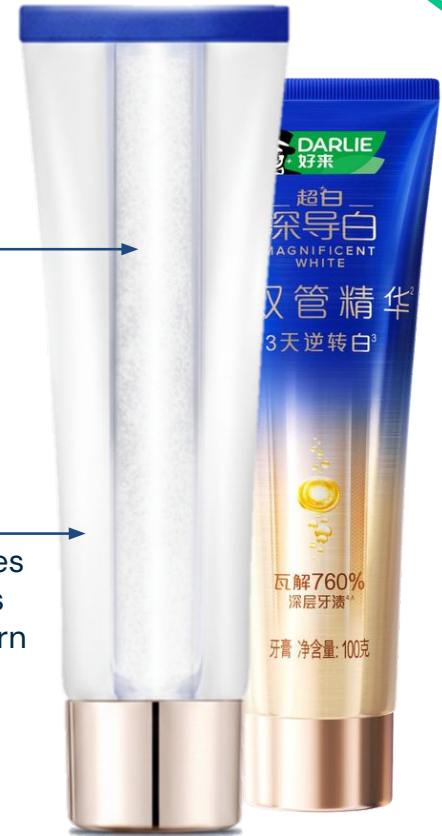
- Unique dual chamber tube design
- Able to reverse 18 years of stubborn stains in just three days
- Used together with Darlie Blue Light toothbrush to get additional shades of whitening

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





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

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 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



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



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



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



**Nutrition
to help lose
weight and
improve
mobility**