

Colgate-Palmolive Company

Non-GAAP Reconciliations

For the Nine Months Ended September 30, 2025 and 2024

(Dollars in Millions Except Per Share Amounts) (Unaudited)

	2025	2024	
Gross Profit			
Gross profit, GAAP	\$ 9,105	\$ 9,179	
2022 Global Productivity Initiative	—	19	
Gross profit, non-GAAP	<u>\$ 9,105</u>	<u>\$ 9,198</u>	
Gross Profit Margin			
Gross profit margin, GAAP	60.1 %	60.6 %	(50)
2022 Global Productivity Initiative	— %	0.1 %	
Gross profit margin, non-GAAP	<u>60.1 %</u>	<u>60.7 %</u>	<u>(60)</u>
Selling, General and Administrative Expenses			
Selling, general and administrative expenses, GAAP	\$ 5,833	\$ 5,833	
ERISA litigation matter	(15)	—	
2022 Global Productivity Initiative	—	(4)	
Selling, general and administrative expenses, non-GAAP	<u>\$ 5,817</u>	<u>\$ 5,829</u>	
Selling, General and Administrative Expenses as a Percentage of Net Sales			Basis Point Change
Selling, general and administrative expenses as a percentage of Net sales, GAAP	38.5 %	38.5 %	—
ERISA litigation matter	(0.1)%	— %	
Selling, general and administrative expenses as a percentage of Net sales, non-GAAP	<u>38.4 %</u>	<u>38.5 %</u>	<u>(10)</u>
Other (Income) Expense, Net			
Other (income) expense, net, GAAP	\$ 58	\$ 141	
Acquisition-related costs	(9)	—	
2022 Global Productivity Initiative	—	(54)	
Other (income) expense, net, non-GAAP	<u>\$ 48</u>	<u>\$ 87</u>	
Operating Profit			
Operating profit, GAAP	\$ 3,214	\$ 3,205	— %
ERISA litigation matter	15	—	
Acquisition-related costs	9	—	
2022 Global Productivity Initiative	—	77	
Operating profit, non-GAAP	<u>\$ 3,240</u>	<u>\$ 3,282</u>	<u>(1)%</u>
Operating Profit Margin			Basis Point Change
Operating profit margin, GAAP	21.2 %	21.1 %	10
ERISA litigation matter	0.1 %	— %	
Acquisition-related costs	0.1 %	— %	
2022 Global Productivity Initiative	— %	0.6 %	
Operating profit margin, non-GAAP	<u>21.4 %</u>	<u>21.7 %</u>	<u>(30)</u>
Non-Service Related Postretirement Costs			
Non-service related postretirement costs, GAAP	\$ 116	\$ 67	
ERISA litigation matter	(50)	—	
Non-service related postretirement costs, non-GAAP	<u>\$ 66</u>	<u>\$ 67</u>	

Note: The impact of non-GAAP adjustments may not necessarily equal the difference between “GAAP” and “non-GAAP” as a result of rounding.

Table 9
Continued

Colgate-Palmolive Company

Non-GAAP Reconciliations

For the Nine Months Ended September 30, 2025 and 2024

(Dollars in Millions Except Per Share Amounts) (Unaudited)

	2025						
	Income Before Income Taxes	Provision For Income Taxes⁽¹⁾	Net Income Including Noncontrolling Interests	Less: Income Attributable to Noncontrolling Interests	Net Income Attributable To Colgate-Palmolive Company	Effective Income Tax Rate⁽²⁾	Diluted Earnings Per Share
As Reported GAAP	\$ 2,951	\$ 685	\$ 2,266	\$ 97	\$ 2,169	23.2 %	\$ 2.67
ERISA litigation matter	65	12	53	—	53	— %	0.06
Acquisition-related costs	9	2	7	—	7	— %	0.01
Non-GAAP	<u>\$ 3,027</u>	<u>\$ 702</u>	<u>\$ 2,325</u>	<u>\$ 97</u>	<u>\$ 2,228</u>	<u>23.2 %</u>	<u>\$ 2.74</u>
	2024						
	Income Before Income Taxes	Provision For Income Taxes⁽¹⁾	Net Income Including Noncontrolling Interests	Less: Income Attributable to Noncontrolling Interests	Net Income Attributable To Colgate-Palmolive Company	Effective Income Tax Rate⁽²⁾	Diluted Earnings Per Share
As Reported GAAP	\$ 2,963	\$ 693	\$ 2,270	\$ 120	\$ 2,150	23.4 %	\$ 2.61
2022 Global Productivity Initiative	77	10	67	—	67	(0.3)%	0.08
Non-GAAP	<u>\$ 3,040</u>	<u>\$ 703</u>	<u>\$ 2,337</u>	<u>\$ 120</u>	<u>\$ 2,217</u>	<u>23.1 %</u>	<u>\$ 2.69</u>

Notes: The impact of non-GAAP adjustments may not necessarily equal the difference between “GAAP” and “non-GAAP” as a result of rounding.

(1) The income tax effect on non-GAAP items is calculated based upon the tax laws and statutory income tax rates applicable in the tax jurisdiction(s) of the underlying non-GAAP adjustment.

(2) The impact of non-GAAP items on the Company’s effective tax rate represents the difference in the effective tax rate calculated with and without the non-GAAP adjustments on Income before income taxes and Provision for income taxes.