

Colgate-Palmolive Company
2026 Annual Meeting of Stockholders
Friday, May 8, 2026

RULES AND PROCEDURES FOR THE CONDUCT OF THE ANNUAL MEETING

Welcome to the Colgate-Palmolive Company 2026 Annual Meeting of Stockholders. In the interest of a productive and orderly meeting, we thank you for your cooperation in observing the following rules and procedures:

1. The Annual Meeting will follow the agenda provided on the Annual Meeting Website.
2. The only business matters to be conducted at the Annual Meeting are the matters set forth in the Notice of Annual Meeting of Stockholders and 2026 Proxy Statement dated March 25, 2026.
3. Only stockholders as of the close of business on March 9, 2026, the record date for voting at the Annual Meeting, or their duly authorized proxies, are entitled to submit questions and vote at the Annual Meeting. Non-stockholders may log in and attend the virtual Annual Meeting in a listen-only “guest” capacity, but are not permitted to submit questions, vote or otherwise participate.
4. Stockholders may vote until the polls close. If you have already voted your shares, your vote has been received and there is no need to vote again, unless you wish to revoke or change your vote.
5. During the presentation of stockholder proposals, each presenter will have three minutes to present the proposal. The presenter should restrict their comments to the stockholder proposal being presented and comply with these rules of conduct, including Item 9 below. The Chairman, Secretary or meeting operator reserves the right to mute the audio line of any presenter who exceeds the allotted three minutes, fails to restrict their comments to the specific proposal being presented or otherwise violates these rules of conduct.
6. The deadline for stockholder nominations of candidates for election to the Board of Directors as set forth in our by-laws and last year’s proxy statement has passed, and as a result, any such nominations will not be presented for consideration at the Annual Meeting.
7. We welcome questions from stockholders. An opportunity will be provided to submit written questions immediately before and during the Annual Meeting using the “Ask a question” text box on the Annual Meeting Website. In addition, you may submit written questions in advance of the Annual Meeting through www.proxyvote.com.
8. To allow us to answer questions from as many stockholders as possible, we will limit each stockholder to one question/topic. We will do our best to answer as many questions as we can during the live question and answer session. Questions from multiple stockholders on the same topic or that are otherwise related may be grouped, summarized and answered together to avoid repetition and allow time for additional question topics. In addition, questions may be paraphrased for clarity.
9. Stockholders’ views, constructive comments and criticisms are welcome, but the Chairman will not address questions that are:

- a. not pertinent to meeting matters or the business of the Company;
 - b. repetitious of statements made by another stockholder;
 - c. derogatory references to individuals or that contain profanity, threatening language or are otherwise in bad taste;
 - d. related to personal grievances;
 - e. related to individual personnel matters such as layoff, termination, demotion, employee or retiree benefits, retirement or requests for employment;
 - f. complaints about individual products, questions about where to purchase particular products or suggestions for product and service innovations, which we suggest you refer, instead, to our consumer affairs department, accessible via the “Contact Us” tab on our Company website;
 - g. seeking the disclosure of material non-public information or ask for financial projections or guidance;
 - h. part of a coordinated mass-mailing or write-in campaign;
 - i. related to pending or threatened litigation; or
 - j. related to a matter of individual concern that is not a matter of interest to stockholders generally.
10. If there are any pertinent questions that cannot be answered during the Annual Meeting due to time constraints, we plan to respond directly to that stockholder after the Annual Meeting using the contact information provided.
11. In the event of a technical malfunction or other significant problem that disrupts the Annual Meeting, the Chairman may recess or expedite the Annual Meeting, or take such other action that the Chairman determines is appropriate in light of the circumstances.
12. If you encounter any technical difficulties accessing the Annual Meeting Website or during the virtual meeting, please call: (844) 976-0738 (toll-free) or (303) 562-9301 (international). Technical support will be available starting thirty minutes prior to the start time of the Annual Meeting.
13. Recording of the Annual Meeting is prohibited. A replay of the Annual Meeting will be available on our Company website for approximately one year from the date of the meeting.

We appreciate your participation and observance of these rules and procedures.

Forward-Looking Statements: Please note that statements made during the Annual Meeting, including those made during the question and answer session, may constitute forward-looking statements. Actual results could differ materially from those statements. Please refer to the Company’s most recent filings with the SEC, including its 2025 Annual Report on Form 10-K and subsequent SEC filings, all available on our Company website, for a discussion of the factors that could cause actual results to differ materially from these statements.