



# Barclays Global Consumer Staples Conference

September 3, 2025

## Notice for Investor Presentation

Please review the following presentation in conjunction with our second quarter 2025 earnings press release, our second quarter 2025 prepared management remarks and additional information regarding our non-GAAP financial measures. 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 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 September 3, 2025, 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.

# Our Message Today

1 Financial review and outlook

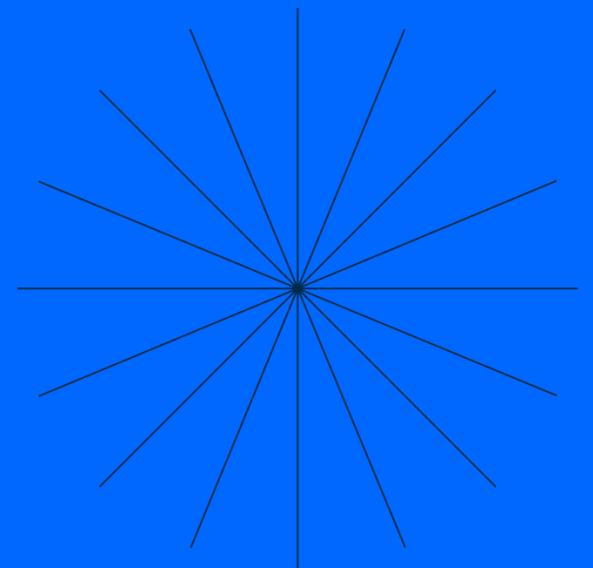
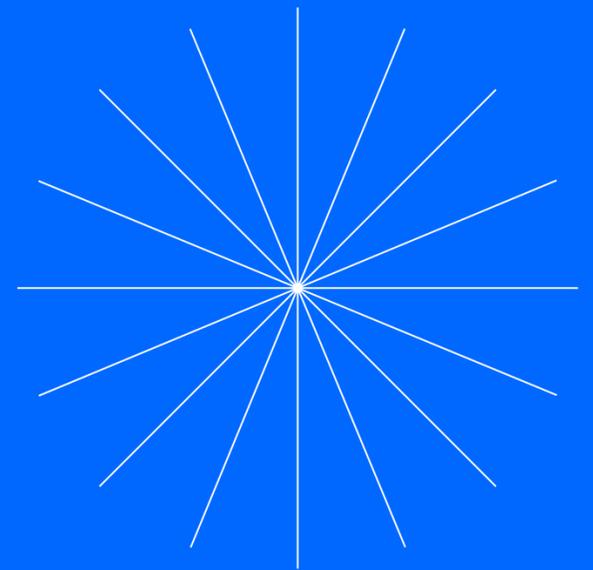
2 Our strategy is working to deliver consistent compounded top and bottom line growth

3 Our 2025 strategic plan is delivering on innovation and capabilities

4 We are working to accelerate change as we embark on our 2030 strategy

01

# Financial review and outlook



# 2Q 2025 Highlights

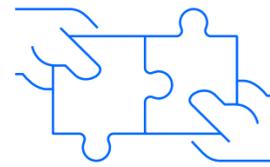
- Delivered solid results, including net sales, organic sales and EPS growth, despite a challenging operating environment
- Net sales increased 1.0%; Organic sales\* increased 1.8%, including a 0.6% negative impact from lower private label pet sales
- Organic sales increased sequentially versus 1Q 2025
- Base Business EPS\* increased 1%
- Global toothpaste market share was up 20 basis points on a volume basis year to date
- The acquisition of the Prime100 fresh pet food business closed on April 30, 2025

# New Productivity Program



## Program Announcement

Announced a new three-year productivity program to drive future top and bottom line growth and support the Company's 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 \$200 and \$300 million over the course of the three-year program\*

# 2025 Outlook\*

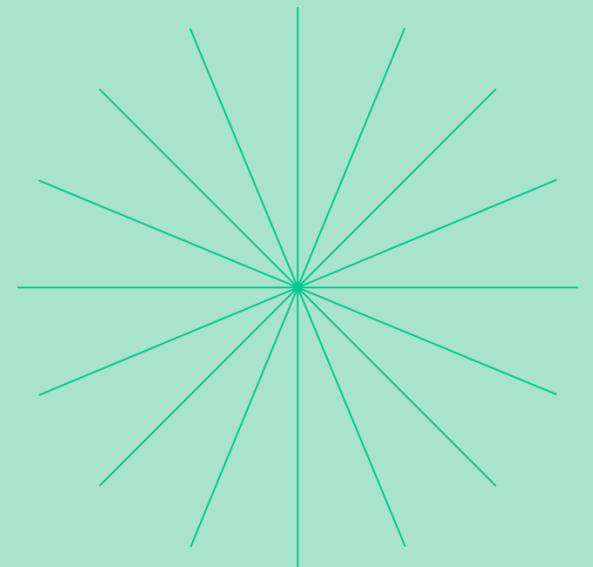
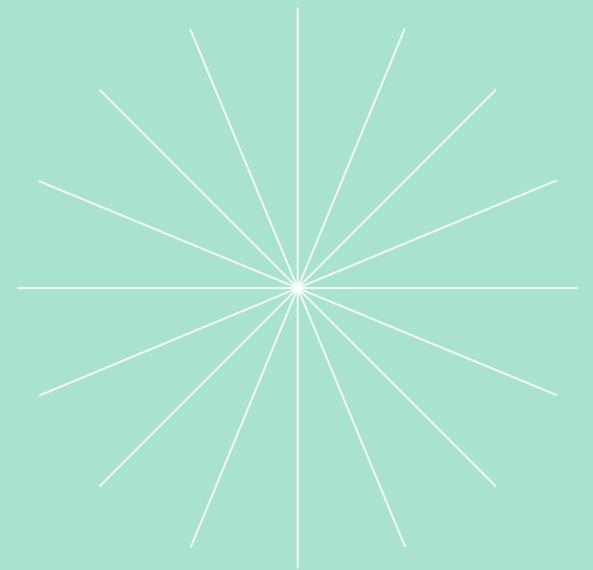
- Net sales growth expected to be up low single digits, including a flat to low-single-digit negative impact from foreign exchange
- Organic sales growth expected to be at the low end of 2% to 4%, including the impact over the course of 2025 of the planned exit from private label pet sales
- Gross profit margin expected to be roughly flat for the year
- Advertising expected to be roughly flat on a dollar basis and as a percentage of net sales
- GAAP EPS expected to be up low-single-digits
- Base Business EPS expected to be up low-single-digits
- Drive free cash flow for investing behind growth, dividends, debt paydown and share repurchases

\*As of 2Q 2025 Earnings Release and Conference Call. Includes the estimated impact of tariffs announced and finalized as of July 31, 2025.

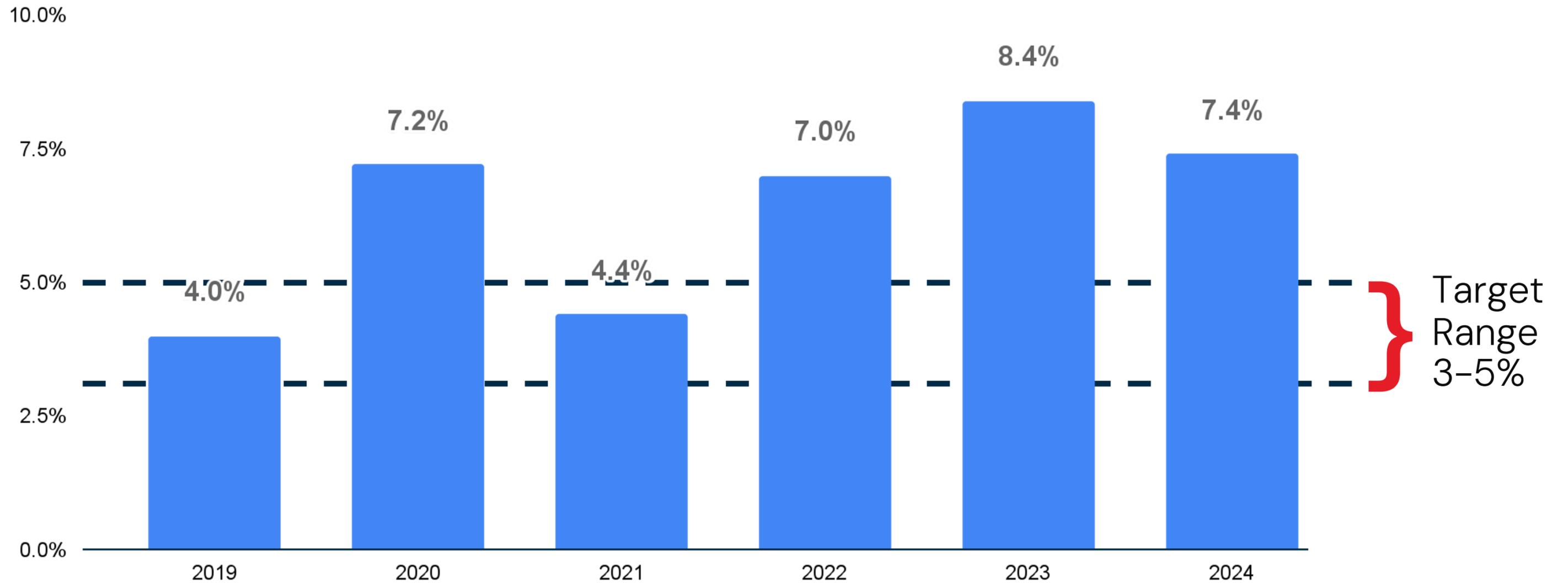


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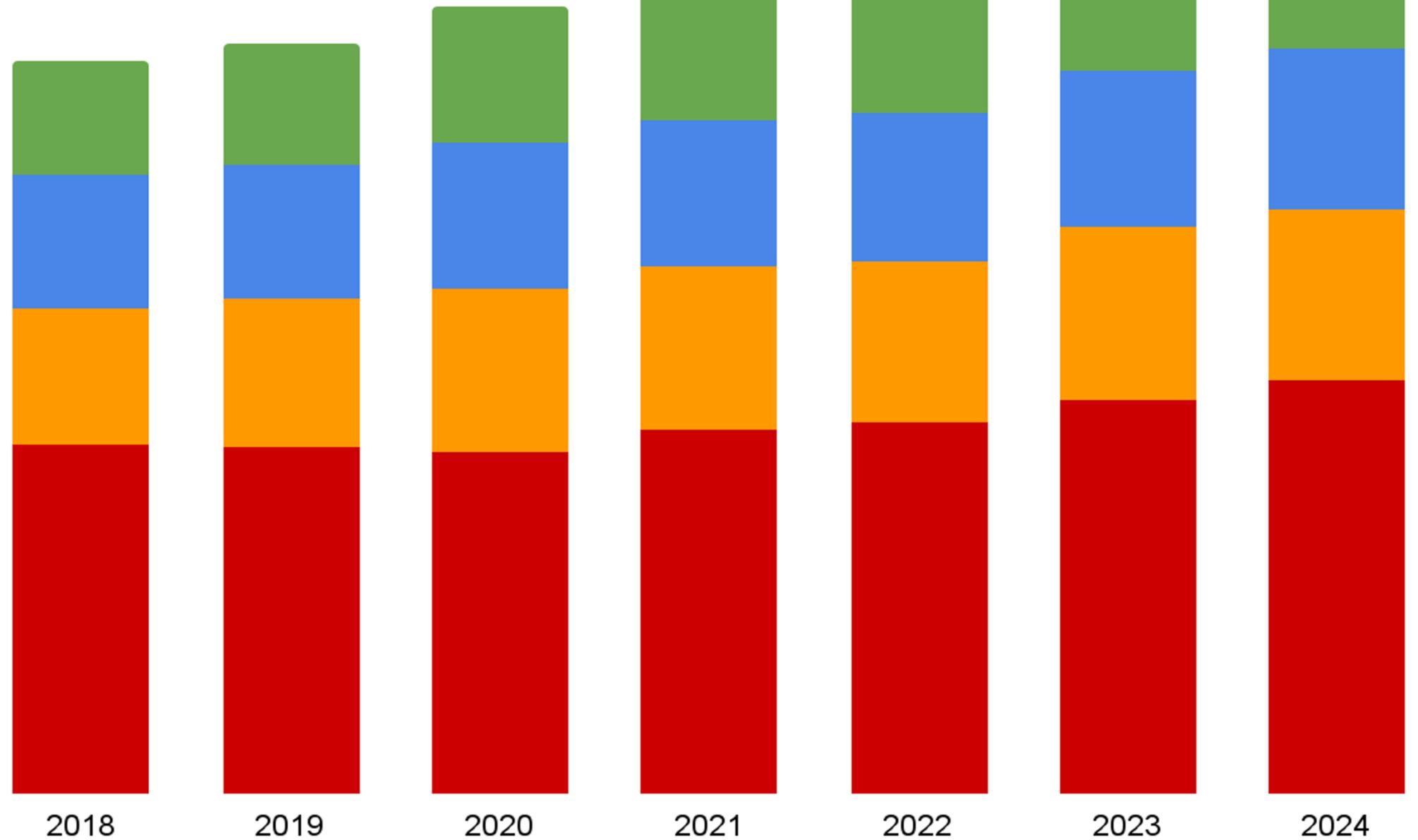
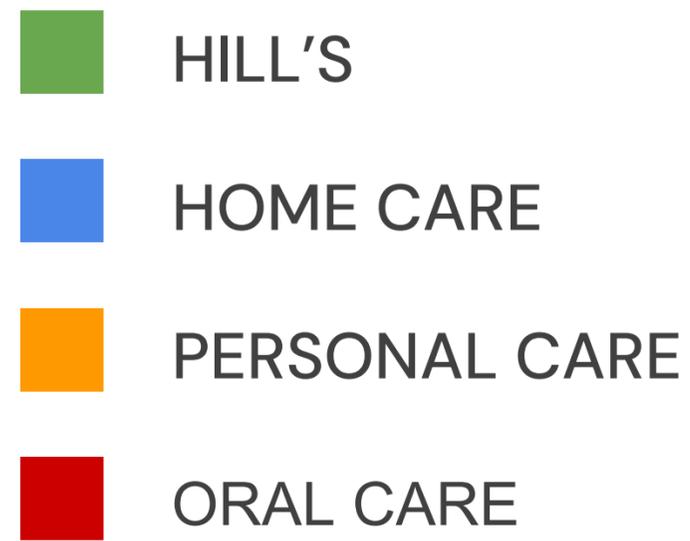
Our strategy is working to deliver consistent compounded top and bottom line growth



# Delivering Consistently Strong Organic Sales Growth



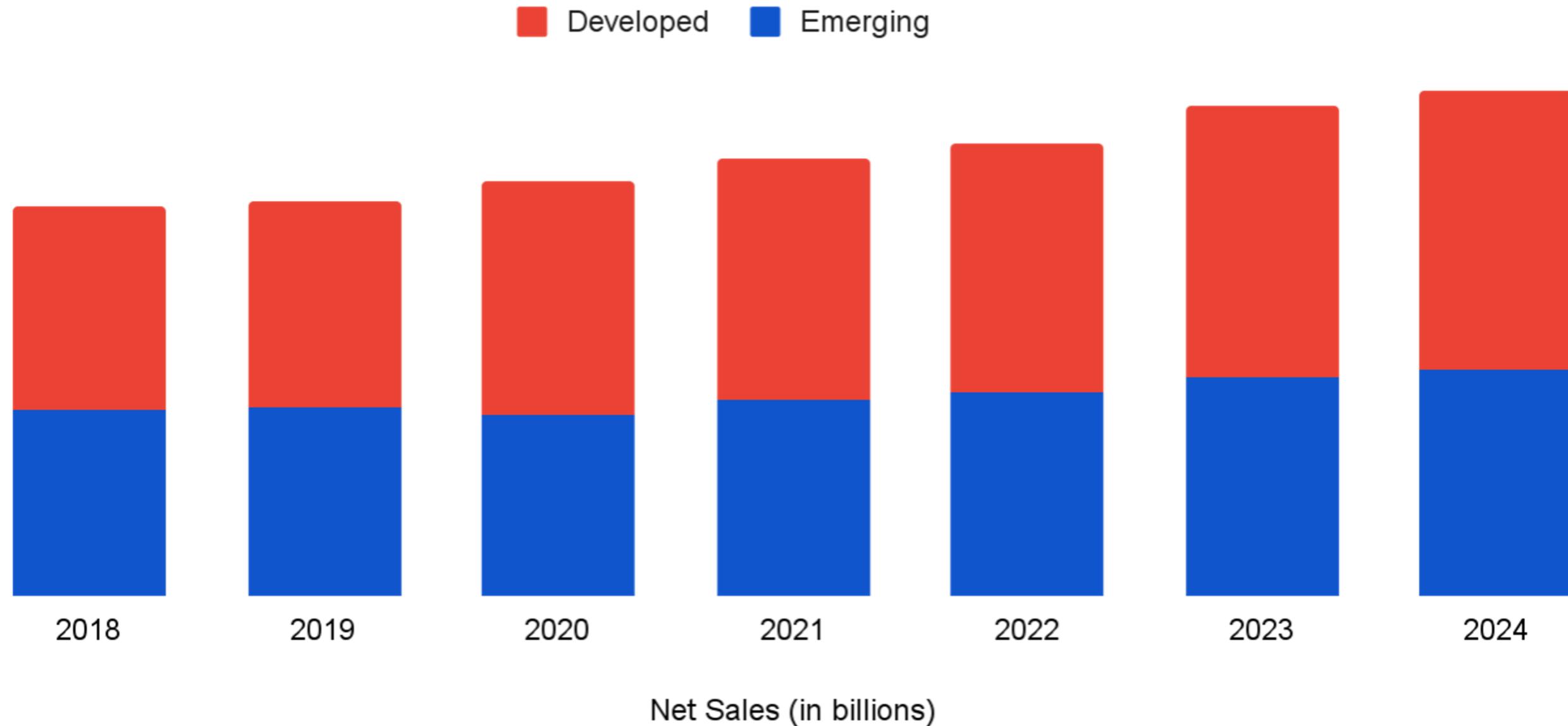
# Growth In All Four Categories



Net Sales (in billions)

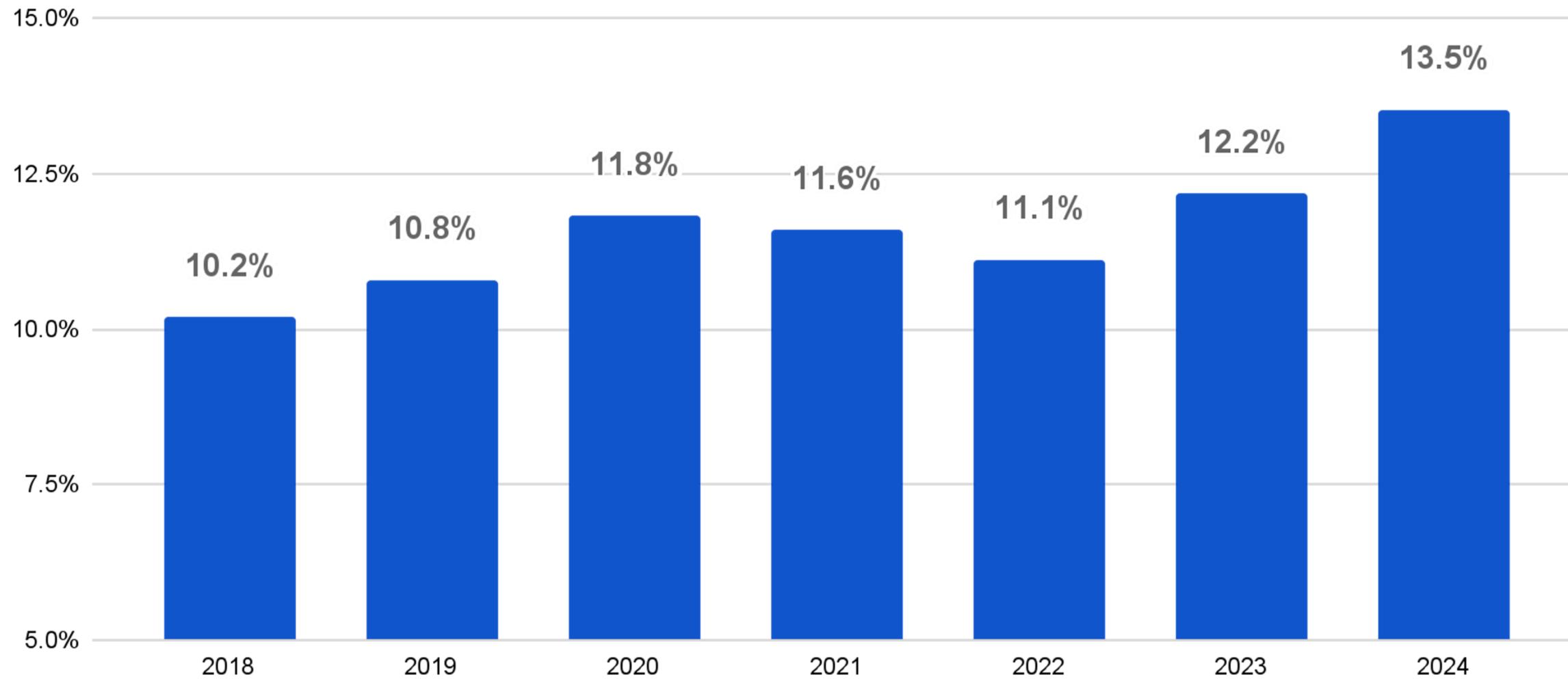
# Growth Across Geographies

In Both Developed and Emerging Markets



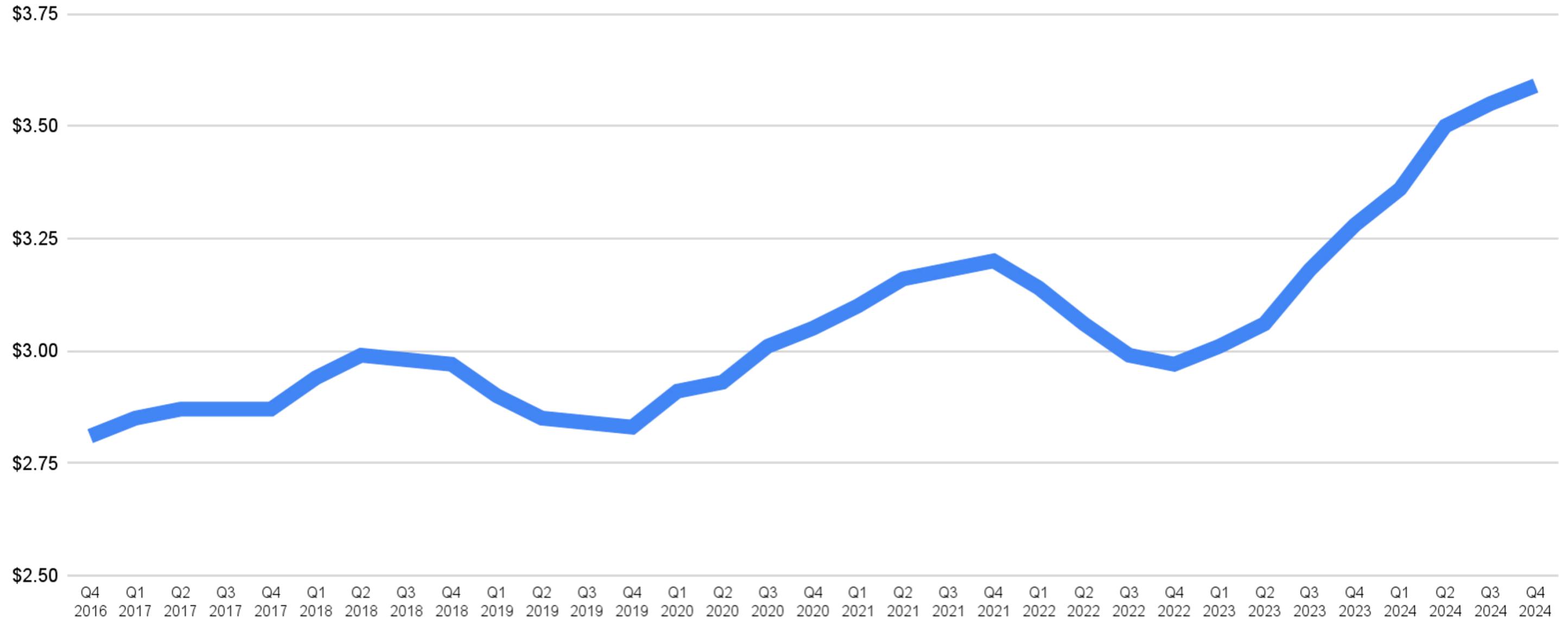
# Increased Advertising Spending

Advertising as a % of sales



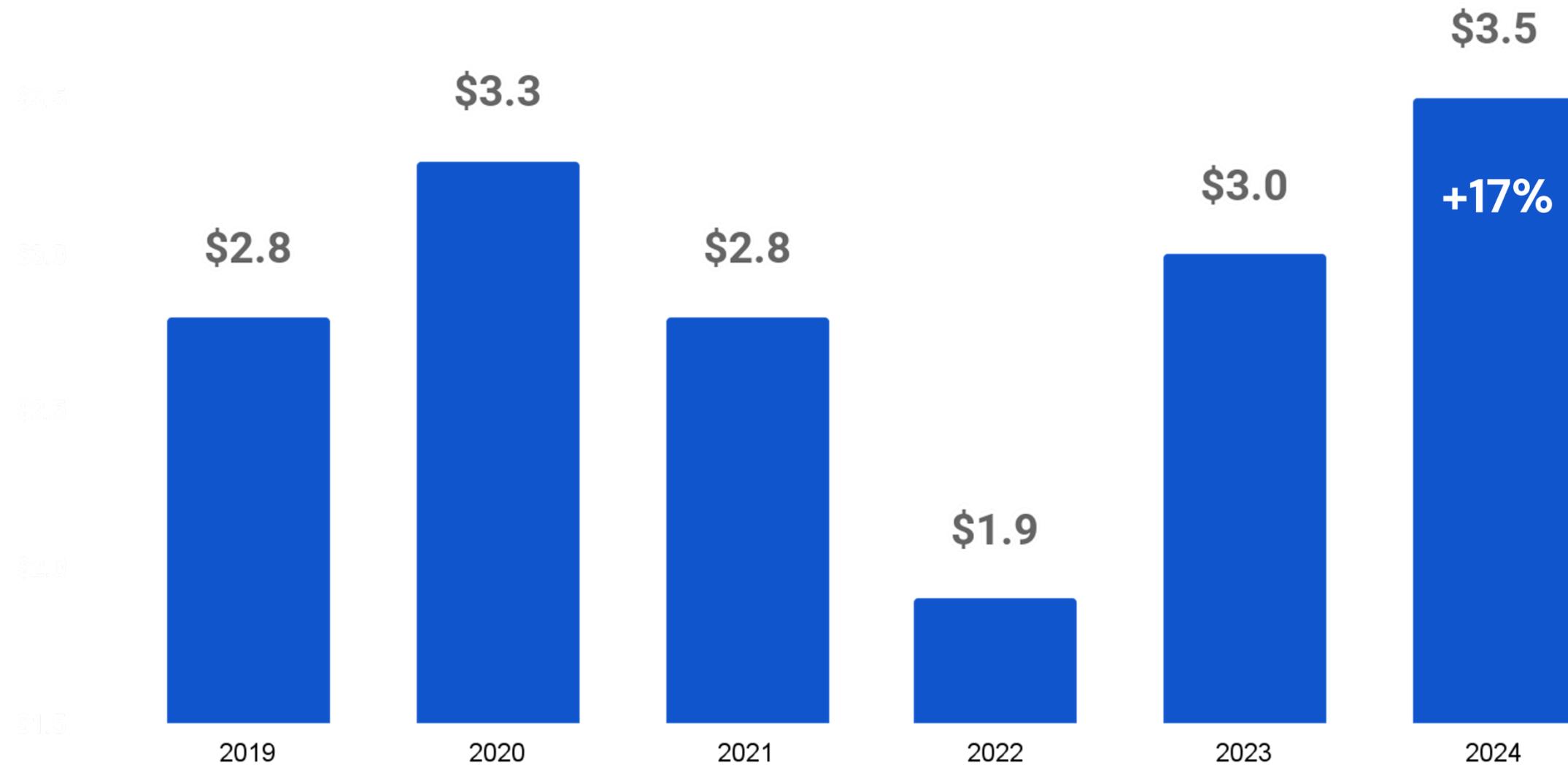
# Driving Accelerated EPS Growth

Trailing 12 Months EPS



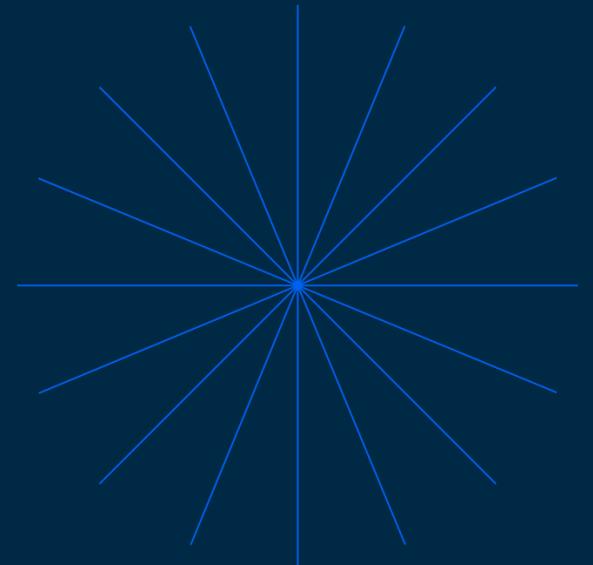
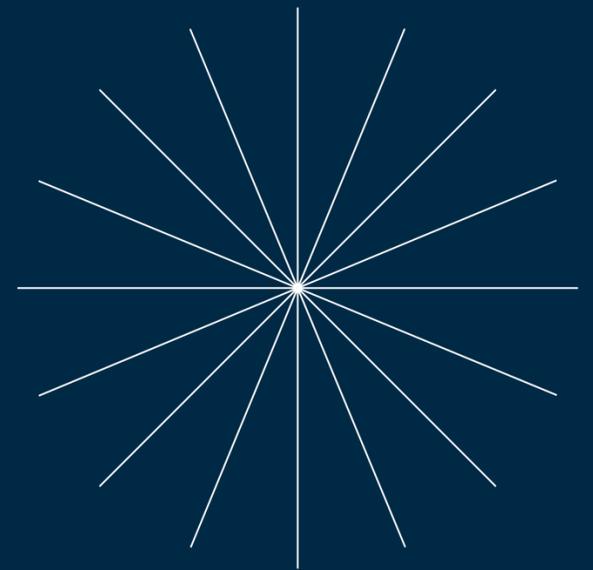
# Delivered Record Free Cash Flow in 2024

\$ in billions



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Our 2025 strategic plan is delivering on innovation and capabilities



Our 2025 strategic plan is:

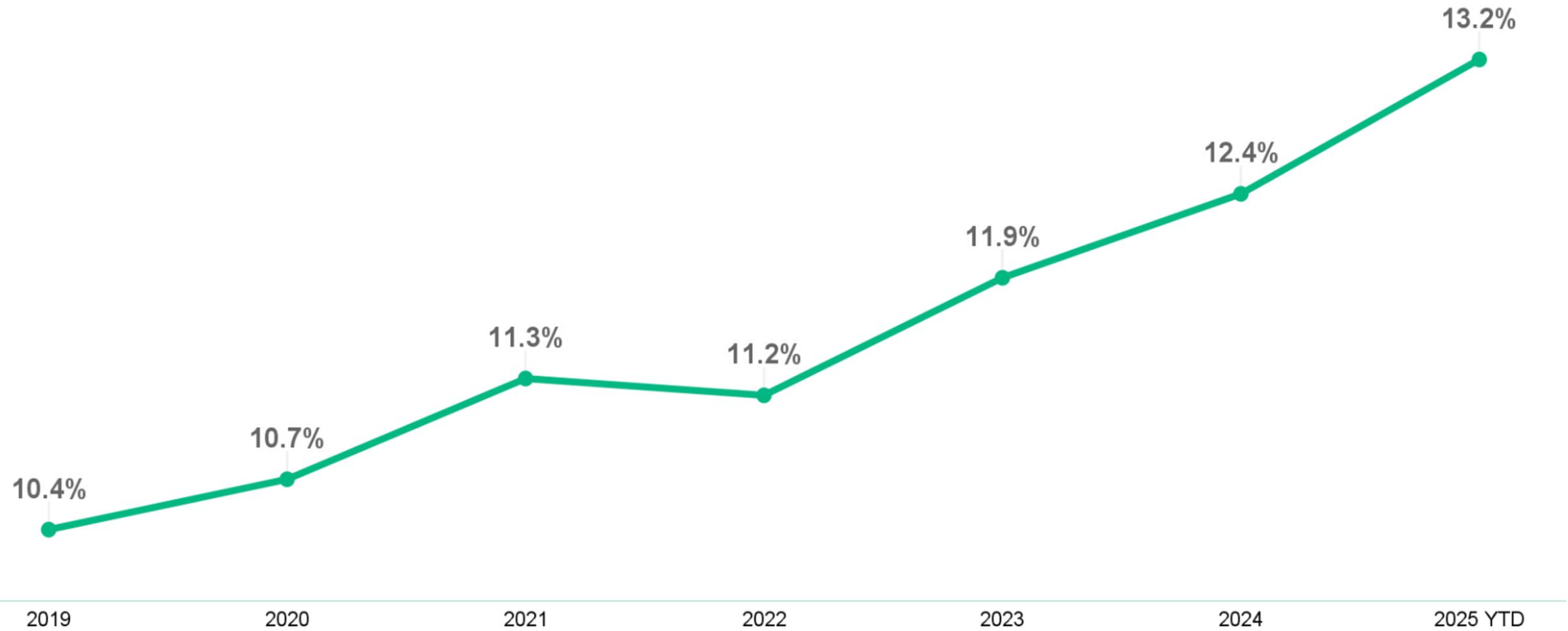
**Delivering  
Science-Led,  
Core And  
Premium  
Innovation  
Across Price  
Tiers**

**Improving  
and Scaling  
Capabilities  
Including:  
Digital  
Data  
Creative  
RGM**



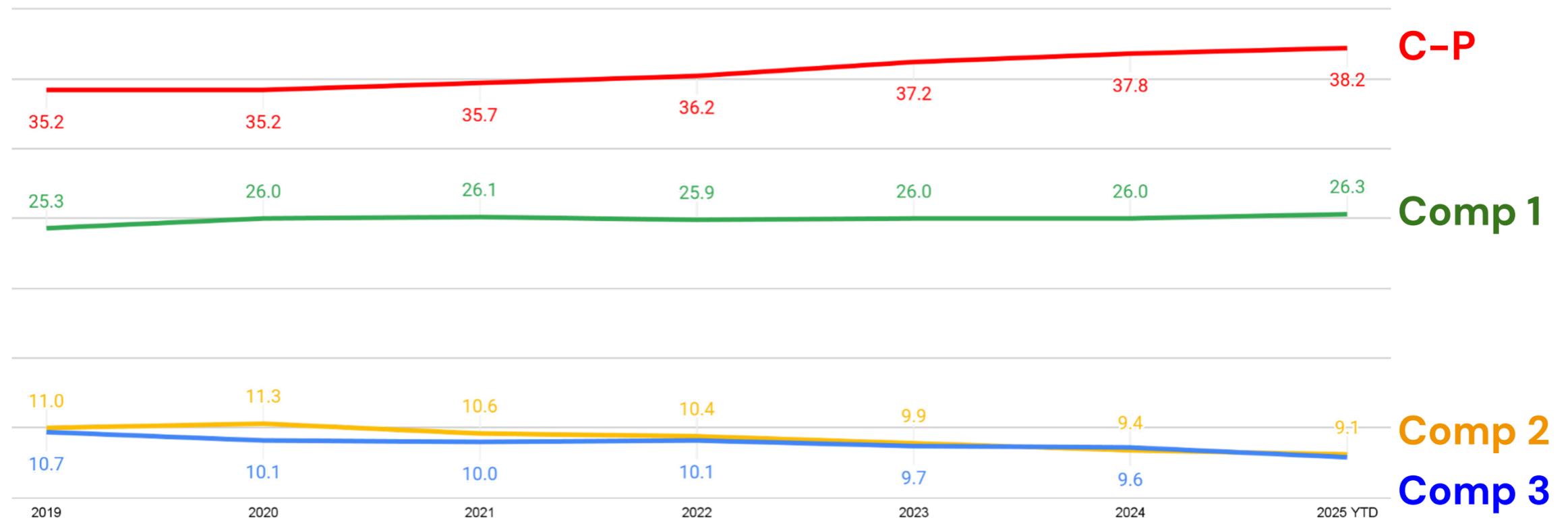
# elmex Long-Term Growth In Europe Fueled By Science Driven Innovation

Toothpaste SoM \$



# Driving CP Toothpaste Share

Europe share now at an all-time high



# Miracle Repair Serum Toothpaste in China

- Serum-infused toothpaste with breakthrough “Gum Revital Technology”
- Featuring dual ingredients amino acid + antioxidant Vitamin C
- Locks in the “collagen power” of gums and helps prevent gum collagen loss



# Colgate Strong Teeth Relaunch In India

- Strengthened with a new formulation in 2025
- Calcium Boost + Arginine technology gives 2x stronger teeth\*
- Supported with a high impact, multi-touch-point relaunch campaign





# Protex Bar Soap Relaunch

- 24-hour anti-germ protection\* to strengthen the skin's natural defenses
- Enhanced package design and ad campaign to highlight Protex's efficacy and breakthrough technology
- Driving significant penetration gains across key markets



\*After 2 weeks of daily use, increases antimicrobial peptide vs. same manufacturer's regular bar soap.

Protex<sup>®</sup>



# ElaMD UV Skin Recovery Is More Than SPF



- 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\*

#1  
**Dermatologist Recommended**  
Professional Sunscreen Brand

#1  
**Dermatologist Trusted**  
Professional Sunscreen Brand

✓  
**Personally Used By More Dermatologists**  
Than Any Other Brand

\* 12 weeks study, 45 female subjects, all skin complexions and sensitive skin  
Model featured enhanced for marketing purposes.

# Science Diet Core Lifestage Portfolio Relaunch



- Upgraded with ActivBiome+ Multi-Benefit, a blend of prebiotic fibers and antioxidants that support digestion, immune system and organ health
- Strong media support with new leading claim 'Supports long, healthy lives'

# Prescription Diet New Options For Complex Cases

- **Multi-Organ:** Therapeutic nutrition for complex multi-organ support in pets with conflicting nutritional needs
- **Cognitive + Mobility:** Therapeutic nutrition for pets to help support mind & mobility



**For all  
pet people**



Our 2025 strategic plan is:

**Delivering  
Science-Led,  
Core And  
Premium  
Innovation  
Across Price  
Tiers**

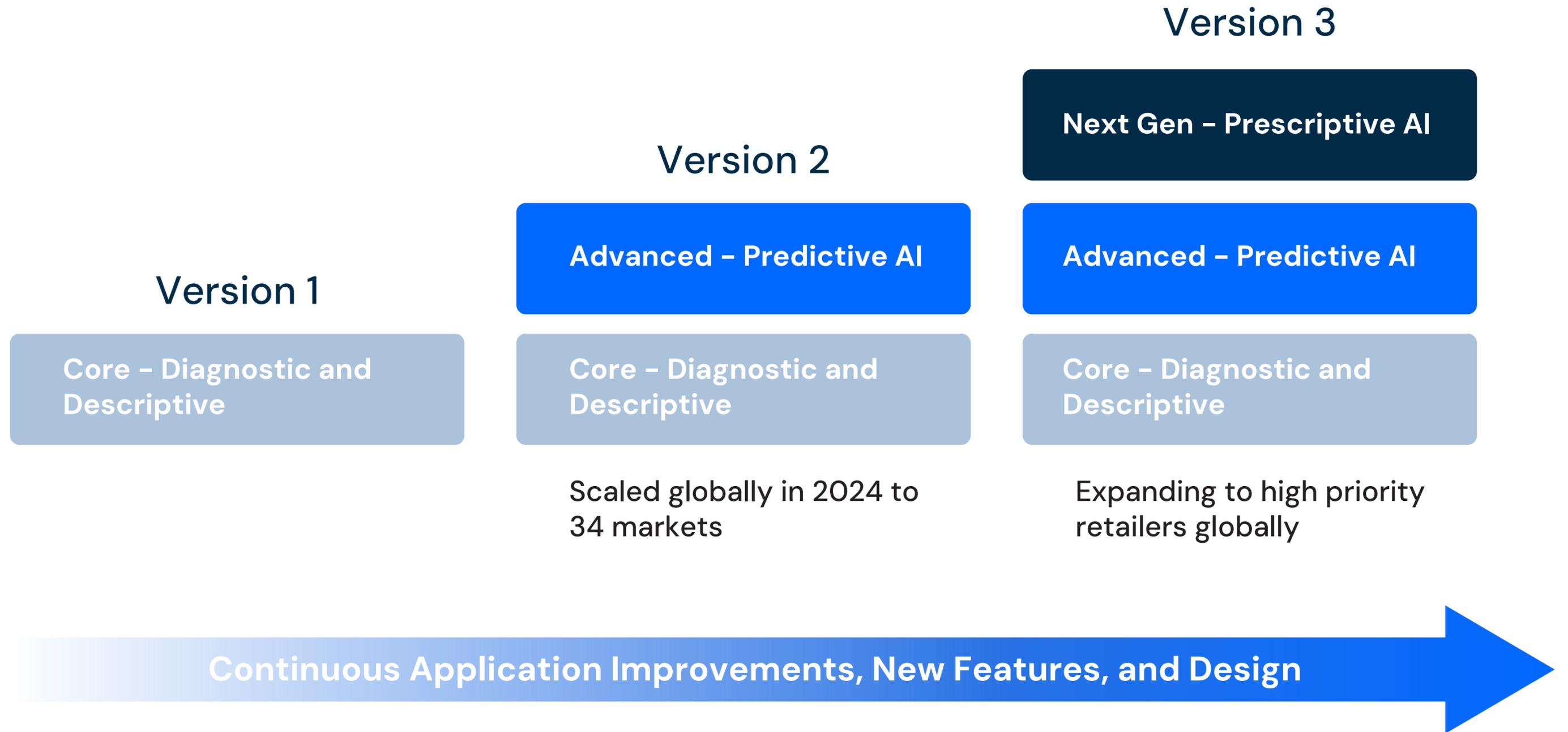
**Improving  
and Scaling  
Capabilities  
Including:  
Digital  
Data  
Creative  
RGM**

# Revenue Growth Management

- Scaled our automated RGM diagnostic tool to cover 78% of net sales
- Prescriptive AI for promotional calendars is expanding after a successful pilot
- 500+ data sources unified into a harmonized data foundation
- Driving meaningful price/mix growth

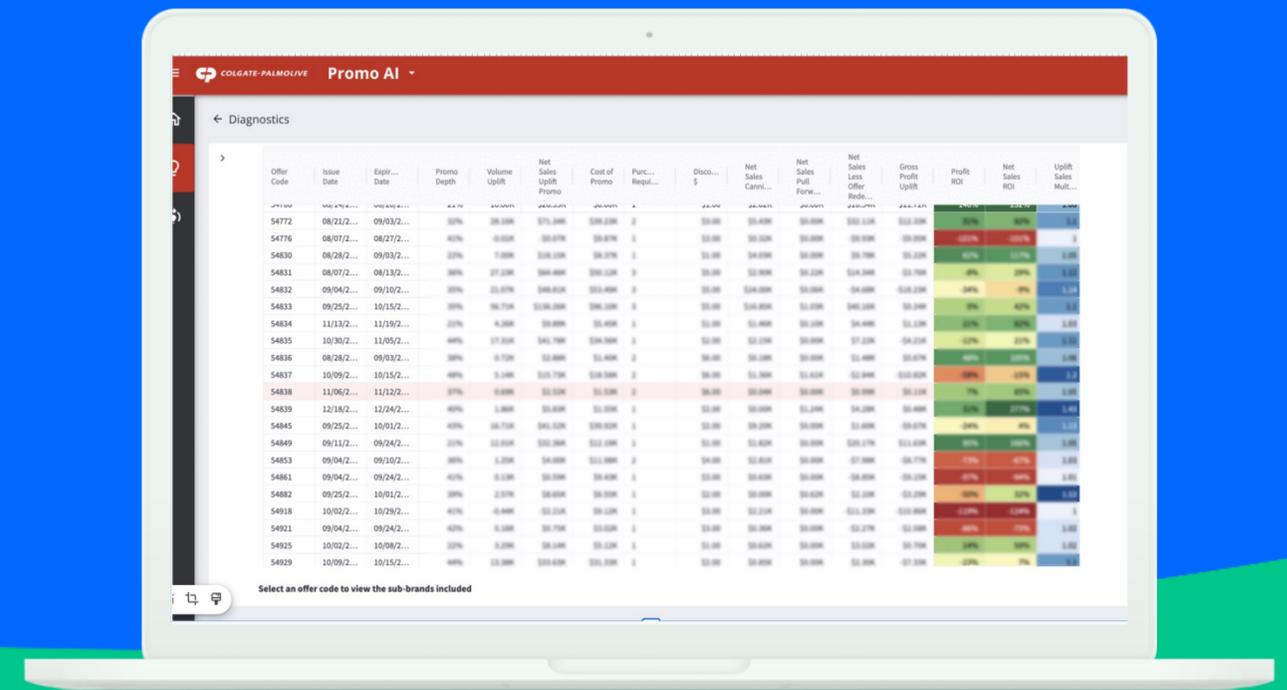
# RGM Analytics Roadmap

A progressive and modular approach to maximize scalability



# Promo.AI – Our Prescriptive AI Solution

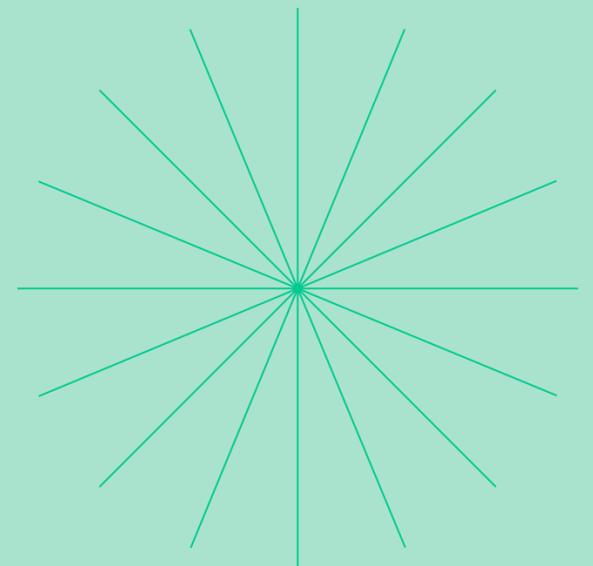
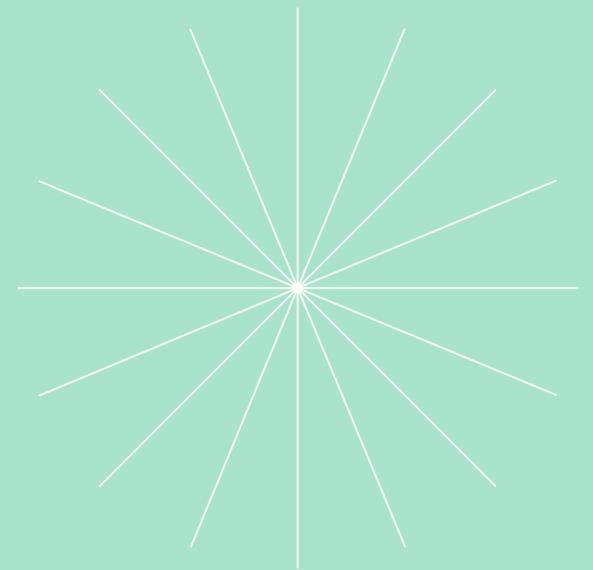
- End-to-end advanced trade promotion optimization tool
- AI optimizer computes 1 billion+ calendars and recommends the optimal calendar in 30 minutes
  - Flexibility to optimize for volume, gross profit, or net sales



The image shows a laptop screen displaying the 'Promo.AI' interface. The main content is a table titled 'Diagnostics' with the following columns: Offer Code, Issue Date, Expir... Date, Promo Depth, Volume Uplift, Net Sales Uplift Promo, Cost of Promo, Part... Requi..., Disc... \$, Net Sales Cans..., Net Sales Full Forw..., Net Sales Less Offer Rede..., Gross Profit Uplift, Profit ROI, Net Sales ROI, and Uplift Sales Multi... The table contains 20 rows of data, with the 11th row (Offer Code 54838) highlighted in pink. Below the table, there is a small text prompt: 'Select an offer code to view the sub-brands included'.

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# Accelerating Change For 2030 To Unlock More Growth



# Accelerating Change For 2030 To Unlock More Growth

- 1 Leverage the global reach and penetration of our brands
- 2 Build the incremental benefit of superior, science-based innovation
- 3 Harness the power of Best in Class Omni-Channel demand generation
- 4 Lead in capabilities like data, analytics and AI
- 5 Evolve our high impact, inclusive culture



OPTIC WHITE<sup>+</sup>  
**PURPLE**

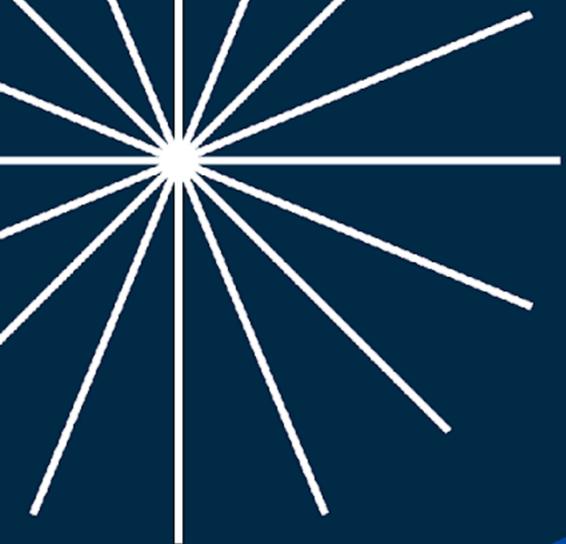
COLOR CORRECTS  
**YELLOW** FOR  
A WHITER SMILE

\* effect is temporary

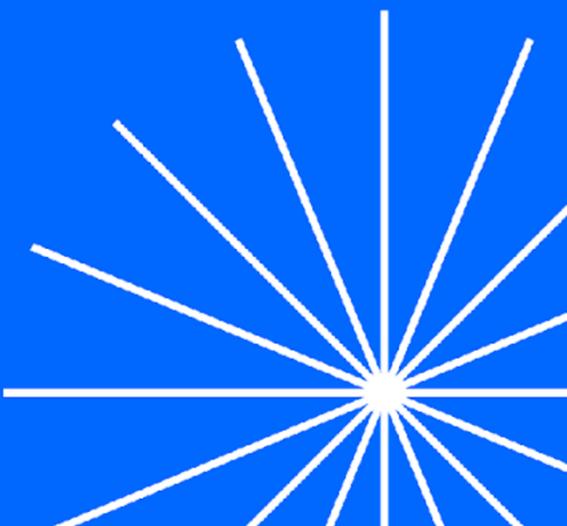
Best In Class  
Omni-Channel  
Demand Generation

# Consumer Journeys Now Have Many Touchpoints





A significant portion of Chinese consumers are Omni-Channel shoppers with attention spans increasingly shifting to digital



# We adopted a consumer-centric strategy across Moments that Matter to stimulate demand across online and offline channels

## Online

(RED, Douyin, WeChat, Bilibili)



## Offline

(Hyper/Super, Membership store, Mini-beauty, Discounters)

# Working with Sam's Club, we executed a program with engaging content along the consumer journey

Explore on RED – “Sam’s Club Must-Buys”

Attention

Discover Colgate pumps!

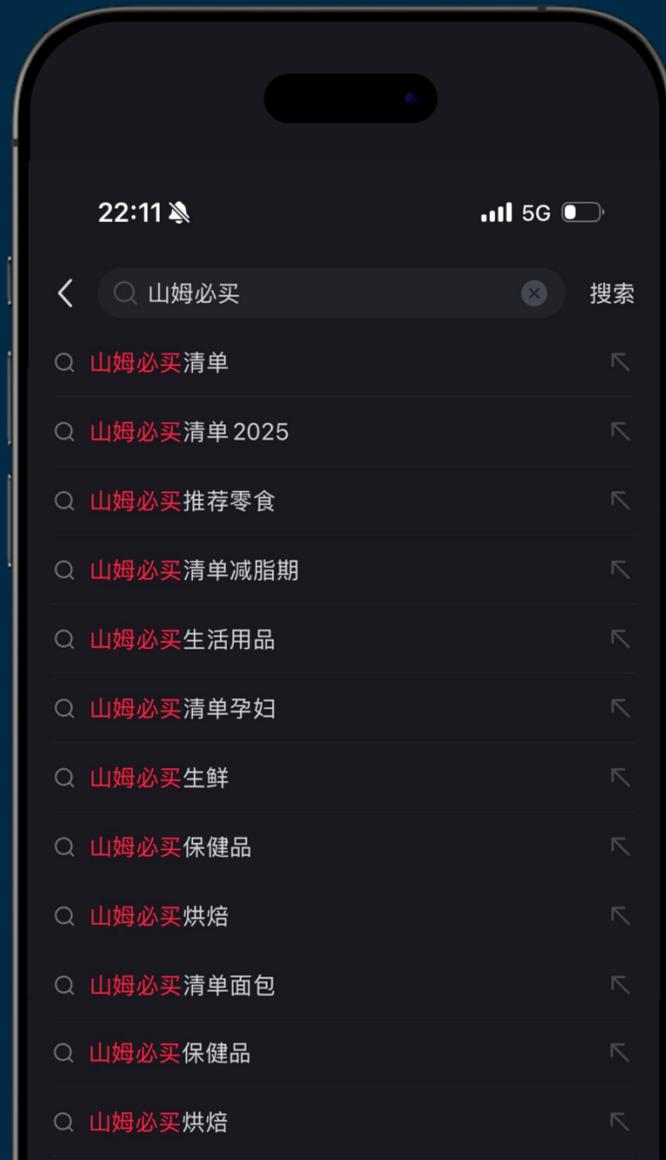
Consideration

Purchase in store (or o2o)

Purchase

Post-purchase ratings & reviews

Loyalty



Ongoing optimization

# Omni-Channel Learnings Being Scaled Globally

## Paramount for success:

- Consumer-centricity
- Omnichannel orchestration across key touchpoints
- Strong cross-functional collaboration in execution

# In Summary

- Our Strategy Is Working To Deliver Consistent Compounded Top And Bottom Line Growth
- Our 2025 Strategic Plan Is Delivering:
  - Science-Led, Core And Premium Innovation Across Price Tiers
  - Improving And Scaling Capabilities Including: Digital, Data, Advertising & RGM
- We Are Accelerating Change As We Look Towards 2030



Thank  
You

