September 2020

Notice for Investor Presentation

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, such as gross profit margin and operating profit, 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, gains and losses from certain divestitures and certain 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 https://www.colgatepalmolive.com.

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 this time 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 Statement” in the Company’s Annual Report on Form 10-K for the year ended December 31, 2019 and subsequent Quarterly Reports on Form 10-Q). Copies of these filings are available in the “Investor Center” section of our website at https://www.colgatepalmolive.com or may be obtained by request from the Company’s Investor Relations Department.
Noel Wallace
Chairman, President and Chief Executive Officer
What We’ll Talk About Today

▪ Results and market environment

▪ Our focused priorities

▪ Eye on future
What We Said on Q2 Call

- Pleased with our 1H results and our progress in managing through the crisis
- Continued uncertainty due to COVID-19
- Expect continued pressure from lagging global economy
2020 1H- Broad-Based Organic Sales Growth

- Volume and pricing growth
- Growth in all four categories
- Growth in both developed and emerging markets
- Growth for seven consecutive quarters
Organic Sales Growth Continues

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Growth Rate</th>
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<tbody>
<tr>
<td>Q2 '18</td>
<td>+0.5%</td>
</tr>
<tr>
<td>Q3 '18</td>
<td>-0.5%</td>
</tr>
<tr>
<td>Q4 '18</td>
<td>+2.0%</td>
</tr>
<tr>
<td>Q1 '19</td>
<td>+3.0%</td>
</tr>
<tr>
<td>Q2 '19</td>
<td>+4.0%</td>
</tr>
<tr>
<td>Q3 '19</td>
<td>+4.5%</td>
</tr>
<tr>
<td>Q4 '19</td>
<td>+5.0%</td>
</tr>
<tr>
<td>Q1 '20</td>
<td>+7.5%</td>
</tr>
<tr>
<td>Q2 '20</td>
<td>+5.5%</td>
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Well Positioned for 2020 & Beyond

- Management with experience in crises
- Strong and trusted brands, competing across price points, with development across channels
- Resilient global supply chain
- Planning increased brand support in 2H
- Strategies to win the recovery
Our Priorities Remain the Same

- Navigating through the crisis by focusing on our values
- Adapting our strategies and executing with agility
- Managing through the crisis with an eye on the future
Our Priorities Remain the Same

- Navigating through the crisis by focusing on our values
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Partnering with Mom and Pops to Drive Their Business
Educating Consumers

¡Amigo Colmadero!
Sigue estos consejos para mantener tu negocio protegido

- Lava tus manos frecuentemente con Protex
- Usa tu mascarilla y guantes siempre en tu negocio
- Mantén desinfectadas las superficies y objetos con Fabuloso
- Mantén una distancia de 1.5 metros entre tu y tus Clientes
- Cubre tu nariz y boca al toser

¡La prevención es la mejor manera de evitar el contagio de cualquier enfermedad!

¡Vecina!
Sigue estos consejos para mantenerte saludable en casa y al visitar el colmado

1. Usa tu mascarilla y guantes siempre al salir de casa
2. Lava tus manos frecuentemente con Protex
3. Mantén una distancia de 1.5 metros entre tu y otras personas
4. Cubre tu nariz y boca al toser
5. Desinfecta los productos comprados al llegar a casa con Fabuloso

¡La prevención es la mejor manera de evitar el contagio de cualquier enfermedad!
Bright Smiles, Bright Futures Vans Enlisted
Sustainability

- Remains a top priority across the company

- Recently announced our new Sustainability Mission
Our Sustainability Mission

Colgate invites a billion homes to create a healthy and sustainable future
Sustainability

Highlights: Our 2025 Targets

Net Zero Carbon Emissions by 2040
100% Renewable Electricity by 2030
100% Zero Waste Facilities
Eliminate ⅓ of New Plastics
100% Ingredients Transparency
Net Zero Water Factories
Reach 2 Billion Children to Improve Oral Health
C-P True Zero Waste Certifications

18 certifications in 10 countries on 5 continents
Clear the Shelters

JOIN US AS WE CLEAR THE SHELTERS
THROUGHOUT AUGUST 2020

ClearTheShelters.com
Since 2002, Hill’s Food, Shelter & Love program has supplied more than $295MM in pet food to shelters and for disaster relief, and helped more than 11 million pets find new homes.
Our Priorities Remain the Same

- Navigating through the crisis by focusing on our values
- Adapting our strategies and executing with agility
- Managing through the crisis with an eye on the future
Focused On:

- Accelerating growth through improved brand building and core innovation
Protex

New formulation with Flaxseed Oil

Eliminates 99.9% of bacteria naturally
Ajax Relaunch - Europe

CLEAN YOUR HOME, HELP PROTECT THE PLANET

- BIODEGRADABLE FORMULAS
- BOTTLE FROM 100% RECYCLED PLASTIC
- VEGAN

100% CLEANING POWER

*% of biodegradability varies by variant. ** No animal ingredients.
IT'S TEACHING HIM HOW TO EAT PROPERLY

IT'S MORE THAN CLEANING

AJAX

100% CLEANING POWER
Colgate 360° - Launched Q2

Micro molecules reach deep for gum nourishment
Colgate Equity Campaign

What’s the first thing you’ll do when the quarantine is over?
Focused On:

- Accelerating growth through improved brand building and core innovation

- Innovating to gain share in high growth segments and adjacencies
Colgate Optic White Renewal Toothpaste

Removes 10 years of yellow stains*

*When brushing twice daily for 4 weeks
Colgate Optic White Renewal Toothpaste

Optic White Market Share - Total U.S.

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Jul-Aug</th>
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<tbody>
<tr>
<td>Optic White Renewal</td>
<td>1.3</td>
<td>2.1</td>
<td>2.3</td>
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<tr>
<td>Optic White Portfolio</td>
<td>7.3</td>
<td>8.0</td>
<td>8.5</td>
</tr>
</tbody>
</table>

Source: Nielsen All Outlet $ Share - week ending 8/22/20
Just Launched in U.S.

Easy and effective whitening while you sleep
Hand Sanitizer - Across Markets

India

South Pacific

Southeast Asia
Colgate Total 12 Mouthwash Spray - Latin America

Antibacterial protection on contact anytime, anywhere
Focused On:

- Accelerating growth through improved brand building and core innovation
- Innovating to gain share in high growth segments and adjacencies
- Expanding in new channels and markets
Accelerating eCommerce

Almost 50% growth in Q2

vs. Q2 2019
Accelerating eCommerce - North America

Winning in Oral Care with a Focus on Whitening
Smart electric rechargeable toothbrush

www.humbycolgate.com
“If you’ve been eyeing electric toothbrushes, this is the one to get. The smart toothbrush perfects connected brushing tech—and costs a fraction of the price of its competitors.”
– Wired

“Press has taken notice

The Colgate Hum is not the first smart electric toothbrush. But it is the first that might actually convince you to spend some part of your morning staring at a disembodied set of teeth on your phone screen. I’ll explain further in a moment—first, the basics: The brush head is gentle, but not so gentle that it feels ineffective. The handle is lightweight, comfortable to hold, and easy to actually maneuver around, so that you don’t miss any spots while brushing. And best of all, its smart features don’t jack up the price of this brush and make it more expensive than other similar electric toothbrushes.”

– GQ
Colgate Miracle Repair - China

Premium eCommerce innovation
Innovation Driving Premiumization

China eCommerce Retail Selling Price per Kg.

2019 YTD

+46%

2020 YTD

RMB/Kg.
Colgate Miracle Repair - China

Colgate Miracle Repair Mouth Serum launching in Q3

Defends against early gum aging
PCA Skin in China

美国高性能
皮肤学护肤品牌

实力首发→
PCA Skin 6.18 Live Stream Event
Our Priorities Remain the Same

- Navigating through the crisis by focusing on our values
- Adapting our strategies and executing with agility
- Managing through the crisis with an eye on the future
Old Ways of Working

80% Line Extensions

20% Transformative /Disruptive Innovation
New Ways of Working

Goal

50% Line Extensions

50% Transformative / Disruptive Innovation
Enhanced Productivity

- Working virtually with Google GSuite and other tools
- Simpler, faster, more automated SAP S/4 HANA
- Faster and simpler planning processes and systems
- AI Driven Automation
  - Creating product information
  - Predicting trends and formulations
Enhanced Productivity

- Cutting the tail; optimizing the portfolio
- Maximizing effectiveness of our teams
- FTG: more synergies in formulation development
- Agility in our supply chain facilities
In Closing

- We have a portfolio that is built for times like these, with strong core brands and great innovation opportunities.

- Our people are used to managing through crises, and we are taking the right actions.

- We will manage through this crisis with an eye on future growth.