

dbAccess Global Consumer Virtual Conference  
*June 9, 2020*

June 2020

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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>.

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Noel Wallace

*Chairman, President and  
Chief Executive Officer*

# ***With Me Today***



Panos Tsourapas

*Group President  
Latin America and Asia Pacific*

# ***COVID-19 Update***

- No fundamental change in our view
- Factories have remained open, with India ramping back up towards normal
- Several emerging market countries are seeing a rise in impact from the crisis
- Pantry de-stocking has begun, notably in Europe

# ***COVID-19 Update***

- We continue to operate very well remotely
- We have begun a staggered return-to-work plan based on local policies
- Mostly focused on jobs that need to be done in our facilities (e.g., benchtop chemistry)
- Our community efforts continue

# ***Today***

## *Our Focused Strategy*

## Oral Care



## Pet Nutrition



## Personal Care



## Home Care



# *Over Last 18 Months, We:*

- Accelerated net and organic sales growth
- Invested in our brands and accelerated innovation
- Built capabilities for future growth

# ***Organic Sales Growth***

- Broad-based improvement across geographies and categories in 2019

# Organic Sales Growth

4 of 4 Categories



# ***Organic Sales Growth***



**6 of 6 Divisions**

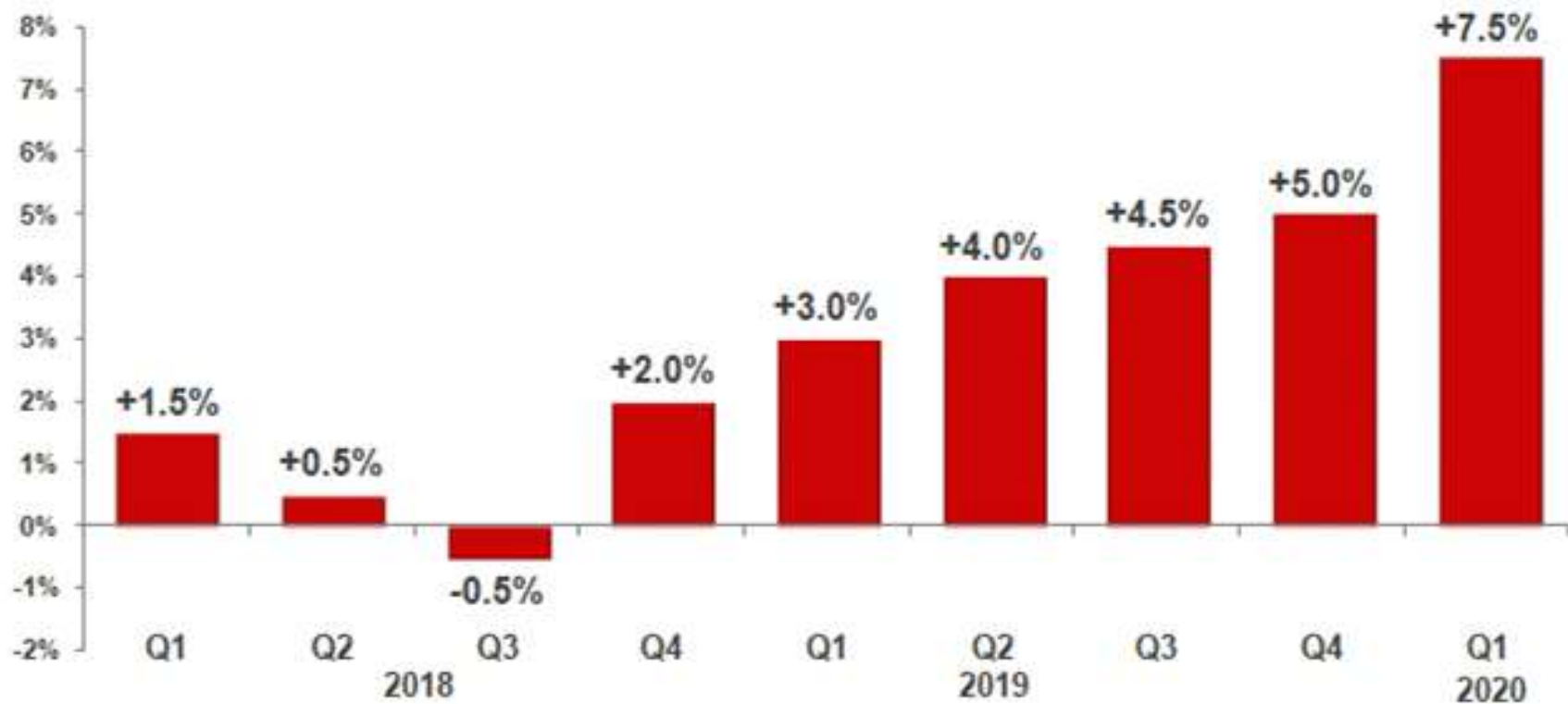
# ***Organic Sales Growth***

- Broad-based improvement across geographies and categories in 2019
- Growth in developed and emerging markets
- Delivered pricing and volume growth

# *Organic Sales Growth*



# *Organic Sales Growth Continued in Q1*



# ***What We Said on Q1 Call***

- Uncertainty around the impact of the virus and government actions to stem the crisis and related macroeconomic volatility
- We withdrew our 2020 guidance
- Organic sales momentum continued into April
- Foreign exchange is expected to be a mid-single-digit negative impact to net sales



# ***Our Priorities Right Now:***

- 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

# ***Well Positioned***

- Experienced management teams
- Strong and trusted brands, competing across price points
- Widespread channel strength
- Resilient global supply chain
- Strategies to win the recovery

# ***Growth Drivers***

- 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
- Maximizing growth online
- Investing to drive penetration in growing populations

# ***Growth Drivers***

- Accelerating growth through improved brand building and core innovation
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# ***Why The Core Is Even More Important Now***

- Our highest penetration brands
- Trusted for their quality and efficacy
- Provide consumers with a range of price points during periods of economic difficulties
- Core innovation brings news to our retail partners

# ***Colgate Equity Campaign***



***What's the first thing you'll do  
when the quarantine is over?***

# *Maximum Cavity Protection*



*Asia:*

*2H 2019*

*Other Markets:*

*Beginning Q2 2020*

# Colgate Total



*Relaunched in  
100+ countries*



# Protex



*Flaxseed oil based new formulation*

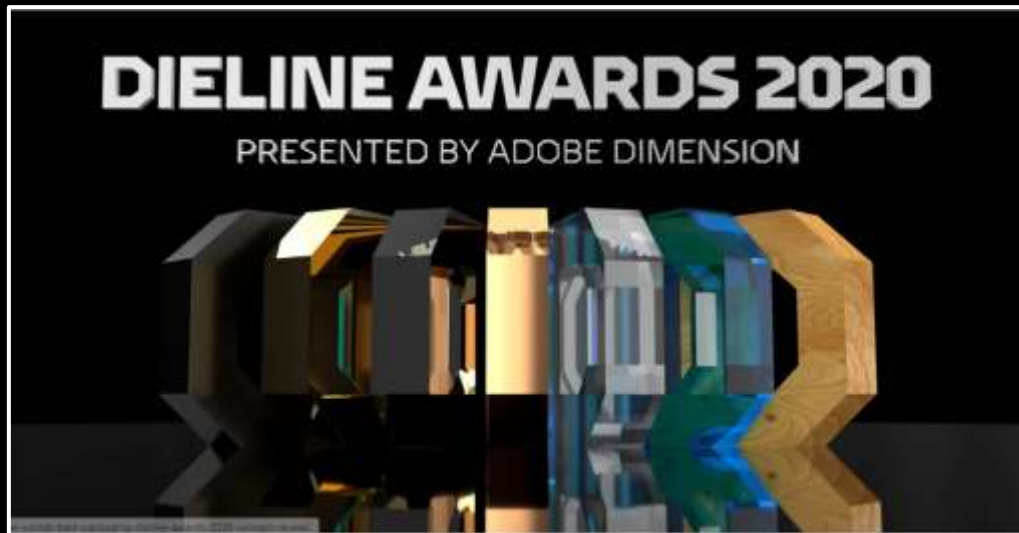
*Eliminates 99.9% of bacteria and  
offers 12h natural antibac protection*

# ***Fabric Softeners***



*Plant-based  
Softness*

# Designalytics Effectiveness Award



## Driving Brand Growth

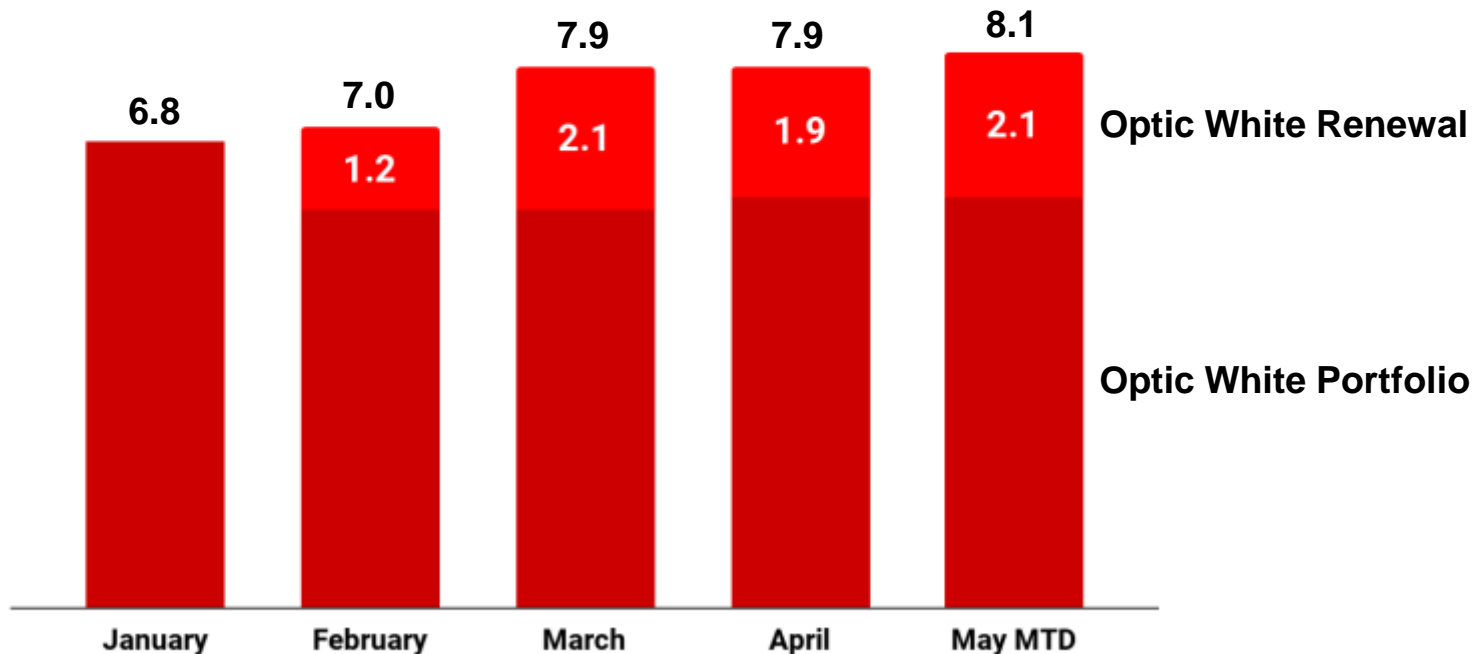
# ***Growth Drivers***

- Accelerating growth through improved brand building and core innovation
- Innovating to gain share in high growth segments and adjacencies

# Colgate Optic White Renewal Toothpaste



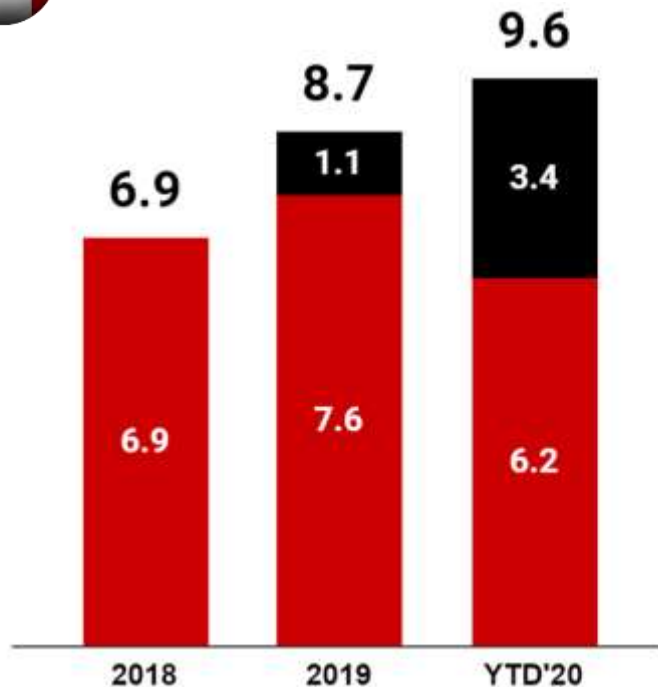
## Optic White Market Share - Total U.S.



# Colgate Luminous White Charcoal Toothpaste



Mexico



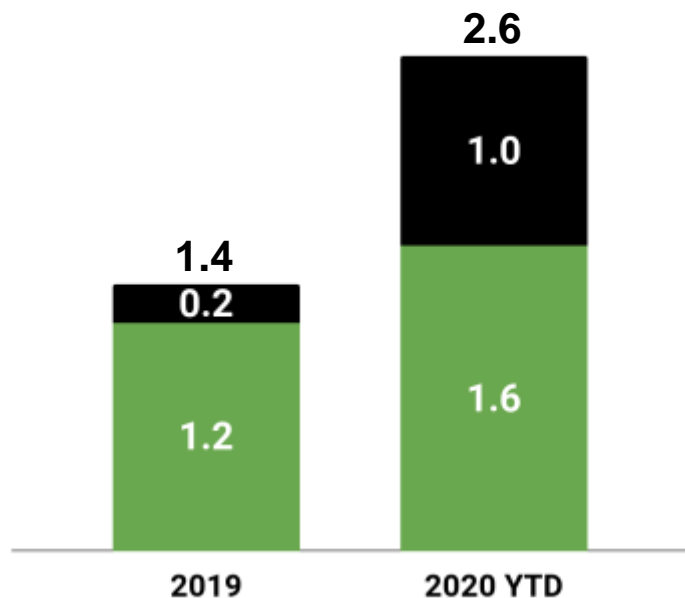
 Luminous White Charcoal

 Luminous White Portfolio

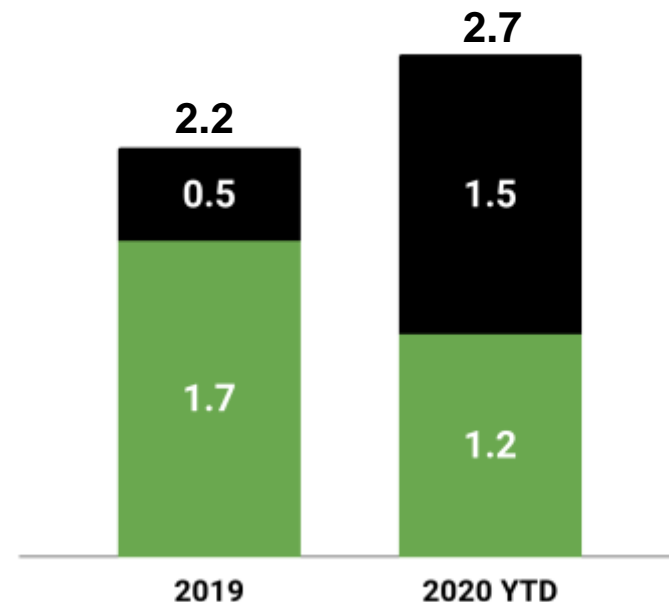
# Colgate Naturals Extracts Toothpaste



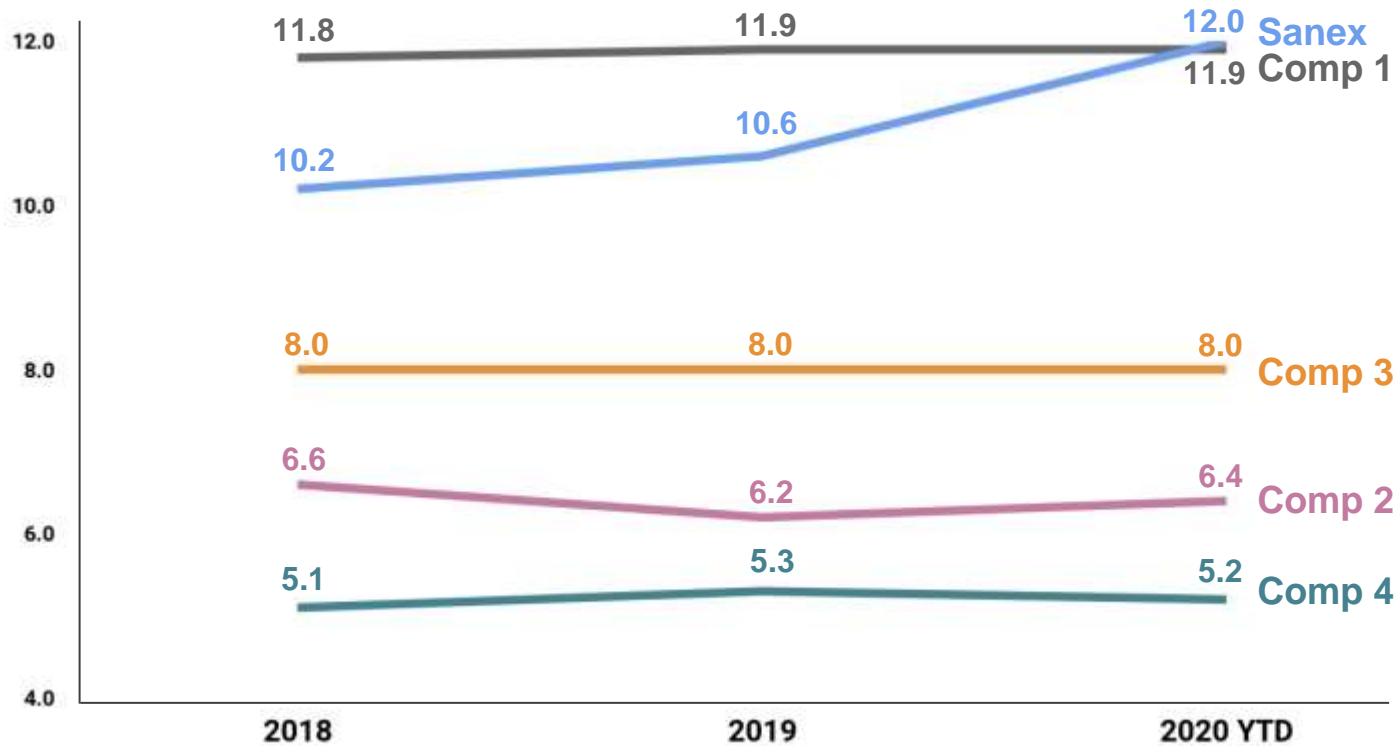
Brazil



Mexico



# Sanex Body Wash

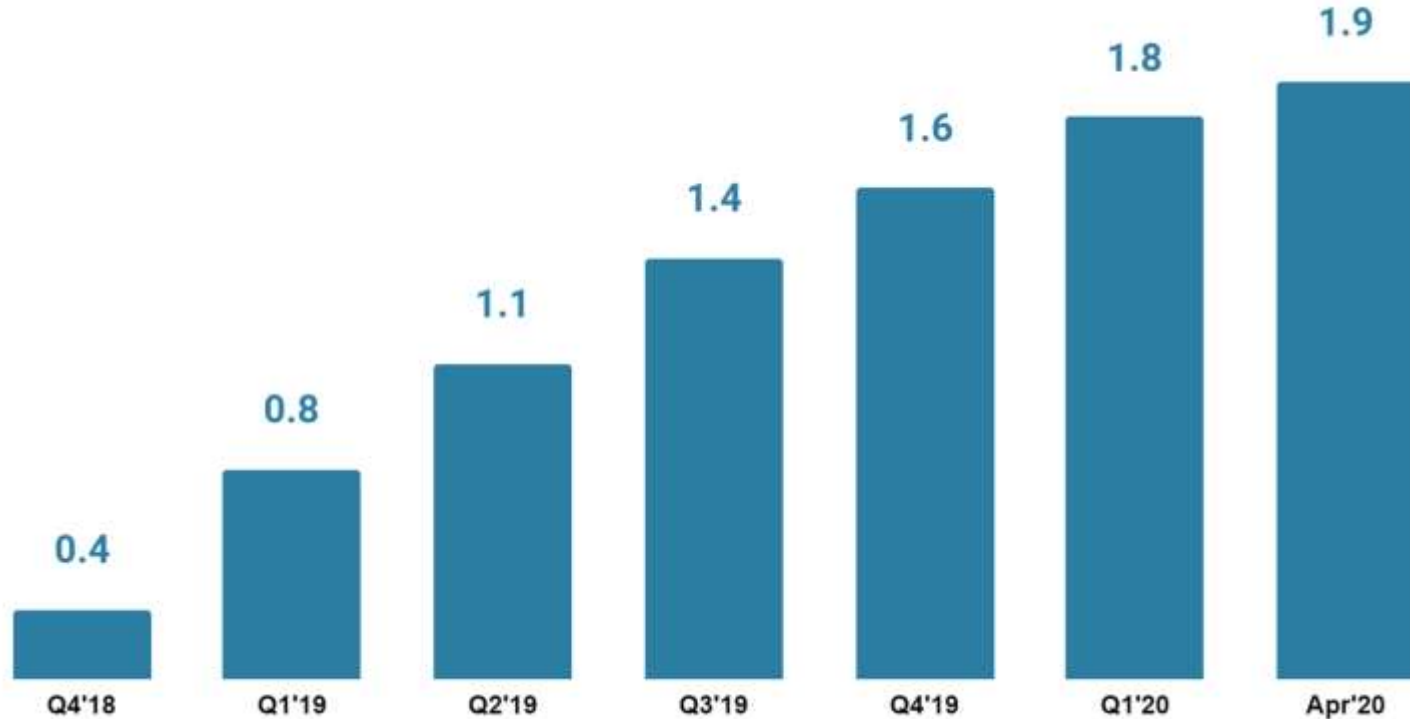




# ***Growth Drivers***

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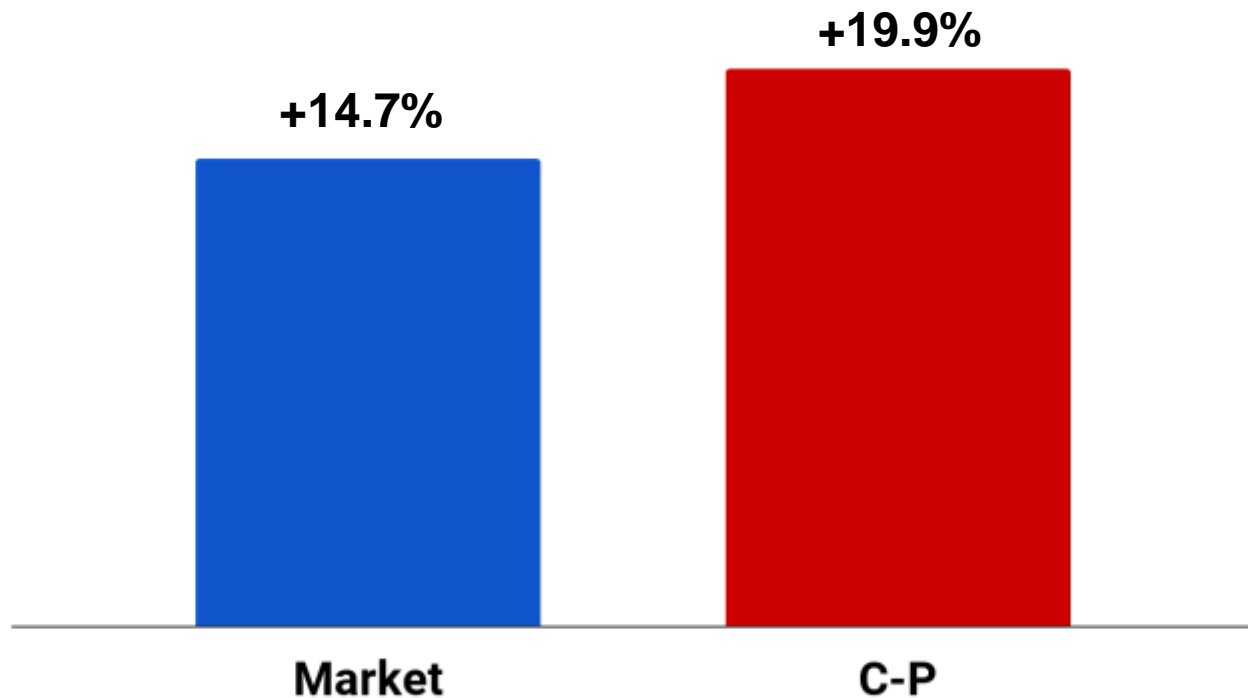
# ***Elmex Toothpaste Market Share in Pharmacy – Brazil***



Source: Nielsen Retail Mar YTD'20 SOM\$ / Drug areas elmex / SIH Drug SP

SOM\$ drugstores Areas São Paulo, South & RJ (62% SOB)

# ***Sales Growth in Cash and Carry - Brazil***



*Source: Nielsen Retail - April YTD 2020 - Total C-P Categories*

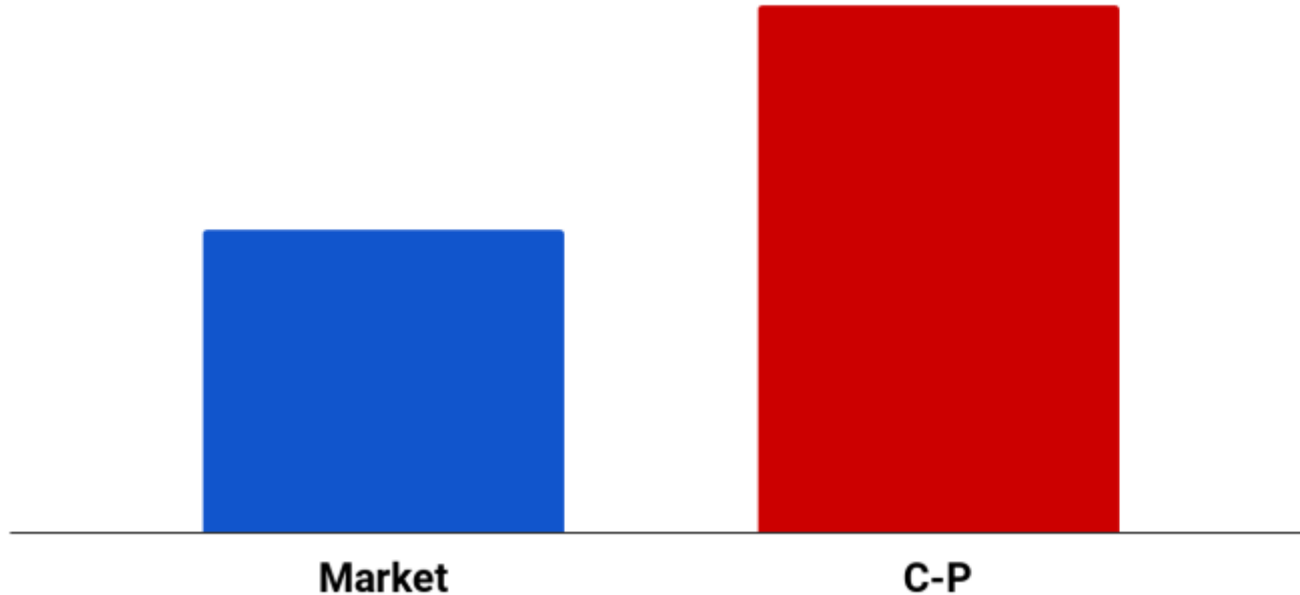
# ***Growth in Cash and Carry - Brazil***

## **Market Shares**

	<b><u>Overall</u></b>	<b><u>Cash &amp; Carry</u></b>
<b>Toothpaste</b>	<b>71.5</b>	<b>76.2</b>
<b>Toothbrushes</b>	<b>33.5</b>	<b>46.0</b>
<b>Bar Soap</b>	<b>25.2</b>	<b>28.0</b>

# ***Latin America Discounters - Share of Business***

***Colgate Brand Development Index: 173***



*Source: Kantar Worldpanel*

# ***Growth Drivers***

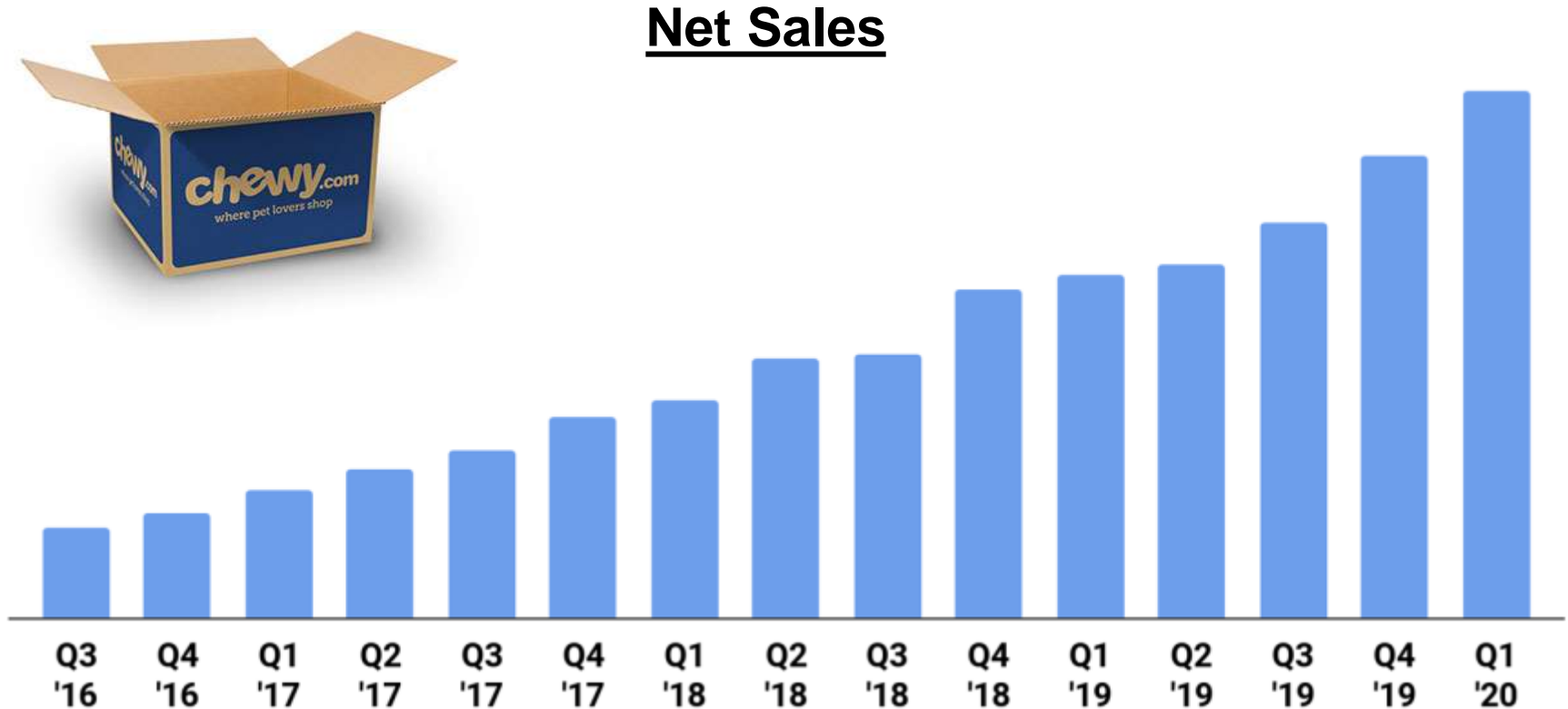
- Accelerating growth through improved brand building and core innovation
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- Maximizing growth online

# Accelerating eCommerce - North America



**North America eCommerce net sales  
more than doubled in Q1 2020**

# *Accelerating eCommerce – Hill's U.S.*





# Accelerating Chewy – Hill's U.S.

## Acquiring New Customers

Increased visibility

Targeted offers

## Increasing Compliance

Driving new users to autoship

Increased retention tactics



# Accelerating eCommerce Southeast Asia - Shopee

**#SHOPEE GIVESBACK**

SPECIAL THANKS TO OUR OUTREACH PARTNERS: TripAdvisor, Love Your Land, and others.

**LEND A HAND, IF YOU CAN**

Support those in need by purchasing essential items on behalf of vulnerable groups and donating your Shopee Coins

**DONATE ESSENTIAL CARE PACKS TO OUR MIGRANT WORKER FRIENDS**

**WHAT'S INSIDE:**  
Toothbrush, Toothpaste, Bar Soaps (3 pc), Shampoo

**DONATE NOW ▶**

**\$13.85 \$10.00**



**Colgate**

**Protect Your Family from Bacteria\* Now!**

Change your Toothbrush after a cold



**11:01 AJAX**  
OFFICIAL STORE

**200ml FREE**

**FREE SHIPPING + CASHBACK 10%**

**Eliminates 99.9% Bacteria** Ajax Fabulosa Apple Multi Purpose Floor Cleaner 1.8L Refill

**\$3.70**

4.7 92 Kals



**Shopee Super Brand Day**  
26 APRIL

**See you 26th April at 12!**

**Shopee LIVE**

**AMANDA**

**TANIAN**



**Asia Pacific eCommerce net sales  
more than doubled in Q1 2020**

# ***Growth Drivers***

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# ***Bright Smiles, Bright Futures***

- Over 1 billion kids to date
- Goal: 1.3 billion kids by end of 2020



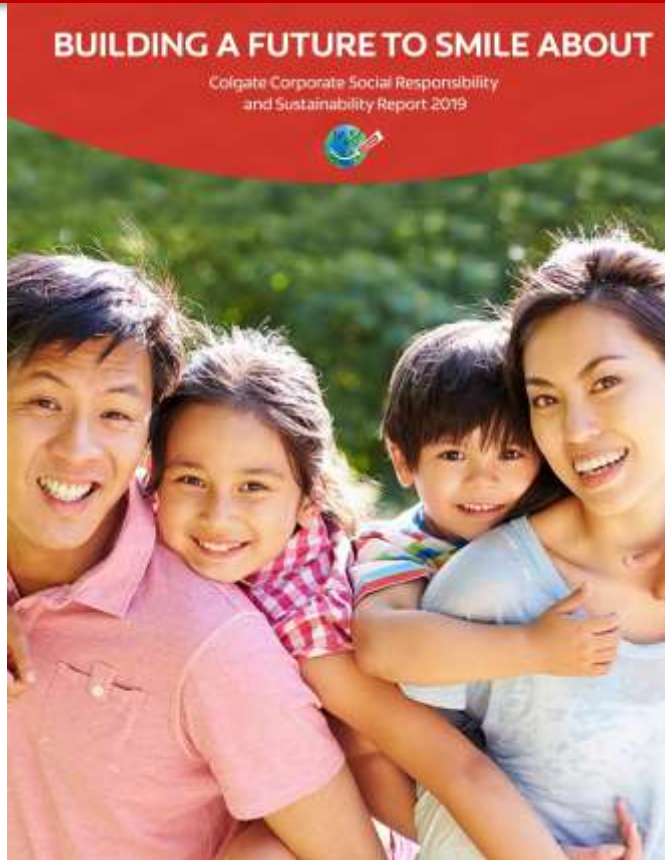
# ***Bright Smiles, Bright Futures***

- Mexico: Daily Brushing Law in Mexico City and Veracruz
  - Will reach 2.2MM kids in public schools
  - Plans to expand to three new states
- Brazil: Educational Program with Sao Paulo State Ministry of Education
  - Will reach 3.5MM kids in public schools

# ***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***



# ***Sustainability***

- Remains a top priority
- Recently announced our new Sustainability Mission
- 2019 report available on our Sustainability website

# *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

# Q&A

