

Colgate-Palmolive Company

Non-GAAP Reconciliations

For the Three Months Ended December 31, 2025 and 2024

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

	2025	2024	
Gross Profit			
Gross profit, GAAP	\$ 3,146	\$ 2,982	
Restructuring programs ⁽¹⁾	—	1	
Gross profit, non-GAAP	<u>\$ 3,146</u>	<u>\$ 2,983</u>	
Selling, General and Administrative Expenses	2025	2024	
Selling, general and administrative expenses, GAAP	\$ 2,069	\$ 1,895	
ERISA litigation matter	(84)	—	
Restructuring programs ⁽¹⁾	(6)	(1)	
Selling, general and administrative expenses, non-GAAP	<u>\$ 1,980</u>	<u>\$ 1,894</u>	
Selling, General and Administrative Expenses as a Percentage of Net Sales	2025	2024	Basis Point Change
Selling, general and administrative expenses as a percentage of Net sales, GAAP	39.6 %	38.3 %	130
ERISA litigation matter	(1.6)%	— %	
Restructuring programs ⁽¹⁾	(0.1)%	— %	
Selling, general and administrative expenses as a percentage of Net sales, non-GAAP	<u>37.9 %</u>	<u>38.3 %</u>	<u>(40)</u>
Other (Income) Expense, Net	2025	2024	
Other (income) expense, net, GAAP	\$ 66	\$ 23	
Restructuring programs ⁽¹⁾	(7)	(5)	
Other (income) expense, net, non-GAAP	<u>\$ 58</u>	<u>\$ 18</u>	
Operating Profit	2025	2024	% Change
Operating profit, GAAP	\$ 92	\$ 1,064	(91)%
Goodwill and intangible assets impairment charges	919	—	
ERISA litigation matter	84	—	
Restructuring programs ⁽¹⁾	13	7	
Operating profit, non-GAAP	<u>\$ 1,108</u>	<u>\$ 1,071</u>	<u>3 %</u>
Operating Profit Margin	2025	2024	Basis Point Change
Operating profit margin, GAAP	1.8 %	21.5 %	NM
Goodwill and intangible assets impairment charges	17.6 %	— %	
ERISA litigation matter	1.6 %	— %	
Restructuring programs ⁽¹⁾	0.2 %	0.2 %	
Operating profit margin, non-GAAP	<u>21.2 %</u>	<u>21.7 %</u>	<u>(50)</u>
Non-Service Related Postretirement Costs	2025	2024	
Non-service related postretirement costs, GAAP	\$ (61)	\$ 20	
ERISA litigation matter	84	—	
Non-service related postretirement costs, non-GAAP	<u>\$ 24</u>	<u>\$ 20</u>	

NM - Not meaningful

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

Table 8
Continued

Colgate-Palmolive Company

Non-GAAP Reconciliations

For the Three Months Ended December 31, 2025 vs. 2024

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

2025							
	Income Before Income Taxes	Provision For Income Taxes ⁽²⁾	Net Income (Loss) Including Noncontrolling Interests	Less: Income Attributable to Noncontrolling Interests	Net Income (Loss) Attributable To Colgate-Palmolive Company	Effective Income Tax Rate ⁽³⁾	Diluted Earnings (Loss) Per Share
As Reported GAAP	\$ 107	\$ 112	\$ (5)	\$ 32	\$ (37)	104.7 %	\$ (0.05)
Goodwill and intangible assets impairment charges	919	125	794	—	794	(81.7)%	0.99
Restructuring programs ⁽¹⁾	13	2	11	—	11	(0.1)%	0.01
Non-GAAP	<u>\$ 1,038</u>	<u>\$ 238</u>	<u>\$ 800</u>	<u>\$ 32</u>	<u>\$ 768</u>	<u>22.9 %</u>	<u>\$ 0.95</u>
2024							
	Income Before Income Taxes	Provision For Income Taxes ⁽²⁾	Net Income Including Noncontrolling Interests	Less: Income Attributable to Noncontrolling Interests	Net Income Attributable To Colgate-Palmolive Company	Effective Income Tax Rate ⁽³⁾	Diluted Earnings Per Share
As Reported GAAP	\$ 994	\$ 215	\$ 779	\$ 40	\$ 739	21.6 %	\$ 0.90
Restructuring programs ⁽¹⁾	7	1	6	—	6	— %	0.01
Non-GAAP	<u>\$ 1,001</u>	<u>\$ 216</u>	<u>\$ 785</u>	<u>\$ 40</u>	<u>\$ 745</u>	<u>21.6 %</u>	<u>\$ 0.91</u>

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

Notes:

- (1) The restructuring program charges relate to the Strategic Growth and Productivity Program in 2025 and the 2022 Global Productivity Initiative in 2024.
- (2) 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.
- (3) 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 adjustment on Income before income taxes and Provision for income taxes.