

**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, DC 20549**

FORM 8-K

**CURRENT REPORT
Pursuant to Section 13 or 15(d) of the
Securities Exchange Act of 1934**

Date of Report (Date of earliest event reported) March 17, 2026

COLGATE-PALMOLIVE COMPANY
(Exact name of registrant as specified in its charter)

Delaware
(State or Other Jurisdiction of Incorporation)

1-644
(Commission File Number)

13-1815595
(IRS Employer Identification No.)

300 Park Avenue, New York, NY
(Address of Principal Executive Offices)

10022
(Zip Code)

Registrant's telephone number, including area code (212) 310-2000

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (*see* General Instruction A.2. below):

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Securities 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock, \$1.00 par value	CL	New York Stock Exchange
0.300% Notes due 2029	CL29	New York Stock Exchange
1.375% Notes due 2034	CL34	New York Stock Exchange
3.250% Notes due 2035	CL35	New York Stock Exchange
0.875% Notes due 2039	CL39	New York Stock Exchange

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (17 CFR §230.405) or Rule 12b-2 of the Securities Exchange Act of 1934 (17 CFR §240.12b-2).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Item 8.01. Other Events.

As part of the previously announced Strategic Growth and Productivity Program, to further optimize and leverage the operating scale and drive growth within the Europe and Africa/Eurasia regions, effective for the quarter ending March 31, 2026, Colgate-Palmolive Company (the “Company”) has realigned its reportable operating segments. Commencing with the Company’s financial reporting for the quarter ending March 31, 2026, the results of its Europe and Africa/Eurasia (excluding Russia and Belarus) reportable operating segments and its Skin Health business (previously within the North America reportable operating segment) will be combined to form a new Europe, Middle East and Africa reportable operating segment. In conjunction with this realignment, Russia and Belarus, which were previously reported within the Africa/Eurasia reportable operating segment, will now be reported within the Asia Pacific reportable operating segment. This reportable operating segment realignment did not impact the Company’s historical consolidated results of operations, financial position or cash flows.

For information purposes and to provide investors with historical information on a basis consistent with its new reporting structure, the Company has recast its historical geographic segment information to conform to the new reporting structure.

Attached as Exhibit 99 and incorporated by reference in this Item 8.01 are schedules containing segment information by operating segment for the years ended December 31, 2025, 2024 and 2023, the three months ended March 31, 2025, the three and six months ended June 30, 2025 and the three and nine months ended September 30, 2025.

As noted above, the segment change and supplemental disclosures discussed above have no impact on the Company’s historical consolidated results of operations, financial position or cash flows. The recast financial information contained in Exhibit 99 does not represent a restatement of the Company’s previously issued financial statements. The information in this Item 8.01, including Exhibit 99, should be read in conjunction with the Company’s Annual Report on Form 10-K for the year ended December 31, 2025.

Item 9.01. Financial Statements and Exhibits.

(d) *Exhibits.* The following exhibits are filed with this document:

<u>Exhibit Number</u>	<u>Description</u>
99	Recast segment information of Colgate-Palmolive Company
104	Cover Page Interactive Data File (embedded within the Inline eXtensible Business Reporting Language (Inline XBRL) document)

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

COLGATE-PALMOLIVE COMPANY

Date: March 17, 2026

By: /s/ Stanley J. Sutula III
Name: Stanley J. Sutula III
Title: Chief Financial Officer

Colgate-Palmolive Company
Segment Information (Recast)
(Dollars in Millions) (Unaudited)

	Year Ended December 31, 2025				
	Net sales	Cost of Sales	Selling, general and administrative expenses	Other (income) expense, net	Operating Profit
Reportable Segments					
Oral, Personal and Home Care					
North America	\$ 3,679	\$ 1,510	\$ 1,375	\$ 4	\$ 790
Latin America	4,776	2,107	1,268	(11)	1,411
Europe, Middle East & Africa	4,276	1,572	1,686	80	938
Asia Pacific	3,038	1,137	1,101	(20)	820
Total Oral, Personal and Home Care ⁽¹⁾	15,769				3,959
Pet Nutrition ⁽²⁾	4,613	1,818	1,717	14	1,064
Reconciliation with Total Company Operating Profit					
Corporate					(1,717)
Total	\$ 20,382				\$ 3,306

Note: Table may not sum due to rounding.

⁽¹⁾ Net sales in the United States for Oral, Personal and Home Care were \$3,596 in 2025.

⁽²⁾ Net sales in the United States for Pet Nutrition were \$3,062 in 2025.

	Year Ended December 31, 2024				
	Net sales	Cost of Sales	Selling, general and administrative expenses	Other (income) expense, net	Operating Profit
Reportable Segments					
Oral, Personal and Home Care					
North America	\$ 3,716	\$ 1,476	\$ 1,393	\$ (9)	\$ 856
Latin America	4,782	1,933	1,328	(5)	1,526
Europe, Middle East & Africa	4,046	1,511	1,637	85	814
Asia Pacific	3,074	1,144	1,061	(23)	892
Total Oral, Personal and Home Care ⁽¹⁾	15,618				4,088
Pet Nutrition ⁽²⁾	4,483	1,869	1,641	8	965
Reconciliation with Total Company Operating Profit					
Corporate					(784)
Total	\$ 20,101				\$ 4,268

Note: Table may not sum due to rounding.

⁽¹⁾ Net sales in the United States for Oral, Personal and Home Care were \$3,640 in 2024.

⁽²⁾ Net sales in the United States for Pet Nutrition were \$3,059 in 2024.

Colgate-Palmolive Company
Segment Information (Recast)
(Dollars in Millions) (Unaudited)

	Year Ended December 31, 2023				
	Net sales	Cost of Sales	Selling, general and administrative expenses	Other (income) expense, net	Operating Profit
Reportable Segments					
Oral, Personal and Home Care					
North America	\$ 3,665	\$ 1,489	\$ 1,338	\$ 4	\$ 834
Latin America	4,640	1,977	1,241	5	1,417
Europe, Middle East & Africa	3,822	1,537	1,460	71	754
Asia Pacific	3,041	1,182	997	(16)	878
Total Oral, Personal and Home Care ⁽¹⁾	15,167				3,882
Pet Nutrition ⁽²⁾	4,290	1,964	1,493	26	806
Reconciliation with Total Company Operating Profit					
Corporate					(704)
Total	\$ 19,457				\$ 3,984

Note: Table may not sum due to rounding.

⁽¹⁾ Net sales in the United States for Oral, Personal and Home Care were \$3,625 in 2023.

⁽²⁾ Net sales in the United States for Pet Nutrition were \$2,918 in 2023

	Years Ended December 31,		
	2025	2024	2023
Capital expenditures			
Oral, Personal and Home Care			
North America	\$ 63	\$ 47	\$ 45
Latin America	141	126	146
Europe, Middle East & Africa	75	80	55
Asia Pacific	82	64	65
Total Oral, Personal and Home Care	361	317	311
Pet Nutrition	88	143	301
Corporate	115	101	93
Total Capital expenditures	\$ 564	\$ 561	\$ 705

	Years Ended December 31,		
	2025	2024	2023
Depreciation and amortization			
Oral, Personal and Home Care			
North America	\$ 77	\$ 78	\$ 79
Latin America	106	100	98
Europe, Middle East & Africa	122	119	111
Asia Pacific	80	81	84
Total Oral, Personal and Home Care	385	378	372
Pet Nutrition	144	132	101
Corporate	101	95	94
Total Depreciation and amortization	\$ 630	\$ 605	\$ 567

Colgate-Palmolive Company
Segment Information (Recast)
(Dollars in Millions) (Unaudited)

**Three Months Ended March 31,
2025**

	Net sales	Cost of Sales	Selling, general and administrative expenses	Other (income) expense, net	Operating Profit
Reportable Segments					
Oral, Personal and Home Care					
North America	\$ 904	\$ 358	\$ 350	\$ —	197
Latin America	1,143	487	316	(7)	348
Europe, Middle East & Africa	1,007	367	399	18	222
Asia Pacific	738	275	264	(5)	204
Total Oral, Personal and Home Care	3,792				971
Pet Nutrition	1,118	437	422	1	258
Reconciliation with Total Company Operating Profit					
Corporate					(153)
Total	\$ 4,911				\$ 1,076

Note: Table may not sum due to rounding.

**Three Months Ended March 31,
2025**

Capital expenditures	
Oral, Personal and Home Care	
North America	\$ 16
Latin America	28
Europe, Middle East & Africa	11
Asia Pacific	13
Total Oral, Personal and Home Care	68
Pet Nutrition	21
Corporate	35
Total Capital expenditures	\$ 124

**Three Months Ended March 31,
2025**

Depreciation and amortization	
Oral, Personal and Home Care	
North America	\$ 19
Latin America	24
Europe, Middle East & Africa	29
Asia Pacific	20
Total Oral, Personal and Home Care	92
Pet Nutrition	31
Corporate	25
Total Depreciation and amortization	\$ 148

Colgate-Palmolive Company
Segment Information (Recast)
(Dollars in Millions) (Unaudited)

**Three Months Ended June 30,
2025**

	Net sales	Cost of Sales	Selling, general and administrative expenses	Other (income) expense, net	Operating Profit
Reportable Segments					
Oral, Personal and Home Care					
North America	\$ 919	\$ 380	\$ 349	\$ 3	\$ 187
Latin America	1,207	527	318	(6)	367
Europe, Middle East & Africa	1,083	395	428	19	241
Asia Pacific	746	284	265	(6)	202
Total Oral, Personal and Home Care	3,954				997
Pet Nutrition	1,157	462	430	—	264
Reconciliation with Total Company Operating Profit					
Corporate					(181)
Total	\$ 5,110				\$ 1,080

Note: Table may not sum due to rounding.

**Six Months Ended June 30,
2025**

	Net sales	Cost of Sales	Selling, general and administrative expenses	Other (income) expense, net	Operating Profit
Reportable Segments					
Oral, Personal and Home Care					
North America	\$ 1,823	\$ 737	\$ 700	\$ 3	\$ 384
Latin America	2,350	1,014	633	(13)	715
Europe, Middle East & Africa	2,089	762	827	38	463
Asia Pacific	1,484	559	529	(11)	407
Total Oral, Personal and Home Care	7,746				1,968
Pet Nutrition	2,275	899	852	1	523
Reconciliation with Total Company Operating Profit					
Corporate					(334)
Total	\$ 10,021				\$ 2,156

Note: Table may not sum due to rounding.

Colgate-Palmolive Company

Segment Information (Recast)

(Dollars in Millions) (Unaudited)

	Three Months Ended June 30, 2025		Six Months Ended June 30, 2025
Capital expenditures			
Oral, Personal and Home Care			
North America	\$ 13	\$	29
Latin America	21		50
Europe, Middle East & Africa	15		25
Asia Pacific	19		32
Total Oral, Personal and Home Care	68		136
Pet Nutrition	22		43
Corporate	18		53
Total Capital expenditures	\$ 108	\$	232

	Three Months Ended June 30, 2025		Six Months Ended June 30, 2025
Depreciation and amortization			
Oral, Personal and Home Care			
North America	\$ 19	\$	38
Latin America	27		51
Europe, Middle East & Africa	30		58
Asia Pacific	19		40
Total Oral, Personal and Home Care	95		187
Pet Nutrition	31		63
Corporate	25		49
Total Depreciation and amortization	\$ 151	\$	299

Colgate-Palmolive Company
Segment Information (Recast)
(Dollars in Millions) (Unaudited)

**Three Months Ended September 30,
2025**

	Net sales	Cost of Sales	Selling, general and administrative expenses	Other (income) expense, net	Operating Profit
Reportable Segments					
Oral, Personal and Home Care					
North America	\$ 922	\$ 381	\$ 342	(1)	\$ 199
Latin America	1,178	541	303	(2)	337
Europe, Middle East & Africa	1,115	417	435	20	243
Asia Pacific	775	288	280	(6)	213
Total Oral, Personal and Home Care	3,989				992
Pet Nutrition	1,142	457	427	2	255
Reconciliation with Total Company Operating Profit					
Corporate					(189)
Total	\$ 5,131				\$ 1,059

Note: Table may not sum due to rounding.

**Nine Months Ended September 30,
2025**

	Net sales	Cost of Sales	Selling, general and administrative expenses	Other (income) expense, net	Operating Profit
Reportable Segments					
Oral, Personal and Home Care					
North America	\$ 2,745	\$ 1,119	\$ 1,042	2	\$ 583
Latin America	3,528	1,555	936	(15)	1,052
Europe, Middle East & Africa	3,204	1,179	1,261	58	706
Asia Pacific	2,259	847	809	(17)	620
Total Oral, Personal and Home Care	11,735				2,961
Pet Nutrition	3,417	1,356	1,280	4	778
Reconciliation with Total Company Operating Profit					
Corporate					(523)
Total	\$ 15,152				\$ 3,214

Note: Table may not sum due to rounding.

Colgate-Palmolive Company

Segment Information (Recast)

(Dollars in Millions) (Unaudited)

	Three Months Ended September 30, 2025		Nine Months Ended September 30, 2025
Capital expenditures			
Oral, Personal and Home Care			
North America	\$ 17	\$	46
Latin America	46		96
Europe, Middle East & Africa	22		46
Asia Pacific	18		51
Total Oral, Personal and Home Care	103		239
Pet Nutrition	21		64
Corporate	31		84
Total Capital expenditures	\$ 155	\$	387

	Three Months Ended September 30, 2025		Nine Months Ended September 30, 2025
Depreciation and amortization			
Oral, Personal and Home Care			
North America	\$ 20	\$	58
Latin America	27		78
Europe, Middle East & Africa	30		89
Asia Pacific	20		59
Total Oral, Personal and Home Care	97		284
Pet Nutrition	35		98
Corporate	26		75
Total Depreciation and amortization	\$ 158	\$	457