Colgate-Palmolive Company

Non-GAAP Reconciliations

For the Six Months Ended June 30, 2026 and 2025

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

Gross Profit	**2026**	**2025**
Gross profit, GAAP	$ 6,522	$ 6,056
Strategic Growth and Productivity Program	2	—
Gross profit, non-GAAP	$ 6,524	$ 6,056

Selling, General and Administrative Expenses	**2026**	**2025**
Selling, general and administrative expenses, GAAP	$ 4,206	$ 3,861
Strategic Growth and Productivity Program	(13)	—
ERISA litigation matter	—	(15)
Selling, general and administrative expenses, non-GAAP	$ 4,194	$ 3,845

Selling, General and Administrative Expenses as a Percentage of Net Sales	**2026**	**2025**	**Basis Point Change**
Selling, general and administrative expenses as a percentage of Net sales, GAAP	39.4 %	38.5 %	90
Strategic Growth and Productivity Program	(0.2)%	— %	
ERISA litigation matter	— %	(0.1)%	
Selling, general and administrative expenses as a percentage of Net sales, non-GAAP	39.2 %	38.4 %	80

Other (Income) Expense, Net	**2026**	**2025**
Other (income) expense, net, GAAP	$ 336	$ 39
Strategic Growth and Productivity Program	(285)	—
Acquisition-related costs	—	(9)
Other (income) expense, net, non-GAAP	$ 51	$ 30

Operating Profit	**2026**	**2025**	**% Change**
Operating profit, GAAP	$ 1,980	$ 2,156	(8)%
Strategic Growth and Productivity Program	300	—	
ERISA litigation matter	—	15	
Acquisition-related costs	—	9	
Operating profit, non-GAAP	$ 2,279	$ 2,181	5 %

Operating Profit Margin	**2026**	**2025**	**Basis Point Change**
Operating profit margin, GAAP	18.5 %	21.5 %	(300)
Strategic Growth and Productivity Program	2.8 %	— %	
ERISA litigation matter	— %	0.2 %	
Acquisition-related costs	— %	0.1 %	
Operating profit margin, non-GAAP	21.3 %	21.8 %	(50)

Non-Service Related Postretirement Costs	**2026**	**2025**
Non-service related postretirement costs, GAAP	$ 47	$ 95
Strategic Growth and Productivity Program	(5)	—
ERISA litigation matter	—	(50)
Non-service related postretirement costs, non-GAAP	$ 41	$ 45

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

Table 9

Continued

Colgate-Palmolive Company

Non-GAAP Reconciliations

For the Six Months Ended June 30, 2026 and 2025

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

	2026						
	Income Before Income Taxes	Provision For Income Taxes[1]	Net Income Including Noncontrolling Interests	Less: Income Attributable to Noncontrolling Interests	Net Income Attributable To Colgate-Palmolive Company	Effective Income Tax Rate[2]	Diluted Earnings Per Share
As Reported GAAP	$ 1,842	$ 441	$ 1,401	$ 62	$ 1,339	23.9 %	$ 1.67
Strategic Growth and Productivity Program	305	61	244	2	242	(0.5)%	0.30
Non-GAAP	$ 2,147	$ 502	$ 1,645	$ 64	$ 1,581	23.4 %	$ 1.97

	2025						
	Income Before Income Taxes	Provision For Income Taxes[1]	Net Income Including Noncontrolling Interests	Less: Income Attributable to Noncontrolling Interests	Net Income Attributable To Colgate-Palmolive Company	Effective Income Tax Rate[2]	Diluted Earnings Per Share
As Reported GAAP	$ 1,959	$ 460	$ 1,499	$ 66	$ 1,433	23.5 %	$ 1.76
ERISA litigation matter	65	12	53	—	53	(0.1)%	0.06
Acquisition-related costs	9	2	7	—	7	— %	0.01
Non-GAAP	$ 2,034	$ 475	$ 1,559	$ 66	$ 1,493	23.4 %	$ 1.83

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 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.

(2) 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.