Table 4

Colgate-Palmolive Company

Condensed Consolidated Statements of Cash Flows

For the Nine Months Ended September 30, 2026 and 2025

(Dollars in Millions) (Unaudited)

	2026	2025
Operating Activities		
Net income including noncontrolling interests	$ 2,181	$ 2,266
Adjustments to reconcile net income including noncontrolling interests to net cash provided by operations:		
Depreciation and amortization	470	457
ERISA litigation matter	—	65
Restructuring and termination benefits, net of cash	177	(15)
Stock-based compensation expense	141	127
Deferred income taxes	54	8
Cash effects of changes in:		
Receivables	(224)	(180)
Inventories	(104)	9
Accounts payable and other working capital	254	30
Other non-current assets	48	48
Other non-current liabilities	(84)	(70)
Net cash provided by (used in) operations	2,913	2,745
Investing Activities		
Capital expenditures	(400)	(387)
Purchases of marketable securities and investments	(163)	(537)
Proceeds from sale of marketable securities and investments	187	508
Payment for acquisition, net of cash acquired	—	(293)
Other investing activities	(5)	(5)
Net cash provided by (used in) investing activities	(381)	(714)
Financing Activities		
Short-term borrowing (repayment) less than 90 days, net	947	139
Principal payments on debt	(1,087)	(655)
Proceeds from issuance of debt	—	497
Dividends paid	(1,308)	(1,300)
Purchases of treasury shares	(927)	(804)
Proceeds from exercise of stock options	178	83
Other financing activities	(75)	145
Net cash provided by (used in) financing activities	(2,272)	(1,895)
Effect of exchange rate changes on Cash and cash equivalents	(21)	47
Net increase (decrease) in Cash and cash equivalents	239	183
Cash and cash equivalents at beginning of the period	1,288	1,096
Cash and cash equivalents at end of the period	$ 1,527	$ 1,279
Supplemental Cash Flow Information		
Free cash flow before dividends (Net cash provided by operations less Capital expenditures)		
Net cash provided by operations	$ 2,913	$ 2,745
Less: Capital expenditures	(400)	(387)
Free cash flow before dividends	$ 2,513	$ 2,358
Income taxes paid	$ 648	$ 712
Interest paid	$ 205	$ 235

Table 6

Colgate-Palmolive Company

Geographic Sales Analysis Percentage Changes

For the Three Months Ended September 30, 2026 vs. 2025

(Unaudited)

			COMPONENTS OF SALES CHANGE		
Region	**Sales Change As Reported**	**Organic Sales Change**	**Volume**	**Pricing Coupons Consumer & Trade Incentives**	**Foreign Exchange**
Total Company	4.6 %	3.6 %	1.7 %	2.0 %	1.0 %
North America[1]	(1.7)%	(1.6)%	(3.7)%	2.2 %	(0.2)%
Latin America	12.5 %	6.0 %	3.9 %	2.1 %	6.5 %
Europe, Middle East & Africa[1]	1.4 %	2.7 %	3.5 %	(0.9)%	(1.2)%
Asia Pacific[1]	3.5 %	4.6 %	1.9 %	2.8 %	(1.1)%
Total CP Products	4.4 %	3.1 %	1.6 %	1.4 %	1.3 %
Hill's Pet Nutrition	5.6 %	5.7 %	1.8 %	3.9 %	(0.1)%
Emerging Markets[2]	8.0 %	5.4 %	3.7 %	1.7 %	2.7 %
Developed Markets	2.0 %	2.3 %	0.1 %	2.2 %	(0.3)%

Table may not sum due to rounding.

Notes:
(1) The Company has recast its historical geographic segment information to conform to the reporting structure effective for the quarter ended March 31, 2026.

(2) Emerging Markets include Latin America, Asia (excluding Japan), Africa, the Middle East and Eastern and Central Europe.

Table 7

Colgate-Palmolive Company

Geographic Sales Analysis Percentage Changes

For the Nine Months Ended September 30, 2026 vs. 2025

(Unaudited)

			COMPONENTS OF SALES CHANGE			
Region	**Sales Change As Reported**	**Organic Sales Change**	**As Reported Volume[1]**	**Organic Volume**	**Pricing Coupons Consumer & Trade Incentives**	**Foreign Exchange**
Total Company	6.0 %	3.0 %	1.2 %	1.0 %	1.9 %	2.8 %
North America[2]	(2.2)%	(2.3)%	(3.6)%	(3.6)%	1.4 %	0.1 %
Latin America	13.7 %	5.6 %	2.8 %	2.8 %	2.7 %	8.1 %
Europe, Middle East & Africa[2]	5.4 %	2.7 %	3.0 %	3.0 %	(0.3)%	2.8 %
Asia Pacific[2]	5.7 %	5.1 %	3.5 %	3.5 %	1.6 %	0.6 %
Total CP Products	6.2 %	2.9 %	1.5 %	1.5 %	1.4 %	3.3 %
Hill's Pet Nutrition	5.2 %	3.3 %	0.3 %	(0.6)%	3.9 %	1.1 %
Emerging Markets[3]	10.0 %	5.4 %	3.3 %	3.3 %	2.1 %	4.6 %
Developed Markets	2.8 %	1.0 %	(0.5)%	(0.8)%	1.8 %	1.4 %

Table may not sum due to rounding.

Notes:
(1) The impact of the acquisition of the Prime100 pet food business on as reported volume was 0.2%, 0.8% and 0.3% for Total Company, Hill's Pet Nutrition and Developed Markets, respectively.

(2) The Company has recast its historical geographic segment information to conform to the reporting structure effective for the quarter ended March 31, 2026.

(3) Emerging Markets include Latin America, Asia (excluding Japan), Africa, the Middle East and Eastern and Central Europe.

Colgate-Palmolive Company

Non-GAAP Reconciliations

For the Three Months Ended September 30, 2026 and 2025

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

Gross Profit	**2026**	**2025**
Gross profit, GAAP	$ 3,233	$ 3,049
Strategic Growth and Productivity Program	5	—
Gross profit, non-GAAP	$ 3,238	$ 3,049

Gross Profit Margin	**2026**	**2025**	**Basis Point Change**
Gross profit margin, GAAP	60.2 %	59.4 %	80
Strategic Growth and Productivity Program	0.1 %	— %	
Gross profit margin, non-GAAP	60.3 %	59.4 %	90

Selling, General and Administrative Expenses	**2026**	**2025**
Selling, general and administrative expenses, GAAP	$ 2,111	$ 1,971
Strategic Growth and Productivity Program	(9)	—
Selling, general and administrative expenses, non-GAAP	$ 2,102	$ 1,971

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	39.3 %	38.4 %	90
Strategic Growth and Productivity Program	(0.2)%	— %	
Selling, general and administrative expenses as a percentage of Net sales, non-GAAP	39.1 %	38.4 %	70

Other (Income) Expense, Net	**2026**	**2025**
Other (income) expense, net, GAAP	$ 34	$ 19
Strategic Growth and Productivity Program	(15)	—
Other (income) expense, net, non-GAAP	$ 19	$ 19

Operating Profit	**2026**	**2025**	**% Change**
Operating profit, GAAP	$ 1,088	$ 1,059	3 %
Strategic Growth and Productivity Program	29	—	
Operating profit, non-GAAP	$ 1,117	$ 1,059	5 %

Operating Profit Margin	**2026**	**2025**	**Basis Point Change**
Operating profit margin, GAAP	20.3 %	20.6 %	(30)
Strategic Growth and Productivity Program	0.5 %	— %	
Operating profit margin, non-GAAP	20.8 %	20.6 %	20

Non-Service Related Postretirement Costs	**2026**	**2025**
Non-service related postretirement costs, GAAP	$ 24	$ 21
Strategic Growth and Productivity Program	(1)	—
Non-service related postretirement costs, non-GAAP	$ 23	$ 21

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 September 30, 2026

(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	$ 1,019	$ 240	$ 779	$ 28	$ 751	23.6 %	$ 0.94
Strategic Growth and Productivity Program	30	3	26	—	26	(0.3)%	0.03
Non-GAAP	$ 1,049	$ 244	$ 805	$ 28	$ 777	23.3 %	$ 0.97

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.

Table 9

Colgate-Palmolive Company

Non-GAAP Reconciliations

For the Nine Months Ended September 30, 2026 and 2025

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

Gross Profit	**2026**	**2025**
Gross profit, GAAP	$ 9,755	$ 9,105
Strategic Growth and Productivity Program	7	—
Gross profit, non-GAAP	$ 9,762	$ 9,105

Selling, General and Administrative Expenses	**2026**	**2025**
Selling, general and administrative expenses, GAAP	$ 6,316	$ 5,833
Strategic Growth and Productivity Program	(20)	—
ERISA litigation matter	—	(15)
Selling, general and administrative expenses, non-GAAP	$ 6,296	$ 5,817

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	39.3 %	38.5 %	80
Strategic Growth and Productivity Program	(0.1)%	— %	
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	$ 370	$ 58
Strategic Growth and Productivity Program	(300)	—
Acquisition-related costs	—	(9)
Other (income) expense, net, non-GAAP	$ 70	$ 48

Operating Profit	**2026**	**2025**	**% Change**
Operating profit, GAAP	$ 3,069	$ 3,214	(5)%
Strategic Growth and Productivity Program	327	—	
ERISA litigation matter	—	15	
Acquisition-related costs	—	9	
Operating profit, non-GAAP	$ 3,396	$ 3,240	5 %

Operating Profit Margin	**2026**	**2025**	**Basis Point Change**
Operating profit margin, GAAP	19.1 %	21.2 %	(210)
Strategic Growth and Productivity Program	2.1 %	— %	
ERISA litigation matter	— %	0.1 %	
Acquisition-related costs	— %	0.1 %	
Operating profit margin, non-GAAP	21.2 %	21.4 %	(20)

Non-Service Related Postretirement Costs	**2026**	**2025**
Non-service related postretirement costs, GAAP	$ 70	$ 116
Strategic Growth and Productivity Program	(6)	—
ERISA litigation matter	—	(50)
Non-service related postretirement costs, non-GAAP	$ 64	$ 66

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 Nine Months Ended September 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	$ 2,863	$ 682	$ 2,181	$ 91	$ 2,090	23.8 %	$ 2.61
Strategic Growth and Productivity Program	333	64	269	1	268	(0.5)%	0.33
Non-GAAP	$ 3,196	$ 746	$ 2,450	$ 91	$ 2,359	23.3 %	$ 2.94

	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	$ 2,951	$ 685	$ 2,266	$ 97	$ 2,169	23.2 %	$ 2.67
ERISA litigation matter	65	12	53	—	53	— %	0.06
Acquisition-related costs	9	2	7	—	7	— %	0.01
Non-GAAP	$ 3,027	$ 702	$ 2,325	$ 97	$ 2,228	23.2 %	$ 2.74

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.