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) October 30, 2026

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

Delaware	1-644	13-1815595
(State or Other Jurisdiction of Incorporation)	(Commission File Number)	(IRS Employer Identification No.)

300 Park Avenue, New York, NY	10022
(Address of Principal Executive Offices)	(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 2.02. Results of Operations and Financial Condition.

On October 30, 2026, Colgate-Palmolive Company (the "Company") issued a press release announcing its earnings for the quarter ended September 30, 2026. This press release is attached as Exhibit 99 and is incorporated herein by reference.

The information in Item 2.02 of this Current Report is being furnished and shall not be deemed "filed" for the purposes of Section 18 of the Securities Exchange Act of 1934, as amended, or otherwise subject to the liabilities of that Section. The information in Item 2.02 of this Current Report shall not be incorporated by reference into any registration statement or other document pursuant to the Securities Act of 1933, as amended.

Item 9.01. Financial Statements and Exhibits.

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

Exhibit Number	Description
99	Press release, dated October 30, 2026, issued by 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: October 30, 2026

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

Exhibit 99

Colgate-Palmolive Company

Colgate-Palmolive Announces 3rd Quarter 2026 Results

- Net sales increased 4.6%; Organic sales* increased 3.6%, including a 0.2% negative impact from lower private label pet food sales
- GAAP EPS increased 3% to $0.94; Base Business EPS* increased 7% to $0.97
- GAAP Gross profit margin increased 80 basis points to 60.2%; Base Business Gross profit margin* increased 90 basis points to 60.3%
- Net cash provided by operations was $2,913 million for the first nine months of 2026
- The Company's leadership in toothpaste continued with its global market share at 41.4% year to date
- The Company's leadership in manual toothbrushes continued with its global market share at 33.1% year to date
- The Company narrowed its sales guidance and raised its gross profit margin and Base Business earnings per share guidance for full year 2026

Third Quarter Total Company Results (GAAP)			
($ in millions except per share amounts)	2026	2025	Change
Net Sales	$5,369	$5,131	+4.6 %
EPS (diluted)	$0.94	$0.91	+3 %

Third Quarter Total Company Results (Base Business - Non-GAAP)*			
	2026	2025	Change
Organic Sales Growth			+3.6 %
Base Business EPS (diluted)	$0.97	$0.91	+7 %

*Indicates a non-GAAP financial measure. Please refer to "Non-GAAP Financial Measures" later in this release for definitions of non-GAAP financial measures and to "Table 6 - Geographic Sales Analysis Percentage Changes" and "Table 8 - Non-GAAP Reconciliations" included with this release for a reconciliation of these non-GAAP financial measures to the related GAAP measures.

New York, New York, October 30, 2026…Colgate-Palmolive Company (NYSE:CL) today reported results for third quarter 2026. Noel Wallace, Chairman, President and Chief Executive Officer, commented on the Base Business third quarter results, “Our growth momentum continued, delivering another strong quarter of broad-based top- and bottom-line growth with net sales and organic sales increasing in all four categories and in four of five divisions. We were particularly pleased to have delivered our fourth quarter of sequential improvement in worldwide volume growth, while delivering strong pricing growth in the third quarter. As was the case last quarter, gross profit, gross profit margin, operating profit, operating profit margin, net income, earnings per share and free cash flow all increased year over year.

“We remain focused on executing our 2030 strategy, with an emphasis on driving premium, science-based innovation, and we continue to invest behind our brands globally supported by another double-digit increase in advertising this quarter.

“Despite consumer uncertainty and ongoing macroeconomic volatility, our proactive focus on driving growth while building flexibility into our P&L gives us confidence we can navigate these challenges while continuing to deliver consistent, compounded earnings per share growth and drive long-term shareholder value.”

Full Year 2026 Guidance

Based on current spot rates:

- The Company now expects net sales to be up 4% to 5% (versus 2% to 6% previously), including a low-single-digit positive impact from foreign exchange.
- The Company now expects organic sales growth to be broadly in line with its nine-month performance (versus 1% to 4% previously). This includes the impact from our exit from the private label pet food business.
- On a GAAP basis, the Company now expects gross profit margin to be up (versus roughly flat previously) and still expects advertising to be up on both a dollar basis and as a percentage of net sales and double-digit earnings per share growth.
- On a non-GAAP (Base Business) basis, the Company now expects gross profit margin to be up (versus roughly flat previously) and still expects advertising to be up on both a dollar basis and as a percentage of net sales; it also now expects 5% to 7% earnings per share growth (versus mid-single-digit growth previously).

Divisional Performance

See attached "Table 6 - Geographic Sales Analysis Percentage Changes" and "Table 5 - Segment Information" for additional information on net sales and operating profit by division.

Third Quarter Sales Growth By Division (% change 3Q 2026 vs. 3Q 2025 except % of Total Company Sales)						
	% of Total Company Sales	Net Sales	Organic Sales*	Volume	Pricing	FX
North America[(1)]	17%	-1.7%	-1.6%	-3.7%	+2.2%	-0.2%
Latin America	25%	+12.5%	+6.0%	+3.9%	+2.1%	+6.5%
Europe, Middle East & Africa[(1)]	21%	+1.4%	+2.7%	+3.5%	-0.9%	-1.2%
Asia Pacific[(1)]	15%	+3.5%	+4.6%	+1.9%	+2.8%	-1.1%
Hill's Pet Nutrition	22%	+5.6%	+5.7%	+1.8%	+3.9%	-0.1%
Total Company	100%	+4.6%	+3.6%	+1.7%	+2.0%	+1.0%

Table may not sum due to rounding.

(1) The Company has recast its historical geographic segment information to conform to the reporting structure effective for the quarter ended March 31, 2026. Recast historical geographic segment information can be found on the Company's website.

*Indicates a non-GAAP financial measure. Please refer to "Non-GAAP Financial Measures" later in this release for definitions of non-GAAP financial measures and to "Table 6 - Geographic Sales Analysis Percentage Changes" included with this release for a reconciliation of these non-GAAP financial measures to the related GAAP measures.

Third Quarter Operating Profit By Division ($ in millions)				
	3Q 2026	% Change vs 3Q 2025	% to Net Sales	Change in basis points vs 3Q 2025 % to Net Sales
North America[(1)]	$177	-11%	19.5%	-210
Latin America	$392	17%	29.6%	+100
Europe, Middle East & Africa[(1)]	$262	8%	23.2%	+140
Asia Pacific[(1)]	$211	-1%	26.4%	-110
Hill's Pet Nutrition	$267	5%	22.2%	-20
Total Company, As Reported	$1,088	3%	20.3%	-30
Total Company, Base Business*	$1,117	5%	20.8%	+20

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

*Indicates a non-GAAP financial measure. Please refer to "Non-GAAP Financial Measures" later in this release for definitions of non-GAAP financial measures and to "Table 8 - Non-GAAP Reconciliations" included with this release for a reconciliation of these non-GAAP financial measures to the related GAAP measures.

Prepared Materials and Webcast Information

At approximately 7:00 a.m. ET today, the Company will post its prepared materials regarding third quarter results to the Investor Center section of its website at https://investor.colgatepalmolive.com/events-and-presentations.

At 8:30 a.m. ET today, the Company will host a conference call regarding third quarter results. To access this call as a webcast, please go to Colgate-Palmolive's website at www.colgatepalmolive.com.

About Colgate-Palmolive

Colgate-Palmolive Company is a caring, innovative growth company that is reimagining a healthier future for all people, their pets and our planet. Focused on Oral Care, Personal Care, Home Care and Pet Nutrition, we sell our products in more than 200 countries and territories under brands such as Colgate, Palmolive, Ajax, Axion, Darlie, elmex, EltaMD, Fabuloso, Filorga, hello, Hill's Prescription Diet, Hill's Science Diet, Irish Spring, Lady Speed Stick, meridol, PCA SKIN, Prime100, Protex, Sanex, Softsoap, Sorriso, Soupline, Speed Stick, Suavitel and Tom's of Maine. We are recognized for our leadership and innovation in promoting community wellbeing and improving children's oral health through our Colgate Bright Smiles, Bright Futures program, which has reached approximately two billion children and their families since 1991. For more information about Colgate-Palmolive and how we make more smiles, visit www.colgatepalmolive.com. CL-E

Market Share Information

Management uses market share information as a key indicator to monitor business health and performance. References to market share in this press release are based on a combination of consumption and market share data provided by third-party vendors, primarily Nielsen, and internal estimates. Except as otherwise noted, all market share references represent the percentage of the dollar value of sales of our products, relative to all product sales in the category in the countries in which the Company competes and purchases data (excluding Venezuela from all periods).

Market share data is subject to limitations on the availability of up-to-date information. In particular, market share data is currently not generally available for certain retail channels, such as eCommerce and certain club retailers and discounters. The Company measures year-to-date market shares from January 1 of the relevant year through the most recent period for which market share data is available, which typically reflects a lag time of one or two months. The Company believes that the third-party vendors it uses to provide data are reliable, but it has not verified the accuracy or completeness of the data or any assumptions underlying the data. In addition, market share information reported by the Company may be different from market share information reported by other companies due to differences in category definitions, the use of data from different countries, internal estimates and other factors.

Cautionary Statement on Forward-Looking Statements

This press release and the related prepared materials and webcast may contain forward-looking statements (as that term is defined in the U.S. Private Securities Litigation Reform Act of 1995 or by the Securities and Exchange Commission (SEC) in its rules, regulations and releases) that set forth anticipated results based on management's current plans and assumptions. Such statements may relate, for example, to sales or volume growth, net selling price increases, organic sales growth, profit or profit margin levels, earnings per share levels, financial goals, category growth rates, the impact of foreign exchange, the impact of developments in global trade relations and tariffs, the impact of geopolitical events and tensions, wars and military conflicts, such as in Ukraine and the Middle East, cost reduction plans (including the Strategic Growth and Productivity Program), tax rates, interest rates, new product introductions, digital capabilities, commercial investment levels, acquisitions, divestitures, share repurchases or legal or tax proceedings, among other matters. These statements are made on the basis of the Company's views and assumptions as of October 30, 2026. The Company undertakes no obligation to update these statements whether as a result of new information, future events or otherwise, except as required by law or by the rules and regulations of the SEC. Moreover, the Company does not, nor does any other person, assume responsibility for the accuracy and completeness of these statements. The Company cautions investors that any such forward-looking statements are not guarantees of future performance and that actual events or results may differ materially from those statements. For more information about factors that could impact the Company's business and cause actual results to differ materially from forward-looking statements, investors should refer to the Company's filings with the SEC (including, but not limited to, the information set forth under the captions "Risk Factors" and "Cautionary Statement on Forward-Looking Statements" in the Company's Annual Report on Form 10-K for the year ended December 31, 2025 and subsequent filings with the SEC). Copies of these filings may be obtained upon request from the Company's Investor Relations Department or on the Company's website at www.colgatepalmolive.com.

Non-GAAP Financial Measures

The following provides definitions and other information regarding the non-GAAP financial measures used in this press release and the related prepared materials and webcast, which may not be the same as or comparable to similar measures presented by other companies:

- Base Business: Base Business refers to non-GAAP measures of operating results that exclude certain items. Base Business operating results exclude, as applicable, charges related to the Strategic Growth and Productivity Program and the ERISA litigation matter and acquisition-related costs.
- Organic sales growth: Net sales growth excluding the impact of foreign exchange, acquisitions and divestments.
- Free cash flow before dividends: Net cash provided by operations less Capital expenditures.

This press release and the related prepared materials and webcast discuss Net sales growth (GAAP) and Organic sales growth (non-GAAP). Management believes the organic sales growth measure provides investors and analysts with useful supplemental information regarding the Company's underlying sales trends by presenting sales growth excluding the external factor of foreign exchange as well as the impact from acquisitions and divestments. See "Geographic Sales Analysis Percentage Changes" for the three and nine months ended September 30, 2026 versus 2025 included with this release for a comparison of Organic sales growth to Net sales growth in accordance with GAAP.

Gross profit, Gross profit margin, Selling, general and administrative expenses, Selling, general and administrative expenses as a percentage of Net sales, Other (income) expense, net, Operating profit, Operating profit margin, Non-service related postretirement costs, Effective income tax rate, Net income attributable to Colgate-Palmolive Company and Diluted earnings per common share are disclosed on both an as reported (GAAP) and Base Business (non-GAAP) basis. These non-GAAP financial measures 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, acquisition-related costs, gains and losses from certain divestitures and certain other unusual, non-recurring items. Investors and analysts use these financial measures in assessing the Company's business performance, and management believes that presenting these financial measures on a non-GAAP basis provides them with useful supplemental information to enhance their understanding of the Company's underlying business performance and trends. These non-GAAP financial measures also enhance the ability to compare period-to-period financial results. See "Non-GAAP Reconciliations" for the three and nine months ended September 30, 2026 and 2025 included with this release for a reconciliation of these financial measures to the related GAAP measures.

The Company uses these financial measures internally in its budgeting process, to evaluate segment and overall operating performance and as factors in determining compensation. While the Company believes that these financial measures are useful in evaluating the Company's underlying business performance and trends, this information should be considered as supplemental in nature and is not meant to be considered in isolation or as a substitute for the related financial information prepared in accordance with GAAP.

As management uses free cash flow before dividends to evaluate the Company's ability to satisfy current and future obligations, pay dividends, fund future business opportunities and repurchase stock, the Company believes that it provides useful information to investors. Free cash flow before dividends is not a measure of cash available for discretionary expenditures since the Company has certain non-discretionary obligations such as debt service that are not deducted from the measure. See "Condensed Consolidated Statements of Cash Flows" for the nine months ended September 30, 2026 and 2025 for a comparison of free cash flow before dividends to Net cash provided by operations as reported in accordance with GAAP.

(See attached tables for third quarter results.)

Contacts
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Communications: colgate_palmolive_media_inquiry@colpal.com

Table 1

Colgate-Palmolive Company

Condensed Consolidated Statements of Income

For the Three Months Ended September 30, 2026 and 2025

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

	2026	2025
Net sales	$ 5,369	$ 5,131
Cost of sales	2,136	2,082
Gross profit	3,233	3,049
Gross profit margin	60.2 %	59.4 %
Selling, general and administrative expenses	2,111	1,971
Other (income) expense, net	34	19
Operating profit	1,088	1,059
Operating profit margin	20.3 %	20.6 %
Non-service related postretirement costs	24	21
Interest expense	62	67
Interest income	17	21
Income before income taxes	1,019	992
Provision for income taxes	240	226
Effective tax rate	23.6 %	22.8 %
Net income including noncontrolling interests	779	766
Less: Net income attributable to noncontrolling interests	28	31
Net income attributable to Colgate-Palmolive Company	$ 751	$ 735
Earnings per common share		
Basic	$ 0.94	$ 0.91
Diluted	$ 0.94	$ 0.91
Supplemental Income Statement Information		
Average common shares outstanding		
Basic	796.9	807.8
Diluted	799.7	810.2
Advertising	$ 775	$ 674

Table 2

Colgate-Palmolive Company

Condensed Consolidated Statements of Income

For the Nine Months Ended September 30, 2026 and 2025

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

	2026	2025
Net sales	$ 16,055	$ 15,152
Cost of sales	6,300	6,047
Gross profit	9,755	9,105
Gross profit margin	60.8 %	60.1 %
Selling, general and administrative expenses	6,316	5,833
Other (income) expense, net	370	58
Operating profit	3,069	3,214
Operating profit margin	19.1 %	21.2 %
Non-service related postretirement costs	70	116
Interest expense	186	203
Interest income	50	56
Income before income taxes	2,863	2,951
Provision for income taxes	682	685
Effective tax rate	23.8 %	23.2 %
Net income including noncontrolling interests	2,181	2,266
Less: Net income attributable to noncontrolling interests	91	97
Net income attributable to Colgate-Palmolive Company	$ 2,090	$ 2,169
Earnings per common share		
Basic[(1)]	$ 2.61	$ 2.68
Diluted[(1)]	$ 2.61	$ 2.67
Supplemental Income Statement Information		
Average common shares outstanding		
Basic	799.5	810.0
Diluted	802.2	812.8
Advertising	$ 2,286	$ 2,020

Note:
(1) Basic and diluted earnings per share are computed independently for each quarter and any year-to-date period presented. As a result of changes in shares outstanding during the year and rounding, the sum of the quarters' earnings per share may not equal the earnings per share for any year-to-date period.

Table 3

Colgate-Palmolive Company

Condensed Consolidated Balance Sheets

As of September 30, 2026, December 31, 2025 and September 30, 2025

(Dollars in Millions) (Unaudited)

	September 30, 2026	December 31, 2025	September 30, 2025
Cash and cash equivalents	$ 1,527	$ 1,288	$ 1,279
Receivables, net	1,901	1,675	1,807
Inventories	2,182	2,032	2,109
Other current assets	747	714	844
Property, plant and equipment, net	4,613	4,660	4,560
Goodwill	3,080	3,122	3,702
Other intangible assets, net	1,472	1,536	1,889
Other assets	1,220	1,303	1,323
Total assets	$ 16,742	$ 16,330	$ 17,513
Total debt	$ 7,716	$ 7,988	$ 8,419
Other current liabilities	6,107	5,736	5,383
Other non-current liabilities	2,279	2,241	2,473
Total liabilities	16,102	15,965	16,275
Total Colgate-Palmolive Company shareholders' equity	288	54	856
Noncontrolling interests	352	311	382
Total liabilities and equity	$ 16,742	$ 16,330	$ 17,513
Supplemental Balance Sheet Information			
Debt less cash, cash equivalents and marketable securities[(1)]	$ 6,104	$ 6,593	$ 6,947
Working capital % of sales	(6.3)%	(7.0)%	(4.0)%

Note:

(1) Marketable securities of $85, $107 and $193 as of September 30, 2026, December 31, 2025 and September 30, 2025, respectively, are included in Other current assets.

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 5

Colgate-Palmolive Company

Segment Information

For the Three and Nine Months Ended September 30, 2026 and 2025

(Dollars in Millions) (Unaudited)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2026	2025	2026	2025
Net Sales				
Oral, Personal and Home Care				
North America[1]	$ 905	$ 922	$ 2,684	$ 2,745
Latin America	1,326	1,178	4,011	3,528
Europe, Middle East & Africa[1]	1,130	1,115	3,377	3,204
Asia Pacific[1]	802	775	2,388	2,259
Total Oral, Personal and Home Care	4,164	3,989	12,461	11,735
Hill's Pet Nutrition	1,205	1,142	3,594	3,417
Total Net Sales	$ 5,369	$ 5,131	$ 16,055	$ 15,152

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2026	2025	2026	2025
Operating Profit				
Oral, Personal and Home Care				
North America[1]	$ 177	$ 199	$ 510	$ 583
Latin America	392	337	1,211	1,052
Europe, Middle East & Africa[1]	262	243	791	706
Asia Pacific[1]	211	213	643	620
Total Oral, Personal and Home Care	1,042	992	3,155	2,961
Hill's Pet Nutrition	267	255	816	778
Corporate[2]	(221)	(189)	(902)	(523)
Total Operating Profit	$ 1,088	$ 1,059	$ 3,069	$ 3,214

Tables 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) Corporate operations include costs related to stock options and restricted stock units, research and development costs, Corporate overhead costs, restructuring and related implementation charges and gains and losses on sales of non-core product lines and assets.

Corporate Operating profit (loss) for the three and nine months ended September 30, 2026 included charges resulting from the Strategic Growth and Productivity Program of $29 and $327, respectively.

Corporate Operating profit (loss) for the nine months ended September 30, 2025 included charges resulting from the ERISA litigation matter of $15 and acquisition-related costs of $9.

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.

Table 8

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.