Colgate-Palmolive
Make More Smiles

3Q 2026 EARNINGS PRESENTATION

October 30, 2026



October 2026

Notice for Investor Presentation

Please review the following third quarter 2026 earnings presentation in conjunction with our third quarter 2026 earnings press release, our third quarter 2026 prepared management remarks and additional information regarding our non-GAAP financial measures, including GAAP to non-GAAP reconciliations. Our presentation contains non-GAAP financial measures, which differ from our reported results prepared in accordance with U.S. generally accepted accounting principles (GAAP). These non-GAAP financial measures of operating results 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. We may also refer to organic sales growth, which is Net sales growth excluding the impact of foreign exchange, acquisitions and divestments, or to free cash flow before dividends, which we define as Net cash provided by operations less Capital expenditures. A complete, quantitative reconciliation between our reported results and these non-GAAP financial measures is available in the Investor Center section of our website at www.colgatepalmolive.com/investors and in Tables 4, 6, 7, 8 and 9 of the third quarter 2026 earnings press release.

Our presentation 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 (the SEC) in its rules, regulations and releases) that set forth anticipated results based on management's current plans and assumptions. These statements are made on the basis of our views and assumptions as of October 30, 2026, and we undertake 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, we do not, nor does any other person, assume responsibility for the accuracy and completeness of these statements. We caution investors that forward-looking statements are not guarantees of future performance and actual events or results may differ materially from those statements. For information about factors that could impact the Company's business and cause actual results to differ materially from forward-looking statements, 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/investors.









Colgate-Palmolive Company

We are a $20.4B global consumer products company with a diverse and dedicated team serving over 200 countries and territories.

As a caring, innovative growth company, we are united behind our purpose: reimagining a healthier future for all people, their pets and our planet.

Tightly Focused on Four Attractive Growing Core Categories



Oral Care

Pet Nutrition





Personal Care

Home Care



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3Q 2026 **Highlights**

- Delivered strong results including growth in net sales and organic sales, and increases in Base Business gross profit, gross profit margin, operating profit, operating profit margin, net income and EPS, despite a very challenging operating environment
- Net sales increased 4.6%; Organic sales* increased 3.6%, including a 0.2% negative impact from lower private label pet food sales as we have exited that non-strategic business
- Continued balance between volume and pricing growth
- Net sales and organic sales grew in all four categories and in four of five divisions
- Advertising spending increased to 14.4% of sales
- Base Business EPS* increased 7%
- Free cash flow* increased 7% year to date
- Global toothpaste market share was up 30 basis points on a value basis year to date

*Non-GAAP

"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."

Noel Wallace

Chairman, President and Chief Executive Officer

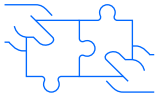


Accelerating Change for 2030 to Unlock More Growth

- Leverage the global reach and penetration of our brands
- Build the incremental benefit of superior, science-based innovation
- Harness the power of best in class omni-channel demand generation
- Lead in capabilities like data, analytics and AI
- Evolve our high-impact, inclusive culture

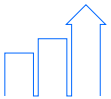
Strategic Growth and Productivity Program

Supporting Our 2030 Strategy



Key Initiatives

Includes initiatives to optimize the Company's global supply chain and to better align the Company's organizational structure to support its strategic initiatives, including accelerating innovation, data, analytics, AI and omni-channel demand generation.



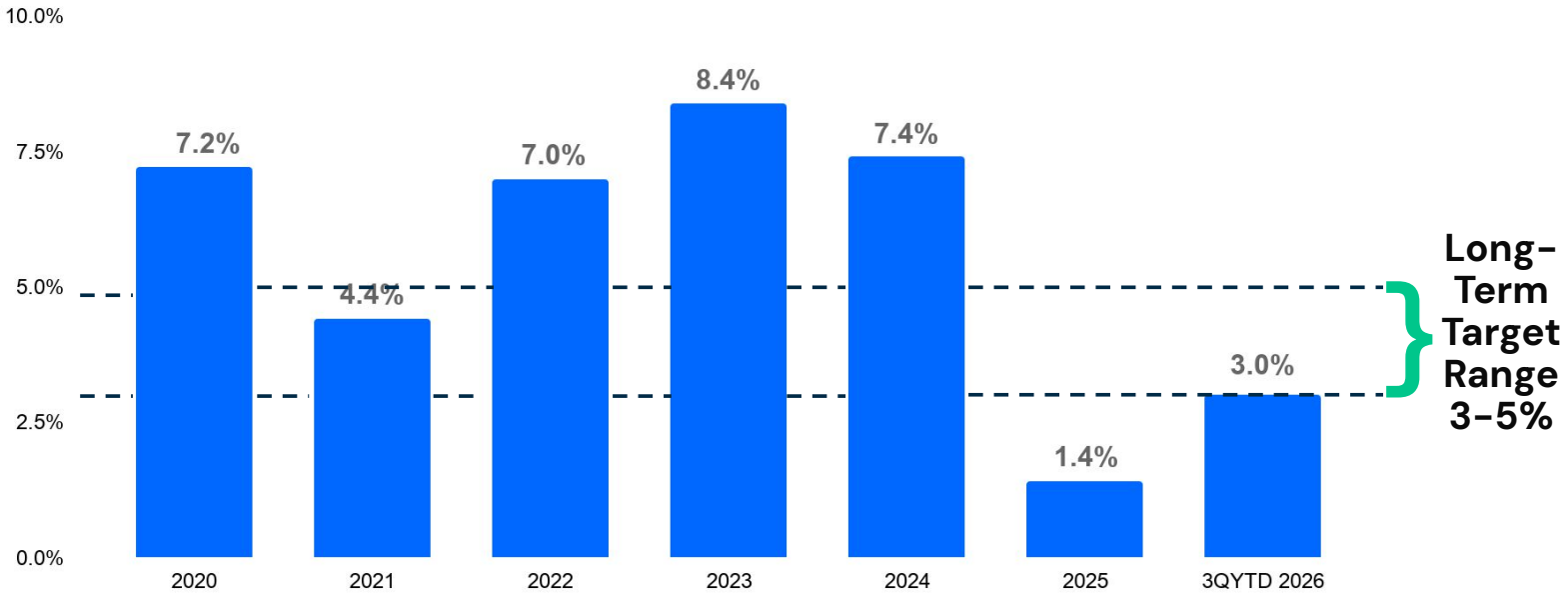
Financial Projections

Projected to result in cumulative pre-tax charges totaling between $350 and $550 million over the course of the three-year program.* Cumulative pre-tax savings are projected to be $200 million to $300 million, annually.*

*Once all initiatives are approved and implemented. The Company expects substantially all of the charges to be incurred by December 31, 2028.

Organic Sales Growth

3Q 2026: Org sales growth +3.6%, Volume growth +1.7%, Pricing growth +2.0%



2026 Guidance - GAAP

Based on current spot rates:

- Net sales growth now expected to be 4% to 5% (versus 2% to 6% previously), including a low-single-digit positive impact from foreign exchange.
- Gross profit margin now expected to be up for the year (versus roughly flat previously).
- Advertising still expected to be up as a percentage of net sales and on a dollar basis.
- GAAP EPS still expected to be up double digits.

2026 Guidance – **Non-GAAP/Base Business**

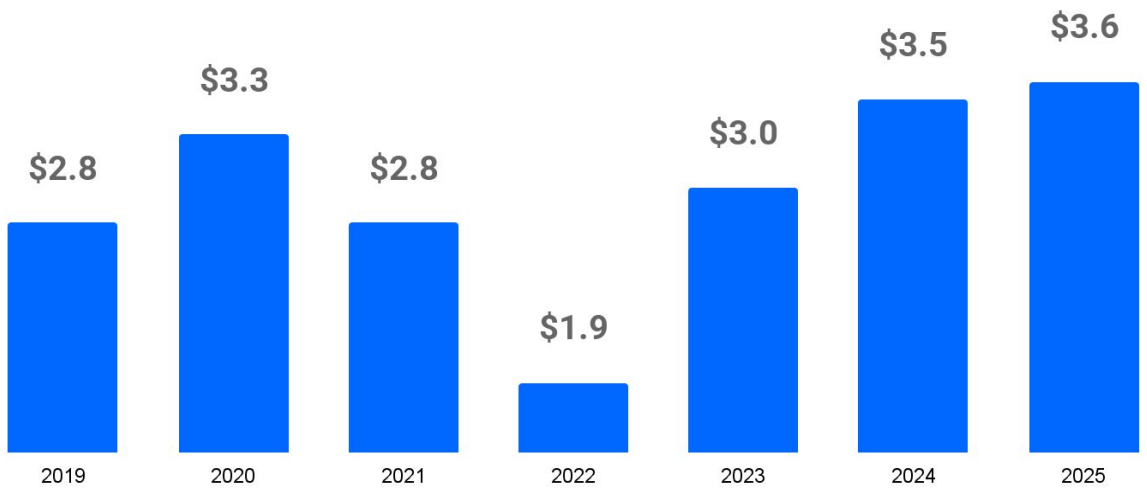
Based on current spot rates:

- Organic sales growth now expected to be broadly in line with our nine-month performance (versus 1% to 4% previously). This includes the impact from our exit from the private label pet food business.
- Gross profit margin now expected to be up for the year (versus roughly flat previously).
- Advertising still expected to be up as a percentage of net sales and on a dollar basis.
- Base Business EPS now expected to be up 5% to 7% (versus up mid-single digits previously).

Delivered **Record Free Cash Flow** in 2025

3Q 2026 YTD: $2.5 billion +7% YOY

$ in billions



Non-GAAP

Capital Allocation Strategy

- Investing for growth and productivity through capital expenditures
- Returning value to shareholders through dividends and share repurchases
    - $2.2 billion returned to shareholders in 2026 YTD through Q3
- M&A aligned with our strategy

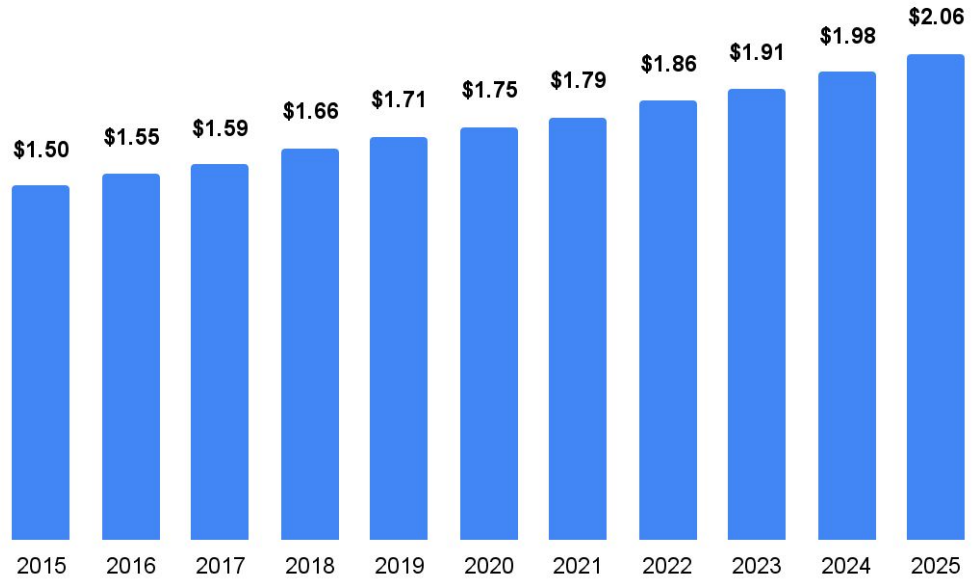


Consistent **Dividend Growth**

63 Consecutive Years
Of Dividend Increases

131 Consecutive Years
Of Dividend Payments

$28.5 Billion
Cash Returned to Shareholders
Last 10 Years



Dividends Paid Per Share

As of December 31, 2025



Science-led, Core and Premium Innovation

Colgate Optic White Vitamin C – Asia

- Powered by 95% pure stabilized Vitamin C*, designed for effective, high-impact brightening
- Removes 7 years of stains in just 7 days**
- Record consumer engagement driven by powerful celebrity campaign with j-hope from BTS



*95 percent pure stabilized Vitamin C – refers to the 95 percent purity sodium ascorbyl phosphate which is a stabilized form of vitamin C.
** Removes 7 years of extrinsic stains in as little as 7 days – with brushing twice daily for 7 days. Individual results may vary.

Accelerating Whitening Adoption
With Purple Range



- Color corrects yellow tones*
- Driving strong toothpaste share gains in key markets
- Colgate Optic White Purple Serum – for a whitening boost when you need it

*effect is temporary

Colgate Optic White Pro Series
with ActivShine Technology

- Clinically proven formula with 5% hydrogen peroxide level
- Now with ActivShine Technology to brighten & polish the enamel surface, revealing a next-level shine
- Removes 15 years of deep-set stains*



*when brushing twice daily for 2 weeks

Colgate Total Active Prevention **Enamel Strength Toothpaste** – U.S.

- Reduces sensitivity and remineralizes to strengthen weak enamel
- Rehardens weak spots in enamel for strong, healthy teeth
- 2x more effective at fighting the root cause of many oral health problems*



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*like cavities and gingivitis via bacteria reduction vs. non-antibacterial fluoride toothpaste with 2x daily brushing and 4 weeks of use

Tom's of Maine Hydroxyapatite – U.S.

- Delivers enamel safe whitening with calcium carbonate
- Relieves hypersensitivity with naturally derived arginine and calcium carbonate
- Fluoride-free and SLS-free
- Contains hydroxyapatite, the primary mineral that makes up tooth enamel



hello® **whipped toothpaste** – U.S.

- Innovative Sensory Experience: Features a unique swirl-shaped, texture for a lush, velvety foaming "sensory glow-up," all while effectively fighting cavities and strengthening enamel
- Available in Mellow Mint Dream and Peppermint Stick



Colgate Total Active Prevention Gum Care

Manual Toothbrush – U.S.

- Designed for a gentle clean and helps support healthy gums
- Extra soft on gums
- Helps deliver 3X healthier gums in 3 weeks*

*vs. an ordinary flat-trim toothbrush



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Colgate HARRY POTTER™*

Utilizing a popular license to engage positive brushing habits



Kids

Wide array of new launches for all ages



Adults

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elmex **Sensitivity + Gum Care**

- Innovation strengthening our presence in the sensitivity segment
- elmex is the #1 toothpaste brand recommended by dentists for sensitivity in Germany



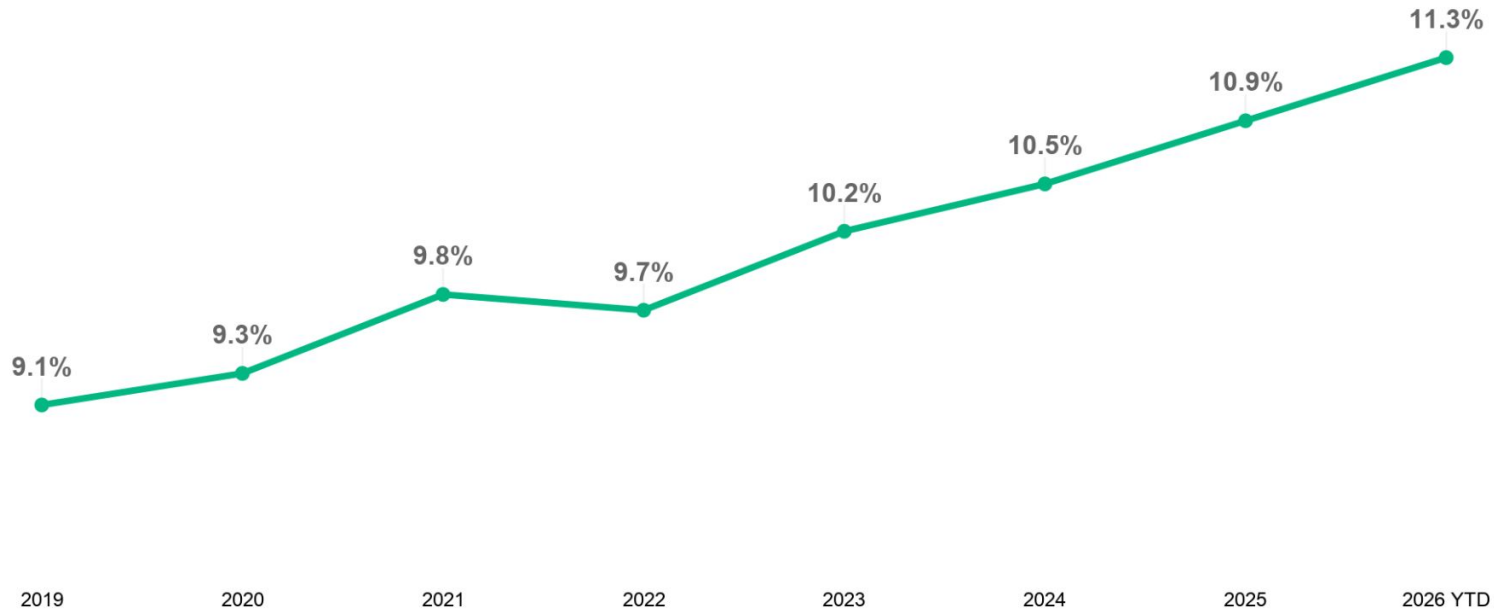
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Source: Based on BRMO dentist study conducted in the relevant market

elmex Long-Term Growth in EMEA

Fueled By Science-Driven Innovation

Toothpaste SoM $



Source: Worldview YTD Sept Mid-Month

meridol Fast Action – Europe

- Fast soothing feeling on irritated and sensitive gums*
- #1 gum care toothpaste brand in Germany

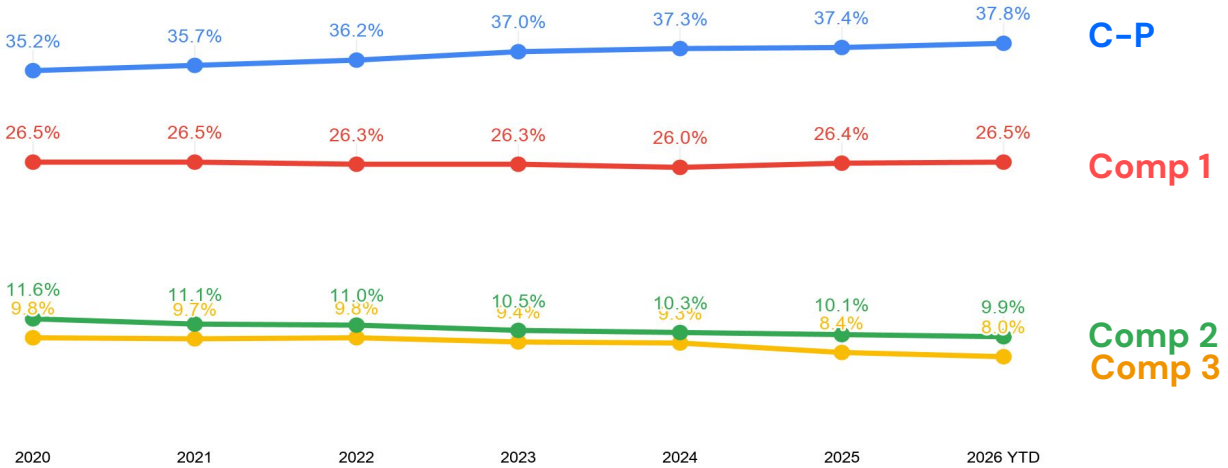


*2 weeks consumer study, 155 subjects, Germany 2025, showed fast results within a few days
Source: Nielsen value share YTD Sept 2026, Germany

Driving CP Toothpaste Share

EMEA share at an all-time high









Source: Worldview MM 2026 YTD Sept Mid-Month, Constant $

Colgate Total Active Prevention
Interdental Cleaning Toothpaste - Mexico

- Superior formula, with microparticles, that cleans deep between the teeth*
- Fights hidden bacteria in hard to reach places, helping to prevent common oral care problems before they start**
- Antibacterial protection for 24 hours***



*vs. non-antibacterial toothpaste
**vs a non-antibacterial fluoride dentifrice. Helps prevent common cosmetic oral problems caused by bacteria, such as plaque, cavities, tartar and bad breath
***With brushing twice a day and continuous use for 4 weeks

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Darlie Magnificent White
Toothpaste

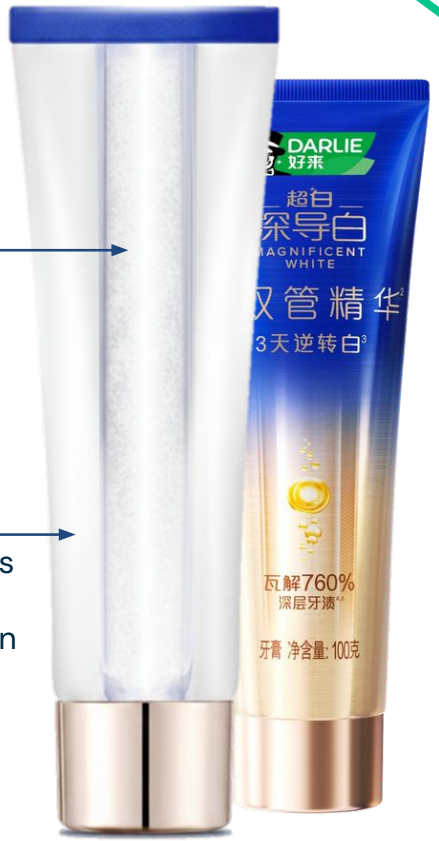
- Unique dual-chamber tube design
- Able to reverse 18 years of stubborn stains in just three days
- Used together with Darlie Blue Light toothbrush to get additional shades of whitening

Inner Chamber:

Professional-grade Active Oxygen Essence, effectively fights surface stains

Outer Chamber:

Whitening Activator, amplifies whitening power, penetrates deep to break down stubborn stains



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PCA SKIN MGF Age Renewal Cream

For Estrogen-Depleted Skin

- Micro Growth Factor Technology penetrates 10x deeper than traditional growth factors* to help support collagen production for visibly lifted, fuller and firmer skin
- Improves thinning skin by 33%**
- Formulated for the needs of menopausal skin: provides an immediate calming, cooling sensation

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*Defined as conventional FGF growth factors with average of 155 amino acids, penetration within stratum corneum
**16-week case study, 13 subjects, menopausal and postmenopausal women aged 45-85, all skin tones and types

EltaMD UV Clear Blemish-Prone & Oil-Balancing SPF 50

Professional mineral-based SPF that clinically corrects the look of blemishes

- Clinically proven to reduce visible blemishes by 65%
- Reduces visible excess oil & shine by 61%
- Reduces visible pore size by 25%
- Improves skin clarity by 34%





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12-week clinical study, 43 subjects

Palmolive Neutro Balance

Mega Brand Growth in Mexico

- Innovative product line with gentle formulas suitable for the whole family
- Bar soaps formulated with pro-hydration technology that leaves skin feeling soft and hydrated
- Shower gels with cleansing technology and balanced pH formulas
- Dermatologist tested
- Delivering double-digit organic sales growth YTD 2026





Palmolive Smoothie

Body Wash - Latin America

- Ultra-creamy body washes infused with natural extracts of fruit and yogurt
- Strong social commerce launch in Brazil achieving #1 gross merchandise value (GMV) sales on TikTok Shop
- Driving double-digit organic sales growth for Palmolive body wash in Latin America year to date

Sanex Menopause

Body Wash & Under Arm Protection

- Our 1st hygiene regimen addressing women's perimenopausal and menopausal needs in Europe
- Certified by GenM, the trusted symbol for menopause-friendly products
- Recommended by dermatologists



Deodorants help women feel protected against hot flushes.

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Suavitel Refresher
Fabric Rinse

- 4X odor action helps remove tough odors, leaves fabrics smelling fresh, helps rinse stubborn residue, and has a fragrance with odor-fighting technology
- Safe on all fabrics, including activewear



Colgate-Palmolive



Palmolive Dish EZ-Pump

- Provides the trusted efficacy of our best formulas, while dispensing liquid with a single press
- A more convenient, easier way to clean dishes

Fabuloso 3-in-1 Clean
Spray Cleaners

- Combines the iconic Fabuloso fragrances you love with the sparkling clean you need, in one easy spray
- Long-lasting freshness, instantly cuts grease & grime, removes stains



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Hill’s Science Diet

Single Protein Dog Food Rolls – U.S.

- Leveraged Prime100 acquisition to accelerate Hill’s U.S. entry into the fresh segment
- Brings Hill’s science and veterinary trust into the fresh segment
- Single animal protein provides triple benefits: digestion, coat & overall health
- ”Science has entered the fridge.”



Hill's Prescription Diet

Kidney + Sensitivities

- Therapeutic nutrition to help slow the progression of kidney disease and reduce the risk of adverse food reactions for cats and adverse food reactions and environmental sensitivities for dogs
- Nutrition clinically shown to help add years and enhance quality of life*



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*2 years on average in cats & 1.5 years on average in dogs after diagnosis with leading causes of chronic kidney issues without any concurrent health issues.



Hill's Science Diet

Core Wet Relaunch

New packaging and graphics to:

- Highlight our high quality ingredients
- Help consumers better visualize the food

Hill's Science Diet

Expanding Wet Variety Packs

- Driving household acquisition and wet food trial by expanding our variety pack offerings
- Wet variety packs are the #1 driver of category growth



