Colgate-Palmolive Company

Non-GAAP Reconciliations

For the Three Months Ended June 30, 2026 and 2025

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

Gross Profit	**2026**	**2025**
Gross profit, GAAP	$ 3,296	$ 3,069
Strategic Growth and Productivity Program	2	—
Gross profit, non-GAAP	$ 3,297	$ 3,069

Selling, General and Administrative Expenses	**2026**	**2025**
Selling, general and administrative expenses, GAAP	$ 2,130	$ 1,963
Strategic Growth and Productivity Program	(7)	—
Selling, general and administrative expenses, non-GAAP	$ 2,122	$ 1,963

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	39.7 %	38.4 %	130
Strategic Growth and Productivity Program	(0.1)%	— %	
Selling, general and administrative expenses as a percentage of Net sales, non-GAAP	39.6 %	38.4 %	120

Other (Income) Expense, Net	**2026**	**2025**
Other (income) expense, net, GAAP	$ 150	$ 26
Strategic Growth and Productivity Program	(120)	—
Acquisition-related costs	—	(9)
Other (income) expense, net, non-GAAP	$ 30	$ 17

Operating Profit	**2026**	**2025**	**% Change**
Operating profit, GAAP	$ 1,016	$ 1,080	(6)%
Strategic Growth and Productivity Program	129	—	
Acquisition-related costs	—	9	
Operating profit, non-GAAP	$ 1,145	$ 1,089	5 %

Operating Profit Margin	**2026**	**2025**	**Basis Point Change**
Operating profit margin, GAAP	19.0 %	21.1 %	(210)
Strategic Growth and Productivity Program	2.4 %	— %	
Acquisition-related costs	— %	0.2 %	
Operating profit margin, non-GAAP	21.4 %	21.3 %	10

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 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	$ 950	$ 231	$ 719	$ 26	$ 693	24.3 %	$ 0.86
Strategic Growth and Productivity Program	129	24	105	1	104	(0.7)%	0.13
Non-GAAP	$ 1,079	$ 255	$ 824	$ 27	$ 797	23.6 %	$ 0.99

	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	$ 1,007	$ 234	$ 773	$ 30	$ 743	23.2 %	$ 0.91
Acquisition-related costs	9	2	7	—	7	— %	0.01
Non-GAAP	$ 1,016	$ 236	$ 780	$ 30	$ 750	23.2 %	$ 0.92

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.