

Table 4

## Colgate-Palmolive Company

## Condensed Consolidated Statements of Cash Flows

For the Nine Months Ended September 30, 2025 and 2024

(Dollars in Millions) (Unaudited)

|  | 2025            | 2024            |
|--|-----------------|-----------------|
| <b>Operating Activities</b>  |                 |                 |
| Net income including noncontrolling interests  | \$ 2,266        | \$ 2,270        |
| Adjustments to reconcile Net income including noncontrolling interests to Net cash provided by operations: |                 |                 |
| Depreciation and amortization  | 457             | 457             |
| ERISA litigation matter  | 65              | —               |
| Restructuring and termination benefits, net of cash  | (15)            | 54              |
| Stock-based compensation expense   | 127             | 108             |
| Deferred income taxes  | 8               | (98)            |
| Cash effects of changes in:  |                 |                 |
| Receivables  | (180)           | (184)           |
| Inventories  | 9               | (94)            |
| Accounts payable and other accruals  | 30              | 327             |
| Other non-current assets and liabilities   | (22)            | (2)             |
| Net cash provided by (used in) operations  | <u>2,745</u>    | <u>2,838</u>    |
| <b>Investing Activities</b>  |                 |                 |
| Capital expenditures   | (387)           | (377)           |
| Purchases of marketable securities and investments   | (537)           | (358)           |
| Proceeds from sale of marketable securities and investments  | 508             | 260             |
| Payment for acquisition, net of cash acquired  | (293)           | —               |
| Other investing activities   | (5)             | 21              |
| Net cash provided by (used in) investing activities  | <u>(714)</u>    | <u>(454)</u>    |
| <b>Financing Activities</b>  |                 |                 |
| Short-term borrowing (repayment) less than 90 days, net  | 139             | 337             |
| Principal payments on debt   | (655)           | (502)           |
| Proceeds from issuance of debt   | 497             | 2               |
| Dividends paid   | (1,300)         | (1,275)         |
| Purchases of treasury shares   | (804)           | (1,284)         |
| Proceeds from exercise of stock options  | 83              | 611             |
| Other financing activities   | 145             | 1               |
| Net cash provided by (used in) financing activities  | <u>(1,895)</u>  | <u>(2,110)</u>  |
| Effect of exchange rate changes on Cash and cash equivalents   | 47              | (6)             |
| Net increase (decrease) in Cash and cash equivalents   | 183             | 268             |
| Cash and cash equivalents at beginning of the period   | 1,096           | 966             |
| Cash and cash equivalents at end of the period   | <u>\$ 1,279</u> | <u>\$ 1,234</u> |
| <b>Supplemental Cash Flow Information</b>  |                 |                 |
| Free cash flow before dividends (Net cash provided by operations less Capital expenditures)                |                 |                 |
| Net cash provided by operations  | \$ 2,745        | \$ 2,838        |
| Less: Capital expenditures   | (387)           | (377)           |
| Free cash flow before dividends  | <u>\$ 2,358</u> | <u>\$ 2,461</u> |
| Income taxes paid  | \$ 712          | \$ 762          |
| Interest paid  | \$ 235          | \$ 267          |