



**COLGATE-PALMOLIVE  
COMPANY  
2Q 2025 EARNINGS  
PRESENTATION**

AUGUST 1, 2025

August 2025

## Notice for Investor Presentation

Please review the following second quarter 2025 earnings presentation in conjunction with our second quarter 2025 earnings press release, our second quarter 2025 prepared management remarks and additional information regarding our non-GAAP financial measures, including GAAP to non-GAAP reconciliations, which are available in the Investor Center section of our website at [www.colgatepalmolive.com/investors](http://www.colgatepalmolive.com/investors) and in the second quarter 2025 earnings press release. 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](http://www.colgatepalmolive.com/investors) and in Tables 4, 6, 7, 8 and 9 of the second quarter 2025 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 August 1, 2025, 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, 2024 and subsequent filings with the SEC). Copies of these filings are available in the Investor Center section of our website at [www.colgatepalmolive.com/investors](http://www.colgatepalmolive.com/investors) or may be obtained upon request from the Company's Investor Relations Department.





# COLGATE-PALMOLIVE

We are a \$20.1B global consumer products company with ~34,000 diverse and dedicated people 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 CORE  
CATEGORIES





ORAL CARE



PET NUTRITION



PERSONAL CARE



HOME CARE

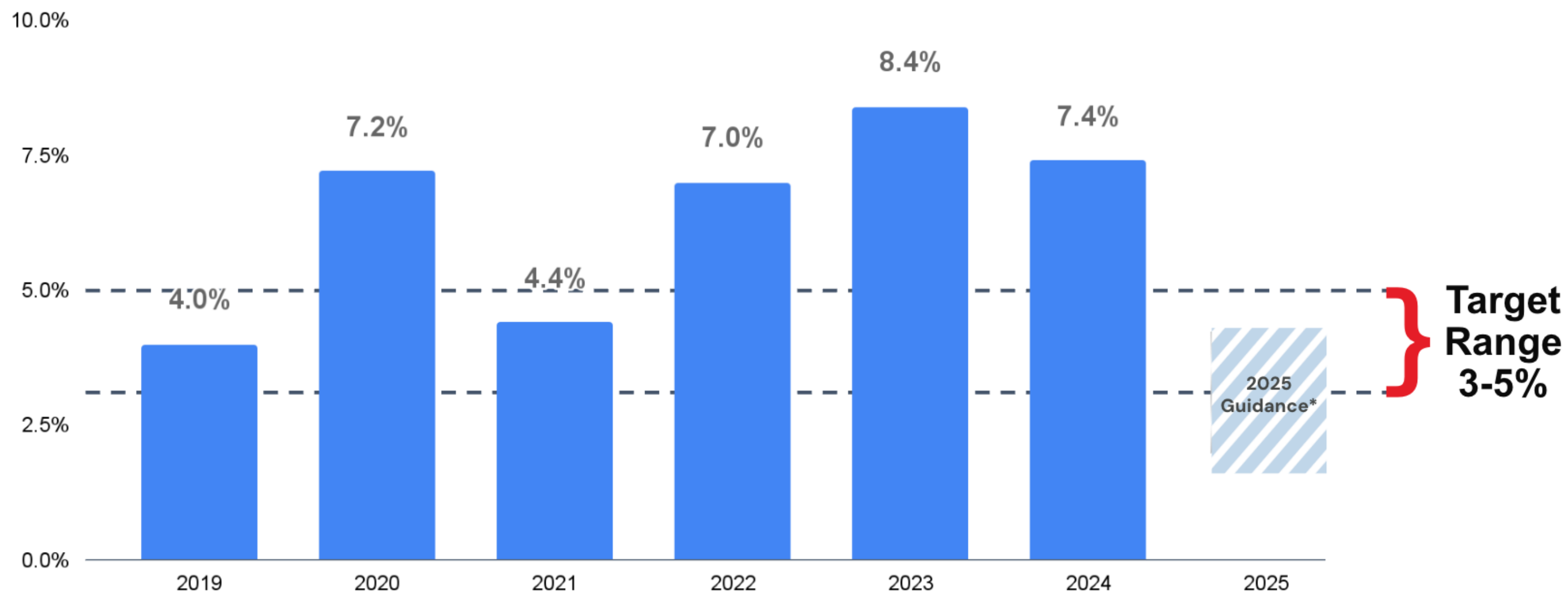
*“I am pleased that Colgate-Palmolive people achieved another quarter of net sales, organic sales and earnings per share growth in the face of continued difficult market conditions worldwide, with organic sales growth improving sequentially versus the first quarter despite an even greater negative impact from lower private label pet sales.”*

- Noel Wallace, Chairman, President and Chief Executive Officer

# 2Q 2025 HIGHLIGHTS

- Delivered solid results, including net sales, organic sales and EPS growth, despite a challenging operating environment
- Net sales increased 1.0%; Organic sales\* increased 1.8%, including a 0.6% negative impact from lower private label pet sales
- Organic sales increased sequentially versus 1Q 2025
- Base Business EPS\* increased 1%
- Global toothpaste market share was up 20 basis points on a volume basis year to date
- The acquisition of the Prime100 fresh pet food business closed on April 30, 2025

# DELIVERING CONSISTENTLY STRONG ORGANIC SALES GROWTH



Non-GAAP

\*at the low end of 2-4%



# NEW **PRODUCTIVITY PROGRAM**

- Announced a new three-year productivity program to drive future growth and support the Company's 2030 strategy
- Includes initiatives to better align the Company's organizational structure to support its strategic initiatives, optimize the Company's global supply chain to drive agility and efficiencies and simplify and streamline its organizational structure to reduce overhead costs
- Projected to result in cumulative pre-tax charges totaling between \$200 and \$300 million over the course of the three-year program\*

*\*once all initiatives are approved and implemented*



# 2025 Guidance - GAAP

*Based on current spot rates and including the estimated impact of tariffs announced and finalized as of July 31, 2025:*

- Net sales growth still expected to be up low single digits, now including a flat to low-single-digit negative impact from foreign exchange
- Gross profit margin still expected to be roughly flat
- Advertising still expected to be roughly flat as a percentage of net sales and on a dollar basis
- GAAP EPS still expected to be up low single digits



# 2025 Guidance - **Non-GAAP/Base Business**

*Based on current spot rates and including the estimated impact of tariffs announced and finalized as of July 31, 2025:*

- Organic sales growth now expected to be at the low end of 2% to 4%, including the impact over the course of 2025 of the planned exit from private label pet sales
- Gross profit margin still expected to be roughly flat
- Advertising still expected to be roughly flat as a percentage of net sales and on a dollar basis
- Base Business EPS still expected to be up low single digits





# RAW & PACKAGING MATERIALS

- Our expectations for underlying raw and packaging material cost inflation (excluding incremental tariffs) have risen given continued increases for fats and oils, particularly palm kernel oil.\*
- Our previous 2025 guidance, issued in April, included an incremental tariff impact of approximately \$200 million to our cost of goods sold in 2025 versus the previous estimate provided in January. Our current expectation, given the tariffs announced and finalized as of July 31, 2025 by all countries, particularly those announced by the United States and China, is approximately \$75 million. These revised tariff costs are included in our guidance. If there are additional tariffs announced and implemented, we could incur additional costs.

*\*This forecast is based on our cost projections, which may differ from spot prices.*



# DRIVING **OPERATING LEVERAGE & CASH FLOW**

- Revenue growth management aiding pricing as inflationary pricing recedes
- Driving strong funding-the-growth savings
- Generating strong operating cash flow to fund dividends and share repurchases







DRIVING GROWTH THROUGH **SCIENCE-LED,  
CORE AND PREMIUM INNOVATION**



# COLGATE'S “CHAIR TO SINK” WHITENING PORTFOLIO



MOUTHWASH



TOOTHBRUSH



TOOTHPASTE



OVERNIGHT PEN



EXPRESS PEN



COMFORT FIT LED



PROFESSIONAL  
TAKE-HOME



PROFESSIONAL  
IN-OFFICE

\$4-10

\$20

\$25

\$50

~\$200

~\$350

EVERYDAY

AT HOME WHITENING

PROFESSIONAL



# NEXT GENERATION OF THE OPTIC WHITE OVERNIGHT PEN

Same powerful whitening performance powered by hydrogen peroxide – now designed with a sleek, easy-to-use applicator for precision and convenience

- Eliminates priming
- Automatic dosing
- Smooth application



New  
wand  
applicator

# ACCELERATING WHITENING ADOPTION WITH PURPLE RANGE



- Color corrects yellow tones\*
- Driving strong toothpaste share gains in key markets
- Now adding Colgate Optic White Purple Serum to the range - for a whitening boost when you need it

\* effect is temporary



# MIRACLE REPAIR SERUM TOOTHPASTE - CHINA

- Serum-infused toothpaste with breakthrough “Gum Revital Technology”
- Featuring dual ingredients amino acid + antioxidant Vitamin C
- Locks in the “collagen power” of gums and helps prevent gum collagen loss



# COLGATE **STRONG TEETH** RELAUNCH IN INDIA

- #1 sub-brand in India
- Strengthened with a new formulation in 2025
- Calcium Boost + Arginine technology gives 2x stronger teeth\*
- Supported with a high impact, multi-touch-point relaunch campaign



\*vs. regular fluoride toothpaste

# elmex **SENSITIVITY+GUM**

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





# EltaMD UV SKIN RECOVERY IS MORE THAN SPF



- Lightweight, 100% mineral SPF 50 featuring our patented Skin Barrier Repair Technology, AAComplex
- Clinically proven to alleviate symptoms of skin sensitivity, like visible redness, a weakened skin barrier, dryness and roughness\*
- 52% reduction in visible redness\*

\* 12 weeks study, 45 female subjects, all skin complexions and sensitive skin  
Model featured. Enhanced for marketing purposes

# PROTEX BAR SOAP

## RELAUNCH - Latin America

- 12-hour antibacterial protection\* to strengthen the skin's antibacterial defenses
- Enhanced package design and ad campaign highlighting Protex's leading efficacy
- Driving penetration gains across key markets



\*After 2 weeks of daily use, increases antimicrobial peptide vs. same manufacturer's regular bar soap.



# PALMOLIVE NATURALS

## RELAUNCH - Europe

- Nourishes skin
- with Vitamin E
- Fragrances inspired by nature
- 95% natural origin formula





# SANEX DERMA THÉRAPIE LAUNCH



- Formula with patented Amino Acid complex
- Endorsed by dermatologists
- Premium positioning



# SOUPLINE INFINITE FRESHNESS - **UNLOCKING GROWTH IN PREMIUM CONCENTRATION**



- 4x More Longer Lasting Freshness\*
- Ultra concentrated formula and our Just Washed Fragrance Technology delivers unbeatable freshness and softness

\*vs Soupline Soft & Care



# SUAVITEL COMPLETE **ELEVATING PRODUCT PERFORMANCE** - MEXICO



- Upgraded formula with improved color protection and a powerful fragrance system to support rewearing clothes maintaining its freshness between washes\*
- New winning claim - “Ultra fresh all day”
- Driving premiumization in the category

\*Does not replace regular washing habits. Tested on garments such as sweaters and sweatshirts (outer layer). Follow usage instructions.



# SCIENCE DIET CORE LIFESTAGE PORTFOLIO RELAUNCH



- Upgraded with ActivBiome+ Multi-Benefit, a blend of prebiotic fibers and antioxidants that support digestion, immune system and organ health
- Strong media support with new leading claim 'Supports long, healthy lives'

# PRESCRIPTION DIET **NEW** **OPTIONS FOR COMPLEX CASES**

- Multi-Organ: Therapeutic nutrition for complex multi-organ support in pets with conflicting nutritional needs
- Cognitive + Mobility: Therapeutic nutrition for pets to help support mind & mobility





# NEW THERAPEUTIC PRODUCTS HELP ADDRESS KEY CONCERNS OF “SILENT SUFFERERS”



- Many health concerns are difficult to see
- Pets suffer without support
- Media campaign educates on early recognition and proactively raising concerns with your vet