

Barclays Global Consumer Staples Conference
September 8, 2020

September 2020

Notice for Investor Presentation

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, such as gross profit margin and operating profit, 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, gains and losses from certain divestitures and certain 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 <https://www.colgatepalmolive.com>.

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 this time 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 those 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 Statement" in the Company's Annual Report on Form 10-K for the year ended December 31, 2019 and subsequent Quarterly Reports on Form 10-Q). Copies of these filings are available in the "Investor Center" section of our website at <https://www.colgatepalmolive.com> or may be obtained by request from the Company's Investor Relations Department.



Noel Wallace

*Chairman, President and
Chief Executive Officer*

What We'll Talk About Today

- Results and market environment
- Our focused priorities
- Eye on future

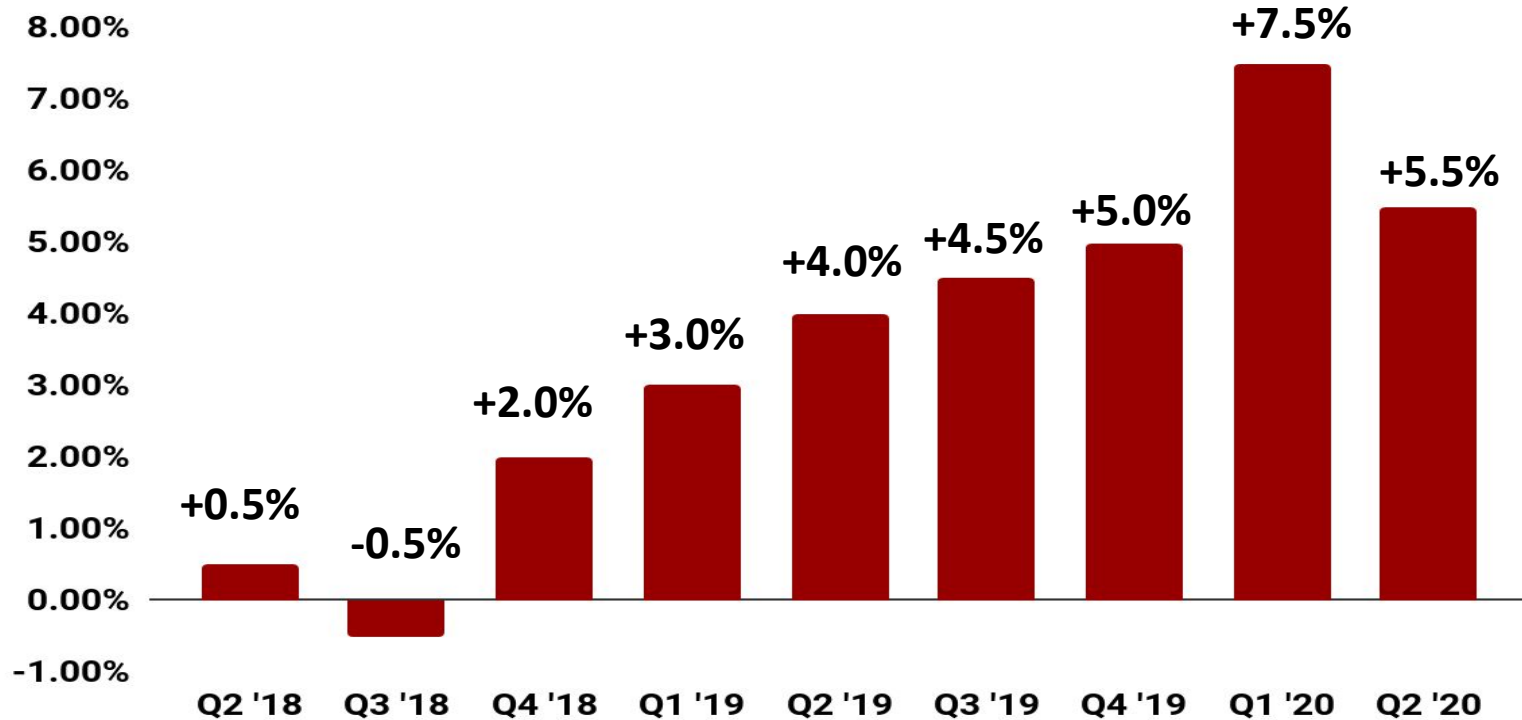
What We Said on Q2 Call

- Pleased with our 1H results and our progress in managing through the crisis
- Continued uncertainty due to COVID-19
- Expect continued pressure from lagging global economy

2020 1H- Broad-Based Organic Sales Growth

- Volume and pricing growth
- Growth in all four categories
- Growth in both developed and emerging markets
- Growth for seven consecutive quarters

Organic Sales Growth Continues



Well Positioned for 2020 & Beyond

- Management with experience in crises
- Strong and trusted brands, competing across price points, with development across channels
- Resilient global supply chain
- Planning increased brand support in 2H
- Strategies to win the recovery

Our Priorities Remain the Same

- Navigating through the crisis by focusing on our values
- Adapting our strategies and executing with agility
- Managing through the crisis with an eye on the future

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#SafeHands

#safehands



donated by

COLGATE-PALMOLIVE

Partnering with Mom and Pops to Drive Their Business



Larger Retail Environments



Educating Consumers



¡Amigo Colmadero!

Sigue estos consejos para mantener **tu negocio protegido**



¡La prevención es la mejor manera de evitar el contagio de cualquier enfermedad!



Lava tus manos frecuentemente con **Protex**



Usa tu mascarilla y guantes siempre en tu negocio



Mantén desinfectadas las superficies y objetos con **Fabuloso**



Ten una distancia de 1.5 metros entre tu y tus Clientes



Cubre tu nariz y boca al toser



Mantener libre el mostrador de alimentos para evitar contacto con personas



¡Vecina!

Sigue estos consejos para mantenerte saludable en casa y al visitar el colmado

- 1 Usa tu mascarilla y guantes siempre al salir de casa
- 2 Lava tus manos frecuentemente con **Protex**
- 3 Mantén una distancia de 1.5 metros entre tu y otras personas
- 4 Cubre tu nariz y boca al toser
- 5 Desinfecta los productos comprados al llegar a casa con **Fabuloso**



¡La prevención es la mejor manera de evitar el contagio de cualquier enfermedad!

Bright Smiles, Bright Futures Vans Enlisted



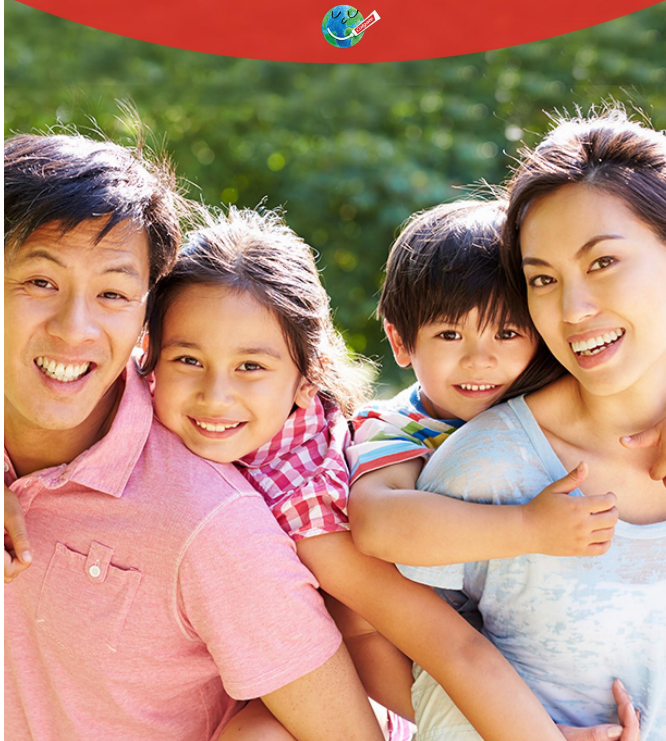
Sustainability

- Remains a top priority across the company
- Recently announced our new Sustainability Mission

Our Sustainability Mission

BUILDING A FUTURE TO SMILE ABOUT

Colgate Corporate Social Responsibility
and Sustainability Report 2019



***Colgate invites
a billion homes
to create a healthy and
sustainable future***

Sustainability

Highlights: Our 2025 Targets

Net Zero Carbon Emissions by 2040

100% Renewable Electricity by 2030

100% Zero Waste Facilities

Eliminate 1/3 of New Plastics

100% Ingredients Transparency

Net Zero Water Factories

Reach 2 Billion Children to Improve Oral Health

C-P True Zero Waste Certifications



Clear the Shelters



Transforming Lives



CLEAR THE
SHELTERS

JOIN US AS WE
**CLEAR THE
SHELTERS**

THROUGHOUT
AUGUST 2020

[ClearTheShelters.com](https://www.ClearTheShelters.com)

The Hill's Transforming Lives logo is a trademark owned by Hill's Pet Nutrition, Inc. The Clear The Shelters trademark is owned by NBCUniversal Owned Television Stations, a division of NBCUniversal. #T065



Transforming Lives



CLEAR THE
SHELTERS

JOIN US AS WE
**CLEAR THE
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THROUGHOUT
AUGUST 2020

[ClearTheShelters.com](https://www.ClearTheShelters.com)

The Hill's Transforming Lives logo is a trademark owned by Hill's Pet Nutrition, Inc. The Clear The Shelters trademark is owned by NBCUniversal Owned Television Stations, a division of NBCUniversal. #T065



Since 2002, Hill's Food, Shelter & Love program has supplied more than **\$295MM** in pet food to shelters and for disaster relief, and helped more than **11 million** pets find new homes.



Our Priorities Remain the Same

- Navigating through the crisis by focusing on our values
- Adapting our strategies and executing with agility
- Managing through the crisis with an eye on the future

Focused On:

- Accelerating growth through improved brand building and core innovation

Protex



*New formulation with
Flaxseed Oil*

*Eliminates 99.9%
of bacteria naturally*

Ajax Relaunch - Europe

**CLEAN YOUR HOME,
HELP PROTECT THE PLANET**



BIODEGRADABLE FORMULAS*



**BOTTLE FROM
100% RECYCLED PLASTIC**



VEGAN**



**100%
CLEANING
POWER**

*% of biodegradability varies by variant. ** No animal ingredients.



**IT'S TEACHING HIM
HOW TO EAT PROPERLY**

**IT'S MORE
THAN CLEANING**



Colgate 360° - Launched Q2

Micro molecules reach deep for gum nourishment



Colgate Equity Campaign



***What's the first thing you'll do
when the quarantine is over?***

Agile Execution - Science Diet in Brazil

Hill's
SCIENCE DIET
VETERINARIAS RECOMENDAM

Hill's
RODRIGO CIARAVOLO
GERENTE GERAL - BRASIL

Hill's
Transformando Vidas



Transforming Lives

Focused On:

- Accelerating growth through improved brand building and core innovation
- Innovating to gain share in high growth segments and adjacencies

Colgate Optic White Renewal Toothpaste



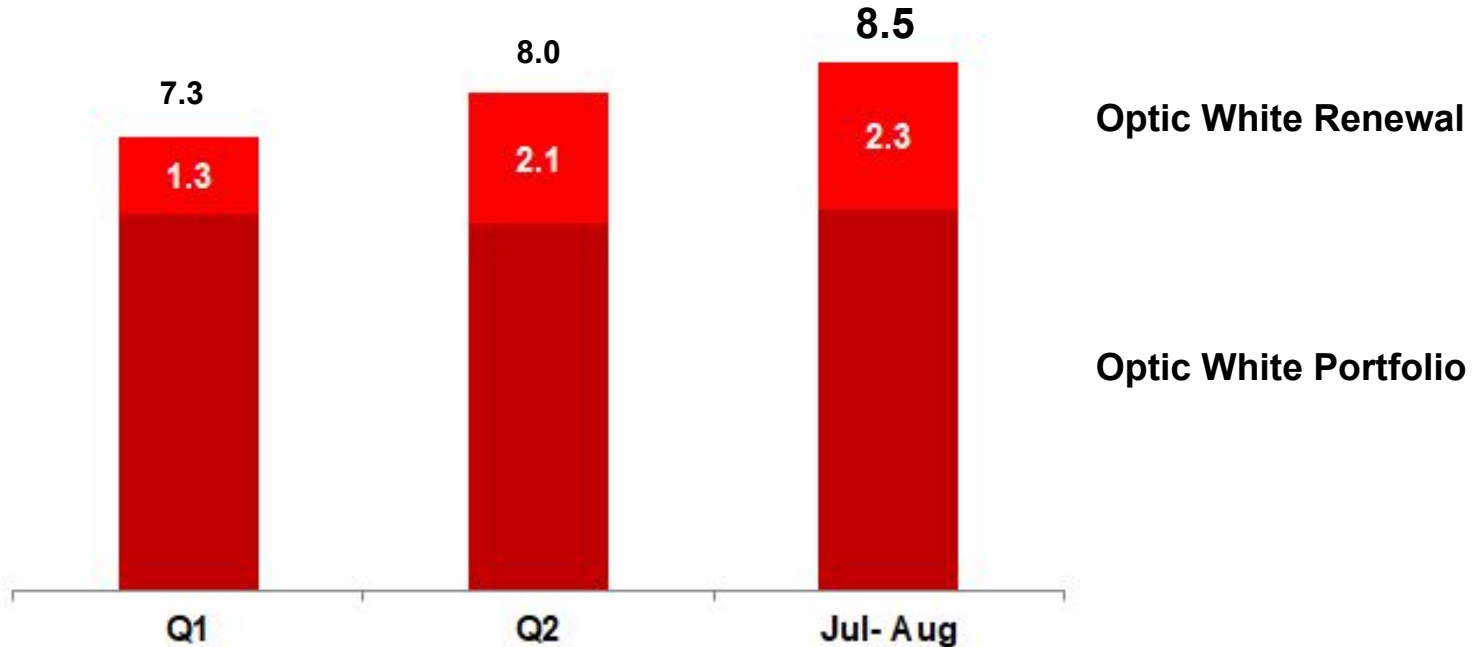
*Removes 10 years of
yellow stains**

**When brushing twice daily for 4 weeks*

Colgate Optic White Renewal Toothpaste



Optic White Market Share - Total U.S.



Just Launched in U.S.

*Easy and effective
whitening
while you sleep*



Hand Sanitizer - Across Markets



India



South Pacific



Southeast Asia

Colgate Total 12 Mouthwash Spray - Latin America



*Antibacterial protection
on contact
anytime, anywhere*

Focused On:

- Accelerating growth through improved brand building and core innovation
- Innovating to gain share in high growth segments and adjacencies
- Expanding in new channels and markets

Accelerating eCommerce

Almost 50% growth in Q2

vs. Q2 2019

Accelerating eCommerce - North America

Welcome to the Optic White Family

Using your Optic White Overnight Pen

Removes 15 years of stains in just one week*

Your nightly teeth whitening routine

This screenshot shows a website landing page for Colgate's Optic White Family. At the top, there's a navigation bar with the Colgate logo and the text "Welcome to the Optic White Family". Below this, there are several images: a hand holding the Optic White Overnight Pen, a woman applying the pen to her teeth, and a man smiling. Text on the page includes "Using your Optic White Overnight Pen", "Removes 15 years of stains in just one week*", and "Your nightly teeth whitening routine".

amazon live SPOTLIGHT ON BEAUTY

Save 25% on eligible items! In this livestream.

Has Laboratories Presented by Lady Gaga Live at the Met

Join the conversation...

This screenshot shows an Amazon Live video. The top banner reads "amazon live SPOTLIGHT ON BEAUTY". The main video shows a woman smiling and applying a red pen to her teeth. Below the video, there's a "DEAL" banner that says "Save 25% on eligible items! In this livestream." and a "Has Laboratories Presented by Lady Gaga Live at the Met" banner. On the right side, there's a chat window with messages from viewers like "Welcome to my livestream! Ask questions here." and "I love that! Can you let me know if it comes in other colors?".

NUEVA / NEW

Elimina 10 AÑOS de Manchas Amarillas*

Removes 10 YEARS of Yellow Stains*

Colgate

Nueva / New Colgate® Optic White® Renewal

Colgate Optic White Renewal Teeth Whitening

★★★★★ 481

\$169.95 ✓prime

Add to Cart

This screenshot shows a product advertisement for Colgate Optic White Renewal. The top part features the text "NUEVA / NEW" and "Elimina 10 AÑOS de Manchas Amarillas*" (Removes 10 YEARS of Yellow Stains*). Below this is an image of the product tube. The Colgate logo is prominently displayed. The text "Nueva / New Colgate® Optic White® Renewal" is shown in a red banner. Below that, it says "Colgate Optic White Renewal Teeth Whitening". At the bottom, there's a star rating of "★★★★★ 481" and a price of "\$169.95 ✓prime". A yellow "Add to Cart" button is located at the bottom right.

Winning in Oral Care with a Focus on Whitening

hum

*Smart electric rechargeable
toothbrush*


www.humbycolgate.com



Press has taken notice

"If you've been eyeing electric toothbrushes, this is the one to get. The smart toothbrush perfects connected brushing tech—and costs a fraction of the price of its competitors."


– Wired



WIRED


Review: Colgate Hum

The smart toothbrush perfects connected brushing tech—and costs a fraction of the price of its competitors.




PHOTOGRAPH: COLGATE

If you buy something using links in our stories, we may earn a commission. [Learn more.](#)

Rating: 9/10 


WIRED

Reasonably priced for an electric toothbrush. Light and compact. Can gather data without having app open. Has a tongue brush on the opposite side of the brush head. Using the app earns you points that you can cash in for brush heads or other Colgate purchases.



GQ

The Best All-Around Smart Electric Toothbrush



Colgate Hum rechargeable electric toothbrush

Colgate \$70

Buy Now

The Colgate Hum is not the first smart electric toothbrush. But it is the first that might actually convince you to spend some part of your morning staring at a disembodied set of teeth on your phone screen. I'll explain further in a moment—first, the basics: The brush head is gentle, but not so gentle that it feels ineffective. The handle is lightweight, comfortable to hold, and easy to actually maneuver around, so that you don't miss any spots while brushing. And best of all, its smart features don't jack up the price of this brush and make it more expensive than other similar electric toothbrushes.

"The Best All-Around Smart Electric Toothbrush"

– GQ

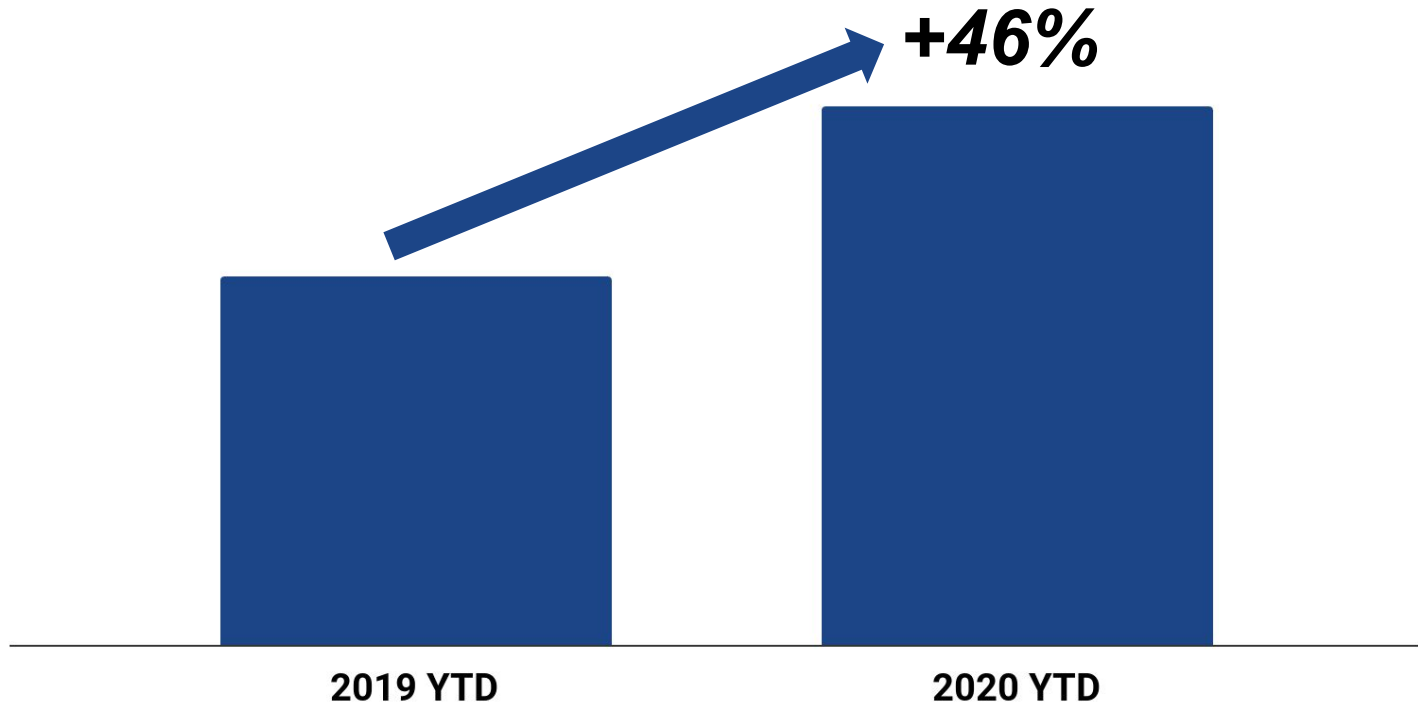
Colgate Miracle Repair - China



*Premium eCommerce
innovation*

Innovation Driving Premiumization

China eCommerce Retail Selling Price per Kg.



RMB/Kg.

Colgate Miracle Repair - China



*Colgate Miracle Repair
Mouth Serum
launching in Q3*

Defends against early gum aging

PCA Skin in China

天猫国际
TMALL.HK

PCASKIN海外旗舰店

描述 服务 物流

4.9 ↑ 4.9 ↑ 4.9 ↑

手机逛

商品

搜索 天猫 商品/品牌/店铺

搜天猫国际

搜本店



PCA skin

冻龄赋活
看得见的年轻
夜间温和修护视黄醇



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美国高性能
皮肤学护肤品牌

实力首发 >



PCA Skin 6.18 Live Stream Event

12:43 AM 15%

PCA skin

天然植物萃取
点亮发光肌

nutrient toner
essence nourishment

4.4 fl oz / 130.1 mL

- ✓ 水油平衡
- ✓ 细致毛孔
- ✓ 对抗暗沉

¥ 448

满1件送赠品

天猫国际 美国品牌 菜鸟广州保税6号仓发货 直播讲解

瓜精华水皮肤肌

店铺直播中, 点击查看 >

加入购物车 立即购买

李佳琦 Aust 1111.59万观看 | 北京市 关注

快速看回放宝贝讲解 >

雨晴verna 2

雨晴verna 2

雨晴verna 2

雨晴verna 2

福利(^_^) 红包来了, 淘保懂: 我也要一包, 5个字可以领取晚美眉们。

01:42:16

1:22

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福利(^_^) 红包来了, 淘保懂: 我也要一包, 5个字可以领取晚美眉们。

2	4	5	6
¥ 29.90	¥ 188.00	¥ 31.90	¥ 135.00

1410.1万

00:17:22 03:05:32

1:23

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2	4	5	6
¥ 29.90	¥ 188.00	¥ 31.90	¥ 135.00

1410.1万

00:17:31 03:05:32

1:23

李佳琦 Aust 1111.59万观看 | 北京市 关注

更多直播 >

快速看回放宝贝讲解 >

2	4	5	6
¥ 29.90	¥ 188.00	¥ 31.90	¥ 135.00

1410.1万

00:17:53 03:05:32

Our Priorities Remain the Same

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- Managing through the crisis with an eye on the future

Old Ways of Working



Line Extensions

**Transformative
/Disruptive
Innovation**

New Ways of Working

Goal

50%

50%

Line Extensions

**Transformative
/Disruptive
Innovation**

Enhanced Productivity

- Working virtually with Google GSuite and other tools
- Simpler, faster, more automated SAP S/4 HANA
- Faster and simpler planning processes and systems
- AI Driven Automation
 - Creating product information
 - Predicting trends and formulations

Enhanced Productivity

- Cutting the tail; optimizing the portfolio
- Maximizing effectiveness of our teams
- FTG: more synergies in formulation development
- Agility in our supply chain facilities

In Closing

- We have a portfolio that is built for times like these, with strong core brands and great innovation opportunities
- Our people are used to managing through crises, and we are taking the right actions
- We will manage through this crisis with an eye on future growth

Q&A

