

Colgate-Palmolive Company
2023 Annual Meeting of Stockholders
Friday, May 12, 2023

RULES AND PROCEDURES FOR THE CONDUCT OF THE ANNUAL MEETING

Welcome to the Colgate-Palmolive Company 2023 Annual Meeting of Stockholders. In the interest of a productive and orderly meeting, we thank you for your cooperation in observing the following rules and procedures:

1. The Annual Meeting will follow the agenda provided on the Annual Meeting Website.
2. The only business matters to be conducted at the Annual Meeting are the matters set forth in the Notice of Annual Meeting of Stockholders and 2023 Proxy Statement dated March 29, 2023.
3. Only stockholders as of the close of business on March 13, 2023, the record date for voting at the Annual Meeting, or their duly authorized proxies, are entitled to submit questions and vote at the Annual Meeting. Stockholders may vote until the polls close. If you have already voted your shares, your vote has been received and there is no need to vote again, unless you wish to revoke or change your vote.
4. During the presentation of stockholder proposals, each presenter will have three minutes to present the proposal. The presenter should restrict their comments to the stockholder proposal being presented.
5. The deadline for stockholder nominations of candidates for election to the Board of Directors as set forth in our by-laws and last year's proxy statement has passed, and as a result, any such nominations will not be presented for consideration at the Annual Meeting.
6. We welcome questions from stockholders. An opportunity will be provided to submit written questions immediately before and during the Annual Meeting using the "Ask a question" text box on the Annual Meeting Website. In addition, you may submit written questions in advance of the Annual Meeting through www.proxyvote.com.
7. To allow us to answer questions from as many stockholders as possible, we will limit each stockholder to one question/topic. We will do our best to answer as many questions as we can during the live question and answer session. Questions from multiple stockholders on the same topic or that are otherwise related may be grouped, summarized and answered together to avoid repetition and allow time for additional question topics. In addition, questions may be paraphrased for clarity.
8. Stockholders' views, constructive comments and criticisms are welcome, but the Chairman will not address questions that are:
 - a. not pertinent to meeting matters or the business of the Company;
 - b. repetitious of statements made by another stockholder;
 - c. derogatory references to individuals or that are otherwise in bad taste;
 - d. related to personal grievances;

- e. related to individual personnel matters such as layoff, termination, demotion, employee or retiree benefits, retirement or requests for employment;
 - f. complaints about individual products, questions about where to purchase particular products or suggestions for product and service innovations, which we suggest you refer, instead, to our consumer affairs department, accessible via the “Contact Us” tab on our Company website;
 - g. related to pending or threatened litigation; or
 - h. related to a matter of individual concern that is not a matter of interest to stockholders generally.
9. If there are any pertinent questions that cannot be answered during the Annual Meeting due to time constraints, we plan to respond directly to that stockholder after the Annual Meeting using the contact information provided.
10. In the event of a technical malfunction or other significant problem that disrupts the Annual Meeting, the Chairman may recess or expedite the Annual Meeting, or take such other action that the Chairman determines is appropriate in light of the circumstances.
11. If you encounter any technical difficulties accessing the Annual Meeting Website or during the virtual meeting, please call: (844) 976-0738 (toll-free) or (303) 562-9301 (international). Technical support will be available starting thirty minutes prior to the start time of the Annual Meeting.
12. Recording of the Annual Meeting is prohibited. A replay of the Annual Meeting will be available on our Company website for approximately one year from the date of the meeting.

We appreciate your participation and observance of these rules and procedures.