

2015 to 2020 Strategy

Colgate's 2015 to 2020 Strategy maintains our emphasis on People, Performance and Planet, with focused, measurable goals that align with the Company's business objectives.



We Will

- Continuously improve employee health and reduce health risks by 15%⁽¹⁾
- Encourage healthier living for Colgate People and their families
- Ensure a safe and healthy work environment with a goal of zero lost-time incidents
- Provide education and tools to Colgate people to elevate financial awareness and planning

We Will

- Expand Bright Smiles, Bright Futures program to reach 1.3 billion children
- Invest in the improvement of health, education and environment for thousands of people in communities around the globe
- Partner with animal shelters to help over 2 million dogs and cats find a home
- Reach 60 million people annually with handwashing education
- Expand Colgate Cares Day globally to be a leader in volunteerism

We Will

- Improve the sustainability profile in our new products and product updates⁽²⁾
- Commit \$250 million to drive sustainability with breakthrough product and process innovation
- Increase the recyclability of our packaging and increase recycled content to 50%
- Have a positive impact by expanding access to affordable health and wellness products for millions of people in underserved communities
- Use the power of our brands to build awareness and drive engagement in product sustainability

We Will

- Reduce our manufacturing water intensity by half compared to 2002
- Replenish water withdrawn in highly stressed regions
- Increase supplier participation in our water stewardship program
- Partner with local and global organizations to bring clean water to underserved areas of the world
- Promote water conservation awareness to all our global consumers

We Will

- Responsibly source forest commodities to reach zero net deforestation
- Promote use of renewable energy and reduce absolute greenhouse gas emissions from manufacturing by 25% compared to 2002
- Reduce our manufacturing energy intensity by one third compared to 2002
- Halve our manufacturing waste sent to landfill per ton of product compared to 2010, working toward our goal of Zero Waste
- Partner with key suppliers, customers and consumers to reduce energy, greenhouse gas emissions and waste

⁽¹⁾ 15% risk reduction will be measured considering a 2013 baseline, using the Global Health Risk Assessment tool, available to countries with 100 or more employees.

⁽²⁾ The performance results will be based on representative new products and product updates evaluated against comparable Colgate products, considering a 2015 baseline, across seven impact areas to characterize likely improvement in the sustainability profile, based on review of quantitative and qualitative data.

Beginning the 2020 Journey

Colgate is beginning the journey to meet the commitments of our 2015 to 2020 Sustainability Strategy. Colgate people around the world are coming together to align behind the commitments and begin to make progress. Below are highlights of our progress for each of our Strategy commitments.



Helping Colgate People and Their Families Live Better

Our Goals

Continuously improve employee health and reduce health risks by 15%

Encourage healthier living for Colgate People and their families

Ensure a safe and healthy work environment with a goal of zero lost-time incidents

Provide education and tools to Colgate people to elevate financial awareness and planning

Highlights

Colgate uses the Health Risk Assessment (HRA), a voluntary, confidential survey, to assess health risk status. The HRA contains questions on employee health habits and biometric data (e.g., blood pressure) and is adapted to local language and culture. To date, we have provided the HRA to employees in 34 countries; work is ongoing to expand participation to all countries with over 100 employees. We continue to target our Live Better programming to align with our top four opportunity areas: nutrition, stress, physical activity and body weight.

We are developing plans to provide Colgate people with increased access to healthy food, preventive oral care and immunizations that address top local health concerns. Our buildings are smoke-free and we are piloting smoke-free campuses in some locations.

This commitment respects our long-standing commitment to health and safety, and we continue to exhibit world class performance. We continue to sharpen our focus on opportunity areas such as risk-based safety programming, driver safety, electrical safety and truck and traffic safety.

In the U.S., Colgate currently offers a comprehensive financial education suite to both our salaried and non-salaried personnel that includes classroom training, webinar programming and personal financial telephonic counseling sessions. We continue to increase financial education programming outside of the U.S.



Contributing to the Communities Where We Live and Work

Our Goals

Expand Bright Smiles, Bright Futures program to reach 1.3 billion children

Invest in the improvement of health, education and environment for thousands of people in the communities around the globe

Highlights

Each year, we reach over 50 million children in more than 320,000 schools around the world. Over 35,000 dental professionals help Colgate reach an additional six million children through professional activities. Colgate has reached a total of 850 million children since 1991. We are proud that in 2016, Colgate now celebrates 25 years of the Bright Smiles, Bright Futures (BSBF) program.

Contributions focus areas include arts and culture, community development, disaster response, education, social services, basic oral health, BSBF, health and hygiene, handwashing, access to clean water and environment and climate. In 2015, Colgate contributed \$28.28 million.



Contributing to the Communities Where We Live and Work

Our Goals

Partner with animal shelters to help over two million dogs and cats find a home

Reach 60 million people annually with handwashing education

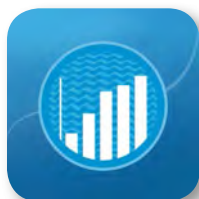
Expand Colgate Cares Day globally to be a leader in volunteerism

Highlights

The Hill's Food, Shelter and Love program was created in 2002 to support homeless pets in U.S. shelters. Through this partnership, the Company provided pet food with a retail value of more than \$3.2 million in 2015, which adds up to almost \$285 million to nearly 1,000 shelters since the program's inception in 2002. These donations have helped more than eight million dogs and cats find their forever homes.

Colgate is working with public health officials, academia and local schools and clinics to educate millions of children and their families about the health and hygiene benefits of handwashing with soap. Colgate's global handwashing program provides educational materials and sample products to schools and communities and builds awareness through advertising and public relations campaigns. In 2015, Colgate reached 35 million people through advertising, media campaigns, community events and educational programs in schools.

We have completed our third annual Colgate Cares Day in four locations with 800 volunteers participating in 35 volunteer activities. Outside the U.S., there are many additional volunteer activities, such as BSBF, Operation Smile, Adopt a School and our Water For People partnership in Guatemala.



Brands That Delight Consumers and Sustain Our World

Our Goals

Improve the sustainability profile in our new products and product updates

Commit \$250 million to drive sustainability with breakthrough product and process innovation

Increase the recyclability of our packaging and increase recycled content to 50%

Highlights

We measure improvement in the sustainability profile of our products using a Product Sustainability Scorecard that evaluates new products and key platform changes against 25 sustainability parameters. The scorecard and outcomes are validated by a third party. In 2015, 85% of the products evaluated were determined to have an improved sustainability profile.

Colgate continues to commit resources to drive sustainability innovation, including next generation preservative systems, improving the ingredient sustainability profile of our products and packaging improvements. A formal process is in place for Colgate teams around the world to research and ideate on Colgate's Innovation Opportunity Spaces, including the area of water scarcity as well as the area of naturals and well-being.

Today approximately 37% of the materials in our packages are from recycled sources. In the near term, we are working to improve recyclability of our packages through development of perforated shrink sleeves and phasing out the use of PVC in our toothbrush packaging.



Brands That Delight Consumers and Sustain Our World

Our Goals

Have a positive impact by expanding access to affordable health and wellness products for millions of people in underserved communities

Use the power of our brands to build awareness and drive engagement in product sustainability

Highlights

Colgate makes products more affordable, while maintaining quality, with smaller sizes, refill packages and value options. We work for strong penetration and wide distribution so that more consumers have access to Colgate products. We are also finding ways to offer the benefits of more premium products at affordable price points, to provide products that yield more product per use and to help consumers to dose properly to eliminate waste. For example, in 2015, Colgate launched a toothbrush with the premium benefit of a tapered bristle at an affordable price point in Vietnam, Taiwan and China.

We are strengthening the linkage between sustainability and brand value. Several of our sustainability programs such as our Save Water messaging, BSBF and handwashing programs build awareness and drive engagement.



Making Every Drop of Water Count

Our Goals

Reduce our manufacturing water intensity by half compared to 2002

Replenish water withdrawn in highly stressed regions

Increase supplier participation in our water stewardship program

Partner with local and global organizations to bring clean water to underserved areas of the world

Promote water conservation awareness to all our global consumers

Highlights

We have a long-standing commitment to reduce Colgate's water intensity and have a robust program across our operations. So far, we have already reduced our manufacturing water intensity by over 48% compared to 2002.

We have completed water risk mapping to identify operations located in areas of high water stress. In 2015, Colgate hosted a student project in the MIT Sloan School of Management's Action Learning Sustainability Lab to identify factors that should be considered as we work to meet our commitment to replenish water in highly stressed regions.

We are working to increase supplier engagement in our water stewardship program in two ways:

- 1) participating in the CDP Supply Chain Program; and
- 2) identifying and engaging suppliers on our most water intensive raw and packaging materials.

Colgate's contributions to Water For People's Everyone Forever program helped them to reach nearly 100,000 people in 2015 with water, sanitation systems and/or health and hygiene education in Guatemala, Peru and India. Colgate also sponsors 25 PlayPumps in South Africa, which help villages obtain clean water from wells.

Colgate continues campaigns to increase consumer awareness through Save Water messaging on our packaging, online and in stores. In 2016, Colgate aired our award-winning Save Water video message during football's Big Game. This campaign alone has reached over 2.7 billion people through earned and social media and views of the television and online video. Colgate expanded the Save Water campaign globally with messaging around World Water Day on March 22, 2016. Our video and message to Make Every Drop of Water Count was live in more than 60 countries around the world.



Reducing Our Impact on Climate and the Environment

Our Goals

Highlights

Responsibly source palm oil and other forest commodities to reach zero net deforestation

Colgate is partnering with our suppliers, The Forest Trust, RSPO and the CGF Palm Oil Working Group to meet our commitments. All palm oil, palm kernel oil and derivatives are now from certified sources or covered by GreenPalm certificates. We have contributed nearly \$8 million to support sustainable palm oil production since 2013, and currently 77% of palm oil and palm kernel oil purchases are of physical certified sustainable oils with the balance covered by GreenPalm certificates.

Promote use of renewable energy and reduce absolute greenhouse gas emissions from manufacturing by 25% compared to 2002

An absolute greenhouse gas reduction goal has moved us into areas beyond energy conservation, including installation of electric car chargers in select locations, purchasing of Renewable Energy Credits and evaluation of new technologies such as fuel cells. Colgate was ranked #77 on U.S. EPA's Green Power Partner List in 2015. So far, we have reduced our absolute greenhouse gas emissions by 18.7% compared to 2002.

Reduce our manufacturing energy intensity by one-third compared to 2002

We continue to reduce our footprint and drive savings via factory energy reduction initiatives, including our EOHS Energy Management Standard, 5% for the Planet investment, Colgate Global Energy Reduction Team, Energy Treasure Hunt Program and Top 10 Energy Actions. Since 2002, we have achieved a 29.7% energy intensity reduction and avoided nearly \$500 million in energy expenditures.

Halve our manufacturing waste sent to landfill per ton of product compared to 2010, working toward our goal of Zero Waste

Colgate has reduced the amount of waste per ton of production sent to landfills by over 40% since 2010. Our Zero Waste program continues to mature, with Trash to Treasure waste-sorting events and a recognition program for sites that are leading or have achieved Zero Waste to Landfill. Three of our sites have achieved Zero Waste to Landfill status with nine sites achieving Waste to Landfill Performance Leader recognition.

Partner with key suppliers, customers and consumers to reduce energy, greenhouse gas emissions and waste

We continue to reduce our footprint and drive savings through efficient and sustainable logistics. More recently, we have estimated the carbon footprint of the materials used in our products in both our Personal and Home Care categories, in addition to the work recently completed in our Oral Care category.