

COLGATE'S WORLD

Colgate At A Glance / Financial Highlights

2011 Full Year



Colgate-Palmolive Company

COLGATE AT A GLANCE

About Colgate

- ▶ Colgate is a \$16.7 billion consumer products company that serves people around the world with well-known brands that make their lives healthier and more enjoyable.
- ▶ Truly global in scope, Colgate sells its products in over 200 countries and territories.
 - Approximately 75% of sales come from international operations.
- ▶ Colgate is delivering strong global growth by following a tightly defined strategy to grow market shares for key products, such as toothpaste, toothbrushes, bar and liquid soaps, deodorants/antiperspirants, dishwashing detergents, household cleaners, fabric conditioners and specialty pet food.
- ▶ At Colgate, governance is the set of policies, principles and values that guides our business processes in the best interests of our shareholders and employees. At every level, the principles that guide sound governance guide the actions of Colgate people.

Our Business Strategy

- ▶ Colgate's tightly defined leadership strategy focuses on four core global businesses: Oral Care, Personal Care, Home Care and Pet Nutrition.
- ▶ Around the world, Colgate people are focused on four strategic initiatives:
 - Engaging To Build Our Brands
 - Innovation For Growth
 - Effectiveness And Efficiency
 - Leading To Win
- ▶ Our long history of strong performance comes from absolute focus on our core global businesses, combined with a successful worldwide financial strategy. This financial strategy is designed to increase gross profit margin and reduce costs in order to fund growth initiatives and generate greater profitability.
- ▶ Colgate is committed to doing business with integrity and respect for all people and for the world around us. Our long-term sustainability strategy is focused on three areas: People, Performance and Planet. For more information, please visit Colgate's Sustainability web site at www.colgatepalmolive.com

Greece



Mexico



China



Brazil



United Kingdom



South Africa



Our People

- ▶ We firmly believe that the commitment of our people to living Colgate's values around the world is tightly linked to our continued success year after year. These values are Caring, Continuous Improvement and Global Teamwork.
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- ▶ All Colgate people practice Colgate's Managing With Respect principles:
 - Communicate Effectively
 - Value Unique Contributions
 - Give and Seek Feedback
 - Promote Teamwork
 - Set the Example
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- ▶ At Colgate, we recognize that our people are our greatest asset, and we're committed to maintaining an environment that celebrates their differences, values and contributions.
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- ▶ Colgate's commitment to the communities in which we live and work is demonstrated by well-established initiatives, including Bright Smiles, Bright Futures Oral Health Programs, Colgate Women's Games and numerous local programs. Colgate encourages employee volunteerism through school mentoring programs and enrichment activities around the world.

Hill's Pet Nutrition



Vietnam



Global



Our Global Brands

Oral Care

Toothpastes

- Colgate
- Colgate 2in1
- Colgate Baking Soda and Peroxide Whitening Bubbles
- Colgate Cavity Protection
- Colgate Fresh Gel
- Colgate Herbal
- Colgate Luminous
- Colgate Max Clean
- Colgate Max Fresh
- Colgate Max White
- Colgate Optic White
- Colgate ProClinical White
- Colgate Propolis
- Colgate Sensitive
- Colgate Sensitive Pro-Relief
- Colgate Sparkling White
- Colgate Tartar Protection with Whitening
- Colgate Total
- Colgate Total Advanced
- Colgate Triple Action
- elmex
- Kolynos
- Meridol
- Sorriso
- Tom's of Maine
- Ultra-brite

Toothbrushes

- Colgate 360°
- Colgate 360° ActiFlex
- Colgate 360° Optic White
- Colgate 360° Sensitive Pro-Relief
- Colgate Extra Clean
- Colgate Max Fresh
- Colgate Max White
- Colgate Navigator
- Colgate Plus
- Colgate Total
- Colgate Triple Action
- Colgate Twister
- Colgate Wave
- Colgate Whitening
- Colgate Wisp
- Colgate Zig Zag
- elmex
- Meridol
- Sorriso

Other Oral Care

- Colgate Plax mouthwash
- Colgate Total dental floss
- Tom's of Maine dental floss
- Tom's of Maine Mouthwash

Personal Care

Bar Soaps

- Irish Spring
- Palmolive
- Palmolive Aromatherapy
- Palmolive Kids
- Palmolive Naturals
- Palmolive Nutri-Milk
- Protex
- Softsoap
- Tom's of Maine

Liquid Hand Soaps

- Palmolive
- Palmolive Authentics
- Palmolive Naturals
- Protex
- Sanex
- Softsoap
- Softsoap Pampered Hands
- Tom's of Maine

Body Wash/ Shower Gel

- Irish Spring
- Palmolive
- Palmolive Aromatherapy
- Palmolive Naturals
- Palmolive Thermal Spa
- Protex
- Sanex
- Softsoap
- Softsoap Body Butter
- Tom's of Maine

Shampoos/ Conditioners

- Palmolive Caprice
- Palmolive Kids
- Palmolive Naturals
- Palmolive Optims/Optima

Anti-Perspirants/ Deodorants

- Irish Spring
- Mennen Speed Stick
- Palmolive
- Speed Stick 24/7
- Speed Stick StainGuard

- Lady Speed Stick
- Lady Speed Stick 24/7
- Lady Speed Stick StainGuard
- Lady Speed Stick Teen Spirit
- Sanex
- Tom's of Maine

Other Personal Care

- Afta
- Colgate shave cream
- Palmolive shave foam
- Skin Bracer

Home Care

Dishwashing

- Ajax
- Axion
- Palmolive
- Palmolive Aromatherapy
- Palmolive eco+
- Palmolive Oxy Plus
- Palmolive Pure + Clear
- Palmolive Scrub Buster
- Palmolive Spring Sensations

Cleaners

- Ajax
- Fabuloso
- La Croix
- Murphy Oil Soap

Fabric Conditioners

- Softlan
- Soupline
- Suavitel

Pet Nutrition

For Canine and Feline Nutritional Needs

- Hill's Science Diet
- Hill's Science Diet Ideal Balance
- Hill's Science Plan
- Hill's Nature's Best

Available Through Veterinarians

- Hill's Prescription Diet Canine
- Hill's Prescription Diet Feline
- Hill's Science Diet Healthy Advantage
- Hill's Science Plan VetEssentials

For more information on our products, please visit www.colgate.com

COLGATE'S FINANCIAL HIGHLIGHTS

For more information visit www.colgate.com

2011 Full Year

(Dollars in Millions Except Per Share Amounts)	2011	2010	Change
Worldwide Net Sales	\$16,734	\$15,564	+7.5%
Unit Volume, Excluding Divested Businesses			+4.0%
Gross Profit Margin	57.3%	59.1%	-180 basis points
Operating Profit	\$ 3,841	\$ 3,489	+10%
Operating Profit Margin	23.0%	22.4%	+60 basis points
Net Income Attributable to Colgate-Palmolive Company*†	\$ 2,431	\$ 2,203	+10%
Net Income Attributable to Colgate-Palmolive Company Percent to Sales	14.5%	14.2%	+30 basis points
Diluted Earnings Per Share*†	\$ 4.94	\$ 4.31	+15%
Dividends Paid Per Share	\$ 2.27	\$ 2.03	+12%
Operating Cash Flow	\$ 2,896	\$ 3,211	-10%
Number of Registered Common Shareholders	28,900	29,900	-3%
Number of Common Shares Outstanding (in millions)	480	495	-3%
Year-end Stock Price	\$ 92.39	\$ 80.37	+15%

*Net income attributable to Colgate-Palmolive Company and diluted earnings per share in 2011 include an aftertax gain of \$135 million (\$0.27 per diluted share) resulting from the sale of the Company's laundry detergent business in Colombia and certain other items totaling to \$177 million (\$0.36 per diluted share) of aftertax charges.

†Net income attributable to Colgate-Palmolive Company and diluted earnings per share in 2010 include a one-time aftertax charge of \$271 million (\$0.53 per diluted share) related to the transition to hyperinflationary accounting in Venezuela as of January 1, 2010 and certain other items which fully offset and had no aftertax impact on earnings.

A complete reconciliation between reported results (GAAP) and results excluding the above noted items (Non-GAAP), including a description of such items, is available on Colgate's web site at www.colgatepalmolive.com

Financial Trends

Net Sales (\$ millions)

2007		\$13,790
2008		\$15,330
2009		\$15,327
2010		\$15,564
2011		\$16,734

Gross Profit Margin and Additional Information* (% of sales)

2007		56.2%	57.3%*
2008		56.3%	56.7%*
2009		58.8%	58.8%
2010		59.1%	59.1%
2011		57.3%	57.6%*

*2011 excludes costs associated with business realignment and other cost-saving initiatives. Years 2007 and 2008 exclude restructuring and implementation-related charges related to the 2004 Restructuring Program. A complete reconciliation between reported results (GAAP) and results excluding these items (Non-GAAP), including a description of such items, is available on Colgate's web site.

Diluted Earnings Per Share and Additional Information*

2007		\$3.20	\$3.38*
2008		\$3.66	\$3.87*
2009		\$4.37	\$4.37
2010		\$4.31	\$4.84*
2011		\$4.94	\$5.03*

*2011 excludes a gain resulting from the sale of the Company's laundry detergent business in Colombia and certain other 2011 items. 2010 excludes a one-time charge related to the transition to hyperinflationary accounting in Venezuela and certain other 2010 items. Years 2007 and 2008 exclude restructuring and implementation-related charges related to the 2004 Restructuring Program and other items that pertain only to 2007. A complete reconciliation between reported results (GAAP) and results excluding these items (Non-GAAP), including a description of such items, is available on Colgate's web site.

Highlights

- ▶ Worldwide net sales rose 7.5% to an all-time record level.
- ▶ The excellent top-line growth was driven by double-digit growth in emerging markets.
- ▶ Global advertising increased 5% to \$1,734 million.
- ▶ The quarterly dividend increased by 9% in 2011, on top of the 20% increase in 2010.

Key Contacts

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