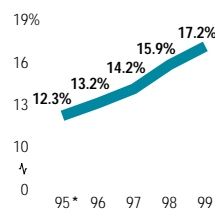


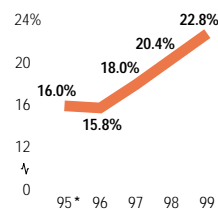
# Increasing Profitability

## EBIT Margin

(% to sales)



## Aftertax Return On Capital



\*Excludes restructuring

Record operating profit margin reached 17.2% in 1999, up 130 basis points. Return on capital increased by 240 basis points to 22.8%, also a new record.

## Europe

### Focused

### Manufacturing

Dedicated facilities producing similar products for an entire region enable Colgate to respond efficiently to the changing marketplace. Innovative new fabric softeners, manufactured in Compiègne, France, are quickly distributed throughout Europe. Checking quality at right: Dominique Gossart and Christophe Soudry.



**The aggressive focus of Colgate people on profitable new products, streamlined operations and cost reduction once again achieved sharp profit margin expansion.** Key profitability indicators

reached record levels. Colgate people adhere to a powerful financial strategy of increasing gross profit margins and reducing overhead. Practiced in every business unit, the strategy furnishes the funding for new products and more advertising while providing a healthy growth in profits.

Leveraging economies of scale is crucial. Colgate people everywhere are working together to reduce costs throughout the supply chain, from raw material purchases by suppliers to the on-shelf displays of Colgate products at retail. Manufacturing consolidation, product standardization, logistics optimization and purchasing leverage are all significant profit contributors. In transport, for example, Colgate experts negotiated a global tender to dramatically lower costs on ocean freight. In raw materials, they identified high-quality, lower cost

(continued on page 14)



Carlos de Oliveira, Team Leader







## Increasing Profitability

(continued from page 12)



*Soraya Benzan*  
Dominican Republic

*Oscar Alberto Diaz*  
Argentina

*Julio Gaviria*  
Mexico (back)

*Rosana Valcke*  
Colombia

*Ruy Ghiotto*  
Brazil

*Augusto Ogando, Associate  
Director, Latin America  
Materials Sourcing*

*Alex Pirela*  
Venezuela

sources in China and India. And in new product development, Colgate scientists are pooling research with preferred suppliers.

In technology, early strategic investments continue to produce big cost savings. Colgate's realized savings in North America from integrated SAP software, which optimizes all aspects of sales, inventory, manufacturing, distribution and finance, have far exceeded goals. And Colgate's largest domestic customers have benefited by a one-third reduction in average order-to-delivery time over the past few years. Colgate-Europe and Hill's are enjoying these same technology-driven savings. Today, nearly 75 percent of Colgate's operations are supported by SAP. Within two years, the figure is expected to increase to over 90 percent. Benefits will continue to climb, to include customer relationships, demand forecasting and e-commerce systems. For example, Colgate is collaborating with key trade partners, such as Wal-Mart and KMart, to link in-store information to achieve better forecasting.

These initiatives contributed to Colgate's record \$1.3 billion cash flow in 1999. Return on capital increased to 22.8 percent, up from 20.4 percent in 1998 and 15.8 percent just three years ago. Worldwide, approximately 60 percent of Colgate's capital spending budget is directed to savings projects. These projects, on average, have returned 40 percent aftertax annually. In 1999, they ranged from in-house manufacturing of toothpaste tube laminate in Latin America to regional consolidation of soap production for the ASEAN countries. All over the world, Colgate people are finding new and better ways to create, produce and distribute powerful global brands.

### ***Latin America***

#### **Regional Purchasing Council Maximizes Buying Power**

Meeting three times a year, Colgate Purchasing Councils, like this one from Latin America, leverage their insight and purchase orders. Raw materials and packaging items, such as wrappers for Palmolive soap and cartons for Colgate toothpaste tubes, are bought from preferred regional suppliers. Webstock for laminate toothpaste tubes and other key items are purchased globally. Colgate Regional Councils were instrumental in saving approximately \$100 million in 1999.

# Living Colgate's Values

## Three Values Guide Colgate People:

- ✓ *Caring*
- ✓ *Global Teamwork*
- ✓ *Continuous Improvement*

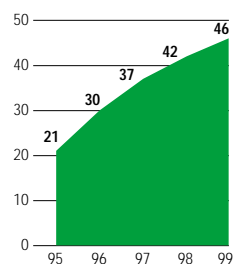
### Asia

#### Philippines: Bright Smiles, Bright Futures

Colgate's Bright Smiles, Bright Futures program brings oral health care and education to children in almost 80 countries. In the Philippines, Colgate's oral care program has become part of that country's nationwide school curriculum. Colgate's partnerships with local groups reach children who might not otherwise see a dental professional. The program, including dental screening and treatment referral, travels to the people, often in specially equipped Colgate vans.

✓ *Caring*

#### Total Number of Children Reached Globally (millions annually)



More and more children are benefiting from Colgate's oral health program. The number of children reached has more than doubled since 1995.

Colgate's values are lived by 37,000 employees worldwide and guide us toward improving people's lives, products, profitability and shareholder value. Our fundamental values of caring, global teamwork and continuous improvement go hand in hand with attracting an exceptional workforce and represent a true business advantage for Colgate.

These are but a few examples of the dedication of Colgate people:

- Around the world, 46 million children receive oral hygiene education under Colgate's Bright Smiles, Bright Futures initiative.



Nenette Sadiua, Oral Care Marketing Manager (now National Trade Marketing Manager)

- More than 16,000 employee suggestions are considered each year for the "Chairman's You Can Make a Difference" program. The global winners receive Colgate stock and are honored at the annual meeting.
- All Colgate people learn about the Company's growth goals at biannual Inter-com meetings. Presentation materials are explained by local Colgate leaders, and best practices are shared in discussion groups.
- Every winter, Colgate-U.S. conducts a multiproduct promotion that donates a portion of sales to the Starlight Foundation, an organization that makes dreams come true for sick children.



## Living Colgate's Values

(continued from page 15)

### North America

#### United States: Dentists Treat "Colgate Kids"

In 1999, over 600 children near the Jeffersonville, IN factory received free dental screenings, toothbrushes and toothpaste as part of Colgate's partnership with the University of Louisville School of Dentistry. Every morning during the school year, children from area schools along the Indiana-Kentucky border are taken to the dental school's clinic to be treated by the school's dentist-interns.

✓ **Caring**



*Demetria Montgomery*  
Administrative Assistant

*Bob Blais, Director*  
Oral Care Product  
Supply Chain



### Europe

#### Ireland: Information Technology Center

From its regional network hub in Dublin, Colgate's new Information Technology Center manages all information technology services for Europe. This new hub in Europe and the same organizational model in Malaysia are both connected to Colgate's global technology center located in Piscataway, NJ. The new hubs are contributing to increased profitability and efficiency across both continents.

✓ **Global Teamwork**

*Ken Agena*  
Director of Information Technology, Europe

*Jose-Maria Castro*  
VP, Finance & Strategic Planning, Europe

*Alec de Guillenchmidt*  
VP, Nordic Group and ECR, Europe

*Ed Toben*  
Global Chief Information Officer

## Global Training

### South Africa: Media Management

At this two-day seminar in Johannesburg, Colgate marketing people from Africa and the Middle East strengthened their media knowledge and broadened their media horizons beyond television. At front of the class: Zin Mabaso, Marketing Brand Manager, South Africa, and Amr Latif, Marketing Manager, Egypt.

*Continuous Improvement*



COLGATE GLOBAL CURRICULUM	
LEADERSHIP AND MANAGEMENT COURSES	
<b>LEADERSHIP</b> Leadership Development Program Goal Alignment Work Session Global Leadership Program**	<b>MANAGEMENT (Cont.)</b> Colgate's Money Matters Frontline Leadership/Leadership 2000 WorkSkills: Steps to your Success Team Leadership/Team Effectiveness Influence and Negotiations Introduction to Project Management Problem Solving Tools Competency-Based Interviewing General Instructor Training Facilitating Successful Meetings Business Presentation Skills C-P Business Operations**
<b>MANAGEMENT</b> Bringing Out the Leader in You* Setting Objectives Work Session Coaching and Feedback Having Effective Performance Reviews Developing People for Business Results (IDP) Valuing Colgate People Valuing Colgate's Business Integrity	
FUNCTIONAL/TECHNICAL COURSES AND DEVELOPMENT PROGRAMS	
<b>FINANCE</b> BASICS Activity Analysis Doing Business in High Inflation Economies Global Finance Fundamentals*	<b>SUPPLIER CERTIFICATION SEMINAR</b> Development Programs: Materials Sourcing Training and Development Supply Chain Team Leader Plant L&D Coordinator Plant C&P Coordinator* Plant Microbiology* Cross Border Sourcing Coordinator* Plant TPM/HWS Coordinator*
<b>HUMAN RESOURCES</b> Building Training Excellence Workshop Building Business-Focused HR Capability Competency-Based Interviewing Trainer Certification General Instructor Training Certification Colgate Leadership Profile Certification On-the-Job Learning System Consulting Skills Workshop** Change Management*	<b>MARKETING</b> Marketing Fundamentals** Consumer Insight Promotional Data Analysis* Media Management Colgate Advantage
<b>INFORMATION TECHNOLOGY</b> WIN Standard Applications: CP Mail 2000, Excel, PowerPoint, Windows 97 and Word SAP User Training Lotus Notes Information Technology Technical Training	<b>RESEARCH AND DEVELOPMENT</b> Product Design/Development Regulatory Training (U.S.) Sulfonamide Chemistry Product Integrity Management LabNet Microbiology** Product Scalability and Preservative System Design**
<b>SUPPLY CHAIN</b> High Performance Work Systems Training Total Productive Maintenance (TPM) Knowledge Management Overview Labor Relations* Quality Training Cleaning and Sanitization** Statistical Process Control* Design of Experiments* Taguchi Methods: Quality by Design Environmental, Occupational Health & Safety Training Continuous Flow Manufacturing (CFM) Audit Skills and Techniques* Introduction to Logistics	<b>SALES</b> Field Sales Leadership Basic Sales Techniques ProSales Selling Skills ProSales Field Coaching <b>Key Accountability:</b> Managing the Account as a Business Business Proposals & Negotiations* Trade Marketing/Category Management**

■ 2000 Operational ■ 2000 Development\* ■ Future Development\*\*

■ Colgate-Turkiye employees reacted quickly to provide food, medicine, products, temporary accommodations and special children's programs following severe earthquakes in that country. Responding to disasters is part of how Colgate cares for the people and the communities where it does business.

Colgate's culture of caring is supported by a commitment to global teamwork. Colgate people are taught to work as team members and apply their skills in countries with diverse needs. Furthermore, Colgate people are trained to think globally, a mind-set fostered by systematic personnel transfers from one country to another, including more than 400 such career moves in the past two years alone.

Global teamwork begins with broad, open communication. Dialogue takes place at face-to-face meetings and through the internal Colgate Intranet, the global e-mail system and videoconferencing. For example, Colgate people in widely dispersed locations use Lotus Notes software to view proposed new packages so that they can quickly collaborate on a design that works well everywhere. From the high-speed plant in Morristown, NJ, which supplies deodorants to 58 countries, to the global information technology network, which has consoli-

dated 75 separate data processing centers worldwide, global teamwork is improving profitability. Multidisciplinary teams also work closely with Colgate's suppliers and retail customers to speed the supply chain cycle.

Continuous improvement dictates that Colgate people find new and more profitable ways of conducting business. Extensive training supports the push. In 1999, Colgate people filled 30,000 openings in more than 70 courses offered as part of Colgate's global curriculum. Courses are taught by in-house Colgate experts and are aligned with key growth strategies. For example, courses in materials sourcing and rapid production line changeover directly improve profit margins.

Colgate people are effective because they are empowered by known values, growing knowledge and a clear vision of Company goals. They know that their unique talents and outstanding performances will be recognized. Adhering to Colgate's values is a vital strategy that builds shareholder value.

Pat Weakley, Associate Director of Global Marketing Training  
(now Director of Corporate Websites & Intranets)



## Colgate People: Powering Global Strategy



Board of Directors:

Reuben Mark

Jill K. Conway

Ronald E. Ferguson

Ellen M. Hancock

David W. Johnson

## Your Board of Directors

### Reuben Mark

Chairman of the Board and Chief Executive Officer of Colgate-Palmolive Company. Mr. Mark joined Colgate in 1963 and held a series of significant positions in the United States and abroad before being elected CEO in 1984. Elected director in 1983. Age 61

### Jill K. Conway

Visiting Scholar, Program in Science, Technology and Society at Massachusetts Institute of Technology since 1985. Mrs. Conway was President of Smith College from 1975 to 1985. Elected director in 1984. Age 65

### Ronald E. Ferguson

Chairman and Chief Executive Officer of General Re Corporation since 1987. Mr. Ferguson has been with General Re since 1969. Elected director in 1987. Age 58

### Ellen M. Hancock

President and Chief Executive Officer, Exodus Communications, Inc. Mrs. Hancock previously was Executive Vice President of Research and Development and Chief Technology Officer at Apple Computer Inc., 1996-1997, Executive Vice President and Chief Operating Officer at National Semiconductor, 1995-1996, and Senior Vice President at IBM. Elected director in 1988. Age 56

### David W. Johnson

Chairman Emeritus of Campbell Soup Company. Mr. Johnson was Chairman of Campbell Soup Company, 1993-1999, and was Campbell President and Chief Executive Officer, 1990-1997. From 1987 to 1990, he served as Chairman and Chief Executive Officer of Gerber Products Company. Elected director in 1991. Age 67

### John P. Kendall

Officer, Faneuil Hall Associates, Inc., a private investment company, since 1973. Mr. Kendall is a former Chairman of The Kendall Company. He joined that company in 1956 and held a series of significant positions. Elected director in 1972. Age 71

### Richard J. Kogan

Chairman and Chief Executive Officer of Schering-Plough Corporation since 1998. Mr. Kogan joined Schering-Plough as Executive Vice President, Pharmaceutical Operations, in 1982 and then became President and Chief Operating Officer of that company in 1986 and President and Chief Executive Officer in 1996. Elected director in 1996. Age 58

### Howard B. Wentz, Jr.

Chairman of Tambrands, Inc., 1993-1996. Mr. Wentz was Chairman of ESSTAR Incorporated, 1989-1995, and Chairman, President and Chief Executive Officer of Amstar Company, 1983-1989. Elected director in 1982. Age 70

### Audit Committee

Ronald E. Ferguson, Chair  
Jill K. Conway  
Ellen M. Hancock  
John P. Kendall  
Howard B. Wentz, Jr.

### Committee on Directors

David W. Johnson, Chair  
Jill K. Conway  
John P. Kendall  
Howard B. Wentz, Jr.

### Finance Committee

Howard B. Wentz, Jr., Chair  
Ronald E. Ferguson  
Ellen M. Hancock

John P. Kendall  
Richard J. Kogan  
Reuben Mark

### Personnel and Organization Committee

Jill K. Conway, Chair  
Ronald E. Ferguson  
David W. Johnson  
John P. Kendall

## Your Management Team

\* **Reuben Mark**, 61  
Chairman of the Board and Chief Executive Officer

See biographical information, left.

\* **William S. Shanahan**, 59  
President and Chief Operating Officer

Mr. Shanahan joined Colgate in 1965 and held a series of important positions in the United States and abroad. These include Vice President-General Manager for the Western Hemisphere and Group Vice President for Europe/Africa, Colgate-U.S. and other countries. He was elected Chief Operating Officer in 1989 and President in 1992.

\* **Lois D. Juliber**, 51  
Executive Vice President, Chief of Operations, Developed Markets

Ms. Juliber joined Colgate in 1988 from General Foods, where she was Vice President. Before being promoted to her current position in 1997, she had been President of the Far East/Canada division, Chief Technological Officer and President of Colgate-North America.

\* **David A. Metzler**, 57  
Executive Vice President, Chief of Operations, High Growth Markets

Mr. Metzler joined Colgate in 1965. Before being named to his current position in 1997, he was President of Colgate-Europe and previously President of Colgate-Latin America. Earlier, he had responsibilities for operations in Canada, South Pacific, Africa and India.

\* **Stephen C. Patrick**, 50  
Chief Financial Officer

Joined Colgate in 1982 after having been a Manager at Price Waterhouse. Before being named CFO in 1996, Mr. Patrick held a series of key financial positions, including Vice President and Corporate Controller and Vice President-Finance for Colgate-Latin America.

\* **John T. Reid**, 59  
Chief Technological Officer

Joined Colgate in 1982 as Vice President of Strategic Planning from Pfizer Corporation. Before being named to his current position in 1997, Dr. Reid had also served as General Manager of Colgate-Greece, Vice President and General Manager of Colgate-United Kingdom and Vice President of the South Pacific region.

\* **Andrew D. Hendry**, 52  
Senior Vice President, General Counsel and Secretary

Joined Colgate in 1991 from Unisys, where he was Vice President and General Counsel. A graduate of Georgetown University and NYU Law School, Mr. Hendry has also been a corporate attorney at the Battle & Fowler law firm in New York City and at Reynolds Metals Company.

**Emilio Alvarez-Recio**  
VP, Advertising

**Charles W. Beck**  
VP, Global Materials, Logistics and Sourcing

\* **Steven R. Belasco**  
VP, Taxation and Real Estate

**David P. Bencze**  
VP, Colgate-Europe

**Philip A. Berry**  
VP, Colgate-Europe

**Robert E. Blanchard**  
VP, Global Toothbrush Division

**John H. Bourne**  
VP, Colgate-North America

**Johannes C. Brouwer**  
VP, Turkey

**Nigel B. Burton**  
VP, United Kingdom & Ireland

**Antonio Caro**  
VP, Worldwide Sales

**Jose-Maria Castro**  
VP, Colgate-Europe

**Peter C. Chase**  
VP, Colgate-Latin America

**James H. Clark**  
VP, Colgate-Africa/Middle East

\* **Ian M. Cook**  
President, Colgate-North America

**Michael A. Corbo**  
VP, Colgate-Central Europe & Russia

**Graeme D. Dalziel**  
VP, Portugal

**S. Peter Dam**  
President, Colgate-Asia Pacific

\* Corporate Officer



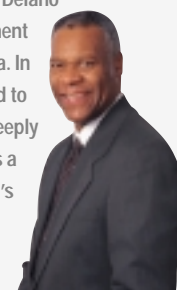
John P. Kendall

Richard J. Kogan

Howard B. Wentz, Jr.

## Congratulations...Delano E. Lewis Leaves Colgate's Board on appointment as Ambassador to South Africa

Colgate congratulates former Director Delano Lewis on his significant new appointment as the U.S. Ambassador to South Africa. In this new position, Mr. Lewis by law had to resign from Colgate's Board. We are deeply indebted for his many contributions as a Director and as Chairman of the Board's Committee on Directors. We thank Mr. Lewis for over eight years of service and wish him all the best in continuing his distinguished career.



Delano E. Lewis

**Edward C. Davis**  
VP, Budget and Planning

**Herbert L. Davis**  
VP, Technology

**Alec de Guillenchmidt**  
VP, Nordic Group

**Coloman de Hegedus**  
President, Colgate-Africa/Middle East

**Virginia M. Dotzauer**  
VP, Hill's Pet Nutrition

**Joseph A. Douglas**  
VP, Hill's Pet Nutrition

**Dale A. Dvorak**  
VP, Colgate-Latin America

**Steven E. Elliott**  
VP, Thailand

**Hector I. Erezuma**  
President, International Taxes

**James E. Farrell, Jr.**  
VP, Legal

**Guillermo M. Fernandez**  
VP, Mexico

**James S. Figura**  
VP, Colgate-U.S.

**Edward J. Filusch**  
VP, Treasury

**Stephen J. Fogarty**  
VP, Oral Care

**Chester P.W. Fong**  
VP, Greater China

**Abdul Gaffar**  
VP, Research and Development

**Robert Galan**  
VP, Philippines

**Jill Garrity**  
VP, Colgate-Europe

**James J. Gerchow**  
VP, Colgate-Africa/Middle East

**Nina D. Gillman**  
VP, Legal

**Walter H. Golembeski**  
VP, Colgate-Asia Pacific

**Stefan S. Gorkin**  
VP, Labor Relations

**David R. Groener**  
VP, Colgate-North America

**Karen Guerra**  
VP, France

**Luis Gutierrez**  
VP, Central America

**Jack J. Haber**  
VP, Chief Web Officer

**Tarek S. Hallaba**  
VP, Colgate-U.S.

**Suzan F. Harrison**  
VP, Colgate-U.S.

**Richard F. Hawkins**  
President, Hill's-International

\* **Brian J. Heidtke**  
VP, Finance and Corporate Treasurer

**Jean-Mathieu Hellich**  
VP, Colgate-Europe

\* **Dennis J. Hickey**  
VP, Corporate Controller

**Sheila A. Hopkins**  
VP, Colgate-U.S.

**William A. Houlzet**  
VP, Argentina

**Stuart A. Hulke**  
VP, Technology

**John J. Huston**  
VP, Office of the Chairman

**N. Jay Jayaraman**  
VP, Oral Care

**Scott W. Jeffrey, Jr.**  
VP, Colombia

\* **Robert J. Joy**  
VP, Global Human Resources

**Jules P. Kaufman**  
VP, Legal

**Robert G. Kirkpatrick**  
VP, Media

**Betty M. Kong**  
VP, Technology

**Yoshio Koshimura**  
VP, Hill's-Asia Pacific

**Leo Laitem**  
VP, Research and Development

**Daniel B. Marsili**  
VP, Colgate-Latin America

**Robert R. Martin**  
VP, Global Demand Chain

**Ronald T. Martin**  
VP, Human Resources

**Steven G. Marton**  
VP, Hill's-Europe

**Robert F. Maruska**  
VP, Colgate-U.S.

\* **Michele C. Mayes**  
VP, Deputy General Counsel

**Seamus E. McBride**  
VP, Italy

**Charles F. McGraw**  
VP, Colgate-North America

\* **Peter D. McLeod**  
VP, Manufacturing Engineering Technology

**Donna B. McNamara**  
VP, Human Resources

**Richard Mener**  
VP, Global Export/Middle East

**Louis P. Mignone**  
VP, Colgate-U.S.

**Franck J. Moison**  
President, Colgate-Central Europe and Russia

**Francis A. Morelli**  
VP, Global Systems

**Graeme B. Murray**  
VP, Canada

**Robert A. Murray**  
VP, Corporate Communications

**James Napolitano**  
VP, Hill's Pet Nutrition

**Jean-Marc Navez**  
VP, Colgate-Asia Pacific

**Rosemary Nelson**  
VP, Colgate-U.S.

**Alan Nimmey**  
VP, Technology

**James Norfleet**  
VP, Research and Development

**Morgan J. O'Brien**  
VP, Colgate-Central Europe and Russia

**Chris E. Pedersen**  
VP, South Pacific Region

**Robert C. Pierce**  
VP, Research and Development

**Hans L. Pohlschroeder**  
VP, Treasury

**Roger M. Pratt**  
VP, Brazil

**Ricardo Ramos**  
VP, Greece

**Friedrich Reinshagen**  
VP, Germanic Countries

**Grace E. Richardson**  
VP, Consumer Affairs

**Jill H. Rothman**  
VP, Human Resources

**Reuven M. Sacher**  
VP, Research and Development

**Jeff Salguero**  
VP, Advertising Production

**Derrick E.M. Samuel**  
VP, South Asia Region

**Raffy L. Santos**  
VP, Hawley & Hazel Taiwan

**Lim Kim Seng**  
VP, China

\* **James M. Serafino**  
VP, Deputy General Counsel

**James H. Shoultz**  
VP, Venezuela

**Barry N. Simpson**  
VP, Colgate-Asia Pacific

**Leonard D. Smith**  
VP, Global Supply Chain

**James W. Sparks**  
VP, Hill's Pet Nutrition

\* **Barrie M. Spelling**  
President, Global Oral Care

**Malcolm L. Stokoe**  
VP, Caricom Region

**P. Dorset Sutton**  
President, Hill's Pet Nutrition

\* **Michael J. Tangney**  
President, Colgate-Latin America

\* **Javier G. Teruel**  
President, Colgate-Europe

**Richard F. Theiler**  
VP, Research and Development

**Bina H. Thompson**  
VP, Investor Relations

**Scott E. Thompson**  
VP, Legal

**Kathleen A. Thornhill**  
VP, Consumer Insights

\* **John H. Tietjen**  
VP, Global Business Development

**Heiko Tietke**  
VP, Personal Care

**Edmund D. Toben**  
Chief Information Officer

**Joseph A. Uzzolina**  
VP, Household Surface Care

**Daniel A. Vettoretti**  
VP, Poland Region

**J. Nicholas Vinke**  
VP, Colgate Oral Pharmaceuticals

**Anthony R. Volpe**  
VP, Research and Development

\* **Robert C. Wheeler**  
Chief Executive Officer, Hill's Pet Nutrition

**Richard J. Wienckowski**  
VP, Hill's Pet Nutrition

**David K. Wilcox**  
VP, Technology

**Francis M. Williamson**  
VP, Colgate-Latin America

**Paul A. Witmond**  
VP, Dominican Republic

**Gregory P. Woodson**  
President, Fabric Care

**Douglas R. Wright**  
VP, Environmental Affairs, Occupational Health and Safety

**Seng Aun Yeoh**  
VP, Malaysia

**John E. Zoog**  
VP, Human Resources

\* Corporate Officer

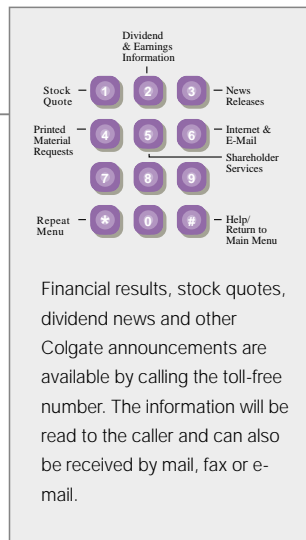




**COLGATE-PALMOLIVE** COMPANY

300 Park Avenue New York, NY 10022-7499

Shareholder Direct:  
1-800-850-2654



Internet Home Page:  
<http://www.colgate.com>