

Colgate's Corporate Governance Commitment



Governance is an ongoing commitment shared by our Board of Directors, our management and all other Colgate people. At Colgate, we believe strongly that good corporate governance accompanies and greatly aids our long-term business success. This success has been the direct result of Colgate's key business strategies, including its focus on core product categories and global brands, people development programs emphasizing "pay for performance" and the highest business standards. Colgate's Board has been at the center of these key strategies and seeing that they guide the Company's operations.

Our Board of Directors is independent, experienced and diverse.

The Board believes that an independent director should be free of any relationship with Colgate or its senior management that may in fact or appearance impair the director's ability to make independent judgments, and has adopted strict independence standards based on this principle. From 1989 to 2007, Colgate's Board of Directors was comprised entirely of outside independent directors, with the exception of Reuben Mark, then Chairman and CEO. Now, with Mr. Mark having retired as Chairman and Mr. Cook, the President and Chief Executive Officer (the "CEO"), having been elected as Chairman, the Board is again comprised entirely of independent directors, with the exception of the CEO. As its present directors exemplify, Colgate also values experience in business, education and public service fields, international experience, educational achievement, strong moral and ethical character and diversity. To further enhance the Board's independence, the independent directors of the Board meet regularly in executive session without the CEO present. These sessions are led by a presiding director, whose role is described in Colgate's Corporate Governance Guidelines. Each independent director serves a one-year term as presiding director in accordance with an established schedule.

Our Board focuses on key business priorities and leadership development.

The Board plays a major role in overseeing Colgate's business strategy. It reviews the Company's strategic plan and receives detailed briefings throughout the year on critical aspects of its implementation. The Board also has extensive involvement in succession planning and people development with special focus on CEO succession. It discusses potential successors to key executives and examines backgrounds, capabilities and appropriate developmental assignments.

Open communication between and among directors and management fosters effective oversight.

Both inside and outside the boardroom, Colgate's directors have frequent and direct contact with Colgate's management. Key senior managers regularly join the directors during Board meetings and in more informal settings, and together they actively participate in candid discussions of various business issues. Between scheduled Board meetings, directors are invited to, and often do, contact senior managers with questions and suggestions. Communication among the directors is enhanced by the relatively small size of Colgate's Board, which fosters openness and active discussion, and by regular meetings of the independent directors without the CEO present.

Established policies guide governance and business integrity.

First formalized in 1996, Colgate's "Guidelines on Significant Corporate Governance Issues" are reviewed periodically to ensure that they are state-of-the-art. Formal charters define the duties of each Board committee and guide their execution. Colgate's Corporate Governance Guidelines and all Committee Charters are available on our web site at www.colgate.com. Additionally, the Board sponsors the Company's Code of Conduct and Business Practices Guidelines, which promote the highest ethical standards in all of the Company's business dealings. In 2008, the Code of Conduct was updated and distributed to the Company's employees around the world.

Our Board plays an active role overseeing the integrity of the financial statements of the Company.

The Board is committed to the quality, integrity and transparency of Colgate's financial reports. This commitment is reflected in Colgate's long-standing policies and procedures, including an internal audit group monitoring financial controls worldwide, independent auditors who have a broad mandate and an independent Audit Committee overseeing these areas.

Good governance is the responsibility of all Colgate people.

Colgate people worldwide are committed to living our global values of Caring, Continuous Improvement and Global Teamwork in all aspects of our business. By managing with respect, Colgate people create an environment of open communication, teamwork and personal responsibility. A constant dedication to good governance shapes our Colgate culture and ultimately leads to good business results.

Good governance thrives from continuous improvement.

The Board has established a formal procedure to evaluate annually its overall performance against criteria that the Board has determined are important to its success. These criteria include financial oversight, succession planning, executive compensation, strategic planning, corporate governance and compliance and ethics. The Board's committees also conduct annual self-evaluations, examining their overall performance against their Committee Charters. Complementing the Board and committee self-evaluations, the Board has also developed an individual director evaluation process under which directors evaluate their peers every few years. This valuable feedback is shared with each director to identify areas of strength and areas of focus for enhanced effectiveness.

Your Board Of Directors

Focusing on the Company's commitment to innovating everywhere, Colgate's Board of Directors reviewed research and development activities at Colgate's Global Technology Center in Piscataway, New Jersey, in June 2008.



1. Ian Cook

Chairman, President and Chief Executive Officer of Colgate-Palmolive Company. Mr. Cook joined Colgate in the United Kingdom in 1976 and progressed through a series of senior marketing and management roles around the world. He became Chief Operating Officer in 2004, with responsibility for operations in North America, Europe, Central Europe, Asia and Africa. In 2005, Mr. Cook was promoted to President and Chief Operating Officer, responsible for all Colgate operations worldwide, and was elected President and Chief Executive Officer in 2007. Elected director in 2007 and Chairman effective January 1, 2009. Age 56

2. John T. Cahill, Independent Director

Industrial Partner, Ripplewood Holdings LLC, a private equity firm, since 2008. Since February 2009, Mr. Cahill has also served as Chairman of Interstate Bakeries Corp. Previously, Mr. Cahill was Chairman of The Pepsi Bottling Group, Inc. (PBG). Mr. Cahill joined PepsiCo in 1989 and held multiple senior financial and operating leadership positions there and at PBG. In 2001, he was named Chief Executive Officer of PBG and, in 2003, Chairman and CEO. He was appointed Executive Chairman of PBG in 2006 and held that position until 2007. Elected director in 2005. Age 51

3. Jill K. Conway, Independent Director

Former Visiting Scholar, Program in Science, Technology and Society at Massachusetts Institute of Technology, from 1985 to 2008. Mrs. Conway was President of Smith College from 1975 to 1985. Elected director in 1984. Age 74

4. Ellen M. Hancock, Independent Director

Former President of Jazz Technologies and President and Chief Operating Officer of its predecessor Acquirer Technology, Inc. from 2005 to 2007. Mrs. Hancock previously was the Chairman and Chief Executive Officer of Exodus Communications, Inc. from 2000 to 2001,

Executive Vice President of R&D and Chief Technology Officer at Apple Computer Inc., Executive Vice President and COO at National Semiconductor, and Senior Vice President at IBM. Elected director in 1988. Age 65

5. David W. Johnson, Independent Director

Chairman Emeritus of Campbell Soup Company. Mr. Johnson previously was Campbell Chairman from 1993 to 1999 and President and Chief Executive Officer from 1990 to 1997 and March 2000 to January 2001. From 1987 to 1989, he variously served as Chairman, Chief Executive Officer and President of Gerber Products Company. Elected director in 1991. Age 76

6. Richard J. Kogan, Independent Director

Former President and Chief Executive Officer of Schering-Plough Corporation from 1996 to 2003. Mr. Kogan was also Chairman of Schering-Plough Corporation from 1998 to 2002. Mr. Kogan joined Schering-Plough as Executive Vice President, Pharmaceutical Operations in 1982 and became President and Chief Operating Officer of that company in 1986. Elected director in 1996. Age 67

7. Delano E. Lewis, Independent Director

Senior Fellow, New Mexico State University since 2006. Former U.S. Ambassador to South Africa from December 1999 to July 2001. Mr. Lewis served as the Chief Executive Officer and President of National Public Radio from 1994 to 1998, and President and Chief Executive Officer of Chesapeake & Potomac Telephone Company from 1988 to 1993, having joined that company in 1973. Director from 1991 to 1999 and since 2001. Age 70

8. J. Pedro Reinhard, Independent Director

Former Executive Vice President and Chief Financial Officer of The Dow Chemical Company (Dow) from 1995 to 2005. Mr. Reinhard previously held a series of senior international, financial and operating positions at Dow, which he joined in 1970. Elected director in 2006. Age 63

9. Stephen I. Sadove, Independent Director

Chairman and Chief Executive Officer of Saks Incorporated (Saks). Mr. Sadove joined the management team of Saks as Vice Chairman in 2002, serving as Chief Operating Officer from 2004 to 2006. Mr. Sadove has served as Chief Executive Officer of Saks since 2006 and was named Chairman in 2007. Prior to joining Saks, Mr. Sadove held a series of key positions at Bristol-Myers Squibb Company. Elected director in 2007. Age 57

10. Reuben Mark, Retired

Mr. Mark, former Chairman of the Board and Chief Executive Officer of Colgate-Palmolive Company, retired from Colgate's Board of Directors, effective December 31, 2008, after serving 22 years as Chairman. Mr. Mark served as Colgate's CEO for 23 years, from 1984 to 2007. During his long and distinguished service on Colgate's Board, he was deeply committed to the Board's oversight and governance excellence, so important to the Company's success. His outstanding contributions have built a strong foundation for our future and earned him the heartfelt thanks of Colgate people worldwide. We extend our best wishes for his retirement. Age 70

Audit Committee:

David W. Johnson (Chair), John T. Cahill, Jill K. Conway, Ellen M. Hancock, Richard J. Kogan

Nominating and Corporate Governance Committee:

Delano E. Lewis (Chair), Jill K. Conway (Deputy Chair), Ellen M. Hancock, David W. Johnson, Stephen I. Sadove

Finance Committee:

Ellen M. Hancock (Chair), Richard J. Kogan, Delano E. Lewis, J. Pedro Reinhard

Personnel and Organization Committee:

Richard J. Kogan (Chair), John T. Cahill (Deputy Chair), Jill K. Conway, David W. Johnson, Delano E. Lewis, J. Pedro Reinhard, Stephen I. Sadove

Your Management Team



*** Ian Cook, 56**

Chairman, President and Chief Executive Officer
Mr. Cook joined Colgate in the United Kingdom in 1976 and progressed through a series of senior marketing and management roles around the world. He became Chief Operating Officer in 2004, with responsibility for operations in North America, Europe, Central Europe, Asia and Africa. In 2005, Mr. Cook was promoted to President and Chief Operating Officer, responsible for all Colgate operations worldwide, and was elected President and Chief Executive Officer in 2007. Elected director in 2007 and Chairman effective January 1, 2009.

*** Michael J. Tangney, 64**

Chief Operating Officer, Colgate-Europe, Greater Asia and Africa
Mr. Tangney joined Colgate in 1971 and held various U.S. and international management positions in Latin America and Europe. He was appointed to his current position in 2007, having most recently been Executive Vice President and President, Colgate-Latin America.

*** Stephen C. Patrick, 59**

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.

*** Andrew D. Hendry, 61**

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 a New York law firm and at Reynolds Metals Company (now part of Alcoa, Inc.).

Mitchell Abrahamsen

VP, Hill's Pet Nutrition

Manuel Arrese

VP, Chief Procurement Officer

Todd Atwood

VP, Global Integrated Marketing Communications

Andrea Bernard

VP, Global Legal

Joseph M. Bertolini

VP, Global Budget & Planning

Mauricio Boscan

VP, Colgate-Latin America

Bob Boucher

VP, Customer Service & Logistics

Peter Brons-Poulsen

VP & GM, GABA International

Don Buchner

VP, Hill's Pet Nutrition

Stuart D. Burkhead

VP, Hill's Pet Nutrition

Nigel B. Burton

President, Global Oral Care

Marsha Butler

VP, Global Oral Care

Roger Calmeyer

VP & GM, Colgate-South Asia Region

Antonio Caro

President, Global Customer Development

Wayne Carter

VP, Hill's Pet Nutrition

Jay Cassidy

VP, Audit

Peter C. Chase

VP, Global Consumer & Market Knowledge

Constantina

Christopoulou
VP, Global R&D

Jim Clark

VP, Global Business Services

Martin J. Collins

VP, Global Human Resources

Stephen J. Conboy

VP, Colgate-U.S.

Michael A. Corbo

VP, Global Supply Chain

Mike Crowe

VP, Global Information Technology

*** Alec de Guillenchmidt**

President, Colgate-Europe/South Pacific

Mukul Deoras

VP & GM, Global Personal Care

Bill DeVizio

VP, Global R&D

Robert W. Dietz

VP, Global Supply Chain

Catherine Dillane

VP, Colgate-North America

Victoria Dolan

VP, Colgate-Europe/South Pacific

Barbara Dunn

VP, Global Human Resources

*** Hector I. Erezuma**

VP, Taxation

Joergen Erichsen

VP & GM, Hill's Pet Nutrition-Europe

Bradley Farr

VP & GM, Colgate-Southern Cone/Latin America

James S. Figura

VP, Global Consumer Insights

*** Edward J. Filusch**

VP & Corporate Treasurer

Jean-Luc Fischer

VP & GM, Global Home Care

Laura Flavin

VP, Global Human Resources

Stephen J. Fogarty

VP, Worldwide Shopper Marketing

Chester P.W. Fong

VP, Colgate-Greater Asia

Robert E. Frazier

VP, Colgate-Latin America

*** Fabian Garcia**

EVP, President, Colgate-Latin America & Global Sustainability

Diana Geofroy

VP, Colgate-Latin America

Peggy Gerichter

VP & GM, Colgate-Central American Region

*** Nina D. Gillman**

VP, Deputy General Counsel & Assistant Secretary

Peter Graylin

VP, Colgate-Greater Asia

Tom Greene

VP, Chief Information Officer

*** David R. Groener**

VP, Global Supply Chain

Jan Guiffarro

VP, Corporate Communications

John Guiney

VP, Colgate-Greater Asia

Luis Gutierrez

VP & GM, Colgate-West Andean Region/Latin America

Jack J. Haber

VP, Global Advertising & e-Business

Isabelle Hansenne

VP, Global R&D

Suzan F. Harrison

VP, Marketing, Colgate-U.S. & Worldwide Shopper Marketing

Roland Heincke

VP, Colgate-Europe/South Pacific

*** Dennis J. Hickey**

VP & Corporate Controller

Bob Holland

VP, Ethics & Compliance

Sheila A. Hopkins

VP & GM, Professional Oral Care

Al Horning

VP, Hill's Pet Nutrition

Stuart A. Hulke

VP, Global Supply Chain

*** John J. Huston**

VP, Office of The Chairman

N. Jay Jayaraman

VP, Global Oral Care

Scott W. Jeffery, Jr.

President, Colgate-Canada

Malcolm Jones

VP, Global Strategy & Planning

Robert G. Kirkpatrick

VP, Global Media

Joy D. Klemencic

VP, Hill's Pet Nutrition

Raj Kohli

VP, Global R&D

Betty M. Kong

VP, Global Technology Sustainability

Kostas Kontopanos

VP, Hill's Pet Nutrition

John Kooyman

VP & GM, Colgate-Benelux

Yoshio Koshimura

VP & GM, Hill's Pet Nutrition-Asia Pacific

Wojciech Krol

VP & GM, Colgate-Poland & Baltics

Andrea Lagioia

VP & GM, Colgate-France

Leo Laitem

VP, Global R&D

Kim Seng Lim

VP, Colgate-Greater Asia

Diane Loiselle

VP, Hill's Pet Nutrition

William H. Lunderman

VP, Global Marketing

Louis Mancinelli

VP, Colgate-Europe/South Pacific

*** Daniel B. Marsili**

VP, Global Human Resources

*** Ronald T. Martin**

VP, Global Social Responsibility

Beth McQuillan

VP, Global Legal

Maria Fernanda Mejia

VP, Colgate-Europe/South Pacific

Cesar Melo

VP & GM, Global Toothbrush Division

Richard Mener

President, Colgate-Africa/Middle East

*** Franck J. Moison**

President, Global Marketing, Supply Chain & Technology

Steven K. Morse

VP, Hill's Pet Nutrition

Andrea Motyka

VP, Global R&D

Josue M. Muñoz

VP & GM, Colgate-Caribbean Region

Francisco Muñoz Ramirez

VP & GM, Colgate-Russia

James A. Napolitano

VP, Colgate-U.S.

Jean-Marc Navez

VP, Colgate-France

*** Rosemary Nelson**

VP, Deputy General Counsel, Operations

Talulla R. Newsome

VP, Global Marketing & Global R&D

Debra Nichols

VP, Hill's Pet Nutrition

Tom O'Brien

Chief Executive Officer, Tom's of Maine

Ellen Park

VP, Global Legal

Terrell Partee

VP, Global R&D

Chris E. Pedersen

VP & GM, Colgate-South Pacific

Brent Peterson

VP, Global R&D, Supply Chain

Joan Pierce

VP, Global Supply Chain

Robert C. Pierce

VP, Global R&D

Hans L. Pohlschroeder

VP, Treasury

Massimo Poli

VP & GM, Colgate-Nordic Group

Ricardo Ramos

VP & GM, Colgate-Brazil

Katherine Hargrove

Ramundo
VP, Colgate-Europe/South Pacific

Peter Richardson

VP, Colgate-Greater Asia

Mary Beth Robles

VP, Global R&D

Louis Ruggiere

VP & GM, Hawley & Hazel, Taiwan

Robert Russo

VP, Colgate-Europe/South Pacific

Bernal Saborio

VP, Colgate-Latin America

Jeffrey Salguero

VP, Global Advertising

*** Derrick E.M. Samuel**

President, Global Technology

Scott Sherwood

VP & GM, Colgate-Iberia

Phil Shotts

VP & Assistant Corporate Controller

James C. Shoultz

VP & GM, Colgate-Mexico

*** Justin Skala**

President, Colgate-Greater Asia

Michael Sload

VP & GM, Colgate-UK & Ireland

Leonard D. Smith

VP, Finance, Global Customer Development & Advertising

Andreas Somers

VP, Global R&D

Rick Spann

VP, Global Supply Chain

Neil Stout

VP, Hill's Pet Nutrition

*** Bina H. Thompson**

VP, Investor Relations

Neil Thompson

President, Hill's Pet Nutrition-Americas

Heiko Tietke

VP & GM, Colgate-Germany & Chairman, GABA International

*** Ed Toben**

SVP, Global Information Technology & Business Services

Linda Topping

VP, Global Supply Chain

Paul Trueax

VP, Colgate-North America

Panagiotis