

Colgate's Global Success

Becoming the Best Place to Work

- Fundamental Values
- Exciting Work
- Motivating Environment
- Stimulating Careers
- Recognition and Rewards
- Feeling Connected

Global Training Focuses on Values

Colgate managers from seven Asian countries participated in a train-the-trainer session for "Valuing Colgate People" in Malaysia. The two-day course, which is offered to all Colgate people worldwide, focuses on the Company's fundamental values. Leading the session are Mitra Chappell, Director of Global Leadership Training and Organizational Development, and Ron Martin, VP of Global Business Practices and Public Affairs.

Malaysia



Making Colgate the best place to work is vital to attract, develop and retain our most valuable resource—the 38,000 committed Colgate people around the world. Fulfilling this mission starts with our shared global values of Caring, Continuous Improvement and Global Teamwork. These values, along with our Managing with Respect principles, form the foundation for how Colgate operates worldwide. Colgate people learn and follow the basic principles of Managing with Respect—to communicate effectively, to give and seek feedback, to value unique contributions, to promote teamwork and to set the example. We believe that we must provide exciting, challenging and motivating work that helps people grow professionally. At Colgate we have outstanding opportunities for global careers. More than 70 global training programs, taught by Colgate experts in all business disciplines, help support individual development, instilling the global competencies and teamwork

Intercom Reaches Over 100 Locations



Video Broadcasts to Far-Flung Locations

Live broadcasts reach Colgate people at 19 different North American locations four times a year. Experts report on specific parts of the business and take live questions from viewers. Below is Sheila Hopkins, VP of Colgate-U.S. for Personal Care. In the control room are Communications Analyst Maria Barbieri, Audiovisual Coordinator Robert Montagna and Personal Systems Manager Steve Baez. United States

required for advancement. The broad curriculum includes courses ranging from Marketing Fundamentals to Trade Marketing and Productive Maintenance.

We also know that we must provide a motivating environment and provide an opportunity for people to contribute at all levels of the organization. To facilitate individual efforts we are making investments in leading technologies like SAP. We provide stimulating careers to all Colgate people. Career tracks are defined and key competencies identified on a global basis, making sure that people can focus on their individual development plans to continue their career development.

People decisions are managed on a worldwide basis, ensuring that talented people gain and share expertise by working in diverse regions or advancing in their function. And, as evidence of our commitment, the Human Resources Committee, consisting of the President, Chief Operating Officer, Chief Growth Officer, Executive VP, VP-Global HR, Chief Financial Officer and other key executives, meets every month to assess management rotation and development across all regions.

This process is repeated at the division operating level. For instance, when division presidents visit subsidiaries, career development, compensation and training improvements are important parts of business reviews. Presentations by managers early in their careers are encouraged in these sessions. And last year, in the

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Latest Results on Video

Keeping Colgate people connected, Intercom meetings are held at all locations twice a year to review the latest results. Successful growth initiatives from around the world are shared via the "Colgate World Report" video newscast.

Global



Becoming the Best Place to Work

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first annual Colgate Leadership Challenge, high-potential managers from around the world participated in a weeklong program in New York where they worked together on team projects and heard Company executives relate their personal leadership approaches. This program and others like it will help identify and retain Colgate's future leaders.

Recognition and rewards are critical to making Colgate the best place to work. Compensation programs include pay for performance at all levels and an incentive program tied to business goals of profitability and growth. The Chairman's "You Can Make a Difference" program rewards individuals at national and global levels for new ideas to improve our business results. Last year, the 47 global winners from eleven countries contributed a range of innovations that directly increased Company growth and profitability. For example, promoting a new Oral Health Month in Central Europe involved more than 6,000 dentists and increased Colgate's strong leadership there, while improving productivity of bottle blow molding at the pan-European liquids plant reduced changeover time from six hours to one hour.

Finally, we believe that an important part of making Colgate the best place to work is making people feel connected. We have a worldwide intranet and e-mail system with information about our Company. In North America, employees in more than a dozen locations participate quarterly in a live videoconference, both listening and asking questions as the division president and other managers review business results. And around the world, semiannual Intercom meetings and the Colgate World Report videos present the Company's achievements and business priorities.

We believe the six factors listed on page 14 are critical to making Colgate the best place to work. Creating this positive motivation enables Colgate people to perform at their most effective, moving us ever closer to our goal of becoming the best truly global consumer products company.

Recognition and Rewards

Recognition for outstanding achievements takes place at the national and global levels through the Chairman's "You Can Make a Difference" program. Here, Colgate-Mexico President Guillermo Fernandez presents awards to Higia de la Fuente, Toothbrush Brand Assistant, and José Manuel Corrales, Operator, soap production.

Mexico



Medal for Awards Program, in 100-Plus Countries

Stimulating Careers

Human Resource decisions are managed on a global basis at Colgate, ensuring that talented people gain and share expertise by working in diverse regions or advancing across functions. Pictured at right, a representative sample of talented Colgate people with highlights of their stimulating careers.

Global



Lilian Lee
Supply Chain Manager,
Materials Management, U.S.



2000 promoted to current position
1999-2000 U.S. Export Manager for U.S.
1998-1999 Manager of Oral Care in Malaysia
1996-1998 Team Leader in Malaysia
1995-1996 Technology Associate at Engineering Technology



Pascal Montilus
Focus Factory Manager,
France



1999 promoted to current position
1998-1999 Operations Manager, Palmolive/PET, France
1997-1998 Manager of Operations, Russia
1994-1997 SAP Implementation in U.S.
1990-1994 Engineering at Morristown plant, U.S.



Justin Skala
Vice President and General Manager,
Hills-Europe



2000 promoted to current position
1997-2000 Vice President, Sales, Hills-Europe
1995-1997 General Manager for Hills-United Kingdom
1994-1995 Marketing Director for Hills-International
1992-1994 Marketing Director for Personal Care and then for Fabric Care, U.S.
1988-1991 Marketing Manager for Household Products, Thailand



Maria Fernanda Mejia
Marketing Director,
Venezuela



2000 promoted to current position
1998-2000 Marketing Director for Ecuador
1997-1998 Household Products Marketing Manager in Global Business Development
1994-1997 Group Product Manager for Puerto Rico



Scott Smith
Director of
National Accounts, U.S.



2000 promoted to current position
1999-2000 Director of Sales for Wal-Mart
1997-1999 Regional Sales Manager for Northeast
1993-1997 Regional Marketing Manager for Northeast



Denise Stuckey
Manager, Work-Life Initiatives,
Global



1999 promoted to current position
1997-1999 Associate Manager, Work & Personal Life Initiatives, Global
1994-1996 Supervisor, Work/Personal Initiatives
1990-1994 Supervisor, Non-exempt Staff
1988-1990 Supervisor, Training and Development
1983-1988 HR Administrator

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 62



Jill K. Conway

Chairman of Lend Lease Corporation Limited and Visiting Scholar, Program in Science, Technology and Society at Massachusetts Institute of Technology. Mrs. Conway was President of Smith College from 1975 to 1985. Elected director in 1984. Age 66



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 59



Ellen M. Hancock

Chairman 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 57



David W. Johnson

Chairman Emeritus of Campbell Soup Company. Mr. Johnson was Chairman of Campbell Soup Company, March 2000 to January 2001 and 1993-1999. He 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 68



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 72



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 59



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 71

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, Richard J. Kogan



John P. Kendall, Retiring

Mr. Kendall is retiring from the Colgate Board of Directors, effective May 10, 2001. He joined the Colgate Board in 1972 and made significant contributions to the success of the Company through his service on all Committees. We sincerely thank Mr. Kendall for 29 years of distinguished service to Colgate and extend our best wishes for his retirement.



Delano E. Lewis, Update

Having made many contributions to Colgate's Board as a Director from 1991 to 1999, Delano Lewis is currently serving as U.S. Ambassador to South Africa. He was appointed to that position in December 1999 and federal law required that he resign from Colgate's Board. He has our continued wishes for success.

Your Management Team

***Reuben Mark, 62**
Chairman of the Board and Chief Executive Officer

See biographical information, left.

***William S. Shanahan, 60**
President

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, 52**
Chief Operating Officer

Ms. Juliber is responsible for Europe, Latin America, Asia, South Pacific, Central Europe and Africa. She joined Colgate in 1988 from General Foods, where she was Vice President. Before being promoted to her current position in 2000, she had been Executive Vice President, Chief of Operations for Developed Markets. Previously, she had been President of the Far East/Canada division, Chief Technological Officer and President of Colgate-North America.

***Javier G. Teruel, 50**
Chief Growth Officer

Mr. Teruel is responsible for Global Business Development, R&D, Manufacturing, Information Technology and Strategic Planning. After joining Colgate in Mexico in 1971, he advanced through marketing and management positions in Latin America and at the corporate level. He was appointed to his current position in 2000, most recently having been President of Colgate-Europe and President of Colgate-Mexico.

***Ian M. Cook, 48**
Executive Vice President and President, Colgate-North America and Colgate Oral Pharmaceuticals

Mr. Cook began his Colgate career in the United Kingdom in 1976 and held a series of marketing and management positions in various countries. Appointed to his current position in 2000, he most recently was President of Colgate-North America.

***Michael J. Tangney, 56**
Executive Vice President and President, Colgate-Latin America

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 2000, having most recently been President of Colgate-Latin America and President of Colgate-Mexico.

***Stephen C. Patrick, 51**
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, 53**
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.).

Emilio Alvarez-Recio
VP, Advertising

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

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

David P. Bencze
VP, Colgate-Europe

Philip A. Berry
VP, Global Employee Relations-Best Place to Work

Robert E. Blanchard
VP, Global Toothbrush Division

John H. Bourne
VP, Colgate-North America

Johannes C. Brouwer
VP, Turkiye

Stuart D. Burkhead
VP, Hill's Pet Nutrition

Nigel B. Burton
VP, United Kingdom & Ireland

Antonio Caro
VP, Worldwide Sales

Peter C. Chase
VP, Personal Care

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

Michael A. Corbo
VP, Colgate-Latin America

Graeme D. Dalziel
VP, Portugal

S. Peter Dam
President, Colgate-Asia Pacific

Edward C. Davis
VP, Budget and Planning

Herbert L. Davis
VP, Technology

Alec de Guillenchmidt
VP, Colgate-Europe

Coloman de Hegedus
President, Colgate-Africa/Middle East

Virginia M. Dotzauer
VP, Hill's Pet Nutrition

Hector I. Erezuma
VP, 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, Growth Technology Development

Robert Galan
VP, Philippines

Jill Garrity
VP, Colgate Oral Pharmaceuticals

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

Nina D. Gillman
VP, Legal

Walter H. Golembeski
VP, Product Supply Chain

Stefan S. Gorkin
VP, Labor Relations

David R. Groener
VP, Colgate-North America

Karen Guerra
VP, France

John Guiney
VP, Colgate-Asia Pacific

Luis Gutierrez
VP, Central America

Jack J. Haber
VP, e-Business

Tarek S. Hallaba
President, Central Europe & Russia

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

Richard F. Hawkins
Vice Chairman
Hill's Pet Nutrition

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

Roland Heincke
VP, Colgate-Europe

Jean-Mathieu Hellich
VP, Colgate-Europe

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

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

William A. Houzlet
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

Malcolm Jones
VP, Colgate-U.S.

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

Jules P. Kaufman
VP, Legal

Patrick A. Keefe
VP, Global Security

Robert G. Kirkpatrick
VP, Media

Joy D. Klemencic
VP, Hill's Pet Nutrition

Donald R. Klock
VP, Global Materials, Logistics & Sourcing

Betty M. Kong
VP, Technology

Yoshio Koshimura
VP, Hill's-Asia Pacific

Andrea Lagioia
VP, Colgate-Europe

Leo Laitem
VP, Research and Development

Daniel B. Marsili
VP, Colgate-U.S.

Robert R. Martin
President, e-Business

***Ronald T. Martin**
VP, Global Business Practices and Public Affairs

Steven G. Marton
President & COO
Hill's Pet Nutrition

***Michele C. Mayes**
VP, Legal and Assistant Secretary

Seamus E. McBride
VP, Colgate-U.S.

Charles F. McGraw
VP, Colgate-North America

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

Donna B. McNamara
VP, Human Resources

Richard Mener
VP, Germany

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

Franck J. Moison
President, Colgate-Europe

Francis A. Morelli
VP, Global Systems

Steven K. Morse
VP, Hill's Pet Nutrition

Graeme B. Murray
VP, Canada

Robert A. Murray
VP, Corporate Communications

James A. Napolitano
VP, Hill's Pet Nutrition

Jean-Marc Navez
VP, Colgate-Asia Pacific

Rosemary Nelson
VP, Colgate-U.S.

Debra Nichols
VP, Hill's Pet Nutrition

Alan Nimme
VP, Technology

James Norfleet
VP, Research and Development

Morgan J. O'Brien
VP, Colgate-Central Europe & 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

Grace E. Richardson
VP, Consumer Affairs

Susan J. Riley
VP, Financial Business Development

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

Paul Shapiro
VP, Chief Patent Counsel

James H. Shoultz
VP, Venezuela

Barry N. Simpson
VP, Colgate-Asia Pacific

Justin P. Skala
VP, Hill's-Europe

Leonard D. Smith
VP, Global Supply Chain

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

Malcolm L. Stokoe
VP, Caricom Region

P. Dorset Sutton
VP, Southeast Asia Region

Richard F. Theiler
VP, Research and Development

Bina H. Thompson
VP, Investor Relations

Scott E. Thompson
VP, Legal

Kathleen A. Thornhill
VP, Consumer Insights

Heiko Tietke
EVP, Colgate-Europe

Edmund D. Toben
Chief Information Officer

Joseph A. Uzzolina
VP, Household Surface Care

Daniel A. Vettoretti
VP, Italy

J. Nicholas Vinke
President, Colgate Oral Pharmaceuticals

Anthony R. Volpe
VP, Research and Development

Katherine S. Weida
VP, Technology and Global Business 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

Julie A. Zerbe
VP, Hill's Pet Nutrition

John E. Zoog
VP, Human Resources

*Corporate Officer