

Table 1

Colgate-Palmolive Company
Consolidated Income Statement and Supplemental Information
Reconciliation Excluding the 2004 Restructuring Program
For the Three Months Ended December 31, 2009 and 2008
(in Millions Except Per Share Amounts) (Unaudited)

	2009		2008	
	As Reported	As Reported	Restructuring	Excluding Restructuring
Net sales	\$ 4,081	\$ 3,664	\$ -	\$ 3,664
Cost of sales	1,654	1,614	11	1,603
Gross profit	2,427	2,050	(11)	2,061
Gross profit margin	59.5%	56.0%		56.3%
Selling, general and administrative expenses	1,397	1,235	26	1,209
Other (income) expense, net	39	38	2	36
Operating profit	991	777	(39)	816
Operating profit margin	24.3%	21.2%		22.3%
Interest expense, net	18	14	-	14
Income before income taxes	973	763	(39)	802
Provision for income taxes	317	251	(8)	259
Effective tax rate	32.6%	32.9%		32.4%
Net income including noncontrolling interests	656	512	(31)	543
Less: Net income attributable to noncontrolling interests*	25	15	-	15
Net income	631	497	(31)	528
Earnings per common share				
Basic	\$ 1.25	\$ 0.97	\$ (0.06)	\$ 1.03
Diluted	\$ 1.21	\$ 0.94	\$ (0.06)	\$ 1.00
Average common shares outstanding				
Basic	497.4	503.4	503.4	503.4
Diluted	523.3	529.9	529.9	529.9

* To conform to the current year presentation required by the Consolidation Topic of the FASB Codification, net income attributable to noncontrolling interests in less-than-wholly-owned subsidiaries has been reclassified from Other (income) expense, net to a new line below Operating profit called Net income attributable to noncontrolling interests. The reclassification had no effect on Net income or Earnings per common share.

Refer to the Company's web site for a reconciliation to previously reported amounts for all quarters of 2008 as well as full year 2008 and 2007.

Note: The impact of "Restructuring" on the basic and diluted earnings per share may not necessarily equal the earnings per share if calculated independently as a result of rounding.

Colgate-Palmolive Company
Consolidated Income Statement and Supplemental Information
Reconciliation Excluding the 2004 Restructuring Program
For the Twelve Months Ended December 31, 2009 and 2008
(in Millions Except Per Share Amounts) (Unaudited)

	2009		2008	
	As Reported	As Reported	Restructuring	Excluding Restructuring
Net sales	\$ 15,327	\$ 15,330	\$ -	\$ 15,330
Cost of sales	6,319	6,704	59	6,645
Gross profit	9,008	8,626	(59)	8,685
Gross profit margin	58.8%	56.3%		56.7%
Selling, general and administrative expenses	5,282	5,422	81	5,341
Other (income) expense, net	111	103	24	79
Operating profit	3,615	3,101	(164)	3,265
Operating profit margin	23.6%	20.2%		21.3%
Interest expense, net	77	96	-	96
Income before income taxes	3,538	3,005	(164)	3,169
Provision for income taxes	1,141	968	(51)	1,019
Effective tax rate	32.2%	32.2%		32.2%
Net income including noncontrolling interests	2,397	2,037	(113)	2,150
Less: Net income attributable to noncontrolling interests*	106	80	-	80
Net income	2,291	1,957	(113)	2,070
Earnings per common share				
Basic	\$ 4.53	\$ 3.81	\$ (0.22)	\$ 4.03
Diluted	\$ 4.37	\$ 3.66	\$ (0.21)	\$ 3.87
Average common shares outstanding				
Basic	499.5	506.3	506.3	506.3
Diluted	524.6	535.0	535.0	535.0

* To conform to the current year presentation required by the Consolidation Topic of the FASB Codification, net income attributable to noncontrolling interests in less-than-wholly-owned subsidiaries has been reclassified from Other (income) expense, net to a new line below Operating profit called Net income attributable to noncontrolling interests. The reclassification had no effect on Net income or Earnings per common share.

Refer to the Company's web site for a reconciliation to previously reported amounts for all quarters of 2008 as well as full year 2008 and 2007.

Note: The impact of "Restructuring" on the basic and diluted earnings per share may not necessarily equal the earnings per share if calculated independently as a result of rounding.

Table 3

Colgate-Palmolive Company
Condensed Consolidated Balance Sheets
As of December 31, 2009 and 2008
(Dollars in Millions) (Unaudited)

	December 31, 2009	December 31, 2008
Cash and cash equivalents	\$ 600	\$ 555
Receivables, net	1,626	1,592
Inventories	1,209	1,197
Other current assets	375	366
Property, plant and equipment, net	3,516	3,119
Other assets, including goodwill and intangibles	3,808	3,150
Total assets	<u>\$ 11,134</u>	<u>\$ 9,979</u>
Total debt	3,182	3,783
Other current liabilities	3,238	2,754
Other non-current liabilities**	1,457	1,398
Total liabilities	<u>7,877</u>	<u>7,935</u>
Total Colgate-Palmolive Company shareholders' equity	3,116	1,923
Noncontrolling interests**	141	121
Total liabilities and shareholders' equity	<u>\$ 11,134</u>	<u>\$ 9,979</u>
Supplemental Balance Sheet Information		
Debt less cash, cash equivalents and marketable securities*	\$ 2,541	\$ 3,216
Working capital % of sales	(0.4%)	2.5%

* Marketable securities of \$41 and \$12 as of December 31, 2009 and 2008, respectively, are included in Other current assets.

** To conform to the current year presentation required by the Consolidation Topic of the FASB Codification, prior period balances of accumulated undistributed earnings relating to noncontrolling interests in less-than-wholly-owned subsidiaries have been reclassified from Other non-current liabilities to a component of shareholders' equity.

Refer to the Company's web site for a reconciliation to previously reported amounts for all quarters of 2008 as well as full year 2008 and 2007.

Table 4

Colgate-Palmolive Company
Condensed Consolidated Statements of Cash Flows
For the year ended December 31, 2009 and 2008
(Dollars in Millions) (Unaudited)

	<u>2009</u>	<u>2008*</u>
Operating Activities		
Net income	\$ 2,291	\$ 1,957
Adjustments to reconcile net income to net cash provided by operations:		
Restructuring, net of cash	(18)	(50)
Depreciation and amortization	351	348
Gain before tax on sale of non-core product lines	(5)	-
Stock-based compensation expense	117	100
Deferred income taxes	(23)	(6)
Cash effects of changes in:		
Receivables	57	(70)
Inventories	44	(135)
Accounts payable and other accruals	294	125
Other non-current assets and liabilities	169	33
Net cash provided by operations	<u>3,277</u>	<u>2,302</u>
Investing Activities		
Capital expenditures	(575)	(684)
Sales of property and non-core product lines	17	58
Sales (purchases) of marketable securities and investments	(289)	10
Other	6	3
Net cash used in investing activities	<u>(841)</u>	<u>(613)</u>
Financing Activities		
Principal payments on debt	(3,950)	(2,320)
Proceeds from issuance of debt	3,424	2,515
Dividends paid	(981)	(889)
Purchases of treasury shares	(1,063)	(1,073)
Proceeds from exercise of stock options and excess tax benefits	300	237
Net cash used in financing activities	<u>(2,270)</u>	<u>(1,530)</u>
Effect of exchange rate changes on Cash and cash equivalents	(121)	(33)
Net (decrease) increase in Cash and cash equivalents	45	126
Cash and cash equivalents at beginning of year	555	429
Cash and cash equivalents at end of year	<u>\$ 600</u>	<u>\$ 555</u>
Supplemental Cash Flow Information		
Free cash flow before dividends (Net cash provided by operations less capital expenditures)		
Net cash provided by operations	\$ 3,277	\$ 2,302
Less: Capital expenditures	(575)	(684)
Free cash flow before dividends	<u>\$ 2,702</u>	<u>\$ 1,618</u>
Income taxes paid	\$ 1,098	\$ 862

* To conform to the current year presentation required by the Consolidation Topic of the FASB Codification, certain reclassifications have been made to prior year amounts.

Table 5

Colgate-Palmolive Company
Segment Information
For the Three and Twelve Months Ended December 31, 2009 and 2008
(Dollars in Millions) (Unaudited)

	Three Months Ended December 31,		Twelve Months Ended December 31,	
	2009	2008	2009	2008
Net sales				
Oral, Personal and Home Care				
North America	\$ 746	\$ 710	\$ 2,950	\$ 2,852
Latin America	1,222	996	4,319	4,088
Europe/South Pacific	865	767	3,271	3,582
Greater Asia/Africa	683	617	2,655	2,660
Total Oral, Personal and Home Care	3,516	3,090	13,195	13,182
Pet Nutrition	565	574	2,132	2,148
Total Net sales	<u>\$ 4,081</u>	<u>\$ 3,664</u>	<u>\$ 15,327</u>	<u>\$ 15,330</u>
	Three Months Ended December 31,		Twelve Months Ended December 31,	
	2009	2008	2009	2008
Operating profit				
Oral, Personal and Home Care				
North America	\$ 235	\$ 192	\$ 843	\$ 689
Latin America	373	294	1,360	1,181
Europe/South Pacific	209	146	748	746
Greater Asia/Africa*	174	135	631	527
Total Oral, Personal and Home Care	991	767	3,582	3,143
Pet Nutrition	148	151	555	542
Corporate	(148)	(141)	(522)	(584)
Total Operating profit	<u>\$ 991</u>	<u>\$ 777</u>	<u>\$ 3,615</u>	<u>\$ 3,101</u>

* To conform to the current year presentation required by the Consolidation Topic of the FASB Codification, the amounts of net income attributable to noncontrolling interests in less-than-wholly-owned subsidiaries of \$15 and \$80 for the three and twelve months ended December 31, 2008, respectively, which were previously deducted from Greater Asia/Africa Operating profit, have been reclassified to a new line below Operating profit.

Note: The Company evaluates segment performance based on several factors, including Operating profit. The Company uses Operating profit as a measure of the operating segment performance because it excludes the impact of corporate-driven decisions related to interest expense and income taxes. Corporate operations include stock-based compensation related to stock options and restricted stock awards, research and development costs, Corporate overhead costs, restructuring and related implementation costs and gains and losses on sales of non-core product lines and assets.

For the three and twelve months ended December 31, 2008, Corporate operating expenses include \$39 and \$164 of charges related to the Company's 2004 Restructuring Program, respectively.

Colgate-Palmolive Company
Geographic Sales Analysis
Percentage Changes - Fourth Quarter 2009 vs 2008
December 31, 2009
(Unaudited)

<u>Region</u>	COMPONENTS OF SALES CHANGE FOURTH QUARTER						COMPONENTS OF SALES CHANGE TWELVE MONTHS					
	<u>4rd Qtr Sales Change As Reported</u>	<u>4rd Qtr Sales Change Ex-Divestment</u>	<u>4rd Qtr Organic Sales Change</u>	<u>Ex-Divested Volume</u>	<u>Pricing Coupons Consumer & Trade Incentives</u>	<u>Exchange</u>	<u>12 Months Sales Change As Reported</u>	<u>12 Months Sales Change Ex-Divestment</u>	<u>12 Months Organic Sales Change</u>	<u>Ex-Divested Volume</u>	<u>Pricing Coupons Consumer & Trade Incentives</u>	<u>Exchange</u>
Total Company	11.5%	11.5%	6.5%	3.0%	3.5%	5.0%	0.0%	0.0%	6.5%	0.5%	6.0%	(6.5%)
Europe/South Pacific	12.5%	12.5%	2.0%	2.5%	(0.5%)	10.5%	(8.5%)	(8.0%)	0.5%	0.0%	0.5%	(8.5%)
Latin America	22.5%	22.5%	17.0%	5.0%	12.0%	5.5%	5.5%	5.5%	16.5%	3.0%	13.5%	(11.0%)
Greater Asia/Africa	10.5%	10.5%	8.5%	8.0%	0.5%	2.0%	0.0%	0.0%	8.0%	2.0%	6.0%	(8.0%)
Total International	16.5%	16.5%	10.0%	5.0%	5.0%	6.5%	(1.0%)	(0.5%)	9.0%	2.0%	7.0%	(9.5%)
North America	5.0%	5.0%	4.0%	5.5%	(1.5%)	1.0%	3.5%	3.5%	4.0%	4.0%	0.0%	(0.5%)
Total CP Products	14.0%	14.0%	9.0%	5.5%	3.5%	5.0%	0.0%	0.5%	8.0%	2.5%	5.5%	(7.5%)
Hill's	(1.5%)	(1.5%)	(5.5%)	(8.5%)	3.0%	4.0%	(0.5%)	(0.5%)	1.0%	(7.5%)	8.5%	(1.5%)