

## Colgate-Palmolive Announces Management Appointments

New York, New York, July 9, 2004 ... Colgate-Palmolive Company (NYSE:CL) today announced the following new appointments for three current senior executives:

Ian Cook is appointed Chief Operating Officer, reporting to President William S. Shanahan. Mr. Cook will be responsible for all Colgate's businesses, except Latin America and Hill's. In addition to his current responsibility for the Company's most competitive businesses in North America and Europe, he will now have operating responsibility for Asia, Central Europe and Africa.

As he assumes his new duties, Mr. Cook will travel extensively with Mr. Shanahan in the coming months to increase his involvement with Colgate operations around the world. Mr. Cook has a deep and diverse understanding of Colgate's business, developed over 27 years in marketing, general management and senior corporate positions.

Javier Teruel is appointed Vice Chairman and will assume responsibility for reviewing and sharpening our worldwide strategy, building on successful disciplines and practices, thereby ensuring continued progress in the years ahead. Mr. Teruel will report to Mr. Shanahan. He will work closely with Mr. Cook and Ms. Juliber in this new role and will also bring together a committee of Division Presidents and other senior executives which will be deeply involved in the evolution of the Company's plans.

Mr. Teruel's extensive leadership experience, spanning three decades at Colgate in both subsidiary management and Global Business Development, makes him especially qualified for this unique and vitally important assignment and will further equip him for future leadership roles. He will also continue to oversee the strategically important Hill's business.

Lois Juliber is appointed Vice Chairman and will continue to head the critically important global growth functions of the Company - Global Business Development, Research and Development, Global Product Supply Chain, Information Technology and Corporate Development. She will report to Mr. Shanahan. Ms. Juliber will also retain operating responsibility for Latin America and oversight of Corporate Communications. She will work closely with Mr. Cook to help ensure strong working relationships between operations and the global growth functions.

In leading Colgate operating units and strategic functions over the last 16 years, Ms. Juliber has repeatedly demonstrated the ability so critical for long-term leadership - building Colgate's business profitably by aligning processes and resources with growth objectives.

In commenting on the appointments, Chairman and CEO Reuben Mark said, "These three executives are examples of the extraordinary depth and breadth of the talented and dedicated Colgate people leading our initiatives throughout the world. Their new assignments further strengthen our senior management team and ensure continuing improvement of our successful strategies and business practices."

About Colgate-Palmolive: Colgate-Palmolive is a leading global consumer products company, tightly focused on Oral Care, Personal Care, Household Surface Care, Fabric Care and Pet Nutrition. Colgate sells its products in over 200 countries and territories around the world under such internationally recognized brand names as Colgate, Palmolive, Mennen, Softsoap, Irish Spring, Protex, Sorriso, Kolynos, Ajax, Axion, Soupline, Suavitel and Fab, as well as Hill's Science Diet and Hill's Prescription Diet pet foods. For more information about Colgate's global business, visit the Company's website at <http://www.colgate.com>.