



Colgate-Palmolive Company




CL NYSE

Personal Products

Market Capitalization USD:

\$43,493.82 mm

CONCERN LEVEL: AVERAGE

- 1 The CEO's total remuneration is within the typical market range for the relevant industry and market cap.
- 2 The ratio between the CEO's pay and the median pay of the other named executive officers is 3X or less.
- 3 The CEO's annual cash incentives rose or fell in line with annual performance.
- 4 The CEO received no more than one annual cash bonus this fiscal year.
- 5 The CEO's equity remuneration reflected the company's share price movement over the last five years.
- 6 The company only pays long-term incentives to the CEO for above median performance against a peer group. 
- 7 The company's dilution from equity incentives is 10 percent or less.
- 8 Unvested equity lapses when the CEO's employment is terminated. 
- 9 The CEO's potential cash severance payment is capped at two times annual cash remuneration.
- 10 The accrued benefits of the CEO's post-retirement income are within the typical market range for the relevant market cap bracket. 

CEO: Ian M. Cook

Age: 59

CEO Since: 2007

	2009	2010	2011
Base Salary	\$1,150,000	\$1,150,000	\$1,171,467
Discretionary Bonus	\$0	\$0	\$0
Annual Cash Incentive	\$3,450,000	\$3,381,000	\$2,516,313
Benefits and Perquisites	\$225,004	\$258,897	\$277,741
TOTAL ANNUAL COMPENSATION	\$4,825,004	\$4,789,897	\$3,965,521
Increase in Post-Retirement Benefits	\$2,753,575	\$1,200,000	\$1,272,000
Stock Option Awards	\$4,282,223	\$3,904,752	\$4,235,754
Stock Awards	\$5,299,596	\$5,483,348	\$4,647,563
TOTAL COMPENSATION	\$17,160,398	\$15,377,997	\$14,120,838
Median of Other Named Executive Officers Total Compensation	\$5,596,914	\$4,599,849	\$4,688,791
Value Realized on Exercise of Stock Option	\$2,013,420	\$5,267,885	\$7,837,800
Value Realized on Vesting of Stock	\$1,310,610	\$9,167,645	\$2,002,393
TOTAL REALIZED EQUITY COMPENSATION	\$3,324,030	\$14,435,530	\$9,840,193

Proxy Date: 28 Mar 2012

Annual Meeting Date: 11 May 2012

Equity Reserves: 9.12%

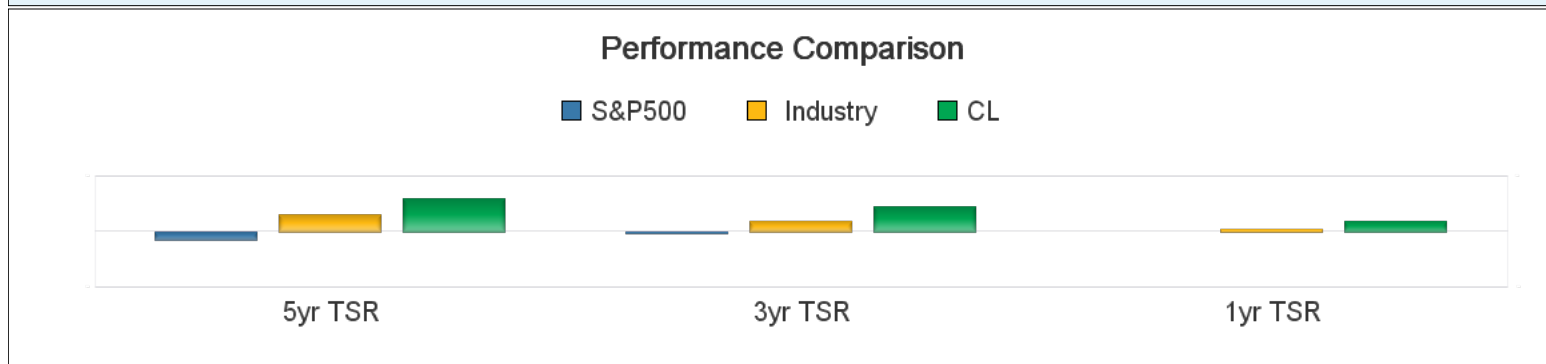
Stock Option Run Rate: 1.01%

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Peer Comparisons (TRBC) = Non-Cyclical Consumer Goods / Services

Total Summary CEO Compensation

Ticker	Company Name	2009	2010	2011	Market Cap
CL	Colgate-Palmolive Company	\$17,160,398	\$15,377,997	\$14,120,838	\$43,493,820,849
KFT	Kraft Foods Inc.	\$26,345,201	\$19,287,983		\$59,305,865,101
EL	Estee Lauder Companies Inc. (The)	\$6,060,811	\$14,372,042		\$17,037,102,155
SYU	Sysco Corporation	\$5,183,110	\$5,933,638		\$15,278,491,015
GIS	General Mills, Inc.	\$13,378,603	\$12,300,414		\$24,766,675,095
RAI	Reynolds American Inc.	\$16,442,578	\$23,813,815	\$8,513,822	\$21,846,636,093
CVS	CVS Caremark Corporation	\$30,429,113	\$29,216,536	\$14,074,790	\$45,173,210,701

To insure consistency, peer comparisons are based on a combination of TRBC Industry and Sector classifications and company market caps.

Missing peer pay figures for 2011 are due to differences in company filing schedules.

Pay Peer Group

3M Company, H.J. Heinz Company, Anheuser-Busch InBev, Johnson & Johnson, Avon Products, Inc., Kellogg Company, Campbell Soup Company, Kimberly-Clark Corporation, The Clorox Company, Kraft Foods, Inc., The Coca-Cola Company, PepsiCo, Inc., ConAgra Foods, Inc., The Procter & Gamble Company, The Estee Lauder Companies, Inc., Sara Lee Corporation, General Mills, Inc., Unilever.

Performance Peer Group

Avon Products, Inc., The Clorox Company, Kimberly-Clark Corporation, The Procter & Gamble Company and Unilever (N. V. and plc)

COMPENSATION COMMITTEE MEMBERS

Director	Membership	Age	Gender	Tenure	Independence
Richard J. Koan	Chairman	70	Male	16	Outside Related
Delano E. Lewis	Member	73	Male	11	Outside Related
Helene D. Gavle	Member	56	Female	2	Outside
J. Pedro Reinhard	Member	66	Male	6	Outside
John T. Cahill	Member	54	Male	7	Outside
Stephen I. Sadove	Member	60	Male	5	Outside

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