

|  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Receivables | 1668.0 | 1636.0 | 1161.0 |  |  |
|  |  |  |  |  |  |
| Inventory (FIFO) | 1365.0 | 1425.0 | 1508.0 | BU |  |
| Other | 639.0 | $\underline{799.0}$ | 702.0 | dom |  |
| Current Assets | $\underline{4556.0}$ | $\underline{4822.0}$ | $\underline{5174.0}$ | brand |  |


|  | 4590.0 | 1343.0 | 1251.0 |
| :--- | ---: | ---: | ---: |
| Accts Payable | 12904.0 | 908.0 | 320.0 |
| Debt Due | $\underline{2142.0}$ | $\underline{2219.0}$ | $\underline{2490.0}$ |
| Other | 3736.0 | $\underline{4470.0}$ |  |


| Current Liab. | $\frac{2142.0}{3736.0}$ | $\frac{2210.0}{4470.0}$ | $\frac{240.0}{4061.0}$ |
| :--- | :--- | :--- | :--- | :--- |


| ANNUAL RATES of change (per sh) |  | $\begin{aligned} & \text { Past } \\ & 10 \text { Yrs. } \end{aligned}$ | Past $5 \mathrm{Yrs}$ | $\begin{gathered} \text { Est'd '11-'13 } \\ \text { to '17.'19 } \end{gathered}$ |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Sales |  | 7.5\% | 6.0\% | \% 6.5\% |  |
| "Cash Flow" |  | 7.5\% | -7.5\% | \% 9.5\% |  |
| Earnings |  | 8.5\% | - 8.5\% |  | 10.5\% |
| Dividends |  | 12.5\% | \% 12.0\% | 0\% | 5\% |
| Book | alue | 34.0\% |  | 9.0\% |  |
| Calendar | QUARTERLY SALES (\$ mill.) <br> Mar. 31 Jun. 30 Sep. 30 Dec. 31 |  |  |  | Full <br> Year |
|  |  |  |  |  |  |
| 2011 | 3994 | 4185 | 4383 | 4172 | 16734 |
| 2012 | 4200 | 4267 | 4332 | 4286 | 17085 |
| 2013 | 4315 | 4346 | 4398 | 4361 | 17420 |
| 2014 | 4325 | 4352 | 4480 | 4443 | 17600 |
| 2015 | 4515 | 4680 | 4725 | 4680 | 18600 |
| $\begin{aligned} & \text { Cal- } \\ & \text { endar } \end{aligned}$ | EARNINGS PER SHARE A |  |  |  | Full <br> Year |
|  | Mar. 31 | Jun. 30 | Sep. 30 | Dec. 31 |  |
| 2011 | . 58 | . 63 | . 66 | . 60 | 2.47 |
| 2012 | . 62 | . 65 | . 68 | . 63 | 2.58 |
| 2013 | . 48 | . 60 | . 70 | . 60 | 2.38 |
| 2014 | . 42 | . 67 | . 74 | . 77 | 2.60 |
| 2015 | . 73 | . 79 | . 83 | . 85 | 3.20 |
| Calendar | QUARTERLY DIVIDENDS PAID B $\quad$ |  |  |  | Full |
|  | Mar. 31 | Jun. 30 | Sep. 30 | Dec. 31 | Year |
| 2010 | . 22 | . 265 | . 265 | . 265 | 1.02 |
| 2011 | . 265 | . 29 | . 29 | . 29 | 1.14 |
| 2012 | . 29 | . 31 | . 31 | . 31 | 1.22 |
| 2013 | . 31 | . 34 | . 34 | . 34 | 1.33 |
| 2014 | . 34 | . 36 | . 36 |  |  |

BUSINESS: Colgate-Palmolive Company is the second-largest domestic maker of toiletries, and other household products. Major brands: Ajax, Fab, Murphy, Javex, Palmolive cleansers; Colgate toothpaste; Irish Spring, Palmolive, Sanex, Softsoap soaps; Mennen shave cream; Hill's pet food brands-Science Diet and Precription Diet. Foreign operations: About 80\% of 2013 sales. 2013

## Colgate saw further emerging market

softness in the J une quarter. (Note: These markets account for 55\% of company sales.) Particular weakness was seen in Latin America and Asia. Management, revised its category growth rate for these markets down to a 5\%-7\% range from the previous currency neutral 6\%-8\%. It appears that the second-half growth rate will
be at the low end of the $5 \%-7 \%$ target. Developed market category growth remains at a 1\%-2\% rate. Overall, a combination of higher input costs, foreign exchange headwinds, rising advertising expenses, and an adverse $\$ 68$ million foreign income tax charge led to our new 2014 GAAP share-earnings estimate being a dime lower than our prior target.
The company is preparing to resume low double-digit earnings growth. Analysts are counting on several growth segments including the company's technology centers, which mostly focus on longrange product development. The labs have come up with Colgate Maximum Cavity Protection plus Sugar Acid Neutralizer (sold worldwide except in the United States), and Optic White Toothpaste in-
depreciation rate: $5.3 \%$. Company has about 37,400 employees, ESOP controls $7.6 \%$ of common equivalent shares. Two institutions own $10.5 \%$ of stock. Officers \& Directors 1.2\%. (3/14 proxy). Chrmn, Pres., and CEO: lan Cook. Inc. Delaware. Address: 300 Park Avenue, New York, New York 10022. Telephone: 212-3102000. Internet: www.colgate.com.
cluding a whitening pen.
Competitive challenges are also being met through advertising and trade spending. These drive brand image and brand purchases.
Nearly 95\% of the world's population growth will come from the developing nations. Along with population growth will come rising per-capita income, enabling more customers to buy Colgate's products.
Hill's pet food has a strong relationship with veterinarians. The company has products to reduce obesity in pets (one out of two pets is obese). Hill's is launching a product that offers urinary stress relief for cats. Also, wet food is being introduced for dogs, and then cats.
Colgate pays for these and other projects through cost savings. The company's "Global Growth and Efficiency" program will likely deliver annual aftertax savings of $\$ 275$ million to $\$ 325$ million when the four-year restructuring program is completed in 2016.
This high-quality, but untimely, stock has decent total return potential.
J erome H. Kaplan

