

5 Yrs. of change (per sh) 10 Yrs. to '20-'22 5.0% 4.5% 5.0% Sales "Cash Flow" 2.0% 10.0% 11.5% Earnings Dividends Book Value 10.5% 8.0%

Cal- endar	QU/ Mar.31	ARTERLY : Jun.30	SALES (\$ r Sep.30		Full Year
2014	4325	4352	4379	4221	17277
2015	4070	4066	3999	3899	16034
2016	3762	3845	3867	3721	15195
2017	3762	3875	3925	3938	15500
2018	3950	4000	4075	4025	16050
Cal-	EARNINGS PER SHARE A				Full
endar	Mar.31	Jun.30	Sep.30	Dec.31	Year
2014	.42	.67	.59	.68	2.36
2015	.59	.63	.80	d.50	1.52
2016	.59	.67	.78	.68	2.72
2017	.64	.70	.72	.79	2.85
2018	.70	.76	.78	.86	3.10
Cal-	QUARTERLY DIVIDENDS PAID B =				Full
endar	Mar.31	Jun.30	Sep.30	Dec.31	Year
2013	.31	.34	.34	.34	1.33
2014	.34	.36	.36	.36	1.42
2015	.36	.38	.38	.38	1.50
2016	.38	.39	.39	.39	1.55
2017	39	40			

year to year, in the March quarter. Earnings of \$0.64 a share topped 2016's mark. Management attributed the sluggish sales trends to softness in North America, Europe, and the Asia/Pacific region, while share net benefited from cost savings. It is worth noting that business in Latin America continues to be a bright spot.

The company made some headlines. CEO Ian Cook said Colgate-Palmolive is open to sale amid consolidation in the consumer goods space. Indeed, speculation about a takeover offer gained steam after the Kraft-Heinz marriage with Unilver fell apart. Mr. Cook laid out a \$100-a-share, or \$88 billion, price as what it would take to acquire CL. This valuation represents a considerable premium to CL's stock price prior to the news. All told, we would not rule out this outcome, but think the aforementioned valuation is a bit optimistic, given the top-line weakness. Also of note, the board raised CL's dividend by a penny. Colgate is facing a difficult operating environment. Unfavorable foreign exa concern. Lastly, competition is intensifying in the consumer products market.

Management is working to improve operational efficiency. The company is executing various strategies to improve results. Notably, the funding-the-growth initiative aims to reap cost savings. Colgate has also restructured certain aspects of its business to enhance productivity. Elsewhere, it is working to bolster demand through marketing and advertising

Sales and earnings will likely push higher in 2017 and 2018. The company has new products in its pipeline that should lift sales. The aforementioned strategic efforts should support earnings. All told, we look for the top and bottom lines to improve in the near term.

This stock is ranked to track the broader market in the year ahead. Further, at the recent quotation, these shares offer limited total return potential over the 3- to 5-year pull. We suggest most investors look elsewhere. Richard J. Gallagher June 23, 2017

(A) Diluted earnings. Excludes nonrec. gains/(losses): '01, (\$0.02); '09, (0.27); '10, (0.26). Includes non-rec gain/(loss): '08, (\$0.11); '15 \$0.08. Next egs. report due late Div'd reinvest plan available.

July.

(B) Dividends historically paid in mid-February, mid-May, mid-August, and mid-November.

(C) Inc. intang. In '16: \$3,420 mill., \$3.83/sh. (D) In mill., adjusted for stock split.

Company's Financial Strength Stock's Price Stability 100 Price Growth Persistence 70 **Earnings Predictability** 55