

## Board of Directors Biographies



**Norman R. Augustine**

Director since 1989

Mr. Augustine is retired Chairman and Chief Executive Officer of Lockheed Martin Corporation and Chairman of the Executive Committee of Lockheed Martin (aerospace, electronics, telecommunications and information management). He is also a Director of Lockheed Martin Corporation, Black and Decker Corporation and ConocoPhillips. Age 68.

Chairman of the Compensation Committee and member of the Executive and Innovation & Technology Committees.



**Bruce L. Byrnes**

Director since 2002

Mr. Byrnes is Vice Chairman of the Board and President-Global Beauty and Feminine Care and Global Health Care. He is also a Director of Cincinnati Bell Inc. Age 55.



**R. Kerry Clark**

Director since 2002

Mr. Clark is Vice Chairman of the Board and President-Global Market Development and Business Operations. Age 51.



**Scott D. Cook**

Director since 2000

Mr. Cook is Chairman of the Executive Committee of the Board of Intuit Inc. (a software and web services firm). He is also a Director of Intuit Inc. and eBay Inc. Age 51.

Member of the Compensation and Innovation & Technology Committees.



**Domenico DeSole**

Director since 2001

Mr. DeSole is the President and Chief Executive Officer and Chairman of the Management Board of Gucci Group N.V. (a multibrand luxury goods company). He is also a Director of Bausch & Lomb. Age 59.

Member of the Audit and Governance & Nominating Committees.



**Joseph T. Gorman**

Director since 1993

Mr. Gorman is retired Chairman and Chief Executive Officer of TRW Inc. (automotive, aerospace and information systems) and Chairman and Chief Executive Officer of Moxahela Enterprises LLC (venture capital). He is also a Director of Alcoa Inc., National City Corporation and Imperial Chemical Industries plc. Age 65.

Member of the Compensation, Executive and Finance Committees.



**A. G. Lafley**

Director since 2000

Mr. Lafley is Chairman of the Board, President and Chief Executive. He is also a Director of General Electric Company and General Motors Corporation. Age 56.

Chairman of the Executive Committee.



**Charles R. Lee**

Director since 1994

Mr. Lee is Chairman of the Board of Directors of Verizon Communications (telecommunication services). He is also a Director of Verizon Communications, Marathon Oil Corporation, United Technologies Corporation and US Steel Corporation. Age 63.

Member of the Audit, Compensation and Governance & Nominating Committees.



**Lynn M. Martin**

Director since 1994

Ms. Martin is a Former Professor at the J. L. Kellogg Graduate School of Management, Northwestern University and Chair of the Council for the Advancement of Women and Advisor to the firm of Deloitte & Touche LLP. She is also a Director of SBC Communications, Inc., Ryder System, Inc. and Dreyfus Funds.

Ms. Martin will be joining the Constellation Energy Group Board in October, 2003. Age 63.

Member of the Finance and Public Policy Committees.



**W. James McNerney, Jr.**

Director since 2003

Mr. McNerney is Chairman of the Board and Chief Executive Officer of 3M Company (diversified technology). Mr. McNerney was elected to the Procter & Gamble Board on May 1, 2003 to fill a vacant position. He is also a Director of 3M Company and The Boeing Company. Age 53.

Member of the Audit and Governance & Nominating Committees.



**Johnathan A. Rodgers**

Director since 2001

Mr. Rodgers is President and Chief Executive Officer of TV One (media and communications). Age 57.

Member of the Innovation & Technology and Public Policy Committees.



**John F. Smith, Jr.**

Director since 1995

Mr. Smith is retired Chairman of the Board and CEO of General Motors Corporation (automobile and related businesses). He is also a Director of Delta Air Lines, Inc. and Swiss Re Group. Age 65.

Chairman of the Audit Committee and member of the Governance & Nominating and Public Policy Committees.



**Ralph Snyderman, M.D.**

Director since 1995

Dr. Snyderman is Chancellor for Health Affairs and Executive Dean of the School of Medicine at Duke University and President/CEO of Duke University Health System. He is also a Director of Cardiome Pharma Corporation. Age 63.

Chairman of the Innovation & Technology Committee.



**Robert D. Storey**

Director since 1988

Mr. Storey is a partner in the law firm of Thompson Hine, L.L.P., Cleveland, Ohio. He is also a Director of Verizon Communications. Age 67.

Chairman of the Public Policy Committee and member of the Finance Committee.



**Margaret C. Whitman**

Director since 2003

Ms. Whitman is President and Chief Executive Officer of eBay Inc. (a global online marketplace for the sale of goods and services). Ms. Whitman was elected to the Procter & Gamble Board on January 1, 2003 to fill a vacant position. She is also a Director of eBay Inc. Age 47.

Member of the Compensation and Governance & Nominating Committees.



**Ernesto Zedillo**

Director since 2001

Dr. Zedillo is the Former President of Mexico and Director of the Center for the Study of Globalization and Professor in the field of International Economics and Politics at Yale University. He is also a Director of Alcoa Inc. and Union Pacific Corporation. Age 51.

Member of the Finance and Public Policy Committees.