



BIOGRAPHICAL DATA ON

R. KERRY CLARK

Vice Chairman of the Board-P&G Family Health

RESIDENCE: Cincinnati, Ohio, USA

DATE OF BIRTH: April 29, 1952

PLACE: Ottawa, Ontario, Canada

EDUCATION: Queen's University, Bachelor of Commerce, 1974

BUSINESS AFFILIATIONS PRIOR TO JOINING PROCTER & GAMBLE: None

DATE JOINED PROCTER & GAMBLE: May 7, 1974

POSITIONS HELD AND DATES:

- 1974 - Brand Assistant, P&G Canada
- 1975 - Assistant Brand Manager, P&G Canada
- 1976 - Brand Manager, P&G Canada
- 1980 - Associate Advertising Manager, P&G Canada
- 1984 - Associate Advertising Manager, P&G Far East (Japan)
- 1985 - Advertising Manager, P&G Far East (Japan)
- 1987 - General Manager, Hard Surface Cleaners, Cincinnati
- 1991 - Vice President and General Manager, Laundry Products, Procter & Gamble USA
- 1995 - Group Vice President, The Procter & Gamble Company (President, Laundry and Cleaning Products-U.S., Procter & Gamble North America)
- 1997 - Group Vice President, The Procter & Gamble Company (President, Laundry and Cleaning Products-North America, Procter & Gamble North America)
- 1998 - Executive Vice President, The Procter & Gamble Company (President-Asia, Procter & Gamble Asia)
- 1999 - President-Asia
- 1999 - President-Global Feminine Protection and Asia (effective 4/1/99)
- 2000 - President-Global Market Development Organization
- 2001 - President-Global Market Development and Business Operations (3/01)
- 2002 - Vice Chairman of the Board and President-Global Market Development & Business Operations
- 2004 -- Vice Chairman of the Board-Global Health, Baby & Family Care (effective 7/1/04)
- 2005 -- Vice Chairman of the Board-P&G Family Health (eff. 7/20/05)

LOCAL AND NATIONAL ACTIVITIES:

- Member, Board of Directors, Textron Incorporated
- Trustee and Past Chairman of the Board, Cincinnati Zoo and Botanical Gardens
- Board Member Greater Cincinnati United Way and Chairman Alexis de Tocqueville Society
- Member of The Commonwealth Club
- Past Management Board Member of GS1
- Past Member, American Chamber of Commerce in Japan
- Past Vice Chairperson, The Soap and Detergent Association, New York
- Leadership Cincinnati, Class XIX

CLUBS:

- Kenwood Country Club
- Queen City Club

## BIOGRAPHICAL DATA ON

### R. KERRY CLARK

Vice Chairman of the Board-P&G Family Health,  
The Procter & Gamble Company

Kerry Clark was elected to Vice Chairman of the Board and a Director of The Procter & Gamble Company in April 2002. He oversees the P&G Family Health business, which is about one-third of P&G's worldwide business.

Kerry joined P&G in 1974 in marketing with P&G Canada. He held a variety of marketing and management positions in P&G's Laundry and Cleaning Products business throughout the 1970s-80s including a four-year assignment as Marketing Director for Japan.

In 1991, he was named Vice President and General Manager for Laundry Products in the U.S. That led to his appointment in 1995 as Group Vice President of P&G and President of Laundry and Cleaning Products for North America. In these roles, he oversaw the rapid development of this core P&G business, including two of P&G's most successful new brands, Swiffer and Febreze.

In 1998, Kerry became President-Asia, with responsibility for P&G's businesses in Northeast Asia, Greater China and ASEAN. In addition, he managed P&G's global Feminine Care business.

In 2000, he returned to the United States as President, Global Market Development Organization and added responsibility for some of the company's Business Operations in 2001. In this role, Kerry led P&G's regional market and sales operations, which has been a key factor in accelerating P&G's worldwide growth. In particular, he significantly increased the Company's growth in low-income markets, which account for 20% of P&G's worldwide business. In addition, he oversaw the outsourcing of the Company's Corporate IT operation to Hewlett Packard, as well as two other outsourcing contracts. In 2002, he was elected to P&G's Board of Directors as Vice Chairman.

In July 2005, Kerry was appointed Vice Chairman of the Board-P&G Family Health. In this role, he oversees the Company's pharmaceutical, personal health, oral, baby, family, and pet care businesses. Annual sales of these businesses are almost \$20 billion dollars and include brands like Crest, Pampers, Bounty, Iams, Prilosec, and Actonel.

Separately, in 2003, Kerry joined the Board of Directors of Textron, Incorporated and serves on the Audit and the Organization and Compensation Committees. Textron has annual sales of \$10 billion and is known for its Cessna Airplanes, Citation Jets, Bell Helicopters, and E-Z-Go Golf Carts, as well as numerous other industrial brands.

His local and industry affiliations include: Board Member and Past Chairman of the Board, Cincinnati Zoo and Botanical Gardens; Board Member, Greater Cincinnati United Way; member of The Commonwealth Club; past Management Board member of GS1 (a global standards setting organization for the consumer goods industry); past member, American Chamber of Commerce in Japan; past Vice Chairperson, The Soap and Detergent Association, New York; Leadership Cincinnati, Class XIX.

A native of Ottawa, Ontario, Canada, Kerry graduated from Queen's University with a bachelor of commerce degree. Kerry and his wife, Norah, have two daughters and live in Cincinnati, Ohio. They enjoy skiing, golf, and travel.

P&G's worldwide headquarters is located in Cincinnati, Ohio, USA. The company markets over 300 brands worldwide. The P&G community consists of almost 140,000 employees with on the ground operations in over 80 countries worldwide. Fiscal sales for 2004/05 were \$56.7 billion.