



2011 FACTS ABOUT P&G

Innovating for Everyday Life

P&G

P&G serves about 4.4 billion people in the world today. And P&G people work to make sure the Company's brands live up to their promise to make everyday life just a little bit better, now and for generations to come.

Our Purpose-inspired growth strategy is to touch & improve the lives of more consumers, in more parts of the world more completely.

This strategy is fundamental for P&G. It inspires our people and our partners. It leverages our core strengths of consumer understanding, innovation, brand building, go-to-market capability, and global scale. It focuses us on the greatest growth opportunities, and it is tightly linked with our goal of consistently delivering total shareholder return in the top third of our peer group. It also provides a long-term focus as we make near-term decisions on how to deliver our growth objectives.

Our Purpose

We will provide branded products and services of superior quality and value that improve the lives of the world's consumers, now and for generations to come.

As a result, consumers will reward us with leadership sales, profit and value creation, allowing our people, our shareholders, and the communities in which we live and work to prosper.

Our Values

P&G Brands and P&G People are the foundation of P&G's success. P&G People bring the values to life as we focus on improving the lives of the world's consumers.

Our Principles

We show respect for all individuals. The interests of the Company and the individual are inseparable. We are strategically focused in our work. Innovation is the cornerstone of our success. We are externally focused. We value personal mastery. We seek to be the best. Mutual interdependency is a way of life.



Consumers

P&G Values

Integrity
Leadership
Ownership
Passion for Winning
Trust



P&G Brands



P&G People



Leadership Brands

Brands that endure. Innovation for every day.

50 Leadership Brands Worldwide

P&G's 50 Leadership Brands are some of the world's most well known household names.

24 Billion-Dollar Brands

24 of these 50 brands each generate more than one billion dollars in annual sales.

Innovation Leadership

In the past 16 years, P&G has had 132 products on SymphonyIRI Group's list of each year's 25 most successful new products, more than our six largest competitors combined.*

Generating Sales and Profits

These 50 brands represent 90% of P&G sales and more than 90% of profits.



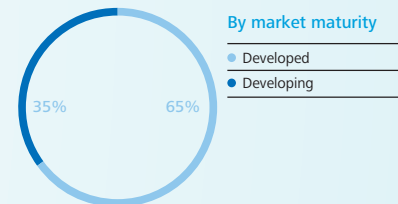
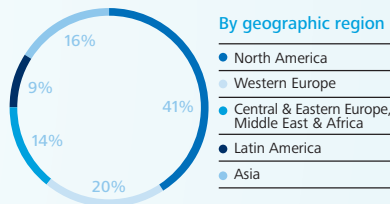
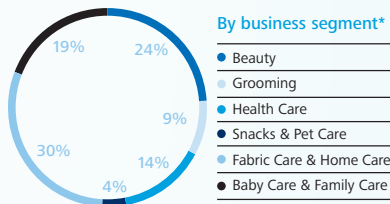
*Source: SymphonyIRI Group 2010 New Product Pacesetters™ report (non-food brands), March 22, 2011 (measured as total year-one dollar sales across food, drug, and mass channels, excluding Walmart).

P&G at a Glance

Reportable Segment	% of Net Sales*	% of Net Earnings*	Categories	Billion Dollar Brands
BEAUTY	24%	24%	Cosmetics, Female Antiperspirant and Deodorant, Female Personal Cleansing, Female Shave Care, Hair Care, Hair Color, Hair Styling, Pharmacy Channel, Prestige Products, Salon Professional, Skin Care	Head & Shoulders, Olay, Pantene, Wella
GROOMING	9%	14%	Electronic Hair Removal Devices, Home Small Appliances, Male Blades and Razors, Male Personal Care	Braun, Fusion, Gillette, Mach3
HEALTH CARE	14%	16%	Feminine Care, Gastrointestinal, Incontinence, Rapid Diagnostics, Respiratory, Toothbrush, Toothpaste, Water Filtration, Other Oral Care	Always, Crest, Oral-B
SNACKS AND PET CARE	4%	2%	Pet Care, Snacks	Iams, Pringles
FABRIC CARE AND HOME CARE	30%	27%	Laundry Additives, Air Care, Batteries, Dish Care, Fabric Enhancers, Laundry Detergents, Surface Care	Ace, Ariel, Dawn, Downy, Duracell, Gain, Tide, Febreze
BABY CARE AND FAMILY CARE	19%	17%	Baby Wipes, Diapers, Paper Towels, Tissues, Toilet Paper	Bounty, Charmin, Pampers

* Percent of net sales and net earnings from continuing operations for the year ended June 30, 2011 (excluding results held in Corporate).

2011 Net Sales



Financial Summary (Unaudited)

Amounts in millions, except per share amounts	2011	2010	2009	2008	2007	2006
Net Sales	\$ 82,559	\$ 78,938	\$ 76,694	\$ 79,257	\$ 72,441	\$ 64,416
Gross Margin	41,791	41,019	38,004	39,996	37,065	32,549
Operating Income	15,818	16,021	15,374	15,979	14,485	12,551
Net Earnings	11,797	12,736	13,436	12,075	10,340	8,684
Net Earnings from Continuing Operations	11,797	10,946	10,680	11,291	9,662	8,187
Net Earnings Margin from Continuing Operations	14.3%	13.9%	13.9%	14.2%	13.3%	12.7%
Diluted Net Earnings per Common Share	3.93	4.11	4.26	3.64	3.04	2.64
Diluted Net Earnings per Common Share from Continuing Operations	3.93	3.53	3.39	3.40	2.84	2.49
Dividends per Common Share	1.97	1.80	1.64	1.45	1.28	1.15
Total Assets	138,354	128,172	134,833	143,992	138,014	135,695
Long-Term Debt	22,033	21,360	20,652	23,581	23,375	35,976
Shareholders' Equity	68,001	61,439	63,382	69,784	67,012	63,171

Major Expenditures

Amounts in millions	2011	2010	2009	2008	2007	2006
Capital Expenditures	\$ 3,306	\$ 3,067	\$ 3,238	\$ 3,046	\$ 2,945	\$ 2,667
Dividends to Shareholders	5,767	5,458	5,044	4,655	4,209	3,703
Advertising Expense	9,315	8,576	7,519	8,520	7,799	7,010
Research and Development Expense	2,001	1,950	1,864	1,946	1,823	1,682

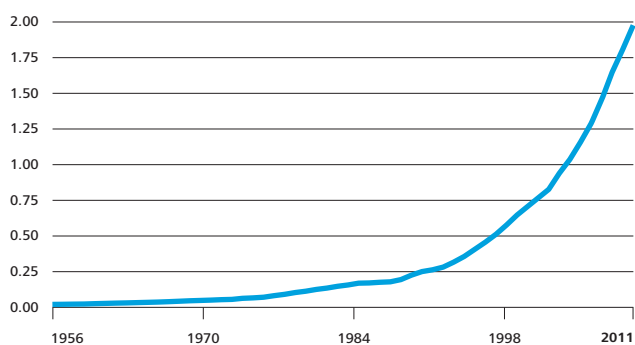
Note: Please see P&G's latest 10-K, 10-Q and 8-K SEC filings for the most recent Company financial information, available at www.pg.com/investors.

Dividend History

MARKET AND DIVIDEND INFORMATION

P&G has been paying a dividend for 121 consecutive years since its incorporation in 1890 and has increased its dividend for 55 consecutive years at an annual compound average rate of approximately 9.5%.

DIVIDENDS PER SHARE (in dollars; split-adjusted)



(in dollars; split-adjusted)	1956	1970	1984	1998	2011
Dividends per Share	\$0.01	\$0.04	\$0.15	\$0.51	\$1.97



Global Leadership Council

Robert A. McDonald

Chairman of the Board, President and Chief Executive Officer

GLOBAL OPERATIONS

Werner Geissler

Vice Chairman—Global Operations

Deborah A. Henretta

Group President—Asia and Global Specialty Channel

Shannan Stevenson

President—Greater China

Laurent L. Philippe

Group President—Central & Eastern Europe, Middle East and Africa and Global High Frequency Stores Channel

Melanie L. Healey

Group President—North America and Global Hyper, Super and Mass Channel

Giovanni Ciserani

Group President—Western Europe and Global Discounter & Drug/Pharmacy Channels

Jorge A. Uribe

Group President—Latin America and Global Club, Cash & Carry Channel

Jeffrey K. Schomburger

President—Global Walmart Team

GLOBAL BUSINESS UNITS

Dimitri Panayotopoulos

Vice Chairman—Global Business Units

Household Care

Jorge S. Mesquita

Group President—Global Fabric Care

Martin Riant

Group President—Global Baby Care

David S. Taylor

Group President—Global Home Care

Mary Lynn Ferguson-McHugh

Group President—Global Family Care

Stassi Anastassov

President—Duracell

Charles E. Pierce

Group President—Global Oral Care

Thomas M. Finn

President—Global Health Care

Daniel S. Rajczak

Senior Vice President—Global Snacks and Pet Care

Beauty & Grooming

Virginia C. Drosos

Group President—Global Female Beauty, Beauty & Grooming

Patrice Louvet

President—Global Male Grooming, Beauty & Grooming

Colleen E. Jay

President—Global Female Beauty, Beauty & Grooming

John P. Goodwin

President—Global Braun, Beauty & Grooming

Joanne Crewes

President—Global Prestige, Beauty & Grooming

Adil Mehboob-Khan

President—Global Salon Professional, Beauty & Grooming

Steven D. Bishop

Group President—Global Feminine Care

CORPORATE AND COMPANY OPERATIONS

Bruce Brown

Chief Technology Officer

Shekhar Mitra

Senior Vice President—Corporate Research & Development, Global Salon Professional and Global Prestige

Robert L. Fregolle, Jr.

Global Customer Business Development Officer

Yannis Skoufalos

Global Product Supply Officer

Christopher D. Hassall

Global External Relations Officer

Deborah P. Majoras

Chief Legal Officer and Secretary

Jon R. Moeller

Chief Financial Officer

Teri L. List

Senior Vice President & Treasurer

Valarie L. Sheppard

Senior Vice President & Comptroller

Moheet Nagrath

Global Human Resources Officer

Kirk L. Perry

President on Special Assignment

Linda W. Clement-Holmes

Senior Vice President—Global Diversity and Global Business Services

Filippo Passerini

Group President—Global Business Services and Chief Information Officer

Marc S. Pritchard

Global Brand Building Officer

Philip J. Duncan

Global Design Officer

Joan M. Lewis

Global Consumer & Market Knowledge Officer

Nancy K. Swanson

Vice President—Corporate

The following company officers announced their intention to retire during the 2011/12 fiscal year:

Charles V. Bergh

R. Keith Harrison, Jr.

Robert Jongstra

Edward D. Shirley

Robert A. Steele



Recognition

P&G is recognized as a leading global company, including a #5 ranking on *Fortune's* "Global Most Admired Companies," the #10 ranking on *Barron's* "World's Most Respected Companies List," a #25 ranking on *Business Week's* list of "World's Most Innovative Companies," a #3 ranking on the *AMR Research Supply Chain Top 25*, top rankings on the Dow Jones Sustainability Index from 2000 to 2011, a ranking on the list of the Global 100 Most Sustainable Corporations in the World, and a consistent #1 ranking within our industry on *Fortune's* Most Admired list for 26 of 27 total years and for 14 years in a row. In 2010, P&G was recognized by SymphonyIRI Group as the most innovative manufacturer in the consumer packaged goods industry for the last decade—presenting the Company with its "Outstanding Achievement in Innovation" award. This year, P&G was again recognized by SymphonyIRI Group for using innovation to launch four of the ten most successful new products of 2010.

P&G's commitment to creating a diverse workplace has been recognized by the National Association for Female Executives (Top 50 Companies for Executive Women), *Working Mother* magazine (Top 20 Best Companies for Multicultural Women) and *DiversityInc* (#25 ranking on the Top 50 Companies for Diversity and #9 ranking on the Top Companies for Recruitment and Retention).

Supplier diversity is a fundamental business strategy that strengthens our innovation and go-to-market capabilities and touches and improves the lives of our diverse suppliers, their employees and the communities in which they live and work. For the fourth year in a row, P&G spent more than \$2 billion with minority- and women-owned businesses. Since 2005, P&G has been a member of the Billion Dollar Roundtable, a forum of 18 corporations that spend more than \$1 billion annually with diverse suppliers.

Shareholder Information

Learn More

To learn more about:

P&G please visit us at www.pg.com

Investing in P&G please visit www.pg.com/investors for our interactive Online Annual Report, news, presentations & events, and information on the P&G Shareholder Investment Program (SIP), a convenient, low-cost plan that enables investors to build an investment in P&G stock without a broker via optional cash investments and dividend reinvestment. Highlights of the SIP include:

- Minimum initial investment—\$250
- Nominal administrative fees, including no enrollment fee and no dividend reinvestment fee
- Optional cash investment—minimum \$50
- Administered by P&G Shareholder Services Department

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Contact

Contact P&G – 24 hours a day

P&G Shareholder Services Department

Online: www.pg.com/en_US/investors/shareholder_services

Email: shareholders.im@pg.com

Mail: P.O. Box 5572, Cincinnati, OH 45201-5572

Financial information requests (24 hours): 1-800-764-7483

Personal assistance

Representatives available Monday-Friday, 9a–4p EDT at 1-800-742-6253 (1-513-983-3034 outside the U.S. and Canada). Automated service available after U.S. business hours.

Corporate Headquarters

The Procter & Gamble Company

P.O. Box 599

Cincinnati, OH 45201-0599

Innovating for Everyday Life

Our Purpose-inspired growth strategy is to touch and improve the lives of more consumers in more parts of the world, more completely. Innovation is and always has been the driving force behind our strategy—and the best driver of long-term sustainable growth. We're innovating to improve people's everyday lives in every part of the world, and by expanding our portfolio of innovation up and down price tiers, into new markets, and into new and existing product categories. Visit www.pginnovation.com for the most up-to-date highlights of product, commercial and business innovations coming from P&G.



Highlighting Our Environmental Vision

P&G is the largest consumer packaged goods company in the world today. This very fact, coupled with our Purpose-inspired Growth Strategy—improving the lives of more consumers, in more parts of the world, more completely—requires us to continue to grow responsibly.

In September 2010, we announced a long-term environmental sustainability vision for our Company that establishes future expectations for our performance.

We won't reach this vision overnight; in fact, it will take decades to achieve. So, we have set goals for 2020 to hold ourselves accountable to making progress toward our vision.

Our Long-Term Environmental Vision includes:

- Using 100% renewable or recycled materials for all products and packaging
- Powering our plants with 100% renewable energy
- Having zero consumer or manufacturing waste go to landfills
- Designing products to delight consumers while maximizing the conservation of resources

2020 ENVIRONMENTAL SUSTAINABILITY GOALS



Products



Replace Petroleum-Based Materials with Sustainably Sourced Renewable Materials 25%*

Cold Water Washing 70% of total washing machine loads

Package Reduction 20% (per consumer use)*

Consumer Solid Waste Pilot studies in both developed and developing markets to understand how to eliminate landfilled/dumped consumer solid waste

Operations



Renewable Energy Powering Our Plants 30%

Manufacturing Waste <0.5% (disposed)

Truck Transportation Reduction 20% (km/unit of volume)*

*vs. 2010 baseline

Touching lives, improving life. **P&G**™

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