

P&G



P&G in Europe

Building Trusted Brands

Procter & Gamble (P&G) brands serve approximately 4.4 billion people around the world

Consumers trust our brands and use them every day. In Europe, we have approximately 50 market-leading brands that are some of the best known household names. Twenty of these brands each generate more than one billion dollars in annual global sales.



Touching & Improving Lives

P&G's Purpose is to touch and improve people's everyday lives. Our growth strategy is inspired by this purpose – to touch and improve the lives of more consumers, in more parts of the world, more completely



More Consumers

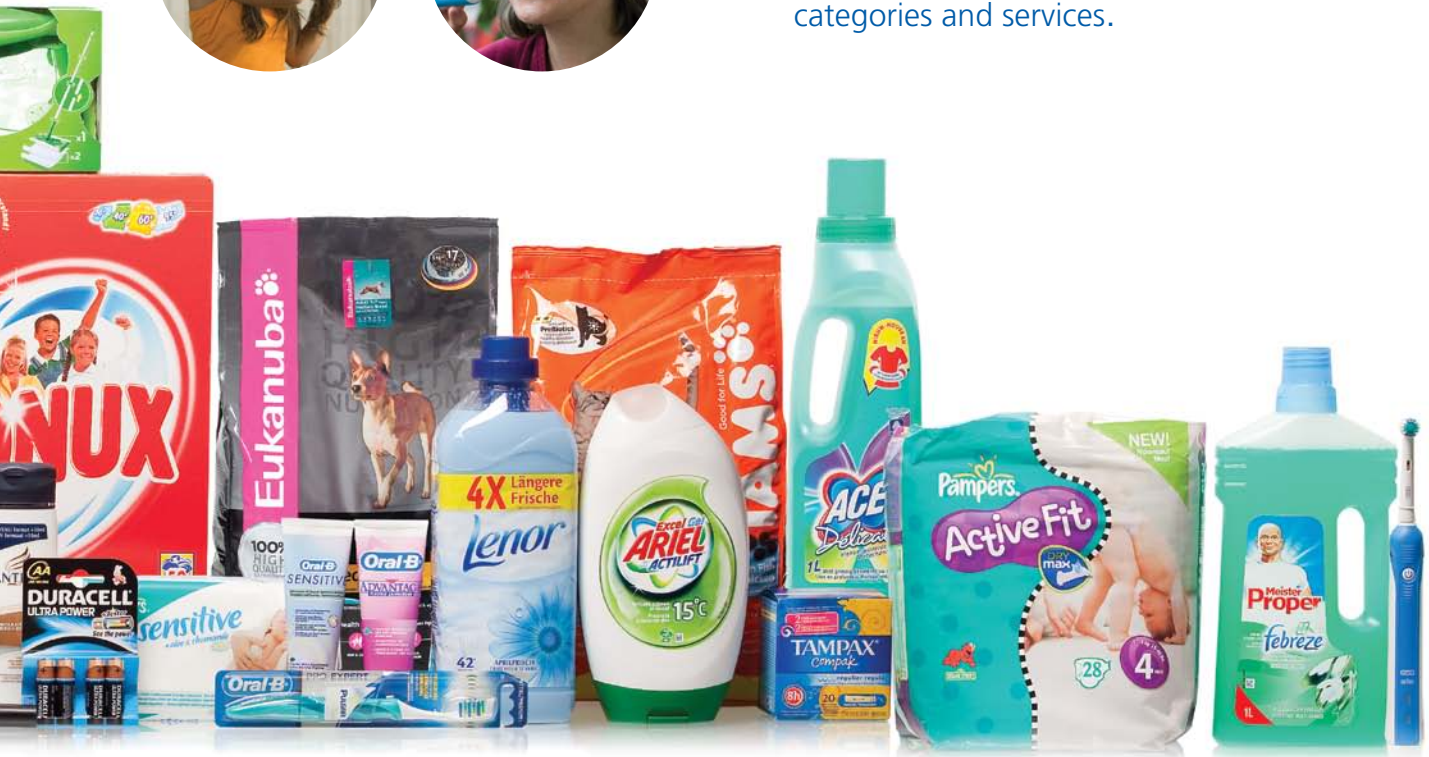
We are innovating for all consumers in today's economy.

More Parts of the World

We are expanding our business into new geographies and additional distribution channels, such as e-commerce.

More Completely

We are innovating to enhance the performance of existing products and offer new adjacent categories and services.



P&G in Europe

Europe continues to be an important market

We have been making a difference to consumers' lives in Europe since 1930, when P&G opened its first subsidiary in the United Kingdom. We now have on-the-ground operations in almost every country. This means we can develop deep connections with diverse consumers and build highly

collaborative relationships with local retail partners.

Mary Lynn Ferguson-McHugh leads P&G's business in Western Europe and Laurent Philippe leads P&G's business in Central Eastern Europe, Middle East & Africa.

We sell our **brands** everywhere in Europe. More than **40,000 employees** of diverse nationalities and cultures work in Europe; including about **3,000** scientists and engineers working in **8 innovation** centres.

Our Western European **business** is about **20%** of P&G's total business; and about **14%** is generated in Central Eastern Europe, Middle East & Africa.

Touching More Consumers' Lives, More Completely in Europe.

In Europe, we are growing leading brands and core categories and delivering sustainable profitable share growth. We are serving more consumers through new channels such as e-commerce. P&G's partnership with the International Olympic Committee is the first to cover multiple brands under one sponsor and is the most far-reaching in Olympic history spanning 10 years, five Olympic Games, over 300 products, and 205 National Olympic Committees around the world. We've been communicating with European Mums over the years to understand her needs and those of her family, making their lives easier through our brands. We are placing Mum at the heart of our sponsorship and are using our voice to recognize, and celebrate her through our 'P&G Proud Sponsor of Mums' campaign.



Where We Operate in Europe

European Union (EU) and European Free Trade Association (EFTA)

P&G is present in every country in Europe through on-the-ground operations or distribution channels

Our regional headquarters for Europe is Geneva, Switzerland. We have eight state-of-the-art Innovation Centres in Europe developing products that delight consumers around the world. These are located in Belgium, Germany, Italy and the UK. We have a general or sales office in almost every country.

We have a strong base of about 40 manufacturing sites making products for consumers close to home and for distribution around the world. Our largest plants are located in Germany, Belgium, Poland, Hungary, Romania and the UK.



● Country offices + Headquarters ● Innovation Centres

P&G PLANTS IN EUROPE: Country, City (Product Category)

- Belgium:**
[Aarschot](#) (Batteries)
[Mechelen](#) (Fabric Care)
- Czech Republic:**
[Rakona](#) (Fabric Care)
- France:**
[Amiens](#) (Fabric Care)
[Blois](#) (Hair Care)
[Poissy](#) (Fragrances)
[Sarreguemines](#) (Hair Care)
- Germany:**
[Berlin](#) (Blades & Razors)
[Cologne](#) (Fragrances & Body Care)
[Crailsheim](#) (Feminine Care & Household Care)
[Euskirchen](#) (Baby Care)
[Gross Gerau](#) (Oral Care & Health Care)
[Huenfeld](#) (Hair Care)
[Kronberg](#) (Braun Electrical Appliances)
[Marktheidenfeld](#) (Oral Care)
[Rothenkirchen](#) (Hair Care)
[Wallduern](#) (Braun Electrical Appliances)
[Worms](#) (Industrial Perfumes)
- Hungary:**
[Budapest](#) (Feminine Care)
- Ireland:**
[Nenagh](#) (Personal Beauty Care)
[Newbridge](#) (Oral Care)
- Italy:**
[Campochiaro](#) (Fabric Care)
[Gattatico](#) (Home Care)
[Pomezia](#) (Fabric Care)
- Netherlands:**
[Coevorden](#) (Pet Care)
- Poland:**
[Aleksandrow – Lodz](#) (Personal Beauty Care)
[Lodz – LMC](#) (Blades & Razors)
[PLMC – Lodz](#) (Blades & Razors)
[Targowek](#) (Baby Care)
- Portugal:**
[Porto](#) (Fabric Care)
- Romania:**
[Timisoara](#) (Fabric Care)
[Urlati](#) (Hair Care)
- Spain:**
[Mataró](#) (Fabric Care)
- UK:**
[London](#) (Home Care)
[Manchester](#) (Baby Care)
[Newcastle](#) (Fragrances & Hair Care)
[Reading](#) (Male Grooming)

The Consumer is Boss

We listen to, anticipate
and stay in touch
with the needs of
the world's consumers



Deep Consumer Understanding

Making life a little better every day

P&G has a long history of meeting and staying in touch with the world's consumers and the people who buy our brands. As early as 1924, P&G became the first company to conduct deliberate data-based market research with consumers. Two decades later, P&G was the first company to formalize consumer connections by forming a Consumer Relations department. Today, consumers are active participants in P&G's innovation process and we keep them involved in every step that guides the development of a new product or idea from concept to launch.



At our German Innovation Centre, we have created a Baby Playground which gives us invaluable insights into babies wearing our products.

Ariel cleans and freshens the clothes of almost **1 billion** consumers worldwide. More than **275 million Braun** shavers have kept men's skin smooth since the first Braun foil shaver was introduced in 1950. More than **800 million** men around the world start their day with **Gillette**. Every **4 seconds** a **HUGO** fragrance bottle is being sold somewhere in the world. **Olay** brings healthy looking, beautiful skin to more than 60 million women. More than **51 million babies** experience the comfort and dryness of **Pampers** every year. Every 10 seconds, a stylist around the world uses a **Wella** Professionals product.

Innovation is at the heart of our Business

Innovation is and has always been a catalyst for growth at P&G

We have a long list of innovation firsts, and many of these were developed in our European Innovation Centres. We conduct over 20,000 consumer and market research studies annually, investing more than \$400 million a year globally.

This results in insights that tell us where the innovation opportunities are and how to serve and communicate with consumers.

www.pginnovation.com

Turning insights into innovation

The combination of Gillette's deep understanding of men's shaving and P&G's expertise in skin science resulted in Gillette Fusion ProGlide and Gillette Fusion Pro Series, an advanced range of male grooming products that drives incredible comfort before, during and after the shave. All Gillette innovations are co-developed at our Innovation Centre in Reading (UK).



Improving babies' lives more completely with Pampers means designing a diaper that is as comfortable as clothing with zero trade-off in absorbency and dryness. Launched in Europe in 2010, Pampers with Dry Max is the brand's biggest innovation in 25 years. Dry max is 20% thinner and is Pampers' driest diaper ever. This Pampers innovation was co-developed at our Innovation Centre in Schwalbach (Germany).



We invest in open innovation

We multiply P&G's internal innovation capability with a global network of innovation partners outside our Company. For almost 10 years, P&G scientists have been connecting and collaborating with external scientists, engineers and other companies to create the next generation of products. This is our open innovation approach, which we call "Connect + Develop".

Today, more than 50% of our product initiatives involve an external partner. Globally, we've established more than 1,000 active agreements with innovation partners.

www.pgconnectdevelop.com

Breakthrough technology through Connect+Develop
In the search for anti-wrinkle technology options for next-generation Olay products, we identified a peptide technology developed by a small cosmetics company in France. Today, the peptide is a key technology used in our skin care's blockbuster Olay Regenerist.



We delight consumers,
create value with retail
partners, and develop
new business models
and processes

Improving Lives... Now and for Generations to Come

Sustainability is a responsibility and an opportunity to make changes that matter

Long-term Vision

100%

Renewable energy will power our plants

100%

Renewable or recycled materials will be used for all products and packaging

0

Consumer and manufacturing waste will go to landfills

www.pg.com/sustainability

Helping consumers reduce their environmental footprint

Future Friendly combines the strength and reach of some of our trusted brands, like Ariel and Pampers, to promote environmental responsibility and consumer conservation education. The aim is to show consumers how to – in a very achievable way – save water, waste and energy at home.

For example, nearly 80% of the energy used in a typical load of laundry comes from heating water. But by using cold water, and a product like Ariel Excel Gel, consumers can reduce energy consumption and their utility bills. The product was rolled out across Europe in 2010.



In addition to continued improvements on conservation measures and eco-smart design, we launched projects in logistics that have created significant reductions in our transportation footprint:

In Europe, we are leading the way in optimizing our logistics. We have established a sustainable intermodal transportation solution, which delivers fewer and friendlier miles.

We aim to increase rail transport from 10 to 30% by 2015 in the P&G supply network; reducing CO₂ emissions without trade-offs in customer service or cost.

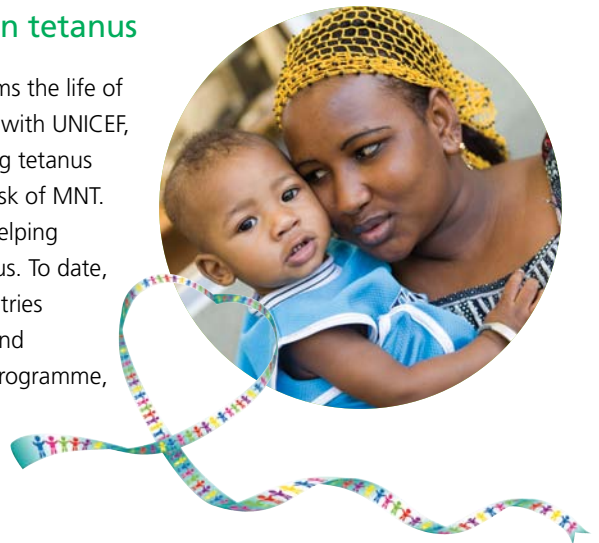


Social Responsibility

P&G is investing in the future by helping children and communities thrive, now and for generations to come

Partnering with UNICEF to help eliminate newborn tetanus

Maternal and neonatal tetanus – a deadly but preventable disease – claims the life of one newborn baby every 9 minutes. Since 2006, Pampers has partnered with UNICEF, first in Belgium and the UK, and now across Europe, to provide life-saving tetanus vaccines to protect women and children in countries where they are at risk of MNT. For every specially marked pack of Pampers they purchase, parents are helping to protect women and their babies against maternal and neonatal tetanus. To date, Pampers funding is helping protect women and babies in 30 of the countries where it still exists which has helped UNICEF eliminate MNT in Uganda and Myanmar. P&G's partnership also expanded to an employee Sabbatical programme, which is now in its successful second year.



Providing clean safe drinking water to children around the world

Our PUR Purifier of Water technology, developed by P&G engineers in the UK, transforms dirty, unsafe water into clean drinking. Through the P&G Children's Safe Drinking Water programme, we provide PUR Purifier of Water sachets to disaster hit areas to save children's lives. By 2020, we committed to saving one life every hour through the programme and are well on our way to meeting this goal.



www.csdw.org



Supporting children in need across Europe

P&G employees in Europe are actively involved in supporting our local communities and helping children in need. In Spain and Portugal, for example, we partner with SOS Children's Villages – an NGO working for children's rights, providing long-term care and a stable environment for vulnerable children and those unable to live with their biological families. We support this partnership through employee fund-raising and by providing business skills training to staff at SOS Children's Villages.





P&G's 10-year global partnership with the International Olympic Committee (IOC), gives P&G global partnership rights, starting with the London Summer Olympic Games in 2012, through to the Olympic Games in 2020.

For more information:

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