



Biographical Data Sheet

ROBERT A. (BOB) McDONALD Vice Chairman-Global Operations

RESIDENCE: Cincinnati, Ohio, USA

DATE OF BIRTH: June 20, 1953

PLACE: Gary, Indiana

EDUCATION: U.S. Military Academy, B.S., 1975
University of Utah, M.B.A., 1978

BUSINESS AFFILIATIONS PRIOR TO JOINING PROCTER & GAMBLE:
U.S. Army Captain – 1975-1980

DATE JOINED PROCTER & GAMBLE: June 4, 1980

POSITIONS HELD AND DATES:

1980 Brand Assistant, Solo, PS&D Advertising, USA
1981 Sales Training, Oklahoma City Sales District
1981 Assistant Brand Manager, Dawn, PS&D Advertising, USA
1982 Assistant Brand Manager, Cascade, PS&D Advertising, USA
1983 Brand Manager, Cascade, PS&D Advertising, USA
1984 Brand Manager, Tide, PS&D Advertising, USA
1986 Associate Advertising Manager, PS&D Advertising, USA
1987 Associate Advertising Manager, Laundry Products, PS&D Division
1989 Manager, Laundry Products, P&G Canada
1991 General Manager-Philippines, Asia/Pacific-South, Procter & Gamble Far East
1994 Vice President and General Manager-Philippines, Asia/Pacific-South, Procter & Gamble Far East
1995 Vice President and General Manager, Laundry and Cleaning Products-Asia/Pacific-Japan, P&G Far East
1995 Vice President and General Manager, Laundry and Cleaning Products-Asia, Procter & Gamble Asia
1995 Vice President and General Manager, Laundry and Cleaning Products-Asia and Beauty Care Products-Japan, Procter & Gamble Asia
1996 Regional Vice President-Japan, Procter & Gamble Asia
1999 Vice President-Northeast Asia
1999 President-Northeast Asia
2001 President-Global Fabric Care
2001 President-Global Fabric & Home Care
2004 Vice Chairman-Global Operations

LOCAL AND NATIONAL ACTIVITIES:

Past Director, Procter & Gamble and Clorox Joint Venture Board of Directors
Past Chair of the Board of Directors of the Soap and Detergent Association (SDA)
Past Governor-American Chamber of Commerce in Japan
Past Moderator, Kobe Union Church Council
Sponsor, Asia Pacific American Support Group
Mentor, National Conference on Ethics in America
Special Ambassador for Hyogo Prefecture and Kobe City, Japan
Recipient of President's Leadership Award, Far East Council Boy Scouts
Member, Association of Graduates, United States Military Academy, West Point
Fellow Royal Society of Arts, Manufacture and Commerce
Beta Gamma Sigma Honorary
Phi Kappa Phi Honorary
Duke University's Fuqua School of Business Board of Visitors
GS1 Board of Directors
Xerox Board of Directors
The Commonwealth Club
Northwestern Integrated Marketing Communications Board of Advisors
Special Goodwill Envoy of Hyogo Prefecture (Japan)

December 2005



ROBERT A. (BOB) McDONALD
 Vice Chairman-Global Operations
 The Procter & Gamble Company
 Cincinnati, Ohio

As Vice Chairman of Global Operations, Bob McDonald leads all of the “go-to-market” organizations for the \$51.4 billion company, including: sales, information technology, logistics, customer marketing, and on-the-ground operations in more than 80 countries worldwide. Bob also manages the company’s business in developing markets – expected to be a disproportionate engine of growth for P&G over the next several years – which contribute about 20% of P&G sales.

Bob grew up in Arlington Heights, Illinois. In 1971, he entered the U.S. Military Academy at West Point. “At West Point I learned that the character of a leader is their most important attribute. Character is putting the needs of the organization above your own,” he says. “Living up to this ideal of character requires courage, determination, integrity, and self-discipline. You must live by your word and actions, and know that is the most powerful demonstration of leadership.”

In 1975, Bob graduated from West Point with a ranking of 13 out of 875 students and a Bachelor of Science degree in Engineering. During his last year at West Point he was the Brigade Adjutant for the Corps of Cadets. He was also awarded the Silver Medal from the Royal Society of England for being the most distinguished graduating cadet in academics, leadership, and physical education.

He then served as a Captain in the U.S. Army for 5 years, primarily in the 82nd Airborne Division. During his years of service, he completed a number of military qualifications: Airborne; Ranger; Jungle, Arctic and Desert Warfare; Jumpmaster; Expert Infantry; and Senior Parachutist. Upon leaving the military he received the Meritorious Service Medal.

While still serving in the Army, Bob received an MBA from the University of Utah in 1978. He graduated with honors from Beta Gamma Sigma.

Bob joined Procter & Gamble in 1980 in the U.S. marketing division. He transferred to Toronto in 1989 to lead P&G’s Canadian Laundry business, and then to the Philippines in 1991 as General Manager. In 1995 he became Vice President and General Manager, Laundry & Cleaning Products-Asia, and re-located to Japan. A year later, Bob became President–Japan Operations, and in 1999, President–Northeast Asia. Two years later Bob became President–Global Fabric Care and later President–Global Fabric & Home Care. He was appointed to his current position in 2004.

Bob has been described as an 'inspirational leader' and is known for his ability to energize organizations and drive business results by taking a personal interest in the development and success of the people he leads. "Everyone I have ever met wants to succeed," says McDonald. "A leader's job is to catch people succeeding and help them build on that success."

Bob serves on the Xerox and GS1¹ Boards of Directors. He is also a member of the Innovation & Technology Committee of P&G's Board of Directors, a mentor at West Point's annual National Conference on Ethics in America, a member of Duke University's Fuqua School of Business Board of Visitors, a member of The Commonwealth Club, a Special Goodwill Envoy of Hyogo Prefecture (Japan), and serves on the Northwestern Integrated Marketing Communications Board of Advisors. He previously served as the Governor of the Kansai region for the American Chamber of Commerce in Japan, moderator of the Council of Kobe (Japan) Union Church and Assistant Boy Scout Leader. Upon departure from Kobe, he was recognized by Hyogo Prefecture's Governor Kaihara and appointed a Special Ambassador for Kobe by Mayor Sasayama for his community service, and given an award of appreciation by the Far East Council of the Boy Scouts. Bob has also served as Chairman of the Soap & Detergent Association of the United States and was a member of the Board of Directors of P&G's joint venture with The Clorox Company.

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¹An international organization whose aim is to develop a set of standards to enable the efficient management of global, multi-industry supply chains by uniquely identifying products, shipping units, assets, locations, and services.