

Where We Operate

Global Operations

P&G has operations in about 80 countries. P&G's well-known, trusted brands touch the lives of consumers in more than 180 countries.

The company's global scale enables competitive advantage through knowledge sharing, common systems and processes, and best-practice reapplication. P&G views its global scale as one of its five core strengths, seeing scale as a way to drive efficiency and consumer value.

To deliver local agility, P&G's global operations are divided into five regions. This structure delivers the benefits of scale while leveraging local focus, letting the company respond faster to local consumer needs and dynamic market demands. Those five regions are:

ASIA

One of the fastest growing economies in the world, Asia is home to over three billion consumers, more than half of the world's population. P&G Asia includes: China, Japan, Korea, Hong Kong, India, Australia, New Zealand, Indonesia, Philippines, Singapore, Taiwan, Vietnam, Thailand, Sri Lanka, Malaysia, Bangladesh.

Innovation is a key focus for P&G Asia, which employs about 800 scientists in four technical centers in Bangalore, India; Beijing, China; Kobe, Japan and Singapore.

Asia Regional Headquarters

Singapore

CENTRAL & EASTERN EUROPE, MIDDLE EAST AND AFRICA (CEEMEA)

CEEMEA is P&G's largest geographic region, stretching from the western edges of Turkey to the far eastern regions of Russia and including nearly all of Africa. P&G CEEMEA includes: The Balkans, Central Europe North, Central Europe South, Eastern Europe, Middle East, Sub Sahara, Turkey/Caucasia & the Central Asian Republics.

CEEMEA Regional Headquarters

Geneva, Switzerland

LATIN AMERICA

Procter & Gamble's presence in Latin America dates back more than 60 years with the opening of the Mexican subsidiary in 1948. We employ people across 14 countries, including 19 manufacturing sites, 12 distribution centers and a service center.

Latin America Regional Headquarters

Panama City

NORTH AMERICA

Our North America region operates in Canada, Puerto Rico and the United States.

The average American consumer spends \$110 per year on P&G products, where sales make up more than 40% of the company's total. Nearly every family in the U.S. has at least one P&G product in their home. We have more than 35 manufacturing plants handling production for products around the world.

North America Regional Headquarters

Cincinnati, Ohio, USA

WESTERN EUROPE

Our European business dates back to 1930 when we opened a subsidiary in the UK. Today, P&G has a presence in every country in Western Europe; the region represents about 20% of P&G's total business.

We have about 35 manufacturing plants handling production for products around the world. In Western Europe, P&G markets over 100 brands and has developed deep connections with diverse consumers and has built highly collaborative relationships with our retail partners.

P&G Western Europe employs about 3,000 scientists working in nine Innovation Centers in the UK (London, Newcastle, Reading), Belgium (Brussels), Germany (Kronberg, Schwalbach, Darmstadt), and a combined innovation center in Italy (Pescara and Pomezia).

Western Europe Regional Headquarters

Geneva, Switzerland