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P&G at a Glance

P&G is a global, publicly traded Fortune 500 Company. It is the largest consumer packaged goods company in the world.

P&G’s work is driven by a purpose of providing branded products and services of superior quality and value to improve the lives of the world’s consumers now and for generations to come.

P&G’s growth strategy is to touch and improve more consumers’ lives in more parts of the world, more completely.

HQ: Cincinnati, OH
Operations in: More than 80 countries
Employees: About 135,000 worldwide
Sales: $79.0 Billion (2009)
Established: 1837

Brands: Nearly 300 sold in more than 180 countries
• 22 Billion-Dollar Brands (generating more than $1 Billion in annual sales)
• 19 Half-Billion-Dollar Brands
• Four billion times a day, P&G brands touch the lives of people around the world
• Consistently one of the world’s top advertisers, investing more than $7 billion annually ($7.6 in 2009)
• P&G has one of the largest and strongest portfolios of trusted brands, including Pampers, Tide, Ariel, Always, Pantene, Bounty, Pringles, Charmin, Downy, Iams, Crest, and Olay

LEADERSHIP
P&G is lead by a Chief Executive, Chairman of the Board and a 13-member Board.
• Chairman of the Board, President and CEO: Bob McDonald
• Board Members: Elected to a 1-year term

STRUCTURAL OVERVIEW
P&G’s nearly 300 brands are segmented into three key areas, or Global Business Units:
• Beauty
• Health and Well Being
• Household Care

<table>
<thead>
<tr>
<th>GBU</th>
<th>Reportable Segment</th>
<th>Key Products</th>
<th>Billion-Dollar Brands</th>
<th>Net Sales by GBU (in billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BEAUTY</td>
<td>Beauty</td>
<td>Cosmetics, Deodorants, Hair Care, Personal Cleansing, Prestige Fragrances, Skin Care</td>
<td>Head &amp; Shoulders, Olay, Pantene, Wella</td>
<td>$26.3</td>
</tr>
<tr>
<td></td>
<td>Grooming</td>
<td>Blades and Razors, Electric Hair Removal Devices, Face and Shave Products, Home Appliances</td>
<td>Braun, Fusion, Gillette, Mach3</td>
<td></td>
</tr>
<tr>
<td>HEALTH AND WELL-BEING</td>
<td>Health Care</td>
<td>Feminine Care, Oral Care, Personal Health Care, Pharmaceuticals</td>
<td>Actonel, Always, Crest, Oral-B</td>
<td>$16.7</td>
</tr>
<tr>
<td></td>
<td>Snacks and Pet Care</td>
<td>Pet Food, Snacks</td>
<td>Iams, Pringles</td>
<td></td>
</tr>
<tr>
<td>HOUSEHOLD CARE</td>
<td>Fabric Care and Home Care</td>
<td>Air Care, Batteries, Dish Care, Fabric Care, Surface Care</td>
<td>Ariel, Dawn, Downy, Duracell, Gain, Tide</td>
<td>$37.3</td>
</tr>
<tr>
<td></td>
<td>Baby Care and Family Care</td>
<td>Baby Wipes, Bath Tissue, Diapers, Facial Tissue, Paper Towels</td>
<td>Bounty, Charmin, Pampers</td>
<td></td>
</tr>
</tbody>
</table>

(1) Partially offset by net sales in corporate to eliminate the sales of unconsolidated entities included in business unit results.
Purpose, Values, and Principles

P&G serves about four 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 just a bit better, now and for generations to come.

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 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.

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.

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.
Core Strengths

P&G focuses on five core strengths required to win in the consumer products industry. We are designed to lead in each of these areas.

CONSUMER AND MARKET RESEARCH
No company in the world has invested more in consumer and market research than P&G. We interact with more than five million consumers each year in nearly 60 countries around the world. We conduct over 15,000 research studies every year. We invest more than $350 million a year in consumer understanding. This results in insights that tell us where the innovation opportunities are and how to serve and communicate with consumers.

INNOVATION
P&G is the innovation leader in our industry. Virtually all the organic sales growth we’ve delivered in the past nine years has come from new brands and new or improved product innovation. We continually strengthen our innovation capability and pipeline by investing two times more, on average, than our major competitors. In addition, we multiply our internal innovation capability with a global network of innovation partners outside P&G. More than half of all product innovation coming from P&G today includes at least one major component from an external partner. The IRI New Product Pacesetter Report ranks the best-selling new products in our industry in the U.S. every year. Over the past 14 years, P&G has had 114 top 25 Pacesetters — more than our six largest competitors combined. In the last year alone, P&G had five of the top 10 new product launches in the U.S. and 10 of the top 25.

BRAND BUILDING
P&G is the brand-building leader of our industry. We’ve built the strongest portfolio of brands in the industry with 22 billion-dollar brands and 19 half-billion-dollar brands. These 41 brands account for 85% of sales and more than 90% of profit. Twelve of the billion-dollar brands are the #1 global market share leaders of their categories. The majority of the balance are #2. As a group, P&G’s billion-dollar brands have grown sales at an average rate of 11% per year for the entire decade.

GO-TO-MARKET CAPABILITIES
We’ve established industry-leading go-to-market capabilities. P&G is consistently ranked by leading retailers in industry surveys as a preferred supplier and as the industry leader in a wide range of capabilities including clearest company strategy, brands most important to retailers, strong business fundamentals and innovative marketing programs.

SCALE
Over the decades, we have also established significant scale advantages as a total company and in individual categories, countries and retail channels. P&G’s scale advantage is driven as much by knowledge sharing, common systems and processes, and best practices as it is by size and scope. These scale benefits enable us to deliver consistently superior consumer and shareholder value.
Strength in Structure

We have made P&G’s organization structure an important part of our capability to grow. It combines the scale benefits of a $79 billion global company and the local focus to win with consumers and retail customers in each country where P&G products are sold.

P&G’s structure has removed many of the traditional overlaps and inefficiencies that plague many large companies.

• **GLOBAL BUSINESS UNITS (GBUs)** focus solely on consumers, brands and competitors around the world. They are responsible for the innovation pipeline, profitability and shareholder returns from their businesses.

• **MARKET DEVELOPMENT ORGANIZATIONS (MDOs)** are charged with knowing consumers and retailers in each market where P&G competes and integrating the innovations flowing from the GBUs into business plans that work in each country.

• **GLOBAL BUSINESS SERVICES (GBS)** utilizes P&G talent and expert partners to provide best-in-class business support services at the lowest possible costs to leverage P&G’s scale for a winning advantage.

• **LEAN CORPORATE FUNCTIONS** ensure ongoing functional innovation and capability improvement.

We have been utilizing this structure for over a decade and continue to see faster global expansion of new innovations, better in-market execution and increased savings from purchasing scale and outsourcing partnerships.
Where We Operate

P&G has operations in more than 80 countries. Its nearly 300 brands are sold in more than 160 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, employing 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 distributions centers and a service center. We have leadership market positions in detergents, diapers, feminine hygiene, health and personal care, batteries, razors & blades products. Our largest markets are in Mexico, Brazil, Venezuela and Argentina.

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 a quarter 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 a clear leadership position in 5 top categories: Blades & Razors, Diapers, Feminine Care, Laundry, Oral Care, Home Care, and Shampoos.

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

Western Europe Regional Headquarters
Geneva, Switzerland
Leadership

Bob McDonald  
Chairman of the Board, President and Chief Executive Officer

Rob Steele  
Vice Chair Global Health and Well-Being

Jon Moeller  
Chief Financial Officer

Werner Geissler  
Vice Chair Global Operations

Ed Shirley  
Vice Chair Global Beauty and Grooming

Dimitri Panayotopoulos  
Vice Chair Global Household Care
Bob has lived and worked on nearly every continent and has experience in virtually every part of P&G’s business. He is the most broadly and globally experienced CEO in P&G history.

Bob McDonald is the President and Chief Executive Officer of Procter & Gamble. With nearly 30 years of brand-building, market development, global business unit and global operations leadership experience across the Company and throughout the world, he is the most broadly experienced CEO in P&G history.

Bob was born in Gary, Indiana, and raised in the Chicago area. In 1975, he graduated from West Point in the top 2% of his class with a Bachelor of Science degree in Engineering. After graduation, he served as a Captain in the U.S. Army for five years, before joining Procter & Gamble in 1980, where he began his career working on prominent brands such as Dawn, Cascade and Tide. He spent most of the 1990s leading P&G’s businesses in the Philippines, Japan and Korea, including responsibility for P&G’s Hair Care business in Asia and the P&G Beauty business in Japan.

Bob led Global Fabric & Home Care, the Company’s largest and most mature business, which delivered strong sales growth and record-setting profits during his tenure. As Vice Chair, Global Operations, he led P&G’s market development organizations and was a member of the team that created the Company’s winning Low-Cost Business Model, which has helped drive developing markets to more than 30% of Company sales and company-average margins.

As Chief Operating Officer, Bob worked closely with the leaders of Marketing, R&D, Product Supply, Customer Business Development and others and championed the integration of P&G’s global brand-building capability. He also played a pivotal role in the integration of Gillette and led P&G’s game-changing “go-to-market” reinvention.
Bob McDonald
President and
Chief Executive Officer
P&G

Bob’s strategy for P&G’s growth in the decade ahead is linked tightly to the Company’s Purpose. He has committed to build P&G’s business by touching and improving more consumers’ lives in more parts of the world… more completely—a strategy that he expects will help P&G reach five billion consumers in the decade ahead, which is roughly double the number of consumers P&G was reaching a decade ago.

Bob serves on the Board of Directors of Xerox Corporation and chairs the Fuqua Global Partnerships Committee at Duke University. He is Vice Chair of the U.S.-China Business Council and member of the U.S. Advisory Committee for Trade Policy and Negotiations (ACTPN), Singapore’s International Advisory Council of the Economic Development Board and the Executive Committee of the Business Roundtable (BRT).

In 2007, Bob received the inaugural Leadership Excellence Award from the U.S. Naval Academy and Harvard Business Review and has been recognized with the President’s Leadership Award from the Far East Council of Boy Scouts. Bob advises Duke University, West Point, Northwestern University, the University of Utah, and St. Petersburg State University in Russia, and is Special Goodwill Envoy of Hyogo Prefecture, Japan.

Bob is a passionate reader and never misses his early morning workouts. He resides in Cincinnati with Diane, his wife of 31 years. They are the parents of two grown children, Jennifer and Robert.
Jon R. Moeller
Chief Financial Officer

Position Held & Dates

1988  Cost Analyst, Food Products
1989  Assistant Plant Accounting Manager; Jackson, Tennessee Plant
1990  Forecaster, Food & Beverage
1991  Senior Financial Analyst, Juice Products
1993  Group Manager, Salted Snacks Finance
1994  Associate Director, Salted Snacks Finance
1996  Finance Manager, China Laundry, Personal Cleansing (Guangzhou, China)
1998  Finance Director, China Laundry, Personal Cleansing; Asia Salted Snacks (Guangzhou, China)
1999  Finance Director, Corporate Forecast & Analysis
2002  Manager, Finance, Global Beauty Care and Global Health Care
2003  Manager, Finance, Global Beauty, Feminine Care & Health Care
2004  Manager, Finance, Global Beauty Care
2005  Vice President-Finance & Accounting, Global Beauty Care
2006  Vice President-Finance & Accounting, Global Beauty and Global Health
2007  Vice President & Treasurer
2009  Chief Financial Officer

- continued -
**Activities**

Board of Trustees, Executive Committee, The Visiting Nurse Association

Member, Cincinnati Business Advisory Council, Federal Reserve
Bank of Cleveland

Board of Ethics, City of Covington

Member, The Conference Board's Council of Financial Executives

Lecturer, Cornell University, Johnson Graduate School of Management
Since 1837, P&G has been providing trusted brands that make every day a little better for the world’s consumers. Brands that are among the most trusted in the industry, and that together give P&G the industry’s largest lineup of leading brands.

Among P&G’s list of nearly 300 brands are 22 brands with more than $1 billion in annual sales, and another 19 brands generating about $500 million or more in annual sales. P&G calls these its Billion-Dollar Brands. Together, these 41 brands account for 85% of sales and 90% of profit.

**Billion Dollar Brands:** In 2000, there were 10; today, there are 22.

<table>
<thead>
<tr>
<th>BRAND</th>
<th>Description</th>
<th>History and Features</th>
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</thead>
<tbody>
<tr>
<td>ALWAYS</td>
<td>World’s leader in feminine protection products</td>
<td>Launched in 1984 with four products. Today, Always is the leader in feminine protection, sold around the world with a full line of products.</td>
</tr>
<tr>
<td>ARIEL</td>
<td>Globally distributed laundry cleaning products</td>
<td>Ariel was first introduced in Germany in 1967. Today, Ariel is sold in more than 135 markets around the world. The new Ariel Excel Gel was designed to save energy in the manufacturing process, uses less packaging, reduces transportation costs and reduces consumers’ energy use.</td>
</tr>
<tr>
<td>BOUNTY</td>
<td>Paper towels and napkins sold across North America</td>
<td>Bounty was introduced in 1965 and was known for years as “the quicker picker-upper.” After more than 40 years as America’s top-selling paper towel, Bounty today combines strength and absorbency to help parents tackle the toughest messes around the home.</td>
</tr>
<tr>
<td>BRAUN</td>
<td>Leading manufacturer of electric shavers, hair styling products, small appliances</td>
<td>The Braun company was started in 1921 in Germany. Braun became a wholly owned subsidiary of Gillette in 1984; Gillette was acquired by P&amp;G in 2005.</td>
</tr>
<tr>
<td>CHARMIN</td>
<td>Leading line of bath tissue sold in North America</td>
<td>Charmin was established in 1928, and was acquired by P&amp;G in 1957. Charmin has been America’s most popular bath tissue for more than 25 years.</td>
</tr>
<tr>
<td>CREST</td>
<td>Global line of dental hygiene products, including toothpaste, rinses, floss and whitening strips</td>
<td>Crest was introduced in 1955, and in 1960 was recognized as effective against cavities by the American Dental Association. It was the first toothpaste to secure the American Dental Association Seal of Acceptance.</td>
</tr>
<tr>
<td>DAWN</td>
<td>Dish detergent products sold in North America</td>
<td>Dawn was introduced in 1972 and quickly recognized for its superior grease-cutting ability. For more than 20 years, Dawn has worked with wildlife rescue and rehabilitation organizations to help animals harmed in oil spills.</td>
</tr>
<tr>
<td>Brand</td>
<td>Description</td>
<td>History and Notable Facts</td>
</tr>
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<td>---------------</td>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Downy/Lenor</strong></td>
<td>Global line of fabric enhancing products</td>
<td>Downy was introduced in 1960 in the United States and now is sold globally.</td>
</tr>
<tr>
<td><strong>Duracell</strong></td>
<td>Global line of personal power products</td>
<td>The company was started in the early 1920s, but it wasn’t until 1964 that “Duracell” appeared on packaging. The name is shortened from “durable cell.” Today, Duracell is the world’s leading manufacturer of high performance alkaline batteries, and also innovates in single-use, renewable, and personal device-charging technologies.</td>
</tr>
<tr>
<td><strong>Fusion</strong></td>
<td>Globally distributed six-blade razor</td>
<td>Introduced in 2005, Fusion is the fastest brand to achieve Billion Dollar status. It was the first razor with 6 blades (5 for shaving, 1 for trimming). Fusion is sold in about 80 countries.</td>
</tr>
<tr>
<td><strong>Gain</strong></td>
<td>Line of fresh-cleaning laundry products sold in North America</td>
<td>Gain was introduced in 1966 and became a Billion Dollar Brand in 2007.</td>
</tr>
<tr>
<td><strong>Gillette</strong></td>
<td>World’s leading male grooming brand, including razors, hair care, bodywash</td>
<td>Gillette was started in 1901 as a razor company by King C. Gillette. P&amp;G acquired the company in 2005. It continues to be a leader in innovation and skin care.</td>
</tr>
<tr>
<td><strong>Head &amp; Shoulders</strong></td>
<td>Globally distributed line of hair care products</td>
<td>Head &amp; Shoulders launched in 1961 with a propriety formula clinically proven to reduce dandruff.</td>
</tr>
<tr>
<td><strong>Iams</strong></td>
<td>Globally distributed line of quality foods and pet-care products that strengthen a pet’s immune system</td>
<td>Iams was introduced in 1946 by Paul Iams, a former cattle-feed salesman looking to create a quality food product for pets. Today, the Iams brand supports pet adoption programs and animal shelters.</td>
</tr>
<tr>
<td><strong>Mach3</strong></td>
<td>Globally distributed three-blade razor</td>
<td>Mach3 was introduced in 1998 and was the first razor with 3 blades.</td>
</tr>
<tr>
<td><strong>Olay</strong></td>
<td>World leader in skin care products</td>
<td>Olay was first introduced in South Africa in 1952. Today, Olay “brings healthy, beautiful skin” to more than 80 million women on five continents.</td>
</tr>
<tr>
<td><strong>Oral-B</strong></td>
<td>World leader in the tooth brushing market; includes manual and power toothbrushes, toothpaste and floss</td>
<td>Oral-B was created by Dr. Robert Hutson, a California periodontist, in 1949, looking for a brush to better meet patients’ needs. Today, Oral-B manual toothbrushes are used by more dentists than any other brand in the U.S. and worldwide.</td>
</tr>
<tr>
<td><strong>Pampers</strong></td>
<td>Global line of baby care products, including diapers and wipes</td>
<td>Pampers got its start in 1956 when a P&amp;G grandfather decided people needed an alternative to messy cloth diapers. In 1961, Pampers was launched. Today, it is P&amp;G’s number one selling brand in the world.</td>
</tr>
<tr>
<td><strong>Pantene</strong></td>
<td>Global hair care brand, including a full line of protein-enriched hair products</td>
<td>Pantene got its name from “panthenol” (pro-vitamin B-5), which was developed in 1940 in Switzerland and used to treat burns in WWII. It was soon found to improve the health, elasticity and moisturisation of hair. Pantene shampoo launched in Europe in 1947.</td>
</tr>
<tr>
<td><strong>Pringles</strong></td>
<td>Brand of potato snacks sold globally in an array of flavors</td>
<td>Pringles was introduced in 1968, and today is sold in more than 140 countries and packaging produced in 37 languages.</td>
</tr>
<tr>
<td><strong>Tide</strong></td>
<td>Leading fabric cleaning and care products sold in North America</td>
<td>Tide was introduced in 1946 and within three years captured US market leadership in the laundry category.</td>
</tr>
<tr>
<td><strong>Wella</strong></td>
<td>Global brand of hair care products and services designed for salons and a range of consumer products at stores</td>
<td>Wella was founded in 1880 by a German hairdresser. Today, Wella Professional is a leading supplier of professional hair products and services reaching about two million hairdressers worldwide. Wella also sells products directly to shoppers in stores.</td>
</tr>
</tbody>
</table>
### Half-Billion Dollar Brands:
These 19, when combined with P&G’s Billion Dollar Brands, account for 85% of sales and 90% of profit.

<table>
<thead>
<tr>
<th>Brand</th>
<th>Description</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ACE</strong></td>
<td>Multi-category household care brand, including laundry, bleach and surface cleaners sold in Europe and Latin America</td>
<td>ACE laundry detergent is based on an Active Oxygen formula that removes tough stains gently. It is the leading laundry brand in Italy.</td>
</tr>
<tr>
<td><strong>BOLD</strong></td>
<td>Laundry detergent sold mainly in Europe, North American and Latin America</td>
<td>Bold was first introduced in the United States in 1965 and currently is sold in Europe, where it is a market leader in the UK.</td>
</tr>
<tr>
<td><strong>BOSS</strong></td>
<td>Male fragrance sold globally</td>
<td>The first Hugo Boss fragrance was introduced in 1988 and was named after German designer Hugo Boss. Hugo Boss fragrances joined P&amp;G’s family of brands when P&amp;G acquired MaxFactor/Eurocos in 1991. Today’s Hugo Boss brand offers fragrances for both men and women.</td>
</tr>
<tr>
<td><strong>CASCADE</strong></td>
<td>Market leading dishwashing products for the dishwasher, sold in North America</td>
<td>Cascade was first introduced in 1955 when only 4% of U.S. households had a dishwasher. Over the years, the brand has grown to include an array of products, including powder, gel and new ActionPacs.</td>
</tr>
<tr>
<td><strong>DASH</strong></td>
<td>Leading laundry detergent sold in Europe</td>
<td>Dash was introduced in the United States in 1954 as a concentrated laundry detergent. In 1963, production began in Germany, paving the way for the brand’s ongoing sales in Europe.</td>
</tr>
<tr>
<td><strong>DOLCE &amp; GABBANA</strong></td>
<td>A Prestige Fine Fragrance</td>
<td>In 2005, P&amp;G signed a licensing agreement with the Dolce &amp; Gabbana Group to market D&amp;G Fragrances worldwide. D&amp;G is famous globally as a symbol of Italian glamour. There are fragrances for both men and women including: “Light Blue” and “The One.”</td>
</tr>
<tr>
<td><strong>EUKANUBA</strong></td>
<td>Nutritional pet food products sold globally</td>
<td>With 150 worldwide patents, Eukanuba has led the way in dog nutrition. These advancements include the first brand to introduce optimal levels of DHA for smarter and more trainable puppies, as well as to use leveragge 100% high-quality animal-sourced proteins containing all essential amino acids.</td>
</tr>
<tr>
<td><strong>FEBREZE</strong></td>
<td>Line of fabric and air fresheners sold globally</td>
<td>Febreze utilizes a unique odor-eliminating technology to clean away odors from household fabrics. First launched with a spray freshener, now also includes candles and plug ins.</td>
</tr>
<tr>
<td><strong>HERBAL ESSENSCES</strong></td>
<td>Hair care products including shampoo, conditioner sold globally</td>
<td>Herbal Essences Shampoo was introduced in 1971 by Clairol. Now including a full line of hair care products, Herbal Essences is sold globally.</td>
</tr>
<tr>
<td>PRODUCT</td>
<td>Description</td>
<td>History and Facts</td>
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</tr>
<tr>
<td>COVER GIRL</td>
<td>Full range of cosmetics sold in the United States and Canada</td>
<td>Cover Girl was introduced in the US by Noxell in 1960 with a foundation and powder. Today, the full line of Cover Girl cosmetics is sold across the United States and Canada with top celebrities serving as “Cover Girls.”</td>
</tr>
<tr>
<td>MR. CLEAN</td>
<td>Global line of home cleaning products</td>
<td>Mr. Clean was introduced in 1959 with the now-globally recognized strong man in white as its spokesman. The brand has grown to include a full line of cleaners and cleaning tools, including the Mr. Clean Eraser and Multi-Surface Spray Cleaner.</td>
</tr>
<tr>
<td>VICKS</td>
<td>Global line of cold remedy products</td>
<td>The Vicks family of products have been bringing relief from cold and flu symptoms since 1894. Founded by Lunsford Richardson in a Greensboro, North Carolina pharmacy, the brand is currently sold in about 80 countries around the world.</td>
</tr>
<tr>
<td>PRILOSEC OTC</td>
<td>Over-the-counter treatment for frequent heartburn sold in the United States</td>
<td>In 2003, Prilosec OTC became the first proton pump inhibitor available over the counter. By 2008 it had effectively blocked heartburn for 10 million patient treatments.</td>
</tr>
<tr>
<td>REJOICE</td>
<td>Conditioning shampoo sold globally</td>
<td>Introduced in 1969, Rejoice is based on a patented ‘Micro-Silicone’ conditioning technology that leaves hair smooth and easy to comb. It is the top selling shampoo in Asia and is now sold in more than 85 countries.</td>
</tr>
<tr>
<td>SAFEGUARD</td>
<td>Number-one selling antibacterial soap in the world, sold around the world</td>
<td>Safeguard was introduced in 1963 as a superior antibacterial soap, mild to skin. A Safeguard Clean Hands campaign teaches children in China, Mexico and Pakistan the importance of good hand washing for good health.</td>
</tr>
<tr>
<td>SKII</td>
<td>Premium line of skin care products sold globally</td>
<td>SKII, which stands for Secret Key to beautiful skin, was introduced in Japan in 1981. The line of skin care products was developed based on a discovery about 30 years ago by a scientist who noted the youthful appearance of the hands of women working in a Japanese sake brewery. This lead to the discovery of Pitera, a yeast similar to that found at the brewery.</td>
</tr>
<tr>
<td>SWIFFER</td>
<td>Global line of sweeper and duster products</td>
<td>Swiffer is a fast-growing line of cleaning products and tools, including the Swiffer WetJet, Duster, Vac, Dust and Shine.</td>
</tr>
<tr>
<td>TAMPAX</td>
<td>World leader in feminine protection products</td>
<td>Tampax was designed by a doctor in the late 1920s to bring greater comfort and protection to his female patients. It was first sold in 1934, with sales quickly exceeding production capacity. Today, Tampax is sold around the world.</td>
</tr>
<tr>
<td>VENUS</td>
<td>Women’s shaving products sold globally</td>
<td>Launched in 2001, Venus is the number one female shaving brand in the world.</td>
</tr>
</tbody>
</table>
P&G is focusing its efforts on areas where it can make the most meaningful difference in both environmental and social Sustainability. Work toward both areas is integrated across the company, making sustainability part of how P&G operates. Sustainability is integrated into the rhythm of the business.

In 2007, P&G established five strategies for Sustainability and set goals to be achieved by 2012.

Our five Sustainability strategies:

**STRATEGY 1: PRODUCTS**
Delight the consumer with sustainable innovation that improve the environmental profile of our products.

**STRATEGY 2: OPERATIONS**
Improve the environmental profile of P&G’s own operations.

**STRATEGY 3: SOCIAL RESPONSIBILITY**
Improve children’s lives through P&G’s social responsibility programs.

**STRATEGY 4: EMPLOYEES**
Engage and equip all P&Gers to build Sustainability thinking and practice into their everyday work.

**STRATEGY 5: STAKEHOLDERS**
Shape the future by working transparently with our stakeholders to enable continued freedom to innovate in a responsible way.

How we are doing:

These goals, originally set in 2007, were increased in March 2009. The goal for Children’s Safe Drinking Water (CSDW) program was again increased in September 2009.

<table>
<thead>
<tr>
<th>STRATEGY 1: Products</th>
<th></th>
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<tbody>
<tr>
<td>GOAL</td>
<td>Develop and market at least $50 billion in cumulative sales of “sustainable innovation products,” which are products that have an improved environmental profile.(1)</td>
</tr>
<tr>
<td>PROGRESS (in billions of U.S. dollars)</td>
<td>Cumulative Sales since July 2007</td>
</tr>
<tr>
<td>Cumulative sales of sustainable innovation products</td>
<td>$13.1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STRATEGY 2: Operations</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>GOAL</td>
<td>Deliver an additional 20% reduction (per unit production) in CO2 emissions, energy consumption, water consumption and disposed waste from P&amp;G plants, leading to a total reduction over the decade of at least 50%.</td>
</tr>
<tr>
<td>PROGRESS (percent reduction per unit production)</td>
<td>since July 2007</td>
</tr>
<tr>
<td>Energy Usage</td>
<td>-11%</td>
</tr>
<tr>
<td>CO2 Emissions</td>
<td>-10%</td>
</tr>
<tr>
<td>Waste Disposal</td>
<td>-30%</td>
</tr>
<tr>
<td>Water Usage</td>
<td>-13%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STRATEGY 3: Social Responsibility</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>GOAL</td>
<td>Enable 300 million children to Live, Learn and Thrive.(2) Prevent 160 million days of disease and save 20,000 lives by delivering 4 billion liters of clean water in our Children’s Safe Drinking Water program.(3)</td>
</tr>
<tr>
<td>PROGRESS since July 2007</td>
<td></td>
</tr>
<tr>
<td>LIVE, LEARN AND THRIVE</td>
<td>Number of Children Reached</td>
</tr>
<tr>
<td>CHILDREN’S SAFE DRINKING WATER</td>
<td>Liters of Clean Water Delivered</td>
</tr>
<tr>
<td></td>
<td>Days of Disease Prevented</td>
</tr>
<tr>
<td></td>
<td>Lives Saved</td>
</tr>
</tbody>
</table>

(1) Sustainable Innovation Products are included if they have launched in market since July 1, 2007, and have a >10% reduction in one or more of the following indicators without negatively impacting the overall Sustainability profile of the product: A. Energy, B. Water, C. Transportation, D. Amount of material used in packaging or products, E. Substitution of nonrenewable energy or materials with renewable sources.

(2) Live, Learn and Thrive (LLT) is P&G’s global cause that focuses our social investments on efforts that improve the lives of children in need ages 0 – 13.

(3) Within Live, Learn and Thrive, our signature program is Children’s Safe Drinking Water. Methodology for calculating diarrheal days and mortality was developed with Population Services International and Aquaya Institute.
Three Examples of Ongoing Work

**DRAMATIC CHANGES IN FORMULATION**
Ariel Excel Gel, the new generation of Ariel detergents, was designed from scratch for ultimate cleaning at low temperatures. This formulation change has helped bring about reductions in environmental impact, expending less energy, water, packaging, and waste. In 2007, P&G established five strategies for Sustainability and set goals to be achieved by 2012.

**SYSTEMIC THINKING IN PACKAGING**
P&G has experts in packaging Sustainability working in every category. These experts form a network to share progress, challenges, and ideas for reapplication with other brands around the world. We’re looking at packaging improvements systemically, from shipment to shelf to use in the consumer’s home. Since 2006, this has resulted in 136,000 metric tons of packaging material avoidance.

**CONSERVING THROUGH SMART ECO-DESIGN**
To evaluate key Sustainability elements in a new construction process, we use P&G’s 77-Point Plan, a process developed by our Global Facilities Engineering group in partnership with Arup International and validated by world-renowned architectural firm William McDonough + Partners. The plan rates a facility’s potential impact on CO2, energy, waste, water, and environmental quality.

The 77-Point Plan examines not only construction concerns, but also ongoing operations once a facility is built. Beyond new projects, the process is also used to review existing facilities, with the results used to raise the design standard for P&G facilities throughout the world.

**Euskirchen, Germany: DACH Customization Center**
A 10,000-square-meter facility in Euskirchen, Germany, was built using sustainable materials and will save roughly 7,300 metric tons of CO2 over the building’s 40-year lifetime. The center incorporates high efficiency lighting, rainwater recycling, water-efficient sanitary appliances, and a solar hot water system. It is also the world’s first P&G building to deliver an operating solar photovoltaic system. The system is capable of generating 324 Gigajoules of electricity per year, with an equivalent CO2 reduction equal to nearly 35,400 truck kilometers.

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### A Noticeable Reduction In Overall Environmental Footprint*

<table>
<thead>
<tr>
<th>Reduction</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>40 – 50%</td>
<td>Less water to manufacture</td>
</tr>
<tr>
<td>30 – 40%</td>
<td>Less energy to manufacture</td>
</tr>
<tr>
<td>20 – 50%</td>
<td>Less energy by washing in low temperatures</td>
</tr>
<tr>
<td>40 – 57%</td>
<td>Fewer trucks to transport</td>
</tr>
<tr>
<td>14 – 45%</td>
<td>Less packaging</td>
</tr>
</tbody>
</table>

* Variations are dependent on country differences (e.g., energy rates, base packaging comparisons)
Social Responsibility

Companies like P&G can be a force for good in the world.

P&G established in 1952, The Procter & Gamble Fund to coordinate the Company’s distribution of funds to charitable organizations in the communities that P&G operates and its employees live. Throughout the years, the Fund had supported hundreds of groups, activities and organizations all over the world.

Today, The Fund provides chief support to P&G’s corporate cause: Live, Learn and Thrive™, which is focused on touching and improving the lives of children in need around the world. The project focuses on helping children:

- Get off to a healthy start
- Receive access to education
- Build skills for life

Through P&G’s Live, Learn and Thrive Program, each year more than 50 million children around the world benefit from programs like Pampers’ vaccination program, India’s Shiksha education campaign, Latin America’s early childhood development initiative, and the global, award winning program, Children’s Safe Drinking Water, which distributes to children around the world a packet of powder developed by P&G engineers that turns filthy, contaminated water clean, clear and safe to drink.

As part of the Company’s holistic Sustainability goals, P&G aims to by 2012, touch the lives of 300 million children, prevent 160 million days of disease and save 20,000 lives by delivering 4 billion liters of clean water.


BRANDS BACKING THE CAUSE
Not only do thousands of P&Gers lend their time and talents to Live, Learn and Thrive programs, but we also leverage the strength and reach of our brands to raise public awareness, engagement and donations.

PAMPERS AND UNICEF: Working Together for Healthy Babies
Every year, 128,000 people die from maternal and neonatal tetanus — a completely preventable disease. So for the fourth year running, Pampers is teaming up with UNICEF to deliver the vaccines that vulnerable women and their children need.

P&G AND SHIKSHA: Increasing Access to Education in India
India has the world’s largest number of uneducated children, with nearly half of all children not attending school. Our Shiksha program is dedicated to fighting that trend, helping create a more educated, progressive nation.

ALWAYS AND TAMAX: Protecting the Futures of Girls
Today, more than 600 million girls live in the developing world. Many of these girls miss several days of school each month because they lack basic sanitary protection to manage their periods. The Protecting Futures program works with partner organizations to provide sanitary protection, sanitary facilities and puberty education to help vulnerable girls stay in school.

P&G BEAUTY’S AQUA COLLECTION: Supporting Children’s Safe Drinking Water
Each day, nearly 4,000 children die as a result of not having clean drinking water. But a special collection of P&G Beauty products – each with its own hydration benefit — is helping fight this problem.

SAFEGUARD: Building a Great Wall of Hygiene
Establishing good hygiene habits early is essential to protecting children from disease. So Safeguard, in partnership with the Red Cross and China’s Ministry of Health, launched the Safeguard Health Great Wall campaign on October 15, 2008 — Global Hand Washing Day.

Our people and our brands are our greatest assets, and together, they are a tremendous force that can make an impact that matters.
Our History—
How it Began

What began as a small family-run candle and soap business, grew through innovation, creative marketing and partnerships to become the largest consumer goods company in the world.

P&G WAS FOUNDED IN 1837 BY TWO MEN WHO MET BY CHANCE.

William Procter, emigrating from England, established himself as a candle maker in Cincinnati, which was a busy center of commerce and industry in the early nineteenth century. And James Gamble, arriving from Ireland, apprenticed himself to a soap maker. The two might never have met had they not married sisters Olivia and Elizabeth Norris, whose father convinced his new sons-in-law to become business partners.

As a result, in 1837, a bold new enterprise was born: Procter & Gamble.

William Procter was born in 1801 in England. As a boy, he worked as general store apprentice, learning to “dip candles” – a skill that would later lead to both fame and fortune.

His first entrepreneurial venture, however, met with disaster. The day after opening, his dry goods shop in London was robbed, leaving Procter $8,000 in debt – a huge sum in 1832. Determined to rebuild, he and his wife decided to immigrate to the United States. While traveling down the Ohio River, Mrs. Procter became ill and died a few months after their arrival in Cincinnati.

Procter first worked in a bank. He then decided to use his past experience as a candle maker to earn extra income and help pay off his debt. He took advantage of the fat and oil by-products from Cincinnati’s large meatpacking industry. Procter began as a one-person operation – manufacturing, selling and delivering candles to his customers in the area.

During this time, he also met and proposed to Olivia Norris, the daughter of a prominent candle maker in town, Alexander Norris.

Meanwhile, James Gamble was born in 1803, in Ireland. He immigrated with his family to America in 1819 as part of a mass exodus from Northern Ireland. They were headed for Illinois, but during the trip, James Gamble, then 16, became violently ill; his parents took him ashore in Cincinnati. By the time James recovered, the family had decided to stay.

At 18, James began an apprenticeship with a local soap maker, then years later, opened his own soap and candle shop with a friend. Before long, Gamble met and married Elizabeth Ann Norris, the second daughter of Alexander Norris.

The business began during nationwide panic and depression. But the struggling young firm survived. Cincinnati proved a sound business base because as a meat packing center, it offered plenty of fat and oil for soap and candle making.

• The Procter’s eldest son, William A. Procter, was the first P&G President in 1890.
• Son Harley T. was the company’s first Advertising and Sales Manager. He named Ivory Soap.
• The Gamble’s eldest son, James N. Gamble, invented Ivory Soap and founded the first laboratory in P&G history.

THE CREATION OF THE PROCTOR & GAMBLE COMPANY

Father-in-law, Alexander Norris, noted that his new sons were competing for the same raw materials. He suggested a joint venture. After several years, the sons agreed and on October 31, 1837, they signed the partnership agreement that founded the Procter & Gamble Company. Their total assets were $7,192.24.

The 172-year-old company, which employs 135,000 people around the world, makes about 300 brands and generates $79 billion in sales in 80+ countries.

Touching lives, improving life. P&G™