

*P&G* 2010  
Analyst Meeting



## State of P&G

- We have a clear and inspiring Purpose
- We have the right strategy
- We are focused on the right “how-to-win” choices
- We have infused our work with meaning




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## P&G's 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.




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## P&G's Promise

Four billion times a day, P&G brands touch the lives of people around the world. And P&G people work to make sure those brands live up to their promise to make everyday life just a little bit better.




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## P&G Growth Strategy

Touching and Improving  
More Consumers' Lives in  
More Parts of the World ...  
More Completely



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Improving the  
Lives of More  
Consumers



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Improving Lives  
in More Parts  
of the World



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Improving  
Lives More  
Completely



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Improving  
Lives for  
Generations  
to Come



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### Long-Term Vision



Powering our  
plants with 100%  
renewable energy



Using 100%  
renewable materials  
or recycle for all  
our products  
and packaging



Having zero consumer  
or manufacturing waste  
going to landfills



Designing products  
that delight consumers  
while maximizing  
the conservation  
of resources

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Our Purpose Attracts Partners

**Carter Roberts**  
Chief Executive Officer,  
World Wildlife Fund US

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**Children's Safe Drinking Water**

Providing more than 2 billion liters of clean water

- Prevent more than 100 million days of illness
- Save more than 13,000 lives

DIS, FIP, HOS, BCI

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Our Purpose Attracts Partners

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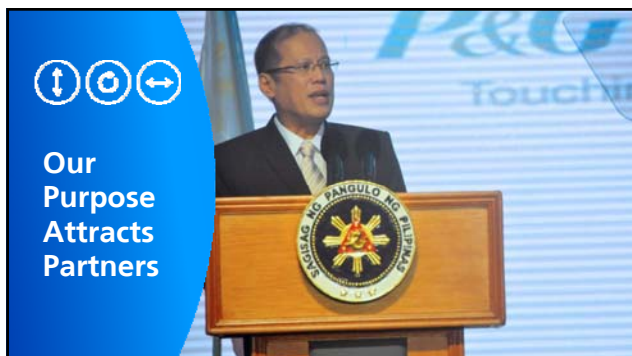
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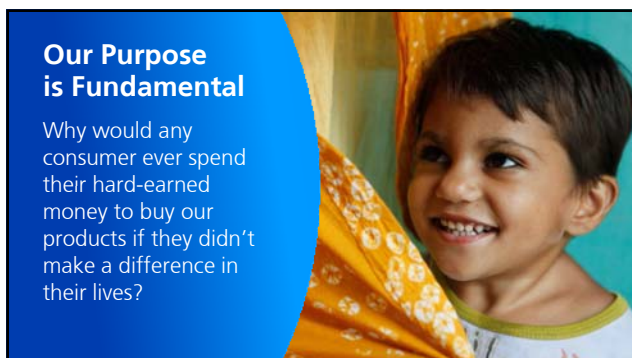
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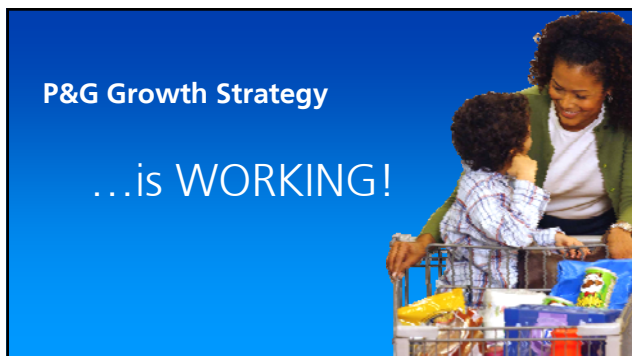
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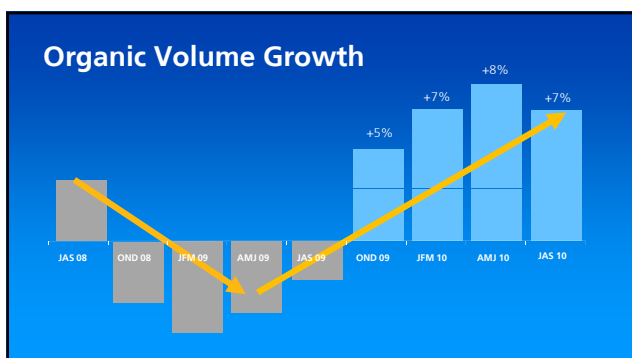
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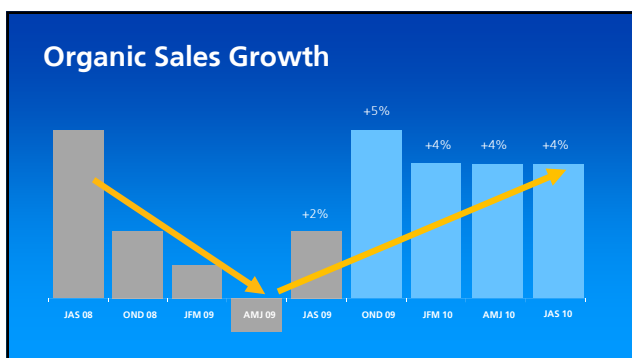
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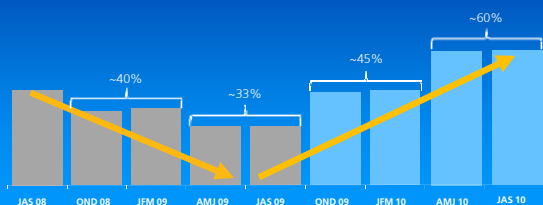
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### Market Share, % of Sales Growing



### JAS 2010 Results

#### Market Share

- Up in all geographic regions
- In-line or higher in...
  - 13 of 17 top countries
  - 17 of 23 billion dollar brands

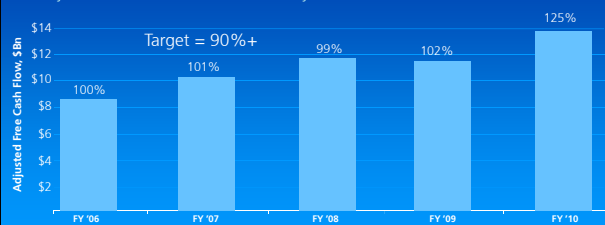


### JAS 2010 Results

	Guidance	Actual
Organic Volume		+7%
Organic Sales	+3% to +5%	+4%
EPS	\$0.97 to \$1.01	\$1.02
Core EPS Growth	Flat to +4%	+5%
Free Cash Flow Productivity		63%

## Cash Generation

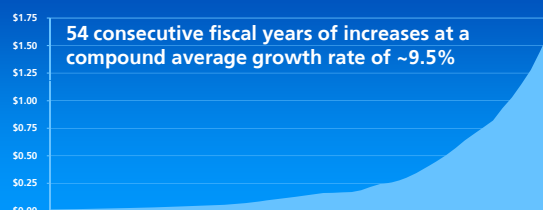
Adjusted Free Cash Flow Productivity\*



\*Adjusted free cash flow is operating cash flow less capital spending and tax impacts from major divestitures. Adjusted free cash flow productivity is the ratio of adjusted free cash flow to net earnings excluding major divestiture gains.

## Dividends

FY Dividend per Share Adjusted for Stock splits



## Growth Opportunities

1. Expanding Current Portfolio
2. Entering Adjacencies & Building Regimens
3. Growing Share
4. Growing Markets
5. Entering & Creating New Categories





## P&G Growth Opportunities

Portfolio, Adjacencies & Regimens	.5% to 1%
Market Share (10–20 bps / year)	.5% to 1%
Market Growth	3% to 4%
FY '11 Organic Sales Guidance	4% to 6%
New Categories	+ +

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## Portfolio Expansion




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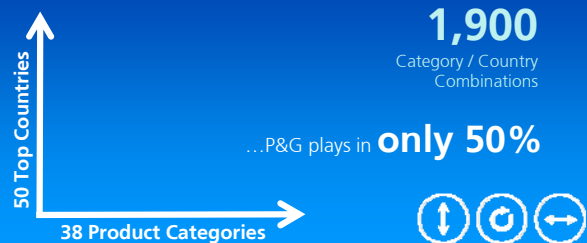
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## Expansion Plans




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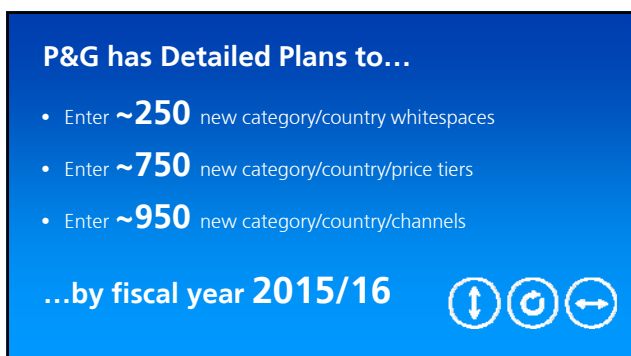
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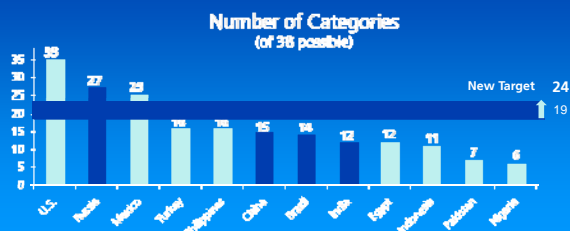
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## Expansion Plans




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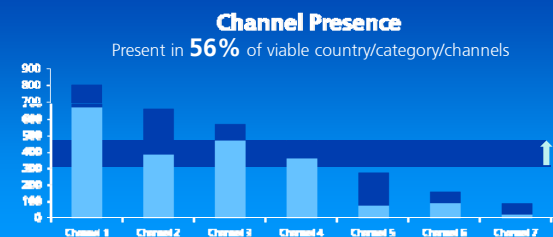
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## Expansion Plans




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Adjacencies  
& Regimens




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## Adjacencies & Regimens

Laundry Additives




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## Adjacencies & Regimens

Oral Care




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## Adjacencies & Regimens

Japan Pantene




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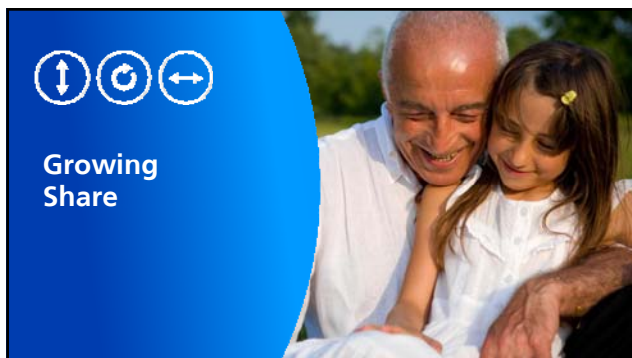
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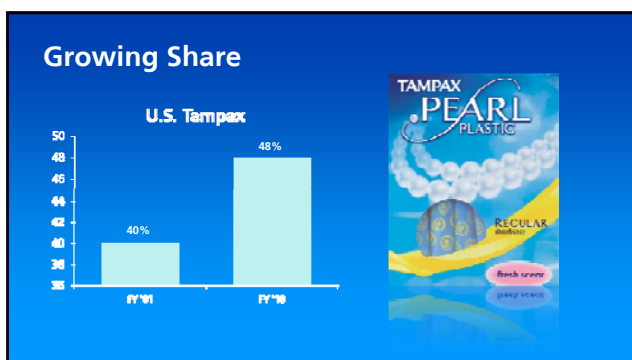
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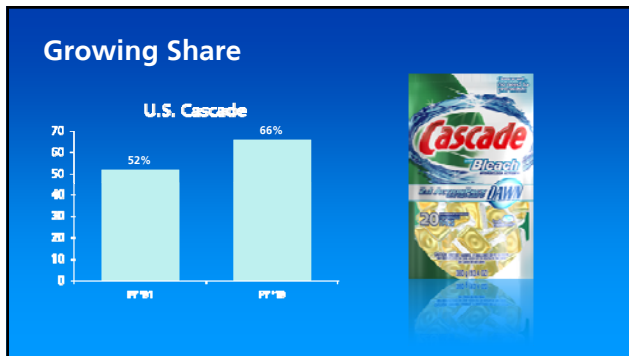
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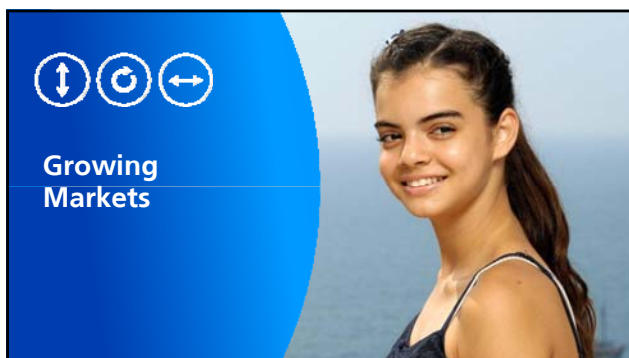
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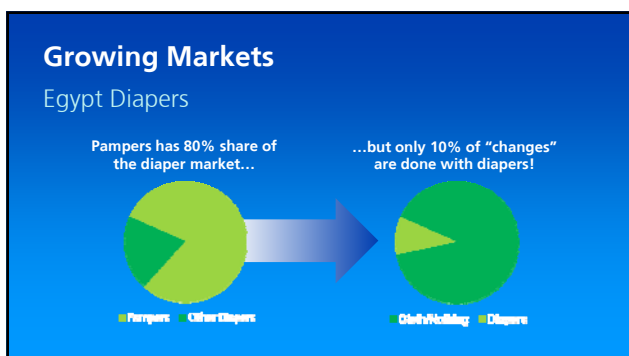
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## Growing Markets

### India Alkaline Batteries

Duracell has 80% share of the alkaline batteries market...



...but only 2% of batteries used are alkaline!




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## Growing Markets

### Greater China Diaper Market:

<sup>2000</sup>  
\$220 million

10 X

<sup>2010</sup>  
\$2.2 billion




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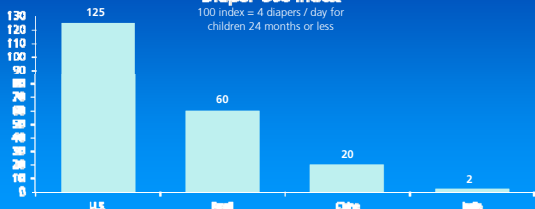
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## Growing Markets

### Diaper Use Index

100 index = 4 diapers / day for children 24 months or less




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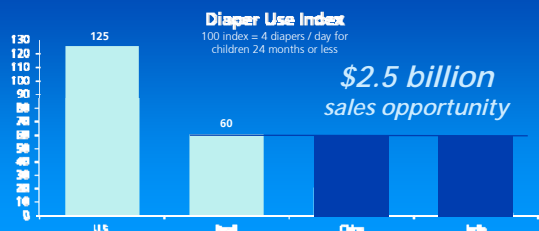
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## Growing Markets




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## Growth Opportunities

India Wet Shaving Systems:

Market up **+15%** in one year!




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New Categories

TRAP & LOCK  
UP TO  
2X MORE DUST\*

EXTENDS  
UP TO 6 feet!

From ceiling fans to baseboards,  
you can reach virtually anywhere  
dust can hide.

\*Vs. Swiffer dusters and dry cloths

**Swiffer**  
Dusters  
**EXTENDER**

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## New Categories



Mr. Clean Car Wash



Tide Dry Cleaners

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## Growth Opportunities

### Consumption and Trade-up Opportunity in China\*

- In China, over the next decade, 270 million consumers will be added to the "middle-income and affluent" ranks...roughly the same number as there are in the U.S. today.
- 41% of "middle-income and affluent consumers" said they plan to trade-up to more expensive products - "especially in packaged goods and clothing."

\*Boston Consulting Group report "Big Prizes in Small Places" November 2010

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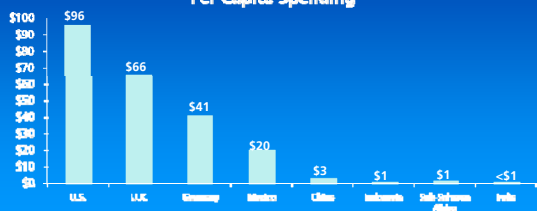
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## Growth Opportunities

### Per Capita Spending




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### More Consumers

- Serving 4.2 billion consumers today
- On-track toward our goal of serving 5 billion consumers by 2015

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### More Parts of the Word

- Play in 938 of key category/country combinations today
- Will play in ~250 MORE by 2016




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### More Completely

- Generate ~\$11.50 of sales per capita globally today
- Plans will accelerate per capita spending by growing market share, expanding regimens and driving trade-up




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**40**  **60**

billion consumer purchases / year

billion consumer purchases / year

+50% increase in purchases

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### Long-Term Growth Objectives

Organic Sales	+1% to +2% Above Global Market Growth
EPS	High-Single-Digits to Low-Double-Digits
Free Cash Flow Productivity	>90% of Net Earnings

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### Confirming Guidance for FY and Q2

	Fiscal 2010/11	OND 2010
Organic Sales	+4% to +6%	+3% to +5%
<i>Global Market Value Growth</i>	+3% to +4%	
EPS	\$3.91 to \$4.01	\$1.05 to \$1.11
<i>Core EPS Growth</i>	+7% to +9%	-5% to +1%

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### Current Environment

- Slow / no growth in developed markets
- F/X fluctuations
- Increasing commodity costs
- Non-core items




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### Effective Cash Yield

Cash Returned to Shareholders

	FY '09	FY '10	FY '11e
Dividends, \$bn	5.0	5.5	~5.9
Share Repurchase, \$bn	6.4	6.0	~7.0
Value to Shareholders, \$bn	11.4	11.5	~12.9
Shareholder Yield, % of market cap	6.5%	6.6%	~7.0%

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### P&G How to Win Strategies

**Innovating** to win with Consumers

**Integrating** to operate as One Company

**Simplifying** to increase Productivity




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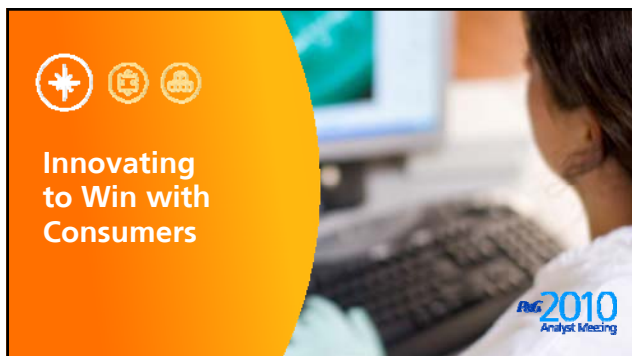
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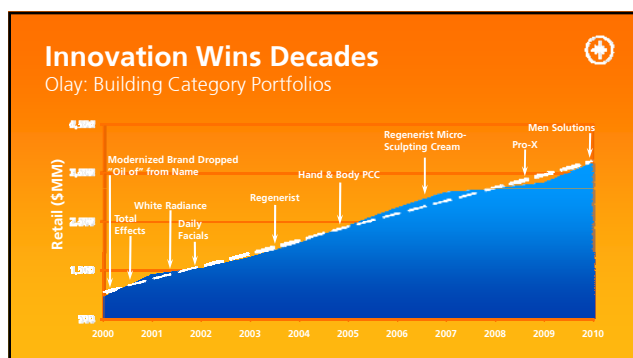
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## Why Innovation Matters

- Core strength
- Innovation is the lifeblood
- Win the consumer value equation




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## Types of Innovation

Commercial Innovation




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## Types of Innovation

Sustaining Growth




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### Types of Innovation

Transformational Sustaining Growth

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### Types of Innovation

Disruptive Market

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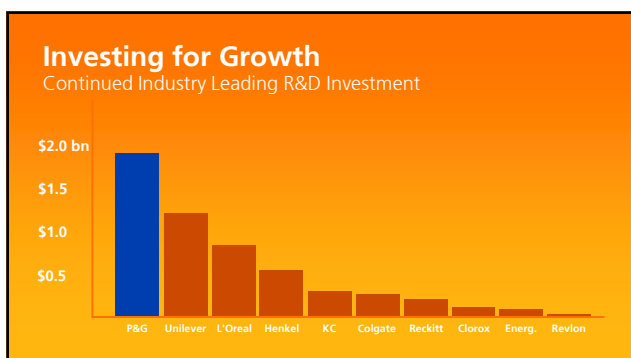
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### Investing for Growth

Innovation Leadership

Symphony IRI New Product Pacesetters List:

- 5 of the Top 10 in 2009
- 125 products on Top 25 Pacesetter List in past 15 years

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### Investing for Growth

Innovation Leadership

STIWA Germany Top Products in Consumer Testing:

- 5 Gillette products rank #1-5 in wet shaving out of 15 products tested
- 18 P&G brands received Top Product award in past 5 years

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### Making Innovation Reliable, Repeatable & Sustainable

Driving Breakthrough in Innovation

- Study summer of 2008
- Gap: Too many small innovations
- Solution:
  - Intervention in organization structure & rewards
  - Fast & agile learning capabilities
  - Changes to Corporate strategy & review process



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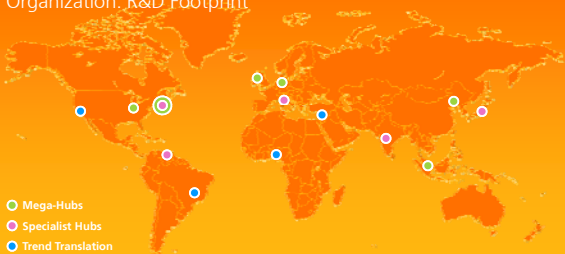
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### Driving Breakthrough in Innovation

Organization: R&D Footprint



- Mega-Hubs
- Specialist Hubs
- Trend Translation

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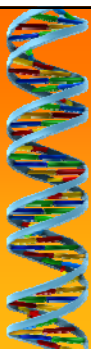
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### Driving Breakthrough in Innovation

Organization: Transformative Platform Technologies

- Leverage Corporate scale to solve tough problems
- Create "Ownable" technologies
- Applied across multiple business areas
- Spans multiple generations of product improvements over time



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## Driving Breakthrough in Innovation

Organization: New Business Creation Groups

- Resources separate from base business
- Develop products & services adjacent to current categories
- Develop new businesses




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## Driving Breakthrough in Innovation

Fast & Agile Learning Capabilities: LearningWorks

- Central, scaled capability & systems
- Includes web storefronts, direct-to-consumer, in-store, kiosks, etc.
- Facilitates rapid decision-making increasing size of innovations & speed of delivery
- Consumers vote with money vs. opinion




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## Driving Breakthrough in Innovation

Forward Looking Portfolio

	FY 11 thru FY 13	Thru FY 15	Goal
3-Year Sufficiency vs. Growth Goals	128%	NA	100%
5-Year Sufficiency vs. Growth Goals	115%	100%	100%
Bigger -- Sales per Initiative		+89%	+50%




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## Innovation at P&G

- Reliable, repeatable & sustainable
- Driving breakthrough in innovation
- Innovation pipeline is strong




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## Brand Building

Leading Brand Equities

70% # 1 or #2 in Brand Equity\*



\* Based on U.S. results

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## Brand Building

Real-Time




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**Brand Building**

**Purpose  
Benefit**

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**Brand Building**

**Insights  
Big Ideas  
Participation  
Movements**

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**Commercializing Innovation**  
Purpose-Inspired, Benefit Driven Brands

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## Commercializing Innovation

Purpose-Inspired, Benefit Driven Brands




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## Commercializing Innovation

Purpose-Inspired, Benefit Driven Brands

Old Spice




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## Commercializing Innovation

Purpose-Inspired, Benefit Driven Brands

Old Spice




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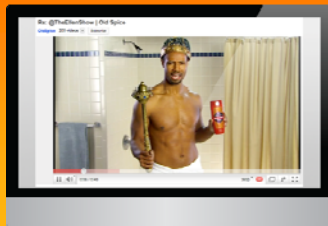
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## Commercializing Innovation

Purpose-Inspired, Benefit Driven Brands

*Old Spice*



- 1.8 billion PR impressions
- +2700 Twitter followers
- +800% Facebook interaction
- 140 million YouTube views

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## Commercializing Innovation

Purpose-Inspired, Benefit Driven Brands



"Turning Shaving Into Gliding"

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## Commercializing Innovation

Purpose-Inspired, Benefit Driven Brands




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## Commercializing Innovation

Purpose-Inspired, Benefit Driven Brands



"Dentist Clean Feeling at Home"

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## Commercializing Innovation

Purpose-Inspired, Benefit Driven Brands



"I Wish I Could Wash"

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## Multi-Brand Commercial Innovation




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### Multi-Brand Commercial Innovation

**100,000**  
CHILDREN REACHED IN 5 YEARS  
TRANSLATING TO:

2,623	100
Children incorporated into formal school	Full independent villages
85	4,495
Villages free of child labor	Children immunized

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### Commercializing Innovation

Purpose-Led, Benefit Driven Brands

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## Multi-Brand Commercial Innovation




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## Innovating to Win with Consumers




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## Innovating to Win with Consumers

Strong Pipeline

- Reliable, repeatable & sustainable
- Driving breakthrough
- Innovation pipeline is strong




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### Innovating to Win with Consumers

Commercializing Innovation




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### Innovating to Win with Consumers

Strong Pipeline

- 3 year Innovation Portfolio Value: +20% vs. Year Ago
- Disruptive Innovation: ~2X vs. Year Ago
- Transformational Innovation: 2X vs. Year Ago




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### Integrating to Operate as One Company



P&G 2010 Analyst Meeting

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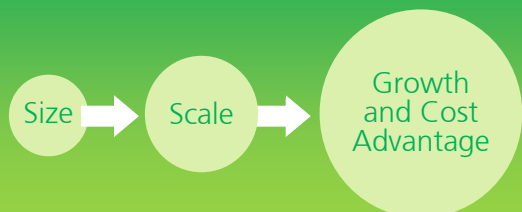
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### Integrating to Operate as "One Company"




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### Integrating for Cost Advantage

Global Business Services

Best Service,  
\$1B in  
Savings




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### Integrating for Cost Advantage

Global Spend-Pool Purchasing

Up to  
\$3B in  
Savings




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## Integrating for Cost Advantage

### Supply Chain

- Multi-category manufacturing sites
- Centralized R&D Tech Teams




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## P&G Integration Evolution




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## Integrating to Operate as “One Company”

- Strategic, coordinated execution of innovation and expansion plans across categories and countries
- Integrated country and category plans, built with competition in mind

Objective = PROFITABLE GROWTH




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## Integrating to Operate as "One Company"

Brazil

- Multi-year strategic growth plan
- Fully integrated and aligned across Global Business Units



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## Integrating to Operate as "One Company"

Brazil



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## Integrating to Operate as "One Company"

Brazil



30%+  
Above  
Launch  
Projections



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## Integrating to Operate as "One Company"

Brazil

Sales Up  
Nearly  
**30%**

Value Share growing for  
16 consecutive months!

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## Integrating to Operate as "One Company"

Brazil



Big Idea:  
"Gillette Prepares the  
National Team to Win"

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## Integrating to Operate as "One Company"

Brazil

Male  
Grooming  
Sales  
**+20%**

"Gillette Prepares the  
National Team to Win!"

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**Integrating to Operate as "One Company"**  
Brazil

P&G Brazil:  
"Advertiser of  
the Year"

Recognition from  
Meio & Mensagem Magazine

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**Integrating to Operate as "One Company"**  
Brazil

P&G Brazil:  
"Supplier of  
the Year"

Recognition from Wal-Mart Brazil

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**Integrating to Operate as "One Company"**  
Brazil

"Super-Mini"  
Displays



Her

Him

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## Integrating to Operate as "One Company"

Brazil

Before:

After:



Pantene:  
Market Leader  
in Rio




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## Integrating to Operate as "One Company"

Brazil

- Multi-year strategic growth plan
- Fully integrated and aligned across Global Business Units

Delivering *Accelerated Growth*




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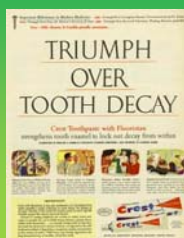
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## Integrating to Operate as "One Company"

Global Oral Care




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## Integrating to Operate as "One Company"

Global Oral Care

July-September  
2005 Volume




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## Integrating to Operate as "One Company"

Global Oral Care

**Crest**

Integrated  
Plans agreed  
in early-2009

**Oral-B**

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## Integrating to Operate as "One Company"

Global Oral Care




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**Integrating to Operate as "One Company"**  
Global Oral Care




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**Integrating to Operate as "One Company"**  
Global Oral Care

CY 2010  
Volume Up  
**High-Singles**

All Innovations and Expansions  
Shipping Ahead of Plan!

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**Integrating to Operate as "One Company"**  
Global Oral Care

- Multi-year strategic growth plan
- Fully integrated and aligned across Global Business Units

Delivering *Accelerated Growth*




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Integration **impact**  
on businesses included  
in scale plans...

	Sales Growth	
	P3Yr	FY'11
Geographic	(110)	(116)
High Margin Acceleration	(101)	(104)
Competitive Defense	(102)	(111)
<b>Total Impacted Businesses</b>	<b>(104)</b>	<b>(109)</b>

... **doubled**  
rate of sales  
growth

In short, Integrating to  
leverage the SCALE of  
**P&G**  
like never before!

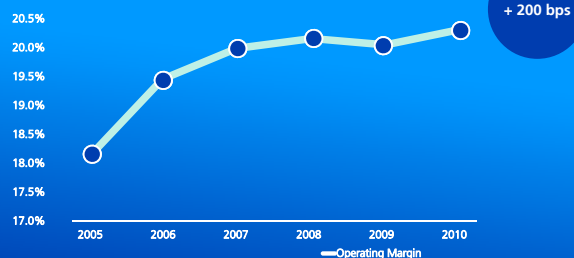


## SIMPLIFICATION

Cost Reduction  
& Productivity  
Improvement



### Operating Margin Trends




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### Historical Gross Margin Trends




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### Simplification Opportunity

Gross Margin to Benchmark	➡	100 bps
SG&A Overhead to Benchmark	➡	150 bps
SG&A Overhead Beyond Benchmark	➡	100 - 200 bps
<hr/>		
Total Opportunity	➡	350 - 450 bps

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## P&G Approach to Restructuring

- “One-off” restructuring not an attractive option
  - Extremely disruptive to organization
  - Difficult to manage and payout – not long term focused
- Prefer ongoing restructuring efforts
  - Already fund significant levels of restructuring
  - Long term and sustainable in nature – work changes

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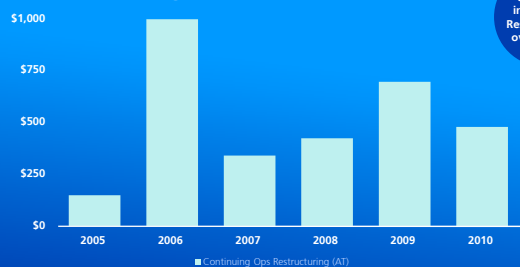
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## Restructuring Investments




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## SIMPLIFICATION

1. Simplify the business
2. Simplify processes
3. Productivity via technology
4. Cost breakthroughs




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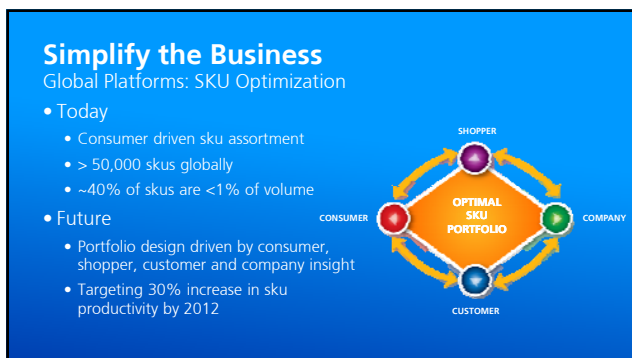
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### Simplify the Business

Global Platforms: Formulas

- Today
  - 16,000 Formulas
  - 140,000 material and package specifications
- Future
  - Global Platform Strategy leading to >20% reduction in existing formulas and specs




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### Simplify the Business

Global Platforms: Colors

2009		2012
4,000	Plastic Colors →	1,500
10,000	Print Ink Colors →	200




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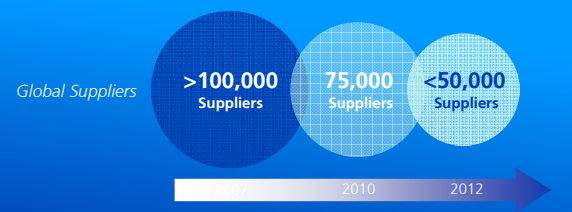
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### Simplify the Business

Global Platforms: Supplier Optimization

Global Suppliers



The diagram shows three overlapping circles representing supplier counts: >100,000 Suppliers (dark blue), 75,000 Suppliers (medium blue), and <50,000 Suppliers (light blue). Below these circles is a horizontal timeline arrow pointing from 2010 to 2012, indicating the period of optimization.

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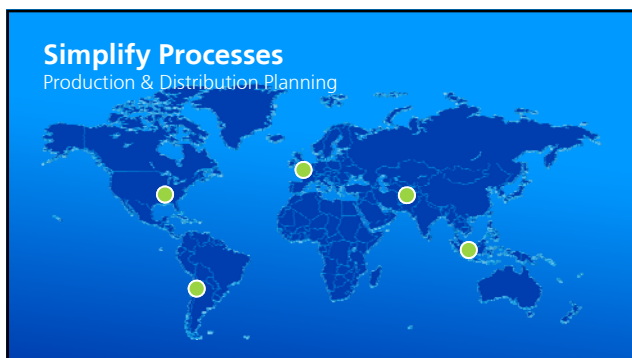
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### Simplify Processes

Packaging Reinvention

- >20% productivity opportunity by eliminating duplication and moving to an end-to-end digitized and virtual process
- We're targeting: 30% reduction in packaging development costs
- Delivered in 30% of the time
- 30% capacity released

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### Simplify Processes

Initiative Simplification

- 50% bigger, better & faster initiatives
- 50% fewer smaller initiatives
- 50% capacity released to make the big initiatives better

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### Simplify Processes

Business Planning

Profit Forecast Cycle Time Progression Target

13 wks

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### Productivity via Technology

Digitization

Create a faster, simpler and more agile P&G

- Harness the power of real time business intelligence
- Enhance relationships with consumers
- Increase speed to shelf
- Enhance employee productivity

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## Productivity via Technology

### Virtualization

- Consumer focus group mock-ups replaced by virtual designs
- Virtual shelving and displays used to test and learn with top customers
- Virtual product modeling and design tools improving productivity




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## Productivity via Technology

### Video Collaboration Studios

- Enables faster, more cost effective, more sustainable communication
- Eliminates more than 7,000 meetings and 20,000 travel trips each year
- Saves about \$50 million annually




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## Cost Breakthroughs

### "Control Tower"

#### Transportation Management

- Control tower approach
- State of the art technology
- Breakthrough truck utilization rates
- Collaboration with non-competing companies




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## Cost Breakthroughs

Alternate Modes Transportation

- Increase rail and intermodal transportation
- P&G Train Network




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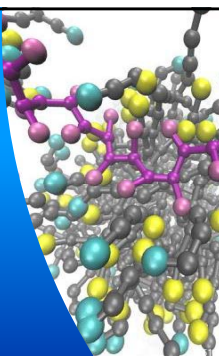
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## Cost Breakthroughs

Alternative Materials

- C&D effort with key supplier to develop new polymer
- Reduces surfactant level in laundry powder
- Improves performance, especially in cold water




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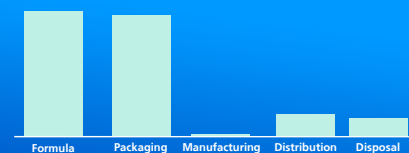
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## Cost Breakthroughs

Alternative Packaging



\*Excluding Use




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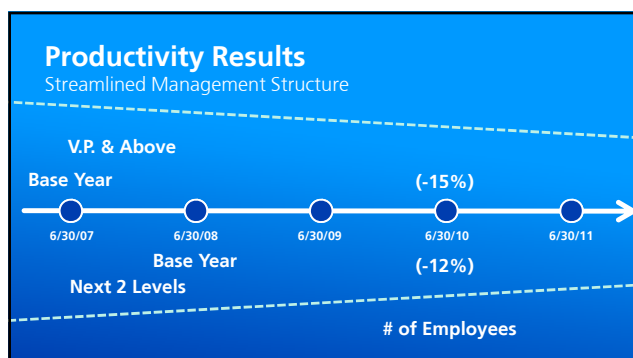
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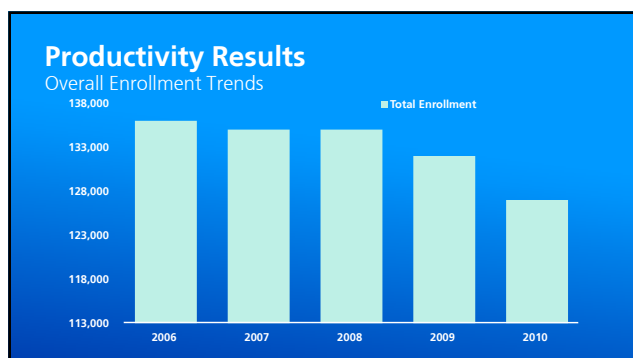
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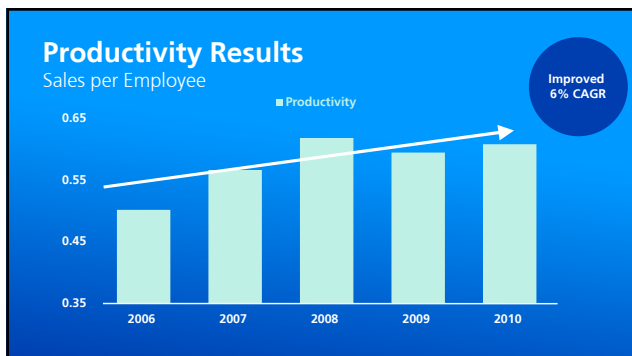
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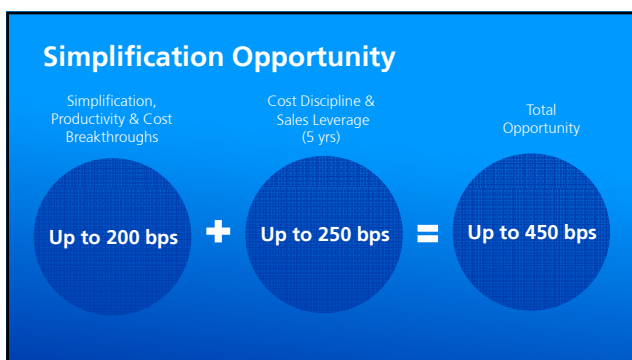
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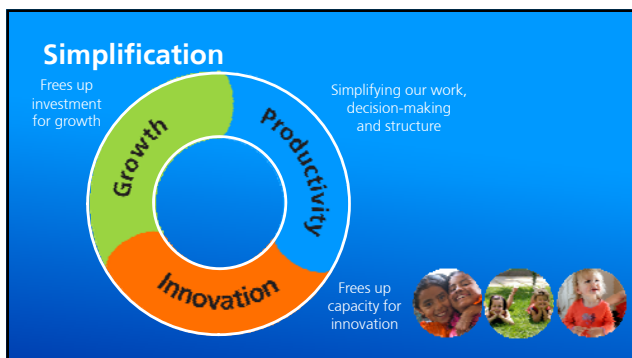
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How Will You Accelerate Growth in Beauty & Grooming?

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P&G Beauty & Grooming

Year	Revenue (Billion)
2005	~\$16
2010	~\$27

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Beauty Growth Strategy

Touching and Improving More *Men & Women's* Lives in More Parts of the World... More Completely

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**...More Consumers:** Driving Innovation & Trial

- Winning innovation on leading brands
- Increase trial rates and household penetration




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**...More Consumers:** Build our Portfolios Vertically




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**...More Consumers:** Build our Portfolios Vertically




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**...More Consumers:** Build our Portfolios Vertically



~\$2 - 8      ~\$8 - 10      ~\$8 - 13      ~\$10 - 12      ~\$12 - 15

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**...More Consumers:** Build our Portfolios Vertically



Guard - India ~\$0.30      \$8 - 9      \$8 - 10      \$10 - 12      Art of Shaving \$80 - 500

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**...More Parts of the World**



- Rapid expansion into key white space markets
- Leverage broad Hair Care & Gillette footprint
- Lead expansion with Skin Care
- Utilize megabrands to drive efficiency

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**...More Completely**  
Market to HER Head-to-Toe

This slide features a woman in a white towel on the right side. To her left, a series of circular icons are connected by lines, representing various products and services. In the top left corner, there are three circular icons: a person with an arrow, a camera, and a double-headed arrow.

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**...More Completely**  
Market to HIM Head-to-Toe

This slide features a man in white briefs on the right side. To his left, a series of circular icons are connected by lines, representing various products and services. In the top left corner, there are three circular icons: a person with an arrow, a camera, and a double-headed arrow.

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**Simplifying to Increase Productivity**

- Rationalized brand portfolio
- Organized around Him & Her
- Fewer, bigger, better initiatives

This slide features a man and a woman in the background. The text is on the left side.

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## Winning with P&G Beauty & Grooming

### Goals by 2015:

- +1 billion "Her" consumers
- Double sales per woman
- Market share leadership




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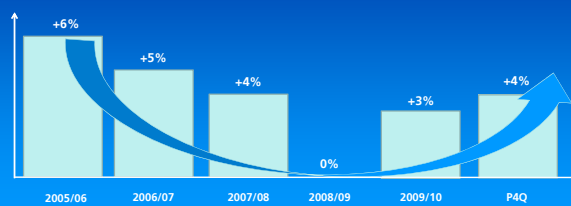
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## Accelerated Organic Sales Growth Has Begun




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## How Will You Sustain Strong Growth in Household Care?




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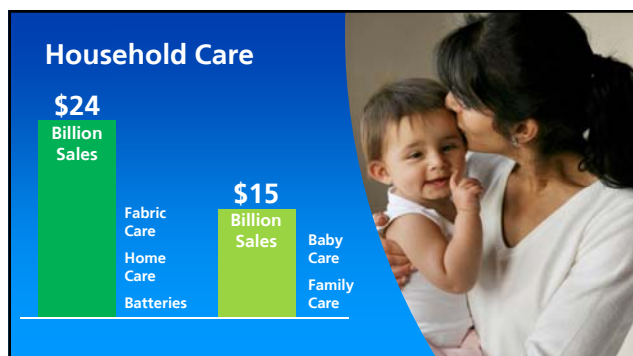
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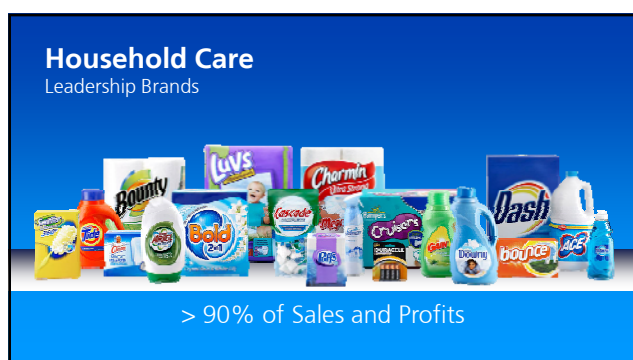
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### Household Care

Global Market Value Shares

	Global Market Size	P&G Global Rank	P&G Global Share
Fabric Care	\$74 Billion	#1	29%
Home Care	\$40 Billion	#2	18%
Baby Care	\$36 Billion	#1	34%
Family Care*	\$19 Billion	#1	31%
Batteries	\$16 Billion	#1	26%

\*Family Care market size, ranking and share only includes North America and Mexico

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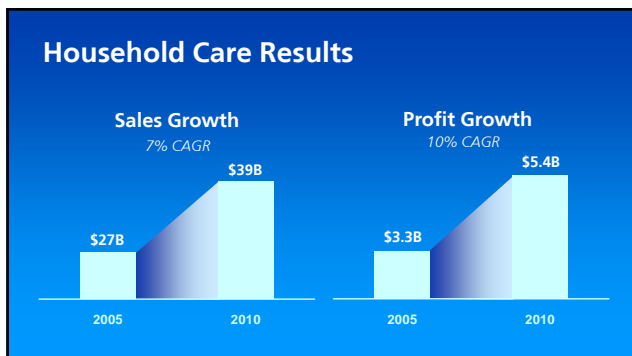
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### More Consumers

India Laundry Vertical Tiering

High Value Tier

Premium

Super Premium

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### More Parts of the World

Air Care Geographic Expansion

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**More Consumers**  
Gain Hand Dishwashing Liquid



Three bottles of Gain Hand Dishwashing Liquid are shown against a blue background. The bottles are green, purple, and orange, each with a white cap and a label featuring the Gain logo and product details. To the right of the bottles are three circular icons: a vertical double-headed arrow, a circular arrow, and a horizontal double-headed arrow.

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**More Parts of the World**  
Fairy Auto Dish – Western Europe



A box of Fairy Auto Dish soap is shown next to a white map of Western Europe on a blue background. The box is green and white with the Fairy logo and product details. To the right of the box are three circular icons: a vertical double-headed arrow, a circular arrow, and a horizontal double-headed arrow.

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**More Completely**  
Pampers DryMax



Two boxes of Pampers DryMax diapers are shown against a blue background. The left box is for Pampers Swaddlers and the right box is for Pampers Cruisers. Both boxes feature images of babies and the Pampers logo. To the right of the boxes are three circular icons: a vertical double-headed arrow, a circular arrow, and a horizontal double-headed arrow.

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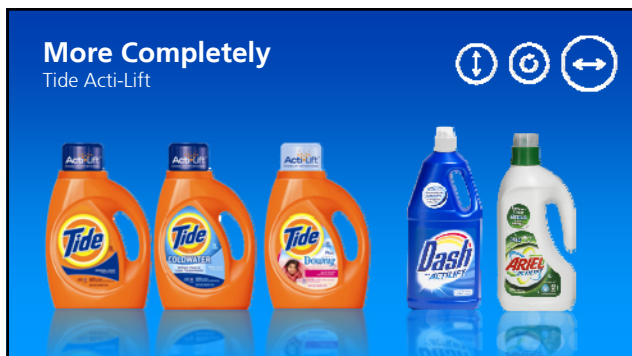
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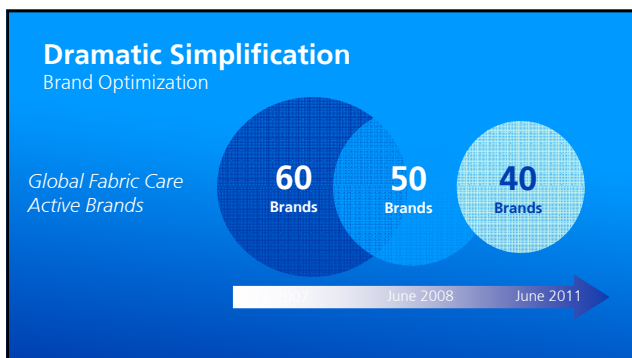
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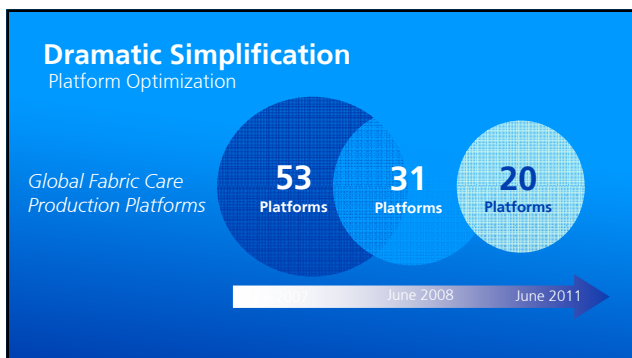
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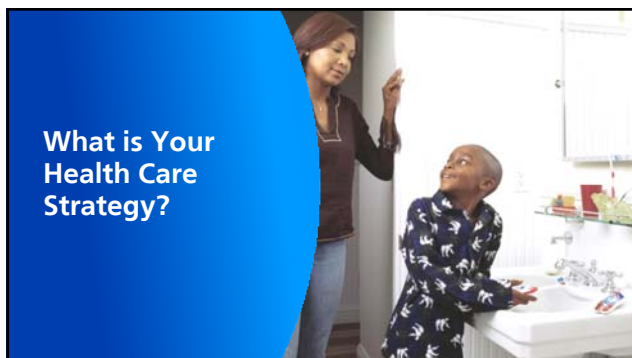
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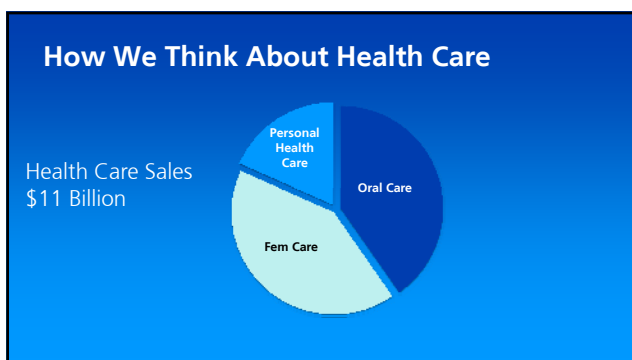
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### How We Think About Health Care

- Large global categories
- Strong share positions with growth potential
- Highly profitable

	Global Market Size	P&G Global Rank	P&G Global Share
Oral Care	\$32 Billion	#2	22%
Feminine Care	\$19 Billion	#1	34%
Personal Health Care	\$41 Billion	#2	6%

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### Oral Care Strategy



Geographic expansion



Regimen build




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### Oral Care

Geographic Expansion

Presence in Top 50 Markets:

- Tooth Brush: in 90% +
- Paste: only in 50%





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### Oral Care

Regimen Build





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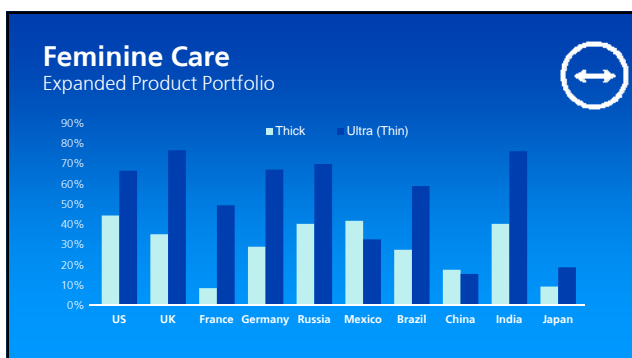
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### Feminine Care

Naturella Expansion

• Now in more than 30 markets worldwide





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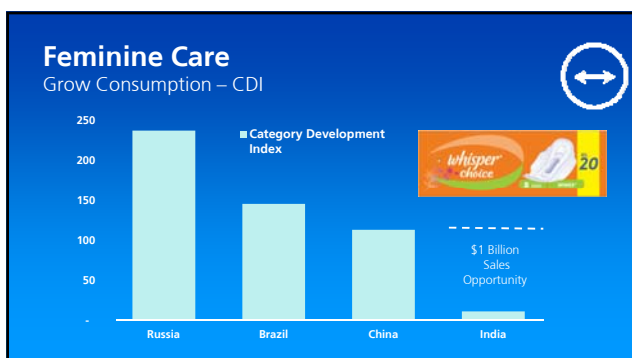
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### Personal Health Care (PHC) Strategy

 Geographic expansion (Pepto and Vicks)

 Portfolio expansions (Vicks)




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### Personal Health Care

Geographic Expansions

- Vicks is in 25 of the Top 50 markets
- Pepto Bismol – only in 3 markets worldwide




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### Personal Health Care

Portfolio Expansion

- Vicks multi-symptom relief only in 50% of Vicks VapoRub countries




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### Simplification

Fueling the Growth

- Crest Pro-Health formula breakthrough
  - Consumer winning equity and formula across 5 regions
- Chassis reduction
  - Targeting 50% reductions




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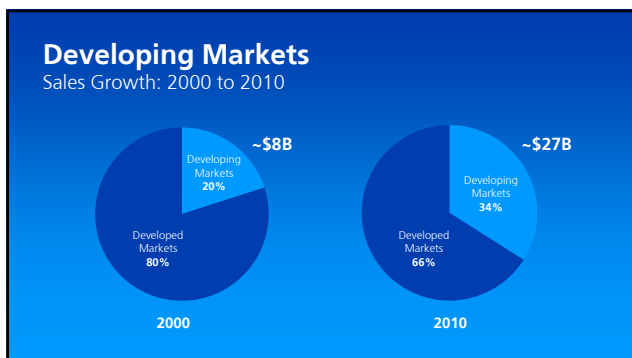
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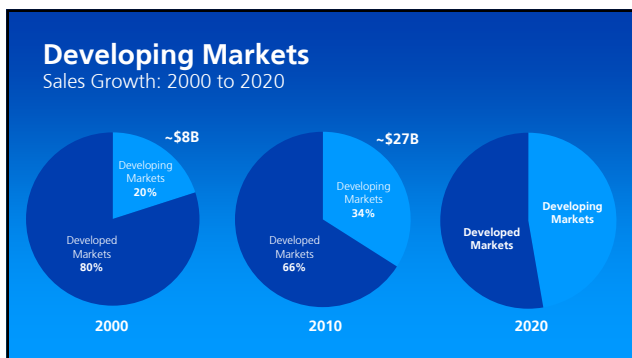
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## Developing Markets

Key Capabilities for Growth

- Affordability
- Accessibility
- Awareness
- Administration capability




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## Developing Markets

Affordability

- Well-tiered portfolio
- Cost efficient end-to-end supply chain




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## Developing Markets

Affordability: Mexico Portfolio Analysis

	Laundry	Shampoo	Blades	Fem Care
Premium				
Tier 1				
Tier 2				
Tier 3				

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## Developing Markets

### Accessibility

- "Win wherever people shop"
- Optimized distribution network
- Distributor capability
- Responsive supply chain




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## Developing Markets

### Accessibility: Building Distributor Capability

- Global distributor assessment tool
- Distributor owners leadership forum
- Distributor connect




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## Developing Markets

### Awareness

- Communicate to all tiers of consumer: Global 1-2-3
- Incent trial
- Educate consumers
- Utilize key influencers




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## Developing Markets

### Awareness: Philippines Pampers Trial



- Philippines 1**
- Give birth in private hospitals - Individual rooms
  - Pampers 1:1 bedside education
  - Room by room sampling/selling

- Philippines 2**
- Give birth in government hospitals, maternity wards - Multiple beds, < 24 hours stay
  - Pampers group education, sampling/selling

- Philippines 3**
- Give birth at home
  - Go to community health centers for free check up
  - Pampers group education, sampling/selling

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## Developing Markets

### Administration Capability

- Talent supply
- Talent development
- Scaled and shared services
- Purpose-based stewardship




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## Forward-Looking Statement

All statements, other than statements of historical fact included in this release or presentation, are forward-looking statements, as that term is defined in the Private Securities Litigation Reform Act of 1995. Such statements are based on financial data, market assumptions and business plans available only as of the time the statements are made, which may become out of date or incomplete. We assume no obligation to update any forward-looking statement as a result of new information, future events or other factors. Forward-looking statements are inherently uncertain, and investors must recognize that events could differ significantly from our expectations. In addition to the risks and uncertainties noted in this release or presentation, there are certain factors that could cause actual results for any quarter or annual period to differ materially from those anticipated by some of the statements made. These include: (1) the ability to achieve business plans, including growing existing sales and volume profitably despite high levels of competitive activity and an increasing volatile economic environment, especially with respect to the product categories and geographical markets (including developing markets) in which the Company has chosen to focus; (2) the ability to successfully manage ongoing acquisition and divestiture activities to achieve the cost and growth synergies in accordance with the stated goals of these transactions without impacting the delivery of base business objectives; (3) the ability to successfully manage ongoing organizational changes designed to support our growth strategies, while successfully identifying, developing and retaining key employees, especially in key growth markets where the depth of skilled employees is limited; (4) the ability to manage and maintain key customer relationships; (5) the ability to maintain key manufacturing and supply sources (including sole supplier and plant manufacturing sources); (6) the ability to successfully manage regulatory, tax and legal requirements and matters (including product liability, patent, intellectual property, and tax policy), and to resolve pending matters within current estimates; (7) the ability to resolve the pending competition law inquiries in Europe within current estimates; (8) the ability to successfully implement, achieve and sustain cost improvement plans in manufacturing and overhead areas, including the Company's outsourcing projects; (9) the ability to successfully manage currency (including currency issues in certain countries, such as Venezuela, China and India), debt, interest rate and commodity cost exposures and significant credit or liquidity issues; (10) the ability to manage continued global political and/or economic uncertainty and disruptions, especially in the Company's significant geographical markets, as well as any political and/or economic uncertainty and disruptions due to a global or regional credit crisis or terrorist and other hostile activities; (11) the ability to successfully manage competitive factors, including price, promotional incentives and trade terms for products; (12) the ability to obtain patents and respond to technological advances attained by competitors and patents granted to competitors; (13) the ability to successfully manage increases in the prices of raw materials used to make the Company's products; (14) the ability to stay close to consumers in an era of increased media fragmentation; (15) the ability to stay on the leading edge of innovation and maintain a positive reputation on our brands; and (16) the ability to rely on and maintain key information technology systems, including the transition of our ordering, shipping and billing systems in North America and Western Europe to a new system. For additional information concerning factors that could cause actual results to materially differ from those projected herein, please refer to our most recent 10-K, 10-Q and S-K reports.

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## Regulation G Disclosure

For full reconciliation, visit: [www.pg.com/investors](http://www.pg.com/investors)




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