



Biographical Data Sheet

ROBERT A. (BOB) McDONALD
Chief Operating Officer

RESIDENCE: Cincinnati, Ohio, USA

DATE OF BIRTH: June 20, 1953

PLACE: Gary, Indiana

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

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

DATE JOINED PROCTER & GAMBLE: June 4, 1980

POSITIONS HELD AND DATES:

1980	Brand Assistant, Solo, PS&D Advertising, USA
1981	Sales Training, Oklahoma City Sales District
1981	Assistant Brand Manager, Dawn, PS&D Advertising, USA
1982	Assistant Brand Manager, Cascade, PS&D Advertising, USA
1983	Brand Manager, Cascade, PS&D Advertising, USA
1984	Brand Manager, Tide, PS&D Advertising, USA
1986	Associate Advertising Manager, PS&D Advertising, USA
1987	Associate Advertising Manager, Laundry Products, PS&D Division
1989	Manager, Laundry Products, P&G Canada
1991	General Manager-Philippines, Asia/Pacific-South, Procter & Gamble Far East
1994	Vice President and General Manager-Philippines, Asia/Pacific-South, Procter & Gamble Far East
1995	Vice President and General Manager, Laundry and Cleaning Products-Asia/Pacific-Japan, P&G Far East
1995	Vice President and General Manager, Laundry and Cleaning Products-Asia, Procter & Gamble Asia
1995	Vice President and General Manager, Laundry and Cleaning Products-Asia and Beauty Care Products-Japan, Procter & Gamble Asia
1996	Regional Vice President-Japan, Procter & Gamble Asia
1999	Vice President-Northeast Asia
1999	President-Northeast Asia
2001	President-Global Fabric Care
2001	President-Global Fabric & Home Care
2004	Vice Chairman-Global Operations
2007	Chief Operating Officer

LOCAL AND NATIONAL ACTIVITIES:

Past Director, Procter & Gamble and Clorox Joint Venture Board of Directors
 Past Chair of the Board of Directors of the Soap and Detergent Association (SDA)
 Past Governor-American Chamber of Commerce in Japan
 Past Moderator, Kobe Union Church Council
 Sponsor, Asia Pacific American Support Group
 Mentor, National Conference on Ethics in America
 Special Ambassador for Hyogo Prefecture and Kobe City, Japan
 Recipient of President's Leadership Award, Far East Council Boy Scouts
 Member, Association of Graduates, United States Military Academy, West Point
 Fellow, Royal Society of Arts, Manufacture and Commerce
 Beta Gamma Sigma Honorary
 Phi Kappa Phi Honorary
 Duke University's Fuqua School of Business Board of Visitors
 GS1 Board of Directors
 Xerox Board of Directors
 The Commercial Club
 Associate Member, The Commonwealth Club
 Northwestern Integrated Marketing Communications Board of Advisors
 Special Goodwill Envoy of Hyogo Prefecture (Japan)
 University of Utah David Eccles School of Business Advisory Board
 Kenwood Country Club
 Singapore's International Advisory Council of the Economic Development Board
 Advisory Board for the Graduate School of Management of St. Petersburg State University in Russia
 U.S.-China Business Council (USCBC)
 Recipient of the inaugural Leadership Excellence Award, presented by the Stockdale Center for Ethical
 Leadership at the United States Naval Academy and the Harvard Business Review
 U.S. Advisory Committee for Trade Policy and Negotiations (ACTPN)

February 27, 2008



ROBERT A. (BOB) McDONALD
Chief Operating Officer
The Procter & Gamble Company
Cincinnati, Ohio

At the age of 11, Bob McDonald applied to the US Military Academy at West Point. He had already contacted his Congressman – Donald Rumsfeld – to seek his recommendation and was given the green light to take the civil service examination annually until he reached his junior year at High School.

He did just that and took the test six times before being admitted at the age of 17.

This relentless focus has been devoted to helping those that work alongside him ever since. He graduated 13th in his West Point class and served as an Army captain in the 82nd Airborne until 1980 when he joined Procter & Gamble.

“I have never in all my life, in any career, in any country, at any time, met a person who tries to fail. Everyone I have met wants to succeed. So the job of the leader is to help people succeed,” he tells new recruits, colleagues and countless other individuals whose lives he has touched with his guidance and counsel.

He is often described as a “servant leader” but his qualities go far beyond a simple two-word expression. He is inspirational, and his ability to energize others to drive for and achieve individual as well as business success has touched many hundreds of P&G and non P&G individuals.

He brings a unique and rare combination of discipline, optimism and curiosity to his role as Chief Operating Officer for P&G. He uses the rigor of discipline to bring order and clarity to vastly complex issues and processes that often characterize the nature of a truly multi-national business like P&G. His optimism is best characterized by his unswerving belief in the possible and the unlimited potential of others. He is tireless in his quest for answers. He approaches subjects with an open, enquiring mind and remains resolute in his conviction that he can learn as much as he can give from every interaction.

He devotes significant time to teaching leadership principles, values and ethics inside and outside the business. In 2007, Bob’s efforts were recognized with the inaugural Leadership Excellence Award from the Stockdale Center for Ethical Leadership at the U.S. Naval Academy and Harvard Business Review. The award recognizes top executives of U.S.-based companies who consistently exemplify a commitment to personal integrity, business success and fellow employees.

Fundamental to Bob’s passion for the growth of individuals is his belief that everyone should “choose the harder right instead of the easier wrong.” He explains: “This powerful line came from the Cadet Prayer at West Point. A leader who lives by their word can be counted on to ‘choose the harder right,’ to put the needs of the organization above their own, to do the unpopular thing when it is right. Have you ever noticed how it is easier to do wrong things than right things? That should be a clue to us all as we make decisions. To always follow

‘the harder right,’ a leader must truly believe that a life directed by moral guidelines promises deeper and richer satisfaction than a self-serving, self-absorbed life. In this sense the task of the leader becomes a calling, a profession; not a job. “

His integrity is unquestionable and it is infectious. Dialog and interaction with Bob McDonald always produces a beneficial result for either the individual or the business...often both.

And that passion extends far beyond the Company's day to day operations. He has dedicated himself to P&G's promise of “touching lives and improving life” for the consumers and communities that P&G as a business relies upon. He is the sponsor of the Company's Live, Learn and Thrive programs around the world. These programs, whether they are delivering aid following a natural disaster or building schools in China, providing clean drinking water to hundreds of thousands of families in the developing nations or healthcare to the needy, are championed by Bob with the same relentless focus as can be found in all his endeavors....endeavors that began with P&G in 1980 when he joined the Company as Brand Assistant and continued throughout his career to his appointment in 2004 as Vice Chairman-Global Operations, and as Chief Operating Officer in 2007.

In each step of his career, he has left those businesses in a better place than he found them – stronger, more capable and energized.

His first international assignment came in 1991 when he was appointed General Manager of the Philippines. It was the beginning of a love affair with Asia that endures still today. He would follow shipments of products around the region, often hitching a ride on the small motor boats that serviced the many local islands to get a better understanding of the local consumers, their customs and their needs.

The Philippines business grew on the understanding and insights generated from that passion. In 1995, he moved to Japan as Vice President and General Manager of the Laundry and Cleaning Products business. His arrival in Kobe came just days after an earthquake had devastated the city.

His focus on ensuring the welfare of P&G employees, their families and the community at large following this disaster later prompted the Governor of Kobe to name him Special Ambassador to Japan.

His success in building the Japanese business in a territory where many international companies had refused to take on the challenge of competing with local businesses led to his appointment as President of the Northeast Asia region in 1999.

He relocated to Brussels in 2001 to lead two of the Company's powerhouses, Fabric and Home Care, and once again, his infectious mixture of dedication, vision and empowerment created a new era of innovation and success for the two divisions. This ultimately led to his appointment as Vice Chairman, Global Operations, in 2004, at which time he returned to the U.S., after 14 years abroad.

Bob McDonald was the architect of Global Operations – an entity that had not existed within P&G until his appointment in 2004. The organization represents approximately two-thirds of P&G from the manufacturing plants and supply network to the selling organizations in 80 countries across the globe. Global Operations is a source of continued competitive advantage for the business as it leverages the innovation and scale of the business across the world.

In his role as Vice Chairman, he helped lead the acquisition of The Gillette Company– the largest acquisition of its kind in history. The success of the acquisition is now without doubt and is the result of the tireless efforts of many thousands of employees who all took to heart Bob's vision of taking the best of both companies to create a new business and organization that was stronger and better than the two could have ever been in the past.

He is now pioneering the “reinvention” of the way the Company goes to market, laying the blueprint for the Company's continued success through the decade and into the future. Its scale is breathtaking, but his vision and ability to create clarity from complexity is again taking the business to the next level.

As Chief Operating Officer, he will leverage the size and scale of P&G's \$76.5-billion global business to create sustainable value for the Company, its retail partners and most importantly, consumers.

Despite his intense business commitments, he still remains passionate in supporting many external initiatives.

He serves on the Xerox and GS1¹ Boards of Directors. He is also a member of the Innovation & Technology Committee of P&G's Board of Directors, a mentor at West Point's annual National Conference on Ethics in America, a member of Duke University's Fuqua School of Business Board of Visitors, a member of The Commercial Club and the Kenwood Country Club, an Associate Member of The Commonwealth Club, a Special Goodwill Envoy of Hyogo Prefecture (Japan), and serves on the Northwestern Integrated Marketing Communications Board of Advisors and the University of Utah David Eccles School of Business Advisory Board.

Bob is a member of the U.S. Advisory Committee for Trade Policy and Negotiations (ACTPN). He is also a member of Singapore's International Advisory Council of the Economic Development Board, the Advisory Board for the Graduate School of Management of St. Petersburg State University in Russia, and the U.S.-China Business Council (USCBC).

He previously served as the Governor of the Kansai region for the American Chamber of Commerce in Japan, moderator of the Council of Kobe (Japan) Union Church and Assistant Boy Scout Leader. Upon departure from Kobe, he was recognized by Hyogo Prefecture's Governor Kaihara and appointed a Special Ambassador for Kobe by Mayor Sasayama for his community service, and given an award of appreciation by the Far East Council of the Boy Scouts.

Bob has also served as Chairman of the Soap & Detergent Association of the United States and was a member of the Board of Directors of P&G's joint venture with The Clorox Company.

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