



**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 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)

September 2007



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

As Chief Operating Officer of The Procter & Gamble Company, Bob McDonald is focused on leveraging the scale of Procter & Gamble's \$76.5-billion global business and building the organization's capabilities to generate sustainable value for consumers, customers and investors. He oversees all global operations and corporate functions including on-the-ground operations in more than 80 countries. Reporting to Mr. McDonald are the executive officers for Global Operations, Human Resources, R&D, Product Supply, Legal, External Relations, Information Technology, Marketing, Strategic Planning, and Customer Business Development.

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

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

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

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

Bob joined Procter & Gamble in 1980 in the U.S. marketing division. He transferred to Toronto in 1989 to lead P&G's Canadian Laundry business, and then to the Philippines in 1991 as General Manager. In 1995 he became Vice President and General Manager, Laundry & Cleaning Products-Asia, and relocated to Japan. A year later, Bob became President-Japan Operations, and in 1999, President-Northeast Asia. Two years later Bob moved to Brussels and became President-

Global Fabric Care and later President—Global Fabric & Home Care. He was appointed Vice Chairman, Global Operations, in 2004, returning to the U.S. after 14 years abroad. Bob assumed his current role as Chief Operating Officer in July 2007.

Bob has been described as an “inspirational leader” and is known for his ability to energize organizations and drive business results by taking a personal interest in the development and success of the people he leads. 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.

“Everyone I have ever met wants to succeed,” says McDonald. “A leader’s job is to catch people succeeding and help them build on that success.” Fundamental to this passion to the growth of individuals is his belief that everyone should “choose the harder right instead of the easier wrong.”

Bob serves on the Xerox and GS1<sup>1</sup> Boards of Directors. He is also a member of the Innovation & Technology Committee of P&G’s Board of Directors, a member of Duke University’s Fuqua School of Business Board of Visitors, a member of The Commonwealth Club and the Kenwood Country 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), 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 a mentor at West Point’s annual National Conference on Ethics in America, Chairman of the Soap & Detergent Association of the United States and was a member of the Board of Directors of P&G’s joint venture with The Clorox Company.

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<sup>1</sup>An 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.