Our Purpose

To improve the lives of the world’s consumers, now and for generations to come.
P&G at a Glance

• Founded: 1837
• Countries of Operations: 75
• Countries Where Our Brands Are Sold: 180
• Consumers Served by Our Brands: 4.6B
• FY2011-12 Net Sales: $83.7B
50 Leadership Brands

• Among the world’s best-known household names.
• Represent 90% of P&G sales, more than 90% of profits.
• Includes 25 billion-dollar brands.
Worldwide Operations

- North America
- Latin America
- Western Europe
- Central & Eastern Europe, Middle East, and Africa
- Asia
Global Facilities & Real Estate (F&RE)

<table>
<thead>
<tr>
<th>countries of Operations</th>
<th>75</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office &amp; Technical Center Properties</td>
<td>130</td>
</tr>
<tr>
<td>Office &amp; Technical Employees Served</td>
<td>~50,000</td>
</tr>
<tr>
<td>Total Properties</td>
<td>&gt; 1,000</td>
</tr>
</tbody>
</table>

F&RE Manages:
- Office + Tech Ctr Exp Budget
- Office + Tech Ctr Capital
- P&G Real Estate Transactions
Applying P&G Proven Business Model to Improve Results
More focused and fit to win

Focus on 40/20/10

Winning with Innovation

Improving Productivity
Recent P&G Results
Organic Sales Growth led by Developing Markets
Developed Markets Innovation for Largest Age Segment
Developing Markets
Market Growth Potential

- Population is forecast to grow 800 million people with ~95% from developing markets
- ~1.4 billion **new** middle class consumers in developing market by 2020
- Americans currently account for 20% of middle-class spending & are expected to represent only 8% by 2030
Designing Products that Conserve Resources

Water

Downy Single Rinse

24 Billion Liters of Water Saved Since January 2008 Launch
New Expansions
Africa Safeguard
Developing Markets Start Ups
FY ’13 & ’14

New Plant Start-ups
• China
• Brazil
• Indonesia
• Nigeria

Technical Centers
• Singapore

New Category Start-ups
• Poland
• Venezuela
• India

Capacity Increases
• India
• EMEA - multiple sites
Opportunity via Base Operational Imperatives
• Assure **facilities assets** can support P&G business needs on a **highly reliable** basis

• Exceed stewardship objectives: **Risk Management, Quality Assurance and Fiscal Controls**

• Protect, maintain and increase **long-term asset value** of P&G’s property through effective portfolio management, operations and maintenance

• Innovate to drive **cost effectiveness** and **employee productivity** through scale, agility and digital strategy
Our productivity and cost savings plans will help fuel top-line growth, ensure our consumer value propositions are superior, overcome macro headwinds and deliver better bottom-line growth.
Productivity Plans and Progress

$3 bn Overhead Opportunity

Organization Design & Simplification

• Eliminating duplication of work
• Simplifying through Digitization
• Optimizing number of Business Units & Functions

• Optimizing our Global Footprint
Digital Workplace
North America Example

In pursuit of achieving our business results we embrace a work environment where our workplace, culture and technologies enable collaboration, flexibility and balance.

Culture
- HR program promotes flexibility and productivity
- Ergonomically friendly space
- Variety of work spaces used throughout the work day
- Corporate Branding
- Personal Well Being Score +12%

Digital Tools
- Communicator Phone to 550 employees
- Skills Training
- Digital lockers, chargers anywhere, workstations include 22” Monitors, keyboard, Mouse, Risers, locks, etc.

Space Efficiency
- 12th Floor: 119% Sep 2011
- 3rd Floor: 125% Oct 2011
- 8th Floor: 147% Jan 2012