

P&G Global Facilities & Real Estate

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P&G



To improve the
lives of the
world's
consumers,
now and for
generations to
come.

Our Purpose

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**



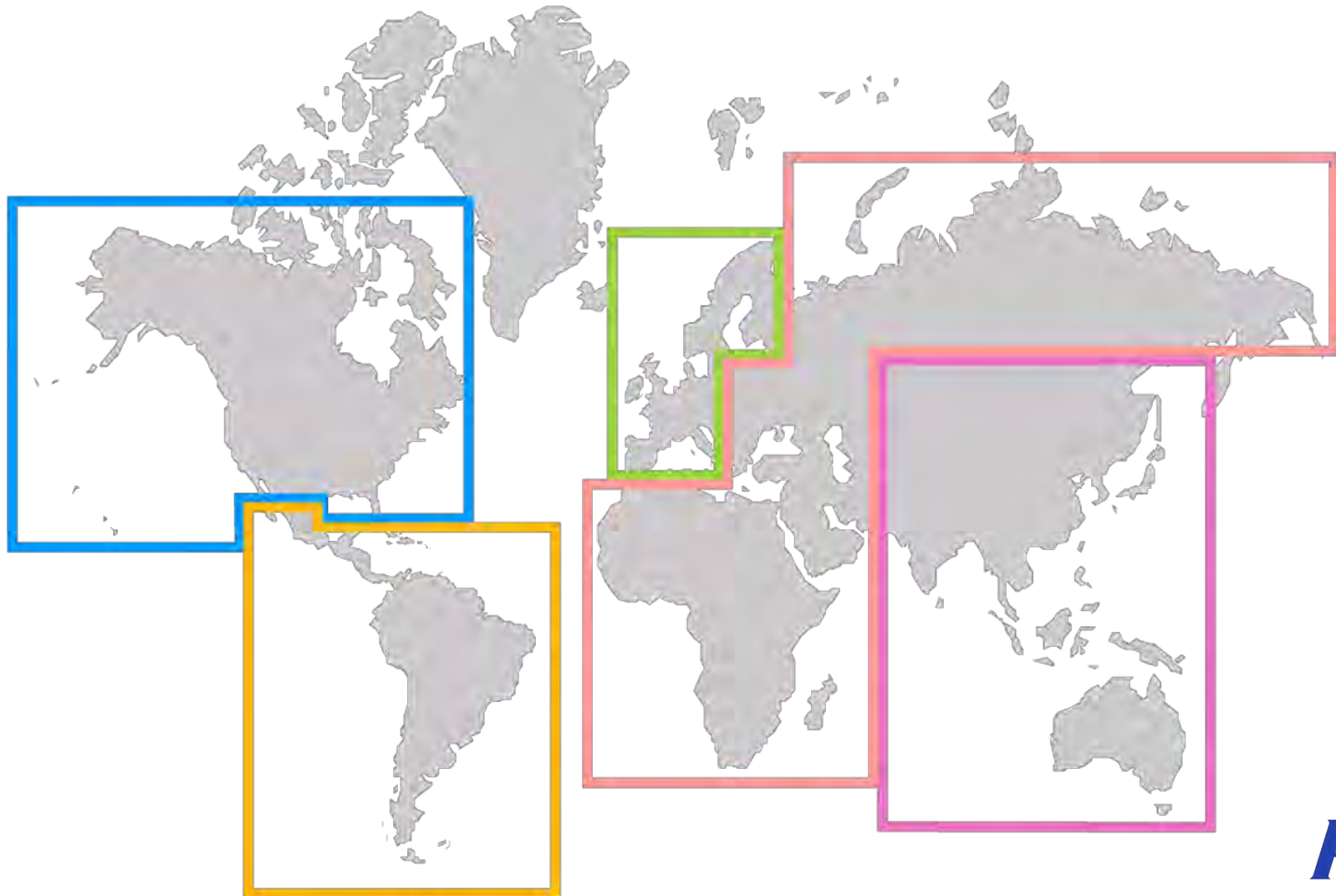
50 Leadership Brands

- 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)

Countries of Operations	75
Office & Technical Center Properties	130
Office & Technical Employees Served	~50,000
Total Properties	> 1,000


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

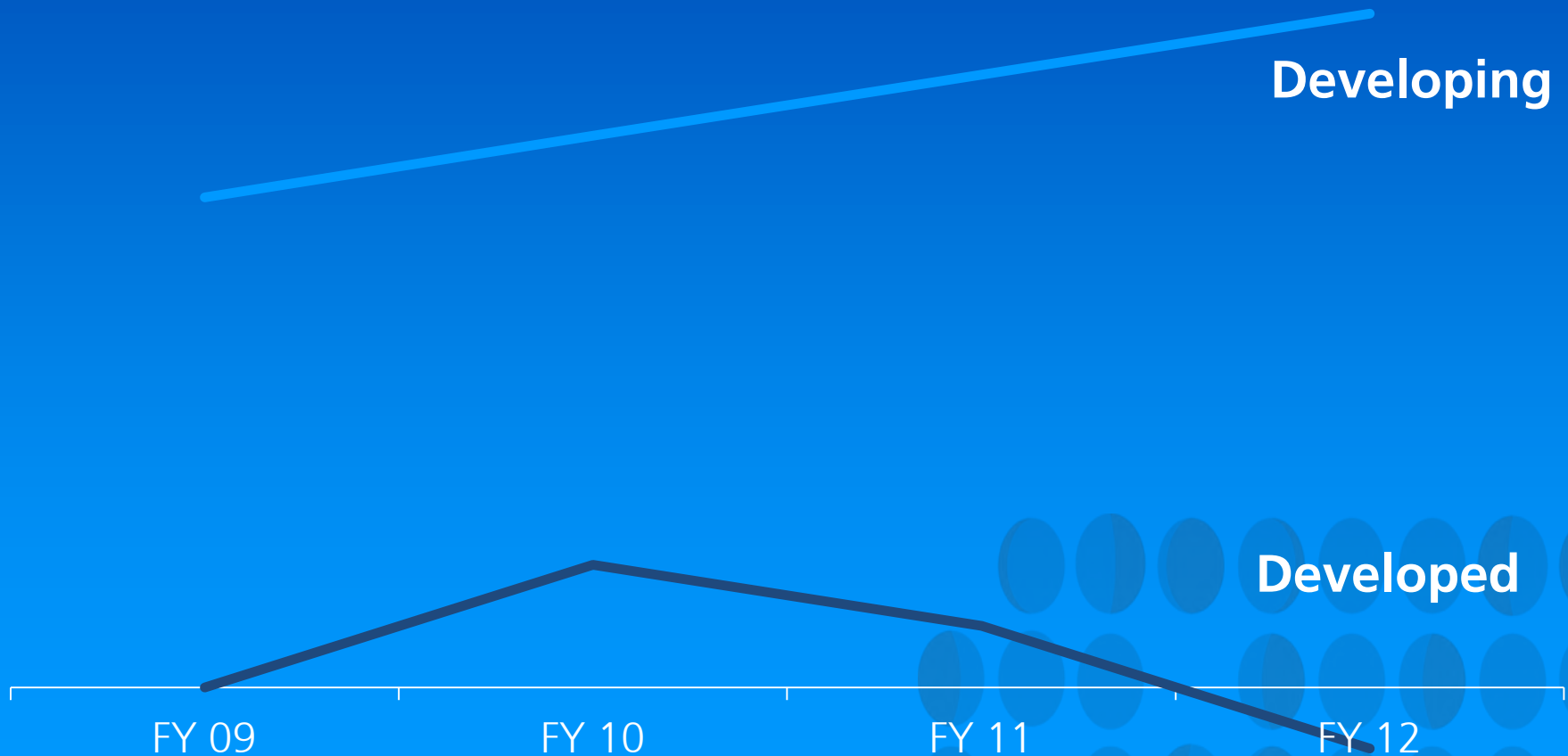
Focus on
40/20/10

Winning with
Innovation

Improving
Productivity

Recent P&G Results

Organic Sales Growth led by Developing Markets



Developed Markets Innovation for Largest Age Segment

The advertisement features a central arrangement of dental care products: a tube of Oral-B toothpaste, a bottle of Crest Pro-Health For Life mouthwash, a box of Crest Pro-Health For Life toothpaste, and a box of Oral-B Glide floss. A large, stylized dental caduceus logo is visible in the background. The products are set against a white background with a blue gradient at the top and bottom. A gold banner at the top contains the text 'SELECTED FOR AGES 50+'. The main headline reads 'DEFENDS AGAINST THE CONDITIONS PEOPLE OVER 50 EXPERIENCE'. A list of conditions includes 'TENDER, INFLAMED GUMS', 'PLAQUE', and 'BAD BREATH'. The Crest logo is prominently displayed on the products, and the Oral-B logo is also visible. The bottom of the advertisement features the Crest + Oral-B logo and the tagline 'life opens up when you do'. The text 'PRO-HEALTH FOR LIFE' is displayed in a blue box at the bottom right.

SELECTED FOR AGES 50+

DEFENDS AGAINST THE CONDITIONS PEOPLE OVER 50 EXPERIENCE

- TENDER, INFLAMED GUMS
- PLAQUE
- BAD BREATH

Crest + **Oral-B** life opens up when you do

PRO-HEALTH FOR LIFE

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



P&G

New Expansions

Africa Safeguard

Unbeatable Germ Protection Soap*



*Top party germ removal efficacy vs. other bar soaps; Superior residual protection (12 hours) efficacy against gram positive skin germs vs. key bar soap competitors.

New

Safeguard
FAMILY SOAP



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

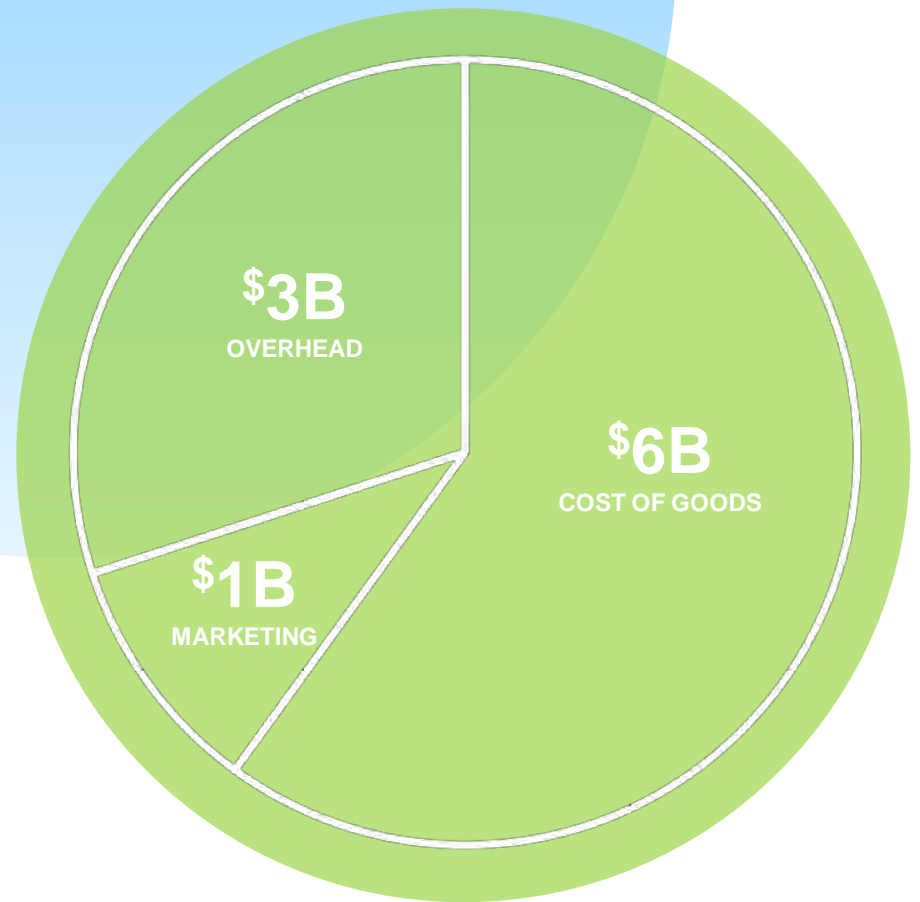


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- • Assure **facilities assets** can support P&G business needs on a **highly reliable** basis
 - Exceed stewardship objectives: **Risk Management, Quality Assurance and Fiscal Controls**
 - Protect, maintain and increase **long-term asset value** 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

Improving Productivity and Creating a Culture of Productivity

**\$10
billion**

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

Overhead

\$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



P&G

175 years of
innovation

