



Biographical Data Sheet

ALAN G. (A.G.) LAFLEY

Chairman of the Board, President and Chief Executive

RESIDENCE: Cincinnati, Ohio, USA

DATE OF BIRTH: June 13, 1947

PLACE: Keene, New Hampshire

EDUCATION: Hamilton College, A.B., 1969
Harvard Business School, M.B.A., 1977

BUSINESS AFFILIATIONS PRIOR TO JOINING PROCTER & GAMBLE:
U.S. Navy, 1970-1975

DATE JOINED PROCTER & GAMBLE: June, 1977

POSITIONS HELD AND DATES:

- 1977 - Brand Assistant, Joy
- 1978 - Sales Training, Denver Sales District
- 1978 - Assistant Brand Manager, Tide
- 1980 - Brand Manager, Dawn & Ivory Snow
- 1981 - Brand Manager, Special Assignment & Ivory Snow
- 1982 - Brand Manager, Cheer
- 1983 - Associate Advertising Manager, PS&D Division
- 1986 - Advertising Manager, PS&D Division
- 1988 - General Manager, Laundry Products, PS&D Division
- 1991 - Vice President-Laundry and Cleaning Products, Procter & Gamble USA
- 1992 - Group Vice President, The Procter & Gamble Company, and President-Laundry and Cleaning Products, Procter & Gamble USA
- 1994 - Group Vice President, The Procter & Gamble Company, and President-Procter & Gamble Far East
- 1995 - Executive Vice President, The Procter & Gamble Company, (President-Asia, Procter & Gamble Asia)
- 1998 - Executive Vice President, The Procter & Gamble Company, (President-North America, Procter & Gamble North America)
- 1999 - President-Global Beauty Care and North America
- 2000 - President and Chief Executive
- 2002 - Chairman of the Board, President and Chief Executive

LOCAL AND NATIONAL ACTIVITIES:

Member, Board of Directors, General Electric Company
Member, Board of Directors, Dell Inc.
Member, The Business Council
Member, The Business Roundtable
Member, Board of Directors, Grocery Manufacturers of America
Member, Board of Trustees, Hamilton College
Member, Board of Directors, United Negro College Fund
Member, American Society of Corporate Executives
Member, The Lauder Institute Board of Governors (Wharton School of Arts & Sciences)
Member, Board of Trustees, U.S. Council for International Business
Chairman, Cincinnati Center City Development Corporation (3CDC)
Past Member, Board of Trustees, Xavier University
Past Member, Board of Directors, General Motors Corporation
Past Member, G100 (formerly The M&A Group)
Past Member, American Chamber of Commerce in Japan
Past Member, Board of Trustees, Cincinnati Symphony Orchestra
Past Member, Board of Trustees, The Seven Hills School
Past Member, Board of Trustees, Medical Center Fund of Cincinnati
Past Member, Board of Trustees, Cincinnati Playhouse in the Park
Past Member, Board of Trustees, Cincinnati Fine Arts Fund

CLUBS:

Hamilton Club of Southern Ohio
Harvard Club of Cincinnati
Commonwealth Club of Cincinnati
Commercial Club of Cincinnati
Cincinnati Country Club
Metropolitan Club
Queen City Club

BIOGRAPHICAL DATA ON

ALAN G. (A.G.) LAFLEY

Chairman of the Board, President and Chief Executive
The Procter & Gamble Company

A.G. Lafley was elected Chairman of the Board of Directors in April 2002, effective July 1, 2002, in addition to his current responsibilities as President and Chief Executive.

Mr. Lafley joined P&G in 1977 in Marketing. He held a variety of positions in P&G's laundry and cleaning business before being named group vice president in 1992. He delivered record sales and profits through the introduction of major product innovations, including Liquid Tide and Tide with Bleach, and by focusing on building strong brand franchises.

In 1995, Mr. Lafley was named executive vice president with responsibility for Asia. During his three years leading that business, he laid the foundation for a return to growth in Japan, helped build the business in China from less than \$90 million to nearly \$1 billion, and successfully led the Asia business through major currency and economic upheaval, as well as the impact of the Kobe, Japan earthquake.

In 1999, Mr. Lafley was named president of P&G's global Beauty Care business and the North America market development organization. Under his leadership, P&G's North America business achieved all time record high net sales. During that time, he also laid the foundation for a comprehensive global strategy to revitalize P&G's beauty business. He placed major focus on innovations in both product and marketing, driving renewed growth across P&G's Hair Care business, particularly Pantene.

In 2000, Mr. Lafley was elected President and Chief Executive of P&G. Since then, he has put P&G back on track to deliver its long term goals by focusing on top brands, countries and customers, superior consumer value, and improved cost and cash management. Further, he has set a clear vision for future growth, including the acquisition of Clairol in 2001 and the acquisition of Wella, the company's largest acquisition to date. P&G's stock price more than doubled since June of 2000, which led to the company's decision to split P&G stock 2-for-1 in May, 2004.

A native of Keene, New Hampshire, Mr. Lafley graduated from Hamilton College with a BA in History and from Harvard Business School with a Master's in Business Administration. Before joining P&G, Mr. Lafley also served in the U.S. Navy for 5 years.

His local and national activities include: member, Board of Trustees, Hamilton College, member, Board of Directors, United Negro College Fund, member, Board of Directors, General Electric Company, Board of Directors, Dell Inc.; chairman, Cincinnati Center City Development Corporation (3CDC); member, American Society of Corporate Executives, and The Business Roundtable; member, Board of Trustees-US Council for International Business; member, The Business Council; The Lauder Institute Board of Governors (Wharton School of Arts & Sciences), and member, Board of Trustees, Grocery Manufacturers of America.

Mr. Lafley is past member, Board of Directors, General Motors Corporation, Board of Trustees, Xavier University, Board of Trustees, Cincinnati Fine Arts Fund, American Chamber of Commerce in Japan; past member, G100 (formerly the M&A Group), Board of Trustees, Cincinnati Symphony Orchestra, Board of Trustees, The Seven Hills School, Medical Center Fund of Cincinnati, and past member, Board of Trustees - Cincinnati Playhouse in the Park.