



**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, 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 Board of Directors and is Chairman of the Board for GS1, an international supply chain standards organization. He has served as 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 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), 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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