



The Procter & Gamble Company
General Offices
2 Procter & Gamble Plaza
Cincinnati, Ohio 45202-3315

To Our Valued External Business Partners,

It is my pleasure to welcome our new partners joining us as the result of our recent acquisition of the Merck Consumer Health business. This business fits very well with P&G's primary objective to improve the lives of our consumers.

Our first priority will be to ensure a smooth and successful integration of our new health care brands and business streams into P&G. It will be imperative that we keep the business running through this transition, and I thank you in advance for your efforts to help us do so. Please notify us quickly in case of any potential issues at pgmchtransition.im@pg.com.

Please familiarize yourself with P&G. You will find that we value incumbency and long-term partnerships with suppliers who deliver value and seek to constantly improve. In our experience, we have found that we are much better equipped to deliver our total best value when suppliers take the time to truly understand our business and keep our consumers at the center of everything they do.

I would like to draw your attention to our quest to raise the bar on superior consumer experience. At P&G, we define superiority across five critical vectors that contribute to this experience: Product, Packaging, Brand Communication, In-Store Execution, and Consumer & Customer Value Equations. Concurrently delivering superiority across all these vectors will enable us and you to sustainably win in the marketplace; our supply partners play a monumental role in each critical area. We are committed to synchronizing design, operations and execution to deliver success.

Going forward, I encourage you to share ideas with your Purchasing counterpart. Please know the P&G team is very excited to have the opportunity to work with you to deliver unique value for our consumers and customers in the days ahead.

Sincerely,

A handwritten signature in black ink, appearing to read 'Stewart Atkinson', is placed within a light gray rectangular box.

Stewart Atkinson
Chief Purchasing Officer
The Procter and Gamble Company