



THE MARKET

The U.S. dentifrice market is highly competitive, fueled by improved benefits and new product introductions. According to the latest available statistics, the dentifrice market accounts for just over \$2 billion in annual sales and is growing at an annual rate of 2 percent.

The market is segmented into base and premium, with base products offering cavity and tartar protection and premium products offering multiple benefits and whitening. The premium segment is driving category growth as consumers seek new and improved products.

ACHIEVEMENTS

Crest has been a leader in oral care innovations since its introduction in 1955 and has been the leading toothpaste brand in the United States over the past 45 years. It was the first dentifrice to be recognized by the American Dental Association and the first authorized to use the ADA name in advertising.



In 1976, the American Chemical Society recognized Crest with fluoride as one of the 100 greatest discoveries of the previous 100 years. Crest, in 1999, was the first whitening toothpaste to receive the ADA Seal of Acceptance for effectively whitening teeth by gently polishing away surface stains.

In May 2004, Crest Whitestrips Premium was included in *Town & Country* magazine's "150 Best Beauty Buys." Premium was also among the products included in *InStyle* magazine's "166 Best Beauty Buys" in April 2004.

HISTORY

In 1928, natural fluoride in water was identified as a major factor in reducing tooth decay. The



development of a fluoride toothpaste actually began in the early 1940s, when Procter & Gamble started a research program to find ingredients that would reduce tooth decay when added to a dentifrice. At that time, analysts estimated that Americans developed more than 700 million

cavities a year, making dental disease one of the most prevalent U.S. health problems.

In 1950, Procter & Gamble developed a joint research project team headed by Dr. Joseph Muhler at Indiana University. Dr. Muhler and his research team began the first clinical tests of the new toothpaste two years later, with startling results. One test among children ages six to 16 showed an average 49 percent reduction in cavities. Furthermore, the toothpaste also reduced tooth decay in adults to almost the same degree. In 1954, Procter & Gamble submitted the results of its extensive testing to the American Dental Association, which accepted the findings.

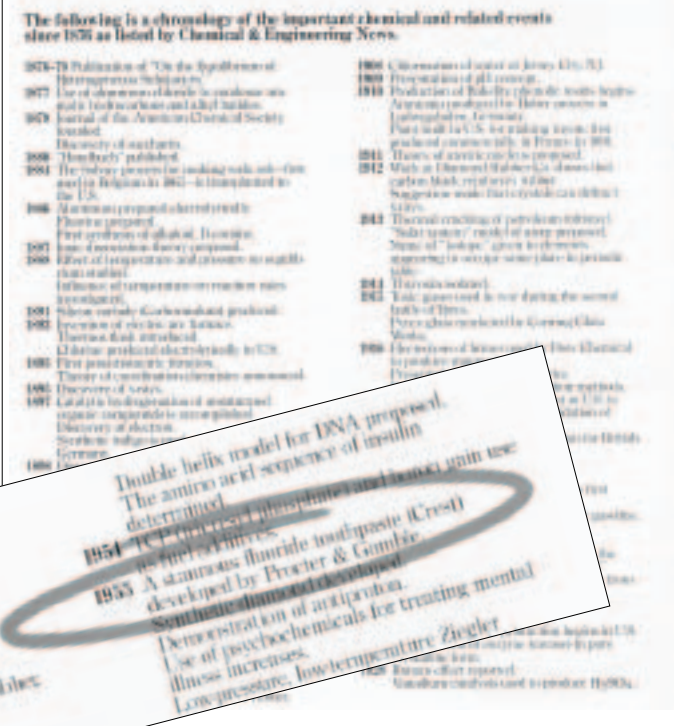
Test marketing of Crest with Fluoristan began in 1955. Though initial sales were disappointing, the company maintained confidence in the product, launching it nationally in January 1956. Still, consumers did not recognize Crest's unique advantage. Procter & Gamble needed a way to convince them that they were indeed benefiting from the product's decay-preventing quality. Since consumers could not see the benefit, they needed to hear it from a respected authority.

Crest's developers recognized early that the American Dental Association could grant such recognition. Beginning in 1954, P&G submitted to the ADA the results of the company's extensive clinical tests. The ADA, however, never before had recognized a toothpaste and had an attitude of suspicion toward dentifrice advertising. To its credit, the ADA maintained an open mind on the Crest presentation. As P&G's clinical evidence mounted, the ADA evaluated it carefully and asked for more data.

On August 1, 1960, the association reported, "Crest has been shown to be an effective anticaries (decay preventive) dentifrice that can be of significant value when used in a conscientiously applied program of oral hygiene and regular professional care."

The ADA did not merely recognize Crest's benefits. For the first time in ADA history, the

On April 6, 1976, the official publication of the American Chemical Society listed the great discoveries of the last 100 years. We're proud to be one of them.



association granted the use of its name in consumer advertising for a commercial product. The response was electric. Within a year, Crest's sales nearly doubled. By 1962, they had nearly tripled, pushing Crest well ahead as the best-selling toothpaste in the United States.

THE PRODUCT

Crest's heritage is grounded in the dentifrice market, but the company has expanded into many other oral care product lines. It now offers a broad range of products for dental needs and conducts the nation's best-known activities on behalf of good dental practices among children.

RECENT DEVELOPMENTS

The Crest brand has reached major milestones over the past three years which, for the first time, have made a healthy, beautiful smile affordable and accessible to everyone.

In January 2004, Crest introduced a new seven-day whitening regimen, Crest Whitestrips Premium. This newest generation of Crest Whitestrips is clinically proven to remove 14 years of stain build-up in just seven days to bring irresistibly whiter and

more youthful smiles that last for 12 months — it's a true beauty must-have. The strips are worn twice a day for 30 minutes at a time, for just seven days. It's never been easier or faster to incorporate whitening into a beauty routine than with Crest Whitestrips Premium.

Also in 2004, Crest Vivid White, a new advanced-formula whitening toothpaste, became the only toothpaste to contain WhiteBond™ — a unique combination of highly effective cleaning and polishing ingredients and a stain-removing/protective-coating ingredient. The product whitens teeth in three ways: it polishes away surface stains, helps lift away hard-to-reach surface stains, and helps protect teeth from new stains. Crest Vivid White can reveal a noticeably whiter smile in just 14 days.

In 2003, Crest launched Whitening Expressions, a line of toothpastes designed to enhance the brushing experience. The new toothpastes combine the whitening power of Crest with a choice of three refreshing flavors, Cinnamon Rush, Extreme Herbal Mint, and Fresh Citrus Breeze, allowing consumers the freedom to pick a flavor that meets their taste and personality preferences. "When people personalize their brushing routine, it becomes something to enjoy and look forward to," says Diane Dietz, general manager—North America Oral Care. "Crest Whitening Expressions creates an enhanced, more joyful brushing experience which will help achieve a healthy, beautiful smile that will last for life."

Crest continued to expand its line of high-performance, battery-powered SpinBrushes in 2002 with the launch of Crest SpinBrush Pro, which brings consumers the technology, design, and cleaning



power of more expensive brushes for a fraction of the price. The SpinBrush, says Michael Kehoe, P&G's vice president/general manager—Global Oral Care, has "become the most popular power brush in America and is leading the conversion of manual brush users to powered brushes." The

price of the Crest SpinBrush ranges from \$4.99 to \$6.99, making battery-powered toothbrush technology affordable for most families.

Another landmark was the development of Crest Healthy Smiles 2010 (CHS 2010), created in 2000 in response to an oral health report by former U.S. Surgeon General David Satcher, which stated that the country is suffering from an oral health epidemic, especially among children in low-income and minority communities. CHS 2010's goal is to improve the state of oral health by providing access, education, and tools to at least 50 million children and their families by 2010. To bring real change to the lives of underserved children, CHS 2010 has forged partnerships with public/private organizations including Boys & Girls Clubs of America, the ADA, and leading members of local dental communities. Throughout the country, CHS 2010 has built ten Crest Smile Shoppes (dental clinics), sponsored four mobile dental van programs run by leading universities, and organized treatment, screening, and education events year-round. In addition, CHS 2010 also reaches 90 percent of all first-grade classes in the country via in-school oral-health education programs.

PROMOTION

The advertising campaign that launched the Crest brand has become one of the most memorable in marketing history. In television commercials, smiling children proudly proclaimed, "Look, Mom — no cavities!" Along with the TV campaign, print ads illustrated by Norman Rockwell became classics.

In recent years, Crest has expanded its advertising efforts beyond the product to highlight the brand's commitment to promoting good oral health worldwide. This breakthrough equity campaign has showcased Crest's support of such key areas as dental education for children, geriatric dentistry, and professional dental education.

Ethnic and interactive marketing have both received increased attention in recent years. Crest has taken its marketing message to the African American and Hispanic communities, developing culturally relevant advertising, including Spanish-language print and TV ads.

In 2003, the launch of Crest Whitening Expressions marked the second time Crest utilized a celebrity spokesperson when it enlisted renowned chef and flavor expert Emeril Lagasse to represent the new toothpaste in an advertising campaign. The launch of Crest Rejuvenating Effects in October 2002 was the first time Crest used a major celebrity spokesperson, when multitalented actress and singer



Vanessa Williams appeared in extensive TV and print ads, direct-to-consumer promotions, and in-store product displays.

BRAND VALUES

Crest is a brand that has continually pushed to improve oral health. Crest is among the most trusted household brands, a value reinforced by the continued recognition of its products by the American Dental Association.

Crest's dream is to lead the way in the passionate pursuit of perfect oral health so that everyone can have a healthy, beautiful smile for life.

THINGS YOU DIDN'T KNOW ABOUT CREST

- The day after the American Dental Association gave its first-ever product endorsement to Crest on August 1, 1960, the volume of buy orders for Procter & Gamble stock was so great that trading was delayed for an hour and a half.
- As one of the Procter & Gamble companies, Crest is part of a global organization that makes and markets health-care products in 140 countries with roughly \$37 billion in annual worldwide sales.
- Researchers tested more than 500 fluoride compounds before focusing on the two most promising — iridium and stannous fluoride — with the latter ultimately chosen.
- The factors that led P&G to the development of Crest included awareness that children in several towns in the western part of the country were virtually cavity-free because of the natural presence of fluoride in their communities' drinking-water supplies.