"We delivered another year of strong results with balanced top and bottom-line growth and strong cash generation, exceeding each of our in-going targets. We built strong momentum prior to the pandemic and have strengthened our position further. As we look forward to fiscal 2022, we expect to continue to grow top-line and bottom-line and to deliver another year of strong cash return to shareholders despite a challenging cost and operating environment."

DAVID TAYLOR – P&G CHAIRMAN OF THE BOARD, PRESIDENT & CEO

As the world addresses COVID-19 together, P&G is committed to:

- **PROTECTING P&G PEOPLE**: Ensuring the health, safety and well-being of P&G people around the world
- **SERVING CONSUMERS**: Maximizing availability of products that help people & their families with health, hygiene and cleaning needs
- **SUPPORTING COMMUNITIES**: Providing cash, product and support to help society overcome the unprecedented challenges of this period

Learn more about our response at www.pg.com/covid19

---

### FISCAL YEAR 2021 FINANCIAL HIGHLIGHTS

- **Net Sales**: $76.1 billion
- **Organic sales growth**: +6%
- **Core EPS growth**: +11%
- **Adjusted free cash flow productivity**: 107%

### 2021 NET SALES BY GEOGRAPHIC REGION

- **North America**: 47%
- **Europe**: 22%
- **Greater China**: 10%
- **Asia Pacific**: 9%
- **Latin America**: 6%
- **India, Middle East & Africa (IMEA)**: 6%

### P&G continued to return value to shareowners in FY21.

- **In Dividend Payments**: $8.3B
- **In Direct Share Repurchases**: $11.0B
- **Value Returned to Shareholders**: $19.3B

- **Largest quarterly dividend increase in more than a decade**
- **65 Consecutive years increasing the dividend**
- **131 Consecutive years paying a dividend**

---

### FY 2021 Organic Sales:

- **Driven by 3% increase in organic volume**

- **U.S.**
  - **Home Care**: grew high single digits
  - **Oral Care**: grew double digits
  - **Skin & Personal Care**: grew high single digits

- **Greater China**
  - **Personal Care & Family Care**: grew high single digits

- **Focus Markets**
  - **Grooming, Fabric Care, Feminine Care, Hair Care and Personal Health Care**: each grew mid-single digits

- **Enterprise Markets**
  - **Grooming, Fabric Care, Feminine Care, Hair Care and Personal Health Care**: each grew mid-single digits

- **Family Care**
  - **Family Care**: grew low single digits

- **Baby Care**
  - **Baby Care**: in-line with prior year

---

### E-Commerce:

- **Growing at 35%**

Now over $10 billion in sales, 14% of the Company total

---

See www.pginvestor.com/event for P&G’s full Q4 and FY 2021 earnings release issued July 30, 2021, the associated webcast presentation, definitions of non-GAAP measures and reconciliations to the most closely related GAAP measure.

*10% quarterly increase announced April 2021.*
Our strategic choices are the foundation for balanced top- and bottom-line growth. We believe they position P&G well to serve consumers’ heightened needs and changing behaviors.

Focused **PORTFOLIO** in 10 categories—daily use products where performance drives brand choice. Extending our margin of competitive **SUPERIORITY** Product, package, brand communication, retail execution, and value. We’re driving **PRODUCTIVITY** improvements in cost and cash to fund these investments and improve profitability. We’re leading the **CONSTRUCTIVE DISRUPTION** across the value chain in our industry in order to meet challenges. More focused, agile, accountable **ORGANIZATION** operating at the speed of market.

**P&G’s 10-Category Portfolio**
We've focused and strengthened P&G’s portfolio in daily-use categories where product performance drives brand choice.

**Superiority to Win with Consumers**
Products so good, consumers recognize the difference. Superior products raise expectations for performance in the category.

**Superior Product**
Packaging that attracts consumers, conveys brand equity, helps consumers select the best product for their needs, and delights consumers during use.

**Superior Brand Communication**
Product and packaging benefits communicated with exceptional advertising that makes you think, talk, laugh, cry, smile, act and buy—and that drives category and brand growth.

**Superior Retail Execution**
In-store: with the right store coverage, product forms, sizes, price points, shelving and merchandising. Online: with the right content, assortment, ratings, reviews, search and subscription offerings.

**Superior Consumer & Customer Value**
For consumers: all these elements presented in a clear and shoppable way at a compelling price. For customers: margin, penny profit, trip generation, basket size, and category growth.

**Productivity**
Productivity is now as integral to our culture as innovation and helps to fuel our investments in superiority and drive margin expansion.

**Constructive Disruption**
Success in our highly competitive industry requires agility that comes with a mindset of constructive disruption—a willingness to change, adapt, and create new trends and technologies that will shape our industry for the future.

**Organization & Culture**
Operating through five industry-based Sector Business Units in Focus and Enterprise Markets. Providing greater clarity on responsibilities and reporting lines. Strengthening leadership accountability. Enabling P&G people to accelerate growth and value creation.

Explore P&G’s 2021 Annual Report at www.pg.com/annualreport2021
Visit P&G’s ESG Investor Portal at www.pginvestor.com/esg