ESG 2023

Click here to listen to the previously recorded audio event.
P&G and ESG

• Leadership commitment
• Integrated approach
• Open arms
• High employee engagement
BALANCED GROWTH & VALUE CREATION

SALES Growth

CASH Generation

MARGIN Expansion

Integrating ESG into Superiority is a means to Long-Term GROWTH & VALUE CREATION

Superiority that Drives CONSUMER PREFERENCE

Ability to operate for GENERATIONS TO COME
ENVIRONMENTAL SUSTAINABILITY
SUSTAINABLE SUPERIORITY
VALUE CREATION OPPORTUNITY

"Appreciating and protecting nature is an extremely/very important personal value"

“I will pay more money for products that are better for the environment.”

> $550 Billion USD market opportunity

64%

GEN Z 69%

MILLENIALS 68%

GEN X 68%

BABY BOOMERS 70%

OUR SUSTAINABILITY FOCUS

Reduce Operations Footprint

Enable Consumers to Reduce their Footprint

Help Industry Reduce its Footprint
POSITIONED TO WIN SUSTAINABLY

CONSUMER INSIGHTS

INNOVATION CAPABILITY

ABILITY TO SCALE SOLUTIONS
IMPROVING LIVES FOR GENERATIONS TO COME WITH IRRESISTIBLE SUPERIORITY THAT IS SUSTAINABLE

PEOPLE
IMPROVING LIVELIHOODS ACROSS OUR OPERATIONS, SUPPLY CHAIN, AND COMMUNITIES WE SERVE

CLIMATE  WASTE  WATER  NATURE

Subset of goals shown on next slides.
For comprehensive list, go to pginvestor.com/esg
IMPROVING LIVES
FOR GENERATIONS TO COME WITH
IRRESISTIBLE SUPERIORITY THAT IS SUSTAINABLE

CLIMATE
• Net zero GHG emissions across our operations and supply chain by 2040
• 100% purchased renewable electricity by 2030

PEOPLE
IMPROVING LIVELIHOODS ACROSS OUR
OPERATIONS, SUPPLY CHAIN, AND COMMUNITIES WE SERVE
P&G’S AMBITION TO NET ZERO
SUPPLY CHAIN & OPERATIONS

ACHIEVING INITIAL 2020 GOALS

ACCELERATING ACTION NEW 2030 GOALS

SCALING SOLUTIONS

Path to Net Zero by 2040

2010 2021 2030 2040

ACROSS OPERATIONS AND SUPPLY CHAIN EMISSIONS — FROM RAW MATERIAL TO RETAILER

Aligned With 1.5°C ambition
ENABLING CONSUMERS TO REDUCE THEIR FOOTPRINT

- Superior product performance is a key driver of reduced in-use footprint.
- Measurement and reporting systems / targets need to reflect this reality (Europe Product Environmental Footprint)
ENABLING CONSUMERS TO REDUCE THEIR FOOTPRINT
IMPROVING LIVES FOR GENERATIONS TO COME WITH IRRESISTIBLE SUPERIORITY THAT IS SUSTAINABLE

CLIMATE
- Net zero GHG emissions across our operations and supply chain by 2040
- Carbon neutral in our operations for the decade to 2030
- 100% purchased renewable electricity by 2030

WASTE
- Ensure 100% of our consumer packaging is recyclable or reusable by 2030
- Reduce use of virgin petroleum plastic packaging by 50% by 2030 (vs. 2017)

PEOPLE
IMPROVING LIVELIHOODS ACROSS OUR OPERATIONS, SUPPLY CHAIN, AND COMMUNITIES WE SERVE
### WASTE: REDUCE FOOTPRINT

**Package Design**

#### Recyclable or Reusable Packaging

<table>
<thead>
<tr>
<th>2030</th>
<th>2022</th>
<th>IYA</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>&gt;79%</td>
<td>-6%</td>
</tr>
</tbody>
</table>

#### Reduction in Virgin Plastic*

<table>
<thead>
<tr>
<th>2030</th>
<th>2022</th>
<th>IYA</th>
</tr>
</thead>
<tbody>
<tr>
<td>-50%</td>
<td>-8%</td>
<td>-7%</td>
</tr>
</tbody>
</table>

#### 2x Recycled Content Usage

*Baseline 2017*
WASTE: ENABLING CONSUMERS TO REDUCE THEIR FOOTPRINT

- Improved superiority: package appearance, ease of shopping, ease of opening
- Increased consumer trial
- Gillette sales up mid-singles in FY’22
- Venus sales up double-digits in FY’22

Cardboard packaging eliminates equivalent of >145 MILLION PLASTIC water bottles every year
WASTE: HELP INDUSTRY REDUCE ITS FOOTPRINT

- Polypropylene Recycling
- Polyethylene Recycling
- Digital Watermark Technology
- Laser Labeling Technology

P&G demand creation, innovate with recycled materials, invent scalable technologies, but...

Need collection & recycling infrastructure in key markets to create sufficient access/supply
IMPROVING LIVES 
FOR GENERATIONS TO COME WITH 
IRRESISTIBLE SUPERIORITY THAT IS SUSTAINABLE

PEOPLE
IMPROVING LIVELIHOODS ACROSS OUR OPERATIONS, SUPPLY CHAIN, AND COMMUNITIES WE SERVE

CLIMATE
• Net zero GHG emissions across our operations and supply chain by 2040
• Carbon neutral in our operations for the decade to 2030
• 100% purchased renewable electricity by 2030

WASTE
• Ensure 100% of our consumer packaging is recyclable or reusable by 2030
• Reduce use of virgin petroleum plastic packaging by 50% by 2030 (vs. 2017)

WATER
• Reduce water in our operations & consumer use phase
• Restore water in water-stressed areas
• Respond to water challenges through innovation & partnerships

WASTE
• Ensure 100% of our consumer packaging is recyclable or reusable by 2030
• Reduce use of virgin petroleum plastic packaging by 50% by 2030 (vs. 2017)
At P&G, we want to help build a **WATER POSITIVE FUTURE** that can sustain people and nature, now and for generations to come.

- **REDUCING** water in our operations
- **RESTORING** water in water-stressed areas
- **RESPONDING** to water challenges through innovation and partnerships
WATER: REDUCE OPERATIONS FOOTPRINT

- Use **35%** less water to produce our products (vs. 2010) by 2030
- Recycle and reuse **5 billion liters** of water by 2030

**REDUCING**

- **27%**
- **3.3 BN Liters**
- **26 Sites** with Water Action Plans
- Reduce up to 20 gallons per load vs. hand washing
- Cascade sales up mid-teens
- Auto-dish loads up as much as 25%
  (in year post campaign launch)
IMPROVING LIVES
FOR GENERATIONS TO COME WITH
IRRESISTIBLE SUPERIORITY THAT IS SUSTAINABLE

**CLIMATE**
- Net zero GHG emissions across our operations and supply chain by 2040
- Carbon neutral in our operations for the decade to 2030
- 100% purchased renewable electricity by 2030

**WASTE**
- Ensure 100% of our consumer packaging is recyclable or reusable by 2030
- Reduce use of virgin petroleum plastic packaging by 50% by 2030 (vs. 2017)

**WATER**
- Reduce water in our operations & consumer use phase
- Restore water in water-stressed areas
- Respond to water challenges through innovation & partnerships

**NATURE**
- Protect, improve, restore critical ecosystems
- Impact over 1.5 million acres of land
- Deliver carbon benefit ≥ cumulative manufacturing emissions

**PEOPLE**
IMPROVING LIVELIHOODS ACROSS OUR OPERATIONS, SUPPLY CHAIN, AND COMMUNITIES WE SERVE
Today we are focused on areas where we believe we can have the greatest impact. P&G’s focus areas are:

**Protecting, Restoring & Improving Ecosystems**

**Innovating & Inspiring to Live in Harmony with Nature**

**Pioneering Environmental Safety Science**

**Advancing Responsible Sourcing**
NATURE STRATEGIES: TWO FOCUS COMMODITIES
Explicit Policies
• Commitment to no deforestation
• Protection of biodiversity
• Respect indigenous peoples’ rights (FPIC)
• Protection of endangered species

Third Party Certification
• Ensure policies upheld
• 100% of P&G pulp supply is certified

Compliance Monitoring
Including…
• Field assessments
• Desktop audits
• Satellite monitoring

Grievance Tracking
• Public tracking of allegations of supplier non-compliance
• Investigate allegations
• Document outcome plans/progress on grievance log
• Failure to resolve to our satisfaction may result in removal from our supply chain
NO DEFORESTATION

P&G’s Responsible Forestry Approach

- No loss of a natural forest for non-forest or agricultural use. Where applicable, the High Carbon Stock Approach Toolkit should be applied to identify and conserve High Carbon Stock (HCS) forests and High Conservation Value (HCV) areas.
- No conversion of a natural forest ecosystem to another land use including plantations.
- No use of illegally sourced forest commodities or conflict timber.
- No new development of peatlands, regardless of depth.
- No burning to clear land for new development or replanting.
- The cutoff dates after which deforestation is non-compliance are as follows:
  - Wood Pulp: November 1, 1994
  - Palm Oil: December 31, 2015
Explicit Supplier Expectations

- Clear supplier expectations
- Preference to use RSPO certified materials in our brands
- Traceability: 98% supply chain map to mill
- Transparency in Tier 1 suppliers and mills (~1,260)

Compliance Monitoring & Certification

- Third-party certification & verification
- Satellite monitoring of 15 million hectares of land
- Formal, transparent grievance process with disclosure of resolution plans and progress

Partnership & Force for Good

- Active in cross industry groups to drive sustainability standards
- Conserve-Restore-Protect FFG-FFG programs including:
  - Smallholders
  - WWF MY Tiger Landscapes
  - 30 Year RIMBA Collective
IMPROVING LIVES FOR GENERATIONS TO COME WITH IRRESISTIBLE SUPERIORITY THAT IS SUSTAINABLE

PEOPLE
IMPROVING LIVELIHOODS ACROSS OUR OPERATIONS, SUPPLY CHAIN, AND COMMUNITIES WE SERVE

CLIMATE  WASTE  WATER  NATURE
SOCIAL: EQUALITY & INCLUSION
MULTICULTURAL CONSUMERS & COMPANY

CRITICAL FOR LONG-TERM VALUE CREATION

WANT AN ORGANIZATION THAT MIRRORS THE CONSUMERS WE SERVE

DEVELOPING BRAND/PRODUCT PROPOSITIONS UNIQUELY ATTRACTIVE TO DIVERSE CONSUMERS

BUILDING MEDIA SKILLS TO DELIVER SUPERIOR BRAND COMMUNICATION TO DIVERSE & GENZ CONSUMERS
MULTICULTURAL CONSUMERS

US POPULATION
40%

% OF GEN Z
50%

POPULATION GROWTH
100%

White Non-Ethnic
Multicultural
GLOBAL LEADERSHIP TEAM

Jon Moeller
Chairman, President & CEO

Shailesh Jejurikar
Chief Operating Officer

Gary Coombe
Chief Executive Officer – Grooming

Jennifer Davis
Chief Executive Officer – Health Care

Fatima Francisco
Chief Executive Officer – Baby, Feminine and Family Care

Alexandra Keith
Chief Executive Officer – Beauty

Sundar Raman
Chief Executive Officer – Fabric & Home Care

Andre Schulten
Chief Financial Officer

Hesham Tohamy
President – Feminine Care

Victor Aguilar
Chief Research, Development and Innovation Officer

Juliana Azevedo
President – Latin America

Laura Becker
President – Global Business Services

Eric Breissinger
President – Family Care

Vittorio Cretella
Chief Information Officer

Philip Duncan
Chief Design Officer

Christophe Duron
President – Go-To-Market, China, and Market Operations, Hong Kong and Taiwan

Paul Gama
President – Personal Health Care

Virginie Helias
Chief Sustainability Officer

Damon Jones
Chief Communications Officer

Shelly McNamara
Chief Equality & Inclusion Officer

Ken Patel
Chief Ethics & Compliance Officer and Chief Patent Counsel

Guy Persaud
President – New Business

Matthew Price
President – Home Care and P&G Professional

Marc Pritchard
Chief Brand Officer

Bala Purushothaman
Chief Human Resources Officer

Luc Reynaert
Chief Product Supply Officer

Mindy Sherwood
President – Global Walmart and Chief Sales Officer

Kirti Singh
Chief Analytics and Insights Officer

Markus Strobel
President – Skin & Personal Care

Loic Tassel
President – Europe

Lois Turner
President – Asia Pacific, Middle East and Africa

Stanislav Večera
President – Asia Pacific, Middle East and Africa

Susan Street Whaley
Chief Legal Officer and Secretary

Jasmine Xu
President – Greater China

Christophe Duron
President – Go-To-Market, China, and Market Operations, Hong Kong and Taiwan
### Global Workforce Representation by Gender

#### Fiscal 2022

<table>
<thead>
<tr>
<th>Category</th>
<th>2022</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Leadership Council</td>
<td>36%</td>
<td>26%</td>
</tr>
<tr>
<td>Executive Leadership</td>
<td>41%</td>
<td>35%</td>
</tr>
<tr>
<td>Management</td>
<td>50%</td>
<td>45%</td>
</tr>
<tr>
<td>Business &amp; Technical Associates</td>
<td>35%</td>
<td>37%</td>
</tr>
<tr>
<td>Management Recruiting</td>
<td>52%</td>
<td>44%</td>
</tr>
</tbody>
</table>

#### Total Women

- **2022**: 41%
- **2015**: 36%

#### Key Points

- **Global Leadership Council**: 64% men, 36% women
- **Executive Leadership**: 59% men, 41% women
- **Management**: 50% men, 50% women
- **Business & Technical Associates**: 65% men, 35% women
- **Management Recruiting**: 48% men, 52% women

- **Global Leadership Council**: 74% men, 26% women
- **Executive Leadership**: 65% men, 35% women
- **Management**: 55% men, 45% women
- **Business & Technical Associates**: 63% men, 37% women
- **Management Recruiting**: 56% men, 44% women
# Global Workforce Representation by Race & Ethnicity

## Fiscal 2022

- **28%** Multicultural

## U.S. Race & Ethnicity Composition

<table>
<thead>
<tr>
<th>Category</th>
<th>Fiscal 2022</th>
<th>Total Multicultural</th>
<th>Fiscal 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Leadership Council</td>
<td>46%</td>
<td>Global Leadership Council</td>
<td>23%</td>
</tr>
<tr>
<td>Executive Leadership</td>
<td>32%</td>
<td>Executive Leadership</td>
<td>23%</td>
</tr>
<tr>
<td>Management</td>
<td>31%</td>
<td>Management</td>
<td>25%</td>
</tr>
<tr>
<td>Business &amp; Technical Associates</td>
<td>26%</td>
<td>Business &amp; Technical Associates</td>
<td>20%</td>
</tr>
<tr>
<td>Overall</td>
<td>28%</td>
<td>Overall</td>
<td>22%</td>
</tr>
<tr>
<td>Management Recruiting</td>
<td>43%</td>
<td>Management Recruiting</td>
<td>35%</td>
</tr>
</tbody>
</table>
12 of 13 Directors are Independent
• Lead Independent Director
• 4 fully independent Board Committees
• Rigorous Director selection process targeted to Company priorities
• 7 Directors added since August 2020 (54% refreshment)
• Average age 61 years (range 46–71)
• >95% average attendance of Board and Committee meetings
• Limit Director membership on other public company boards

Declassified Board with all Directors annually elected
• Shareowners have right to call a special meeting
• Shareowners have right to act via written consent
• No poison pill
• Specified term limit (18 years) for Directors
• Proxy access for Director nominees
• Receptive and responsive to shareowner feedback
BOARD EXPERIENCE
KEY SKILLS IN CRITICAL CPG AREAS

- MARKETING
- CONSUMER INDUSTRY/RETAIL
- GLOBAL
- CORPORATE GOVERNANCE
- LEADERSHIP, STRATEGY & RISK MANAGEMENT
- DIGITAL/TECHNOLOGY/INNOVATION
- ENVIRONMENTAL SUSTAINABILITY
- FINANCE
- GOVERNMENT/REGULATORY/PUBLIC POLICY
Board and its Committees are actively engaged in our environmental and social efforts as part of their critical governance oversight role. Periodically review key risks, opportunities, and stakeholder feedback related to ESG focus areas (such as organizational diversity, environmental sustainability, responsible sourcing, human rights, and community impact). Review and assess Company progress on certain long-term environmental sustainability and equality & inclusion goals in setting the ESG Factor portion of senior executive short-term equity compensation. Help ensure ESG efforts remain closely linked to broader Company strategy.
BOARD COMPOSITION

Marc Allen
Sheila Bonini
Angela Braly
Amy Chang
Joe Jimenez
Chris Kempczinski
Debra Lee
Terry Lundgren
Christine McCarthy
Jon Moeller
Rob Portman
Raj Subramaniam
Pat Woertz