“We delivered strong, balanced sales and profit results in fiscal 2020, both pre-COVID and through the balance of the year, meeting or exceeding each of our going-in targets, demonstrating the commitment and agility of P&G people and the robustness of our strategy.”

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, which have never been greater

- **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 2020 FINANCIAL HIGHLIGHTS

- **Net Sales** $71.0 billion
- **Organic sales growth** +6%
- **Organic volume growth** +4%
- **Core EPS growth** +13%
- **Adjusted free cash flow productivity** 114%

### 2020 NET SALES BY GEOGRAPHIC REGION

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

### P&G continued to return value to shareowners in FY20.

- **$7.8B** In Dividend Payments
- **$7.4B** In Direct Share Repurchases
- **$15.2B** Value Returned to Shareowners

- **6%** Dividend increase earlier in FY 2020
- **64** Consecutive years increasing the dividend
- **130** Consecutive years paying a dividend

### FY 2020 Organic Sales:

- **6%** Growth in our two largest markets:
  - U.S.
  - Greater China

- **40%** E-Commerce:
  Up 30% in first half, 60% in second half. Over $7 billion in annual sales, over 10% the Company total

- **Strong brands and strategy delivering continued progress**

Growth in 9 of 10 global categories:

- Home Care and Personal Health Care grew in the teens
- Family Care grew double digits
- Fabric Care and Feminine Care grew high single digits
- Hair Care, Oral Care and Skin & Personal Care grew mid-single digits
- Grooming grew 1%

See www.pginvestor.com/event for P&G’s full Q4 and FY 2020 earnings release issued July 30, 2020, the associated webcast presentation, definitions of non-GAAP measures and reconciliations to the most closely related GAAP measure.
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.

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**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.

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**Superiority to Win with Consumers**

**SUPERIOR PRODUCTS**
Products so good, consumers recognize the difference. Superior products raise expectations for performance in the category.

**SUPERIOR PACKAGING**
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.

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

**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 six industry-based Sector Business Units
- Providing greater clarity on responsibilities and reporting lines
- Strengthening leadership accountability
- Enabling P&G people to accelerate growth and value creation

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Read P&G’s 2020 Annual Report at www.pg.com/annualreport2020

Learn more about P&G at www.pg.com