



# Fiscal 2021 Fact Sheet

“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

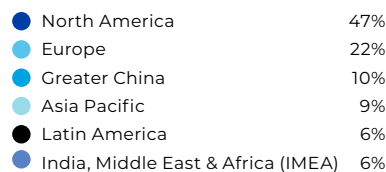
Providing cash, product and support to help society overcome the unprecedented challenges of this period

Learn more about our response at [www.pg.com/covid19](http://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



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

\$8.3B + \$11.0B = \$19.3B

In Dividend Payments

In Direct Share Repurchases

Value Returned to Shareowners

10%

Largest quarterly dividend increase in more than a decade\*

65

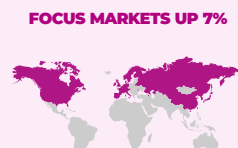
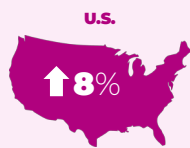
Consecutive years increasing the dividend

131

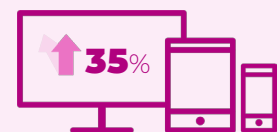
Consecutive years paying a dividend

## FY 2021 Organic Sales:

↑ 6% Driven by 3% increase in organic volume



## E-Commerce:



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

## All 10 global categories grew or held organic sales

Home Care grew high teens



Oral Care grew double digits



Skin & Personal Care grew high single digits



Grooming, Fabric Care, Feminine Care, Hair Care and Personal Health Care each grew mid-single digits



Family Care grew low single digits



Baby Care was in-line with prior year



**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.

**HEALTH CARE**



Personal Health Care Oral Care

**BEAUTY**



Skin & Personal Care Hair Care

**GROOMING**



Grooming

**FABRIC AND HOME CARE**



Fabric Care Home Care

**BABY, FEMININE AND FAMILY CARE**



Baby Care Feminine Care Family Care

**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.



**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



Strengthening leadership accountability



Providing greater clarity on responsibilities and reporting lines



Enabling P&G people to accelerate growth and value creation