

Forward-Looking Statements

Certain statements in this release or presentation, other than purely historical information, including estimates, projections, statements relating to our business plans, objectives, and expected operating results, and the assumptions upon which those statements are based, are “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. These forward-looking statements generally are identified by the words “believe,” “project,” “expect,” “anticipate,” “estimate,” “intend,” “strategy,” “future,” “opportunity,” “plan,” “may,” “should,” “will,” “would,” “will be,” “will continue,” “will likely result,” and similar expressions. Forward-looking statements are based on current expectations and assumptions, which are subject to risks and uncertainties that may cause results to differ materially from those expressed or implied in the forward-looking statements. We undertake no obligation to update or revise publicly any forward-looking statements, whether because of new information, future events or otherwise.

Risks and uncertainties to which our forward-looking statements are subject include, without limitation: (1) the ability to successfully manage global financial risks, including foreign currency fluctuations, currency exchange or pricing controls and localized volatility; (2) the ability to successfully manage local, regional or global economic volatility, including reduced market growth rates, and generate sufficient income and cash flow to allow the Company to effect the expected share repurchases and dividend payments; (3) the ability to manage disruptions in credit markets or changes to our credit rating; (4) the ability to maintain key manufacturing and supply arrangements (including sole supplier and sole manufacturing plant arrangements) and manage disruption of business due to factors outside of our control, such as natural disasters and acts of war or terrorism; (5) the ability to successfully manage cost fluctuations and pressures, including commodity prices, raw materials, labor costs, energy costs and pension and health care costs; (6) the ability to stay on the leading edge of innovation, obtain necessary intellectual property protections and successfully respond to technological advances attained by, and patents granted to, competitors; (7) the ability to compete with our local and global competitors in new and existing sales channels, including by successfully responding to competitive factors such as prices, promotional incentives and trade terms for products; (8) the ability to manage and maintain key customer relationships; (9) the ability to protect our reputation and brand equity by successfully managing real or perceived issues, including concerns about safety, quality, ingredients, efficacy or similar matters that may arise; (10) the ability to successfully manage the financial, legal, reputational and operational risk associated with third party relationships, such as our suppliers, contractors and external business partners; (11) the ability to rely on and maintain key information technology systems and networks (including Company and third-party systems and networks) and maintain the security and functionality of such systems and networks and the data contained therein; (12) the ability to successfully manage regulatory and legal requirements and matters (including, without limitation, those laws and regulations involving product liability, intellectual property, antitrust, privacy, tax, accounting standards and environmental) and to resolve pending matters within current estimates; (13) the ability to manage changes in applicable tax laws and regulations; (14) the ability to successfully manage our portfolio optimization strategy, including achieving and maintaining our intended tax treatment of the related transactions, and our ongoing acquisition, divestiture and joint venture activities, in each case to achieve the Company’s overall business strategy and financial objectives, without impacting the delivery of base business objectives; (15) the ability to successfully achieve productivity improvements and cost savings and manage ongoing organizational changes, while successfully identifying, developing and retaining particularly key employees, especially in key growth markets where the availability of skilled or experienced employees may be limited; and (16) the ability to manage the uncertain implications of the United Kingdom’s withdrawal from the European Union. For additional information concerning factors that could cause actual results and events to differ materially from those projected herein, please refer to our most recent 10-K, 10-Q and 8-K reports.

The Procter & Gamble Company Regulation G Reconciliation of Non-GAAP Measures

In accordance with the SEC's Regulation G, the following provides definitions of the non-GAAP measures used in Procter & Gamble's November 18, 2016 Analyst Meeting and associated slides and the reconciliation to the most closely related GAAP measure. We believe that these measures provide useful perspective of underlying business trends (i.e. trends excluding non-recurring or unusual items) and results and provide a supplemental measure of year-on-year results. The non-GAAP measures described below are used by Management in making operating decisions, allocating financial resources and for business strategy purposes. These measures may be useful to investors as they provide supplemental information about business performance and provide investors a view of our business results through the eyes of Management. These measures are also used to evaluate senior management and are a factor in determining their at-risk compensation. These non-GAAP measures are not intended to be considered by the user in place of the related GAAP measure, but rather as supplemental information to our business results. These non-GAAP measures may not be the same as similar measures used by other companies due to possible differences in method and in the items or events being adjusted.

The measures provided are as follows:

1. Organic sales growth—page 4
2. Core EPS and currency-neutral Core EPS—pages 5-6
3. Core operating profit margin and constant currency Core operating profit margin—page 7
4. Core gross margin and constant currency Core gross margin—page 7
5. Free cash flow and free cash flow productivity—page 8

The Core earnings measures included in the following reconciliation tables refer to the equivalent GAAP measures adjusted as applicable for the following items:

- Incremental restructuring: The Company has and continues to have an ongoing level of restructuring activities. Such activities have resulted in ongoing annual restructuring related charges of approximately \$250 - \$500 million before tax. Beginning in 2012 Procter & Gamble began a \$10 billion strategic productivity and cost savings initiative that includes incremental restructuring activities. This results in incremental restructuring charges to accelerate productivity efforts and cost savings. The adjustment to Core earnings includes only the restructuring costs above what we believe are the normal recurring level of restructuring costs.
- Venezuela deconsolidation charge: For accounting purposes, evolving conditions resulted in a lack of control over our Venezuelan subsidiaries. Therefore, in accordance with the applicable accounting standards for consolidation, effective June 30, 2015, we deconsolidated our Venezuelan subsidiaries and began accounting for our investment in those subsidiaries using the cost method of accounting. The charge was incurred to write off our net assets related to Venezuela.
- Charges for certain European legal matters: Several countries in Europe issued separate complaints alleging that the Company, along with several other companies, engaged in violations of competition laws in prior periods. The Company established Legal Reserves related to these charges. Management does not view these charges as indicative of underlying business results.
- Venezuela B/S remeasurement & devaluation impacts: Venezuela is a highly inflationary economy under U.S. GAAP. Prior to deconsolidation, the government enacted episodic changes to currency exchange mechanisms and rates, which resulted in currency remeasurement charges for non-dollar denominated monetary assets and liabilities held by our Venezuelan subsidiaries.
- Non-cash impairment charges: During fiscal years 2013 and 2012 the Company incurred impairment charges related to the carrying value of goodwill and indefinite lived intangible assets in our Appliances and Salon Professional businesses.

- Gain on Iberian JV buyout: During fiscal year 2013 we incurred a holding gain on the purchase of the balance of our Iberian joint venture from our joint venture partner.

We do not view the above items to be part of our sustainable results, and their exclusion from core earnings measures provides a more comparable measure of year-on-year results.

Organic sales growth: Organic sales growth is a non-GAAP measure of sales growth excluding the impacts of acquisitions, divestitures and foreign exchange from year-over-year comparisons. Management believes this measure provides investors with a supplemental understanding of underlying sales trends by providing sales growth on a consistent basis.

Core EPS and currency-neutral Core EPS: Core earnings per share, or Core EPS, is a measure of the Company's diluted net earnings per share from continuing operations adjusted as indicated. Currency-neutral Core EPS is a measure of the Company's Core EPS excluding the incremental current year impact of foreign exchange. Management views these non-GAAP measures as a useful supplemental measure of Company performance over time.

Core operating profit margin and currency-neutral Core operating profit margin: Core operating profit margin is a measure of the Company's operating margin adjusted for items as indicated. Currency-neutral Core operating profit margin is a measure of the Company's Core operating profit margin excluding the incremental current year impact of foreign exchange. Management believes these non-GAAP measures provide a supplemental perspective to the Company's operating efficiency over time.

Core gross margin and currency-neutral Core gross margin: Core gross margin is a measure of the Company's gross margin adjusted for items as indicated. Currency-neutral Core gross margin is a measure of the Company's Core gross margin excluding the incremental current year impact of foreign exchange. Management believes these non-GAAP measures provide a supplemental perspective to the Company's operating efficiency over time.

Free cash flow: Free cash flow is defined as operating cash flow less capital spending. Free cash flow represents the cash that the company is able to generate after taking into account planned maintenance and asset expansion. Management views free cash flow as an important measure because it is one factor used in determining the amount of cash available for dividends and discretionary investment.

Free cash flow productivity: Free cash flow productivity is defined as the ratio of free cash flow to net earnings. Management views free cash flow productivity as a useful measure to help investors understand P&G's ability to generate cash. Free cash flow productivity is used by management in making operating decisions, allocating financial resources and for budget planning purposes. The Company's long-term target is to generate annual free cash flow productivity at or above 90 percent.

1. Organic sales growth:

Three Months Ended September 30, 2016	Net Sales Growth	Foreign Exchange Impact	Acquisition/ Divestiture Impact*	Organic Sales Growth
Beauty	(1)%	2%	2%	3%
Grooming	(1)%	3%	1%	3%
Health Care	4%	3%	-%	7%
Fabric Care & Home Care	1%	2%	1%	4%
Baby, Feminine & Family Care	(1)%	3%	-%	2%
Total P&G	-%	3%	-%	3%

*Acquisition/Divestiture Impact includes mix impacts of acquired and divested businesses and rounding impacts necessary to reconcile net sales to organic sales.

Organic Sales
Prior Periods

Total Company	Net Sales Growth	Foreign Exchange Impact	Acquisition/ Divestiture Impact*	Organic Sales Growth
1H FY 2016	(10)%	8%	2%	-
2H FY 2016	(5)%	4%	2%	1%
JFM 2016	(7)%	5%	3%	1%
AMJ 2016	(3)%	3%	2%	2%
FY 2016	(8)%	6%	3%	1%

*Acquisition/Divestiture Impact also includes the impact of the Venezuela deconsolidation beginning in JAS 2015, as well as rounding impacts necessary to reconcile net sales to organic sales.

Guidance

Total Company	Net Sales Growth	Combined Foreign Exchange & Acquisition/Divestiture Impact*	Organic Sales Growth
FY 2017 (Estimate)	1%	1%	2%

*Acquisition/Divestiture Impact includes mix impacts of acquired and divested businesses and rounding impacts necessary to reconcile net sales to organic sales.

2. Core EPS and currency-neutral Core EPS:

	Three Months Ended September 30	
	2016	2015
Diluted Net Earnings Per Share from Continuing Operations	\$1.00	\$0.96
Incremental Restructuring	0.03	0.02
Core EPS	\$1.03	\$0.98
<i>Percentage change vs. prior period</i>	5%	-
Currency Impact to Earnings	0.07	-
Currency-Neutral Core EPS	\$1.10	-
<i>Percentage change vs. prior period Core EPS</i>	12%	-

Note – All reconciling items are presented net of tax. Tax effects are calculated consistent with the nature of the underlying transaction.

Guidance

Total Company	Diluted EPS Growth	Impact of Incremental Non-Core Items*	Core EPS Growth
FY 2017 (Estimate)	45% to 55%	(41)% to (49)%	Up mid-single digits

* Includes change in discontinued operations (includes Batteries impairment charges, gain on the sale of Batteries and anticipated gain on sale of Beauty Brands)

	<i>Prior Years</i>				
	FY 12	FY 13	FY 14	FY 15	FY 16
Diluted Net Earnings Per Share from Continuing Operations, attributable to P&G	\$2.97	\$3.50	\$3.63	\$2.84	\$3.49
Incremental Restructuring	0.15	0.14	0.11	0.17	0.18
Venezuela B/S Remeasurement & Devaluation Impacts	-	0.08	0.09	0.04	-
Charges for Certain European Legal Matters	0.03	0.05	0.02	0.01	-
Venezuela Deconsolidation Charge	-	-	-	0.71	-
Non-Cash Impairment Charges	0.31	0.10	-	-	-
Gain on Iberian JV Buyout	-	(0.21)	-	-	-
Rounding	(0.01)	(0.01)		(0.01)	-
Core EPS	\$3.45	\$3.65	\$3.85	\$3.76	\$3.67
<i>Percentage change vs. prior year Core EPS</i>	-	6%	5%	(2)%	(2)%
Currency Impact to Earnings	-	0.15	0.32	0.52	0.35
Currency-Neutral Core EPS	-	\$3.80	\$4.17	\$4.28	\$4.02
<i>Percentage change vs. prior year Core EPS</i>	-	10%	14%	11%	7%

3. Core operating profit margin and constant currency Core operating profit margin:

	FY 12	FY 13	FY 14	FY 15	FY 16	JAS 15	JAS 16
Operating Profit Margin	17.1%	17.7%	18.7%	15.6%	20.6%	22.8%	22.8%
Incremental Restructuring	0.7%	0.7%	0.5%	0.9%	0.9%	0.4%	0.5%
Charges for Certain European Legal Matters	0.1%	0.2%	0.1%	-	-	-	-
Venezuela B/S Remeasurement & Devaluation Impacts	-	0.5%	0.4%	0.2%	-	-	-
Venezuela Deconsolidation Charge	-	-	-	2.9%	-	-	-
Non-Cash Impairment	1.2%	0.4%	-	-	-	-	-
Rounding	0.1%	(0.1)%	-	-	-	-	0.1%
Core Operating Profit Margin	19.2%	19.4%	19.7%	19.6%	21.5%	23.2%	23.4%
<i>Basis point change vs. prior year Core margin</i>	-	20	30	(10)	190	-	20
Currency Impact to Margin	-	0.3%	1.2%	1.4%	0.5%	-	1.0%
Constant Currency Core Operating Profit Margin	-	19.7%	20.9%	21.0%	22.0%	-	24.4%
<i>Basis point change vs. prior year Core margin</i>	-	50	150	130	240	-	120

4. Core gross margin and constant currency Core gross margin:

	FY 12	FY 13	FY 14	FY 15	FY 16	JAS 15	JAS 16
Gross Margin	48.2%	48.5%	47.5%	47.6%	49.6%	50.7%	51.0%
Incremental Restructuring	0.2%	0.3%	0.4%	0.7%	1.0%	0.4%	0.7%
Rounding	-	-	-	0.1%	-	-	(0.1)%
Core Gross Margin	48.4%	48.8%	47.9%	48.4%	50.6%	51.1%	51.6%
<i>Basis point change vs. prior year Core margin</i>	-	40	(90)	50	220	-	50
Currency Impact to Margin	-	0.1%	1%	0.4%	0.7%	-	0.8%
Constant Currency Core Gross Margin	-	48.9%	48.9%	48.8%	51.3%	-	52.4%
<i>Basis point change vs. prior year Core margin</i>	-	50	10	90	290	-	130

5. Free cash flow & free cash flow productivity:

JAS 16				
Operating Cash Flow	Capital Spending	Free Cash Flow	Net Earnings	Free Cash Flow Productivity
\$3,025	\$(684)	\$2,341	\$2,757	85%