

P&G 2018 Fact Sheet



“We made important progress in fiscal 2018.

We delivered strong volume and consumption growth, market share trends improved, Core EPS grew high single digits and we generated 104% free cash flow productivity, returning more than \$14 billion of cash to our shareholders.

We are doubling down on the strategic choices we’ve made to win with consumers and create value for shareowners. We are investing to improve superiority, our margin of advantage. We are making P&G ever more productive. We are structuring an organization and building a culture to lead change in this dynamic environment.”

DAVID S. TAYLOR
Chairman of the Board, President and Chief Executive Officer

FISCAL YEAR 2018 FINANCIAL HIGHLIGHTS¹

Net Sales	\$66.8 billion
Organic sales growth	+1%
Organic volume growth	+2%
Core EPS growth	+8%
Adjusted free cash flow productivity	104%

2018 NET SALES BY GEOGRAPHIC REGION



ACCELERATING NOTICEABLE BRAND SUPERIORITY

P&G is creating and extending competitive advantage through superior product performance, packaging, brand communication, retail execution, and consumer and customer value.



Products

Superiority starts with superior products—products so good, consumers recognize the difference.

Packaging

These products are delivered in superior packaging—packaging that attracts consumers, conveys the brand equity and closes the sale.

Brand Communication

Product and packaging benefits need to be communicated with exceptional brand messaging.

Retail Execution

We work collaboratively with our customers to deliver superior retail execution—in-store and online.

Consumer & Customer Value Equations

We’re focused on delivering superior value to consumers and our retailer customers, in each price tier where we compete.

SUPERIORITY LEADS TO GROWTH AND VALUE CREATION

When we excel across these measures of noticeable superiority, we deliver on key business success metrics:

Where we achieve noticeable superiority on **at least four of the five** superiority measures, we deliver on the business success metrics **80% of the time**.

Where we achieve **three or fewer** superiority measures, we **do not deliver** on our desired business outcomes.



Sales



Profit



Market Share



Household Penetration



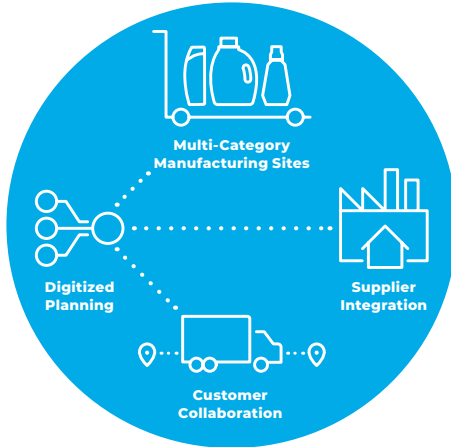
Market Size

¹ Results include non-GAAP and other financial measures. See www.pginvestor.com/event for P&G’s full Q4 and fiscal year 2018 earnings release issued July 31, 2018, the associated webcast presentation, forward-looking statements, definitions of non-GAAP measures and reconciliations to the most closely related GAAP measure.

DELIVERING PRODUCTIVITY TO FUEL INVESTMENTS

Productivity provides fuel for innovation and investment to accelerate and sustain faster top- and bottom-line growth.

WE'RE DELIVERING PRODUCTIVITY ACROSS THE P&G SUPPLY CHAIN



Digitized Planning

- We can now support a new request from a customer for an incremental order in less than one hour, which once required 24 hours or more

Supplier Integration

- Co-locating suppliers in plants reduces truck traffic and distribution cost
- Increased synchronization of P&G's operations with our suppliers leads to lower inventory and other costs

Multi-Category Manufacturing Sites

- Plants supply several categories vs. only one
- Production on demand
- Globally scalable technology

Customer Collaboration

- With new U.S. mixing centers, 80% of shipments are within 24 hours of retailers
- Leads to higher in-stock levels and lower cost of goods

WE'RE DELIVERING PRODUCTIVITY BY REINVENTING MARKETING



Reinventing media from wasteful mass blasting to mass reach with one-to-one precision, enabled by data and technology.



Reinventing advertising from mass clutter to less doing more.



Reinventing agency partnerships from outsourcing too much of our work to getting our hands on the keyboard.



Reinventing brands to be a force for good and a force for growth—people want to know what brands and companies believe in.

IMPROVING OUR ORGANIZATION AND CULTURE TO WIN

- Simplifying our structure and clarifying responsibility and accountability
- Driving deeper mastery and depth in each category
- Strengthening compensation and incentive programs

RETURNING CASH TO SHAREHOLDERS

Paying dividend
128 years
—since incorporation

62 years
of consecutive
dividend increases

> \$135 B
returned via dividends,
repurchase & exchanges
over the past decade

P&G'S 10-CATEGORY PORTFOLIO

(percent of sales)²



² Percent of P&G's FY 2018 global sales by business unit excludes sales held in Corporate