“In fiscal year 2019, P&G met or exceeded each of our core financial goals—organic sales growth, core earnings per share growth and adjusted free cash flow productivity—all while improving market share and generating leadership levels of shareholder value creation.”

DAVID TAYLOR - P&G CHAIRMAN OF THE BOARD, PRESIDENT & CEO

FISCAL YEAR 2019
FINANCIAL HIGHLIGHTS*

<table>
<thead>
<tr>
<th>Financial Metric</th>
<th>FY 2019 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>$67.7 billion</td>
</tr>
<tr>
<td>Organic sales growth</td>
<td>+5%</td>
</tr>
<tr>
<td>Organic volume growth</td>
<td>+2%</td>
</tr>
<tr>
<td>Core EPS growth</td>
<td>+7%</td>
</tr>
<tr>
<td>Adjusted free cash flow productivity</td>
<td>105%</td>
</tr>
</tbody>
</table>

P&G continued to return value to shareowners in FY19.

- In Dividend Payments: $7.5B
- In Direct Share Repurchases: $5.0B
- Value Returned to Shareowners: $12.5B

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 in our industry to meet challenges and further strengthen results.

More focused, agile, accountable ORGANIZATION operating at the speed of market, just put fully in place July 1, 2019.

FISCAL 2019 FACT SHEET

FY 2019 Organic Sales:

5% driven by volume, pricing and mix

- 5% organic sales growth
- 2% organic volume growth
- 7% core EPS growth
- 105% adjusted free cash flow productivity

Focus on 10: Daily Use Product Categories

Focused PORTFOLIO in 10 categories—daily use products where performance drives brand choice.

FISCAL 2019 NET SALES BY GEOGRAPHIC REGION

- North America: 45%
- Europe: 23%
- Asia Pacific: 10%
- Greater China: 9%
- India, Middle East & Africa (IMEA): 7%
- Latin America: 6%

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MEDIA SAVINGS
We're eliminating substantial waste in the media supply chain—savings we can take to the bottom line or reinvest to reach more people. Over the last five years, we delivered $1 billion of savings in agency fees and ad production costs.

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.

Superiority to Win with Consumers
We have taken a deliberate step to invest in and advance the superiority of products and packages, brand communication, retail execution and value advantage—growing the markets in which we compete.

Productivity to Fuel Investments
We’re now just past the midpoint of our second five-year productivity program and remain on track to deliver up to another $10 billion in savings.

Constructive Disruption
To win in today’s dynamic world, we must lead the constructive disruption of our industry across all areas of the value chain: innovation, brand building, supply, and digitization & data analytics.

Organization & Culture
We are making organization structure and culture changes to better position us to win.

- New structure operating through six industry-based SBUs
- Provide greater clarity on responsibilities & reporting lines
- Strengthen leadership accountability
- Enable P&G people to accelerate growth & value creation