



Morgan Stanley  
Global Consumer &  
Retail Conference  
Highlights

Today P&G is a stronger, more focused company with a strengthened portfolio of leading brands in ten highly attractive, daily-use categories that respond to innovation, where products solve problems and performance drives purchase.

We are implementing significant productivity improvements to fuel growth and substantially simplifying our organization. All of these changes are aimed at restoring balanced top- and bottom-line growth that creates shareholder value.

### Driving Significant Productivity Improvement



ROLES: -32% PROFIT PER EMPLOYEE: +45%

### Strengthening Our Portfolio

From

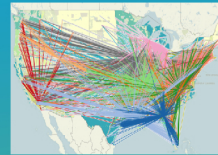


To

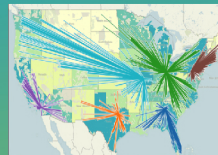


### Transforming Our Supply Chain

2013



2017



### One Organizing Principle: The Product Category

Product categories own responsibility for innovation, manufacturing and marketing. Category leaders have ownership and accountability all the way through to the staffing levels of sales people in the market, with full profit and loss responsibilities.

Focused

Agile

Accountable

### P&G Innovation Drives Market Leadership

In the U.S., many of our brands hold consumer-preferred leading market share positions.

P&G Brand	Market Share <sup>1</sup>	Rank
<i>always</i>	54%	#1
<i>Bounty</i>	44%	#1
<i>Cascade</i>	64%	#1
<i>Charmin</i>	28%	#1
<i>Crest</i>	36%	#1
<i>DAWN</i>	50%	#1

P&G Brand	Market Share <sup>1</sup>	Rank
<i>Downy</i>	40%	#1
<i>Gillette</i>	66%	#1
<i>Oral-B</i>	34%	#1
TAMPAX	49%	#1
<i>Tide</i>	41%	#1
<i>Venus</i>	47%	#1

<sup>1</sup>U.S. market share as of July 2017.

### P&G Innovation Builds Relevance

Over the past year, 13 of our leading brands were market share leaders among millennials.



### Growing in eCommerce

Fiscal year-to-date, our eCommerce sales are up +45%<sup>2</sup>, with all of our top markets growing or holding market share.

### Winning in Growing Segments

We continue to develop new brands and product forms for the 'naturals' consumer.



<sup>2</sup>As of September 2017

