

"We delivered another quarter of solid top-line, bottom-line and cash results in what continues to be a challenging operating environment. We remain focused on executing our strategies of superiority, productivity, constructive disruption and improving P&G's organization and culture. These strategies enabled us to build strong business momentum before the COVID crisis and accelerate our progress during the crisis, and they remain the right strategies to deliver balanced growth and value creation over the long term."

- 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 cleaning, health and hygiene needs



Supporting Communities

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

Our strategic choices are the foundation for balanced top- and bottom-line growth.

We believe they position P&G well to serve the heightened needs and new behaviors of consumers and our retail/distributor partners.

Focused **PORTFOLIO** in 10 categories – daily use products where performance drives brand choice



Extending our margin of competitive **SUPERIORITY** in product, package, brand communication, retail execution, and value



We're driving **PRODUCTIVITY** improvements in cost and cash to fund these investments and improve profitability

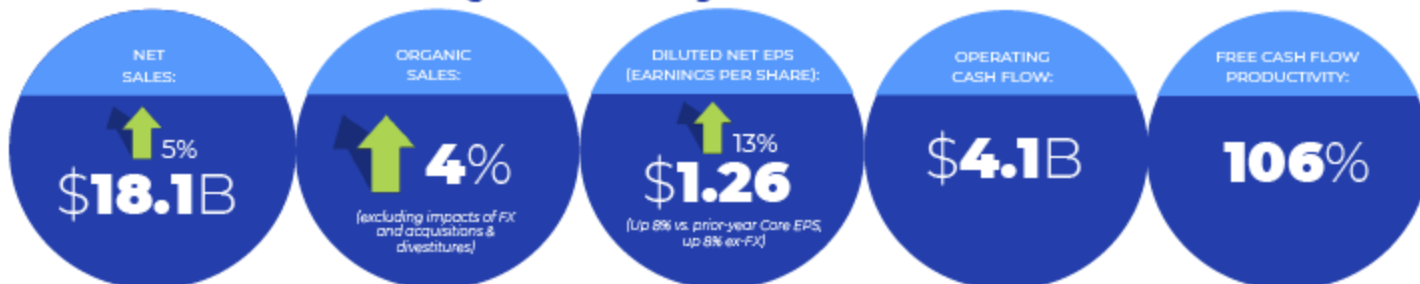


We're leading **CONSTRUCTIVE DISRUPTION** across the value chain in our industry in order to meet challenges



More focused, agile, accountable **ORGANIZATION** operating at the speed of the market

Q3 FY 2021 by the Numbers:



Earlier this month, P&G announced a **10%** increase in the quarterly dividend – reflecting strong results and confidence in our future. This marks the **65th** consecutive year the Company has increased its dividend.

P&G has been paying a dividend for **131** consecutive years since its incorporation in 1890.

Q3 FY 2021 Organic Sales Growth:

Growth in our two largest markets:

U.S. Greater China



Focus Markets: **+5%**
Enterprise Markets: **+1%**

Strong growth in most global categories:



Continued growth in e-commerce:

