FISCAL YEAR 2025

Data & Metrics Report

The information in this report covers the period of July 1, 2024 to June 30, 2025.

Letter from the CEO

At P&G, our Purpose as a company is to improve people's everyday lives with brands and products of superior quality and value. This commitment has been at the heart of everything we do for over 185 years. It focuses us squarely on consumers and understanding how we can help make their lives a little bit better.

This fundamental belief in putting the consumer first means seeing the world through their lens. It means recognizing them not merely as shoppers or consumers fulfilling a task, but as individuals within the fullness of their lives — as family members, parents, caregivers, neighbors and valued members of their communities. When we see people fully, we connect more meaningfully — earning their trust and increasing our ability to serve them well.

This holistic perspective creates a responsibility to not only develop superior brands and products, but to also mirror this broader view of the people we serve by helping make communities stronger. This is far more profound than just "doing good." It is an integrated commitment to corporate citizenship that spans every facet of our operations.

Long ago, P&G's founders recognized that business success is inextricably linked to the well-being of the broader community. This creates a virtuous cycle, where a thriving society supports a thriving business. This growth fuels our ability to invest in our talented people, research and development programs, brand-building activities, and operations — enabling us to deliver sustainable, profitable growth that creates value for all our stakeholders: consumers, customers, employees, society and shareowners.

I am proud of P&G's citizenship efforts, as represented in this report by my fellow employees, and I look forward to the positive impacts we will create together as P&G continues to lead, innovate and contribute meaningfully as a responsible corporate citizen.

Shailesh Jejurikar

Shailesh Jejurikar
Chairman of the Board, President
and Chief Executive Officer

View our FY25 Citizenship Summary >

ABOUT THIS REPORT

This Data & Metrics Report outlines how P&G has progressed in FY25 across the company's four areas of Citizenship efforts: Ethics & Responsibility, Community Impact, Equality & Inclusion, and Environmental Sustainability. This report accompanies the FY25 Citizenship Summary.

ETHICS & CORPORATE RESPONSIBILITY

P&G's enduring Purpose, Values and Principles guide our responsible and integrity-driven business decisions, emphasizing strong governance, trust and respect for human rights in all our operations, projects and partnerships.

For information on company policies, frameworks and reports, please visit the ESG Investor Portal.

COMMUNITY IMPACT

Our Community Impact efforts are directly tied to our company purpose and unify us in a common cause to improve the lives of the world's consumers, now and for generations to come. These efforts help to build trust and equity for P&G and our brands and help attract the next generation of employees to join us. Whether it's supporting hygiene education, providing a simple necessity like clean drinking water or delivering everyday essentials for families impacted by disaster, the goal of our Community Impact programs is to improve the health and well-being of the communities we touch around the world.

Children's Safe Drinking Water Program

2030 Goal	Progress
Provide 25 billion liters of clean drinking water to children and families in need around the world by 2025 through Children's Safe Drinking Water Program.	**Achieved 25 billion** liters of clean water [1] provided through CSDW Program

[1] Achieved in July 2025

EQUALITY & INCLUSION

Equality & Inclusion is good for our business — broadening our ability to serve more consumers and driving market growth. This is enabled by our efforts to recruit, retain and develop the best employees from the broadest pool of talent. We also collaborate with partners to enrich the communities in which we live and work, which in turn helps to create growth for our business.

Global Representation (Global Workforce)

Employee Group	Women	Men
All Employees	**42%**	**58%**
Board of Directors	36%	64%
Global Leadership Council	37%	63%
Executive Leadership	43%	57%
Management	51%	49%
Business and Technical Associates	36%	64%
All Recruits	45%	55%
Retention	91%	91%

Multicultural Representation (U.S. Workforce)

Employee Group	African Ancestry	Asian Pacific	Hispanic	White
All Employees	**13%**	**6%**	**10%**	**65%**
Board of Directors	21%	21%	7%	50%
Global Leadership Council	9%	24%	12%	38%
Executive Leadership	9%	13%	13%	61%
Management	10%	12%	11%	62%
Business and Technical Associates	16%	2%	9%	68%
All Recruits	20%	6%	12%	55%
Retention	89%	92%	90%	92%

NOTES:

- Data as of June 30, 2025 based on employees' most recent self-identification.
- Business & Technical Associates = employees who typically perform administrative tasks at our facilities or technical tasks at our manufacturing locations. Due to the nature of these roles, the available talent pool is more local to the areas surrounding our facilities compared to our Management positions, where the talent pools are national or global in nature.
- Retention rate is over the 12-month period from July 1, 2024 – June 30, 2025.
- Multicultural includes: Black or African American, Hispanic, Asian, American Indian/Alaska Native, two or more races, Native Hawaiian or other Pacific Islander.
- While not referenced individually in the chart, those who self-identified as American Indian/Alaska Native, Native Hawaiian or other Pacific Islander, and two or more races collectively represented less than 3% of all employees. Retention for this group of employees is 86%.
- The above metrics reflect the profile of the Board of Directors elected October 14, 2025 (total number of Directors: 14)
- Numbers may not add to 100% due to rounding and because a small percentage of employees have chosen not to disclose their race/ethnicity.
- P&G is committed to improving equality and inclusion for all in our workforce and we comply with applicable laws as we strive for that improvement. You can find our filed Federal Employer Information EEO-1 Reports representing U.S. employees here. The categories in the EEO-1 are prescribed by the federal government and do not represent how our workforce is organized or how we measure our progress. As a result, we believe the information reported above is a more useful and meaningful reflection of our Company's diversity

ENVIRONMENTAL SUSTAINABILITY

At P&G, a foundational component of our strategy and success model is environmental sustainability that serves consumers, customers, employees, society, and shareholders. We have driven our sustainability choices and results by pursuit of delight for all of these groups.

We embed environmental sustainability in how we do business across our operations, supply chain, and brands. Our approach is innovation that solves everyday problems through irresistible superiority that drives market growth and is more environmentally sustainable – helping to fulfill our purpose of improving lives for generations to come.

PROGRESS AND PERSPECTIVE

While we have been working on sustainability for over six decades, we set stretching 2030 ambitions several years ago to keep us focused on what is possible today and into the future. Our ambitions have guided our efforts in three areas: reducing impact from our own operations, enabling consumers to reduce their footprint through superior products that are more sustainable, and creating and scaling cross-industry solutions to help reduce impact on significant environmental challenges. We also set an ambition to achieve net zero greenhouse gas (GHG) emissions across our operations and supply chain, from raw material to retailer, by 2040.

This document provides progress toward our 2030 goals as of June 30, 2025. We have also included additional perspective on specific current challenges that may impact our ability to achieve some of our goals.

CLIMATE

Operational Emissions

2030 Goal	FY25 Progress	FY24 Progress	FY23 Progress
Reduce Scope 1 and 2 GHG emissions by 65% (2010 baseline).	**61%** reduction	60% reduction	58% reduction
Purchase 100% renewable electricity globally.	**>99%** renewable electricity globally	>99%	>99%

Additional Perspective: We have made strong progress toward our goal, having already exceeded our original goal of 50% and increased it to 65%. Looking forward, finding cost-effective thermal energy and other technological solutions for Scope 1 emissions will be necessary for further progress toward our increased goal, but this remains a challenge for many companies, including P&G. We continue our focus on heat optimization and evaluating applications for geothermal, electrification and renewable thermal energy sources. This includes continuing to support collaborative efforts via the Renewable Thermal Collaborative (RTC) with WWF, which seeks to advance renewable thermal energy solutions across the industry. Identifying technically and economically feasible solutions will be required to enable us to reach our goal.

NOTE: P&G's formal SBTi validated target for Scope 1 and 2 is a 63% reduction by 2030 versus a 2015 baseline and is aligned to a 1.5 degrees Celsius scenario. This is effectively equivalent to our stated target of a 65% reduction by 2030 versus our 2010 baseline. SBTi has validated P&G's near-term science-based emissions reduction targets associated with our absolute Scope 1 and 2 emissions, renewable electricity, and intensity of Scope 3 emissions related to upstream transportation and our supply chain.

Transportation Emissions

2030 Goal	FY25 Progress	FY24 Progress	FY23 Progress
Reduce global upstream finished product freight emissions intensity by 50% (2020 baseline).	**7%** decrease [2]	4% decrease	4% increase

Additional Perspective: We have achieved year-on-year progress over the last three years. Our progress to date has been driven largely by things within our control such as optimizing vehicle fill rates, optimizing distribution routes and seeking to increase use of intermodal transportation when technically and economically feasible to do so. We have been piloting applications of alternatively fueled vehicles within our supply networks, but increasing use of alternatively fueled vehicles will be important for enabling significant progress. Transportation infrastructure is not yet in place to enable broader availability and use of alternatively fueled vehicles, and it will take time to develop. This is an industry-wide challenge beyond any one company's control and will likely be impacted by future policy developments in key markets around the world.

Supply Chain Emissions

2030 Goal	FY25 Progress	FY24 Progress	FY23 Progress
Reduce supply chain emissions [3] by 40% per unit (2020 baseline).	**11%** reduction across all categories [4, 5]	9% reduction across all categories	8% reduction within three priority categories representing 85% of our total chain supply

Additional Perspective: We have been able to drive year-on-year progress toward our goal over the last three years. This has been enabled by pursuing a variety of strategies, including driving material efficiency, increasing use of recycled or renewable materials, developing innovative low carbon alternatives, and leveraging renewable energy and carbon capture in our supply chain. While we plan to continue our efforts and seek to drive additional progress, we continue to face challenges that impact our ability to deliver this goal. These challenges, many of which are shared across industry, include the development of technical and economically viable low-carbon solutions, development of low carbon energy infrastructure and continued evolution of carbon accounting guidelines.

[2] Emissions intensity calculated using a location-based measure. Market-based upstream finished product freight emission intensity reduction in FY24/25 was an 8% decrease.

[3] We define the scope of this supply chain goal as our purchase of raw and packaging materials, intermediates, storeroom materials and finished products that we buy externally for P&G products sold.

[4] Starting in FY24/25, we switched from top-down to bottom-up reporting for Scope 3 Purchased Materials, incorporating supplier/secondary footprint data for in scope purchased materials. With this change, we are restating our 2020 baseline for Scope 3 Purchased Materials GHG emissions to reflect a reconciliation against the FY24/25 data. The impacts of this restatement are reflected in the FY24/25 reported progress for our 2030 Supply Chain Emissions goal.

[5] Intensity metric is calculated using shipment volume, in line with SBTi guidance.

WASTE

Packaging Design [6]

2030 Goal	FY25 Progress	FY24 Progress	FY23 Progress
100% of our consumer packaging will be designed to be recyclable or reusable.	**80%** of our consumer packaging is designed to be recyclable or reusable	80%	78%

Additional Perspective: We have made strong progress and anticipate future progress as we continue to work on packaging design and helping to scale needed recycling infrastructure changes with our partners across the value chain. However, identifying technically and economically feasible solutions to more fully deliver our goal will be challenging. Some of these challenges are industry-wide (e.g., small size packaging, flexible packaging) and others are related to specific product and package attributes. We have also established a high bar for a consumer package to be considered as "designed to be recyclable" for our goal—requiring at-scale collection, sorting, processing, and end markets for the material and format in at least one geography.

2030 Goal	FY25 Progress	FY24 Progress	FY23 Progress
Reduce our use of virgin petroleum plastic in our consumer packaging by 50% per unit (2018 baseline [7]).	**24%** reduction [8,9]	21% reduction	13% reduction

Additional Perspective: We are roughly halfway to our goal due to employing strategies such as light-weighting, increasing use of recycled resin and evaluating alternatives for plastic. However, as we look forward there are factors that create uncertainty regarding our ability to fully achieve our goal. Recent examples include economic headwinds for the recycling industry that have resulted in a loss of recycling capacity in key markets and technical and economic packaging design considerations.

Operational Waste

2030 Goal	FY25 Progress
Maintain zero manufacturing waste to landfill.	**99%** of sites maintained zero manufacturing waste to landfill [10]

[6] Fiscal year progress for packaging data uses the time period from April 1, 2024 – March 31, 2025
[7] Baseline year description updated to more accurately reflect our use of FY 17/18 data.
[8] Progress includes impacts associated with updates to our 2018 baseline data to reflect more accurate data
[9] Intensity metric is calculated using shipment volume, in line with SBTi guidance
[10] A single site experienced a limited outage, which has now been resolved

WATER

Operational Water Use

2030 Goal	FY25 Progress	FY24 Progress	FY23 Progress
Increase water efficiency at P&G facilities by 35% per unit of production (2010 baseline).	**29%** increase in efficiency per unit of production	26% increase	24% increase
Recycle and reuse 5 billion liters of water in P&G facilities annually.	**3.62 billion** liters reused annually	3.49 billion liters	3.47 billion liters

Water Restoration

2030 Goal	FY25 Progress
Restore more water than is consumed at P&G manufacturing sites in 18 water-stressed areas around the world. This goal focuses on water that evaporates during the manufacturing process or is incorporated into our finished products. Restore more water than is consumed during the use of our products in the water-stressed metropolitan areas of Mexico City and Los Angeles. This goal focuses on water that leaks or evaporates in households during the use of P&G products.	**53%** of our goal will be delivered with current projects

Additional Perspective: We continue to make strong progress toward our goal. As with any project involving the natural environment, there is a risk that natural disturbances (e.g., extreme weather, fire, etc.) could impact individual projects and affect our results.

Children's Safe Drinking Water Program

2030 Goal	FY25 Progress	FY24 Progress	FY23 Progress
Provide 25 billion liters of clean drinking water to children and families in need around the world by 2025 through Children's Safe Drinking Water (CSDW) Program.	**Achieved 25 billion** liters of clean water [11] provided through Children's Safe Drinking Water Program	**23 billion** liters of clean water	**21 billion** liters of clean water

[11] Achieved in July 2025

NATURE

Responsible Sourcing

2030 Goal	FY25 Progress
100% of palm oils[12] used in P&G brands is Roundtable on Sustainable Palm Oil (RSPO) certified.	**Maintained 100%** RSPO certification covering palm oil in our brands
100% wood pulp we source is certified by a globally recognized certification system across P&G[13].	**Maintained 100%** third-party certified wood pulp across P&G
100% of our paper packaging[14] is either recycled or third-party certified virgin content.	**Sourced >99%** recycled or third-party certified wood fiber

Protecting, Restoring and Improving Ecosystems

2030 Goal	FY25 Progress
Advance Natural Climate Solutions and balance our manufacturing emissions we do not eliminate this decade.	**93%** of goal is anticipated to be delivered when current project portfolio is fully implemented
Protect, restore or improve greater than 1.5 million acres of land.	**Completed** development of project portfolio in partnership with leading conservation organizations. Projects currently in the portfolio, once fully implemented, are expected to deliver our 1.5 million acre goal.

Additional Perspective: We continue to make strong progress toward our goals. As with any nature-related project, there is a risk that natural disturbances (e.g., extreme weather, fire, etc.) could impact individual projects and affect our results.

[12] Palm Oil, Palm Oil Derivatives, Palm Kernel Oil, Palm Kernel Oil Derivatives. Trademark License Number: 4-0113-10-100-00

[13] FSC™ is our preferred certification system for wood pulp; FSC trademarks used under FSC-C100701.

[14] Paper packaging includes all corrugate, folding cartons, displays, paper labels and packaging. Data self-reported by suppliers. Responses received by the publication of this figure represent an estimate of more than 90% ofthe total supply volume. We do not expect the remaining percentage to materially impact reported results.

ENVIRONMENTAL FOOTPRINT METRICS FOR P&G OPERATIONS – SCOPE 1 & 2

Energy

Energy	FY25 Total	FY24 Total	FY23 Total
Energy Consumption (gigajoules x 1,000)	59,245	59,410	60,943
Reduction in Energy Consumption (Production Adjusted, vs. 2010 baseline)	-27%	-26%	-23%

FY25 Energy by Global Business Unit

Energy	Baby, Feminine, Family Care	Beauty	Fabric & Home Care	Grooming	Health Care	Other
Energy Consumption (gigajoules x 1,000)	39,330	3,606	9,259	2,383	2,176	2,491

Greenhouse Gas (GHG)

GHG (metric tons x 1,000)	FY25 Total	FY24 Total	FY23 Total
Total GHG emissions [15]	2,080	2,125	2,250
Scope 1 – Direct	1,966	1,988	2,121
Scope 2 – Indirect [16]	113	138	129
Biogenic GHG Emissions [17]	53	50	45

FY25 Greenhouse Gas (GHG) by Global Business Unit

GHG (metric tons x 1,000)	Baby, Feminine, Family Care	Beauty	Fabric & Home Care	Grooming	Health Care	Other
Total GHG emissions [15]	1,485	84	316	56	54	85
Scope 1 – Direct	1,482	75	237	56	54	63
Scope 2 – Indirect [16]	3	9	80	0	0	22

[15] Total GHG emissions = Scope 1 + Scope 2. Scope 2 emissions calculated using a market-based method.
[16] Market-based Scope 2 GHG emissions. Note: Location-based Scope 2 emissions in FY25 were 2,107 metric tons (x 1,000).
[17] P&G reports biogenic emissions separately from Scope 1 emissions. This includes biogenic CO2 from the use of biogas and biomethane delivered via the natural gas pipeline where 3rd party certified energy attribute certificates are provided by the supplier.
Note: The total number of facilities included in P&G's Corporate Environmental Footprint tracking is 133 for FY25. This is comprised of 101 manufacturing facilities, major stand-alone offices/technical centers that support the business units and our largest distribution facilities. Contract manufacturers are not included, following operational control boundaries. Our environmental sustainability footprint is driven by adherence to international reporting standards; primarily the GHG Protocol. Baby, Feminine and Family Care includes Baby Care, Feminine Care and Family Care. Beauty Care includes Hair Care and Skin & Personal Care. Fabric and Home Care includes Fabric Care, Home Care and P&G Chemicals. Grooming includes Blades and Razors and Appliances. Health Care includes Personal Health Care and Oral Care. "Other" includes major standalone offices/technical centers that support the business units and our largest distribution facilities. P&G obtains third party assurance of our Scope 1, 2 and portions of our Scope 3 inventory, Lloyd's Register Quality Assurance (LRQA).
Totals may not sum due to rounding.

ENVIRONMENTAL FOOTPRINT METRICS FOR P&G OPERATIONS – WASTE

Manufacturing Waste

Manufacturing Waste	FY25 Total	FY24 Total	FY23 Total
Solid Waste Generated (metric tons x 1,000)	653	652	677
% Recycled/Reused Waste	99.7%	99.7%	99.5%
% Disposed – Hazardous	0.1%	0.2%	0.1%
% Disposed – Non-Hazardous	0.2%	0.2%	0.4%

FY25 Manufacturing Waste by Global Business Unit

Manufacturing Waste	Baby, Feminine, Family Care	Beauty	Fabric & Home Care	Grooming	Health Care	Other
Solid Waste Generated (metric tons x 1,000)	265	99	187	35	46	21
% Recycled/Reused Waste	99.8%	>99.9%	99.5%	>99.9%	>99.9%	98.0%
% Disposed – Hazardous	<0.01%	<0.01%	0.3%	<0.01%	<0.1%	1.0%
% Disposed – Non-Hazardous	0.2%	<0.1%	0.2%	0.00%	0.00%	1.1%

Other Waste

Other Waste (metric tons x 1,000)	FY25 Total	FY24 Total	FY23 Total
Effluents (excluding water; COD [18])	19	19	16
Air Emissions [19]	7	9	6
Construction & Demolition Waste	16	14	7

FY25 Other Waste by Global Business Unit

Other Waste (metric tons x 1,000)	Baby, Feminine, Family Care	Beauty	Fabric & Home Care	Grooming	Health Care	Other
Effluents (excluding water; COD [18])	5.1	1.6	9.2	0.2	2.9	0.3
Air Emissions [19]	4.9	1.1	0.6	<0.05	0.2	0.1
Construction & Demolition Waste	6.8	0.3	1.2	6.8	0.3	<0.01

[18] Wastewater chemical oxygen demand (COD).
[19] Air emissions include particulates, SO2, NOX, CO and VOC.

ENVIRONMENTAL FOOTPRINT METRICS FOR P&G OPERATIONS – OTHER METRICS

Water in Operations

Water	FY25 Total	FY24 Total	FY23 Total
Water Withdrawn [20] (cubic meters x 1,000)	66,733	68,641	69,725

FY25 Water by Global Business Unit

Water	Baby, Feminine, Family Care	Beauty	Fabric & Home Care	Grooming	Health Care	Other
Water Withdrawn [20] (cubic meters x 1,000)	42,468	5,020	14,661	920	2,052	1,612

FY25 Data

Material	Amount
Plastic packaging	681,000 metric tons
Recycled plastic resin	126,000 metric tons
Percent total resin from recycled sources	19% recycled resin

Resin used in consumer packaging in FY25

Resin Type	Percentage
Polyethylene (PE)	51%
Polyethylene Terephthalate (PET)	22%
Polypropylene (PP)	22%
Other	5%

[20] Water withdrawn data is the water entering P&G facilities.

NOTE: Fiscal year progress for packaging data uses the time period from April 1, 2024 – March 31, 2025. Absolute numbers above are rounded.

SCOPE 3 EMISSIONS

Scope 3 Categories	Estimated FY25 Metric Tons CO_2eq
Purchased Goods and Services [21]	13,700,000
Upstream Transportation & Distribution [22]	3,400,000
Use of Sold Products [23]	152,500,000
End of Life Treatment of Sold Products [23]	8,300,000
Business Travel [24]	92,386
Capital Goods	Prior estimates have indicated these categories collectively represent ~2% of our total Scope 3 emissions. We will periodically update our assessment of the contribution of these categories to our Scope 3 emissions.
Fuel & Energy Related Activities	
Waste Generated in Operations	
Employee Commuting	
Upstream Leased Assets	
Processing of Sold Product	
Franchises	
Investments	
Downstream Transportation & Distribution	Insufficient data available

[21] Estimate of emissions from our purchase of raw and packaging materials, intermediates, storeroom materials and finished products that we buy externally for P&G products sold. Excludes emissions from other types of purchased goods and services. Derived from LCA data.
[22] Includes estimate of transportation of inbound raw materials and outbound finished product.
[23] Estimate, derived from LCA data.
[24] Estimate of flight emissions based on employee airline travel miles; excluding missing airline travel miles from Pakistan, Egypt, Azerbaijan and a small portion of India's domestic volume.

About this Report

The content in this report reflects P&G's 2025 fiscal year (July 1, 2024 – June 30, 2025) and is inclusive of our global footprint.

For more information on our reporting, please visit our ESG Investor Portal.

As P&G makes progress toward our Environmental Sustainability Ambition 2030 Goals, we know there is a level of uncertainty that could impact our plans, projections and timelines. Our projections are inherently subject to change based on a range of internal and external factors over which we have varying degrees of control, including business growth, product mix, advancements in cost-effective technology and infrastructure, macroeconomic and supply chain conditions, and regulatory developments. While these factors may affect the timing and trajectory of our progress, we will not let this uncertainty hold us back as we aim to create competitive advantage that drives shareholder value through our Citizenship work.

Information provided in this report, including information about impacts, should not be construed as "material" information or as having had a "material impact" for purposes of financial reporting, ESG reporting, or otherwise under U.S. securities laws and regulations, EU due diligence or reporting laws, or the laws or regulations of any jurisdiction.

Forward-Looking Statements

Certain statements in this report, including statements relating to our environmental sustainability, equality and inclusion and other ESG targets, estimates, projections, goals, commitments and expected 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 and are generally identified by the words "believe," "expect," "anticipate," "intend," "opportunity," "plan," "project," "will," "should," "could," "would," "likely" and similar expressions. Forward-looking statements are based on current assumptions that are subject to risks and uncertainties that may cause actual results to differ materially from the forward-looking statements, including the risks and uncertainties discussed in Item 1A — Risk Factors of the Form 10-K included in our most recent Annual Report and in our most recent 10-Q and 8-K reports. Such forward-looking statements speak only as of the date they are made, and we undertake no obligation to update or revise publicly any forward-looking statements, except as required by law.