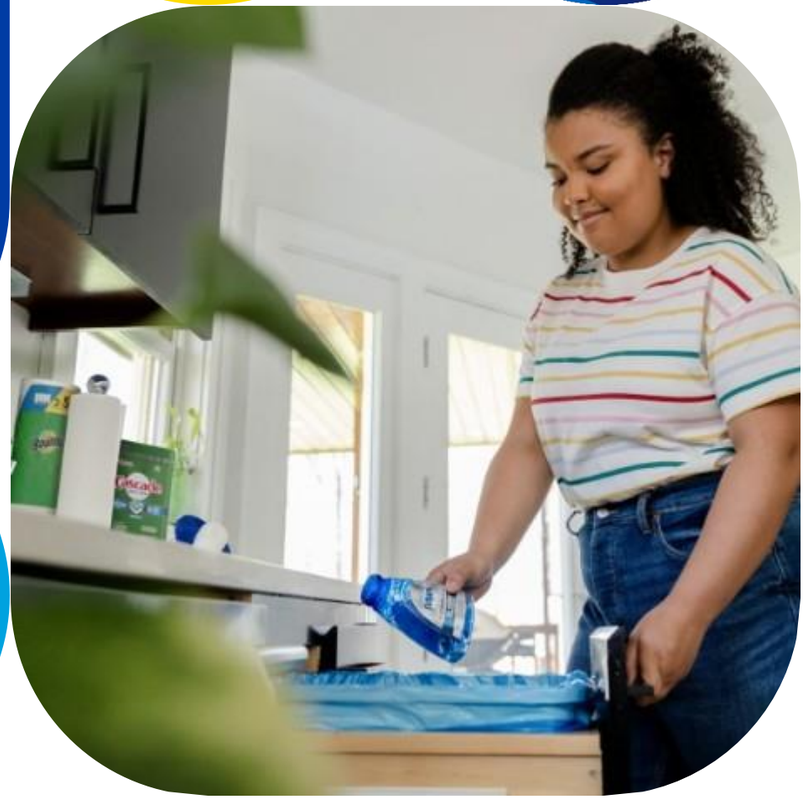
FISCAL YEAR 2025

Citizenship Summary

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 summary 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 Data & Metrics Report >

ETHICS & CORPORATE RESPONSIBILITY

Guided by our principles and values, we expect our employees to do the right thing every day — with integrity, honesty and accountability to the people we serve and the communities we're part of. Our leaders set that standard, and it's built into how we make decisions, treat others fairly and deliver results in a way that earns and maintains trust."

DANI RIOS
Government Relations & Public Policy, Latin America

Our Approach

Our Purpose, Values and Principles

Our Purpose, Values and Principles (PVPs) are the enduring foundation of how we operate. They guide and inform the business decisions we make while operating responsibly, ethically and with integrity.

Our Purpose is to provide branded products and services of superior quality and value that improve the lives of the world's consumers, now and for generations to come. Our Values of Integrity, Leadership, Ownership, Passion for Winning and Trust shape how we work with each other and with our partners. Our Principles articulate our deliberate approach to conducting work the right way every day.

Our Commitment to Good Governance

We believe that strong governance contributes to better results for our shareholders. The Board of Directors has adopted the Corporate Governance Guidelines, which describe our commitment to and guiding principles for strong governance. Our approach to governance enhances the Board's ability to provide meaningful oversight, review and counsel to the company as it acts on behalf of all shareowners. We describe these and other practices in the Governance section of our ESG Investor Portal.

Trust & Integrity

We believe trust and integrity are built over time and earned every day. We earn consumer trust by being open about our products and business practices and by operating in a way that is responsible and transparent. Product quality and safety are essential to P&G. We provide detailed information about our product safety standards and ingredients, and work to provide this information in a clear and accessible way.

P&G is also committed to maintaining consumer trust by respecting the privacy and security of their personal data. We routinely update our Global Consumer Privacy Policy to clearly communicate how we collect and process personal data. We give consumers the ability to control the manner in which P&G uses their personal information as provided by applicable laws. We also work with external business partners handling personal data to ensure they understand our expectations for privacy and security.

Employee Wellbeing That Works

We provide benefits and resources to support the physical, mental and financial wellbeing of our employees so they can contribute to the success of the business while achieving their own life goals. These programs make us an employer of choice and competitive in attracting top talent. A few examples of our programs include:

- Our **Wellbeing Core Standards** establish minimum global benchmarks for our offerings, ensuring all employees receive a consistent wellbeing experience, no matter their location.
- We offer **Flex Funds, called Flex4Me**, that enables employees to allocate funds towards wellbeing areas that matter most to them.
- Our **Mental Health Networks** – including Wellbeing Champions and Mental Health First Aiders – continue to grow, promoting awareness and support, and fostering a culture of openness, enabling employees to speak up, seek support and prioritize their wellbeing.

Respecting Human Rights

Respect for human rights is fundamental to the way we manage our business. This includes respecting and promoting the human rights of our employees, our external business partners and the people in the communities in which we live, serve and operate. Our approach to ensuring respect for human rights is aligned with the expectations set out in the UN Guiding Principles on Business and Human Rights, as communicated in our Human Rights Policy Statement.

Responsible Sourcing

At P&G, responsible sourcing is embedded throughout our sourcing decisions and supply chain choices. We take an approach which is ethical, environmentally aware and respects human rights. Together this helps us deliver positive impacts for our business, supply chain partners, people and communities.

Speaking Up

We foster a workplace in which our employees hold themselves and one another accountable for operating with trust and integrity, for stepping up as leaders and owners of the business, and for balancing stewardship with a passion to win. Employees and individuals in our operations or extended supply chain are encouraged to report potential violations, without fear of retaliation for raising concerns in good faith. We are committed to promptly and appropriately reviewing allegations of wrongdoing.

Awards & Recognitions

Our integrated Citizenship efforts support business growth while also serving the needs of our consumers, customers, employees, society and shareowners. Honors related to this work also help to attract top talent, strengthen customer partnerships and demonstrate to the communities where we live and work that we operate responsibly. We are proud of these awards that recognize our efforts and impact:

Forbes America's Best Employers for Company Culture

The Wall Street Journal Best Managed Companies

Barron's 100 Most Sustainable Companies

Fast Company Best Workplace for Innovators

COMMUNITY IMPACT

Our Community Impact efforts are directly tied to our 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. Improving lives with our branded products and services helps communities prosper, which in turn benefits all the constituents we serve.

At P&G, I see how our everyday work connects to something bigger—supporting communities and, in doing so, strengthening the trust people place in our brands. That trust is fundamental to how we grow, which makes the work especially meaningful."

INGE DE BACKER
Citizenship Communications, Europe

At a Glance

Our **Children's Safe Drinking Water Program** has delivered a total of

25 billion

liters of clean drinking water [1] to people in more than 100 countries – meeting our goal of **25 billion by 2025**.

P&G's Disaster Relief efforts, including **Tide Loads of Hope** provided more than

3,500+

loads of laundry and showers in FY25 to families in need throughout the U.S.

We supported communities by delivering trusted products and essential services when they needed them most.

Millions

of products distributed worldwide including **Ariel**, **Always**, **Bounty**, **Charmin**, **Crest**, **Dawn**, **Fairy**, **Febreze**, **Gillette**, **Olay**, **Secret**, **Tampax**, **Venus** and **Zevo.**

[1] Achieved in July 2025.

Showing Up When It Matters Most

At P&G, serving our consumers goes beyond creating and delivering superior products. For generations, we've supported the communities where we live and work during times of need — providing everyday cleaning, health and hygiene essentials to those affected by disasters. It's a commitment that spans more than a century, rooted in our belief that even the smallest act can help make a difficult time a little better. This impact is made possible by the tireless efforts of our long-standing disaster relief partners.

Relief Powered by Partnership

Our 15+ year partnership with **Matthew 25: Ministries** has been central to our disaster relief work in the U.S. They've operated the **Tide Loads of Hope** mobile laundry program, providing free laundry and shower services to more communities in crisis.

Together, we've distributed tens of thousands of P&G product kits across more than 30 states. Their on-the-ground expertise helps us extend the reach of **Tide Loads of Hope** and distribution of the everyday essentials that support early recovery

Stepping Up During Disasters

Through our long-standing partnerships with disaster relief organizations, we've been able to provide the comforts of home and a sense of normalcy through services, products and financial donations, making each day a little better for communities impacted by natural disasters and other unexpected challenges.

Over the reporting year, with support from these partners, we responded to more than 15 U.S. disasters, including California wildfires and Hurricane Helene. In California, essential product shipments supported wildfire-impacted communities. Following Hurricane Helene, mobile laundry and shower services and essential products helped families in Florida and North Carolina.

Beyond the United States, this commitment extended globally, supporting disaster responses including typhoons in the Philippines, earthquakes in Myanmar, and flooding across Central and South America.

Actions To Help Communities Grow

Celebrating 25 Billion Liters: P&G's Global Impact on Clean Water

P&G proudly celebrated a monumental achievement with its **Children's Safe Drinking Water (CSDW) Program**, having delivered 25 billion liters of clean water* to people in more than 100 countries. This milestone highlights P&G's unwavering commitment to improving lives through innovation.

Since 2004, the program—built on the breakthrough work of P&G laundry scientist Dr. Phil Souter—has scaled the P&G Purifier of Water technology. The program has helped prevent waterborne disease, improve health outcomes and expand educational opportunities by easing the burden of water collection, a responsibility that disproportionately falls on women and girls.

This achievement is made possible through strong partnerships with local organizations, extending the program's reach to even the most remote areas. While this milestone is significant, P&G's commitment continues—delivering clean water in emergencies and working with partners to build a healthier, more resilient future.

**Achieved July 2025*

Children's Safe Drinking Water

P&G Employees Making a Difference in Their Communities

Around the world, P&G employees aim to make a positive contribution in the community. Continuing this effort, P&G Chile held its first Citizenship Week, bringing employees together for a focused volunteer effort in partnership with **Habitat for Humanity**. Over three days, 75 employees each dedicated a day to help build safe bedrooms for children with special health needs in Paine, Chile through the Nuestros Hijos Vuelven a Casa program. The effort resulted in four bedrooms built, benefiting three families and supporting children's care at home. Employee feedback highlighted a shared sense of purpose and pride.

20 Years of Impact on Education in India

In 2025, **P&G Shiksha** marked 20 years of advancing education for underserved children across India. Since 2005, the program has impacted more than 10 million children by improving access to quality education, strengthening foundational literacy and numeracy, and partnering with NGOs to deliver community-based and remedial learning. This long-term effort reflects the power of sustained collaboration and local engagement.

P&G shiksha

EQUALITY & INCLUSION

Equality and inclusion is good for business — broadening our market reach and driving market growth. This is enabled by our efforts to recruit, retain and develop the best employees from the broadest pool of talent. At P&G, inclusion is everyone's responsibility, as it enriches our workplace culture and enhances our ability to innovate and meet the needs of all consumers, which benefits our business and, in turn, our employees. We also collaborate with partners to enrich the communities in which we live and work, helping to create growth for our business.

> ***"Equality and inclusion is embedded into our work at P&G to help grow our business through our diverse perspectives and experiences that strengthen our ideas, our innovation, and the solutions we create for the needs of our consumers who rely on our brands every day."***
>
> **GREG BEDEL**
> Global Consumer Insights & Market Strategy

At a Glance

In our 2025 annual company survey, **our employees shared that:**

84%
of responding employees reported being able to be themselves at work.

83%
reported that their leadership is an active advocate for an inclusive culture.

82%
responded that their work group has a climate in which diverse perspectives are valued and that "I feel like I belong at P&G."

P&G continues to be recognized externally for addressing the diverse needs and wellbeing of all P&G employees around the globe by having inclusive policies and flexible benefits.

- **TIME 2025 100 Most Influential Companies**
- **Equality 100 Award: Leader in LGBTQ+ Workplace Inclusion 2025**
- **2025 Disability:IN Best Place to Work for Disability Inclusion**

Creating A Culture of Belonging

P&G serves consumers around the world with operations in approximately 70 countries. A foundational component of P&G's strategy and success has been recruiting, developing and advancing people of all backgrounds in service to all consumers. To achieve this, we aspire to have our workforce reflect the communities we serve and we are committed to creating a superior employee experience for all.

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. P&G publishes detailed information on our workforce representation; please visit our Workforce page on **pg.com**.

Learning from Each Other

At P&G, inclusion is not a one-way conversation. Our reverse mentoring program reflects this belief by intentionally flipping traditional mentorship models, pairing senior leaders with junior employees to foster learning in both directions.

Through this program, leaders gain firsthand insight into the experiences, perspectives and expectations of early career employees, particularly around technology, culture and the evolving workplace. At the same time, employees new to P&G build leadership skills and their own capability by engaging directly with senior decision-makers.

The result is stronger connection, deeper empathy and more informed leadership. Reverse mentoring has helped our leaders better understand emerging talent needs and make more inclusive decisions that support innovation and growth in their teams.

Support That Builds Connection

Our employee support groups create welcoming spaces for employees to connect, share experiences and support one another, including those living with hidden disabilities or medical conditions.

These groups play a critical role in fostering an inclusive workplace by:

- Creating opportunities for open dialogue and shared learning
- Building a sense of belonging and community
- Advocating for accessibility and workplace accommodations
- Celebrating the diverse talents and strengths of P&G employees

P&G has 15 employee support groups, with more than 1,800 employees participating globally. These groups support individuals living with brain injuries, chronic pain, mental health conditions and other life experiences. Together, they help ensure employees feel seen, supported and empowered to bring their full selves to work.

P&G + Me Onboarding Program

Provides all new employees with opportunities to learn about the foundational knowledge of our company, our history and brands, our culture of respect and inclusion, and more learning opportunities to build company-wide skills that help each of our employees to grow.

Inclusion in Action

In partnership with **Catalyst**, P&G launched a highly successful **MARC™ (Mutual Accountability, Real Change) on the Floor** program at our manufacturing and planning sites in Hyderabad, India. The program engaged our frontline employees in structured, peer-led conversations designed to foster mutual accountability and break down gender stereotypes. The pilot's profound impact was recognized with a regional Citizenship Award, highlighting how we are building a more inclusive culture from the plant floor to our corporate labs and offices.

Celebrating 30 Years of LGBTQ+ Inclusion

P&G is proud to recognize the 30th anniversary of GABLE, the company's employee resource group for LGBTQ+ employees and allies, which has played a vital role in fostering inclusion, community and belonging across the organization.

Since its official founding in 1994, GABLE has grown into a global network spanning more than 50 countries and connecting over 4,000 employees. GABLE has helped P&G to advance inclusive policies and benefits while creating a workplace that more fully reflects the communities we serve. Through its continued growth and impact, GABLE reinforces P&G's commitment to delivering a superior employee experience and building an environment where everyone can contribute and thrive.

Growing Leadership and Mastery at Every Stage

P&G provides employees with continuous learning opportunities designed to build leadership capability and technical mastery at every stage of their career. Through a combination of on-the-job experiences, formal training and mentorship, P&G helps all employees develop the skills, confidence, and perspective needed to lead with impact, grow their careers, and contribute to the company's long-term success.

Serving Consumers in Our Communities

Connecting Community Through Culture

P&G continued its commitment to community connection and cultural celebration through its participation in the 2025 **Asian Food Festival** in Cincinnati, creating a family-friendly space that blended education, creativity and cultural storytelling while strengthening ties within the community.

Designed in partnership with P&G's Asian Pacific American Employee Network, the activation invited families to learn about Asian cuisines and traditions through hands-on activities, interactive games and creative workshops. P&G also elevated local community partners through on-site visibility and resources, reinforcing its commitment to uplifting a wide range of voices and organizations.

Celebrating Latino Youth Leaders

P&G proudly supports the **NFL Latino Youth Honors**, which celebrates male and female high school leaders who demonstrate excellence in football, academics, and community service.

By highlighting the achievements of outstanding youth on and off the field of play, this initiative helps amplify positive role models and create pathways for future success. P&G's involvement reflects its broader commitment to investing in the many communities we serve, supporting education and recognizing the potential of the next generation.

Advancing Economic Empowerment in Mexico

Through a partnership with Brandi Carlile's **Looking Out Foundation** and **Outright International**, P&G continues to work with highly engaged and connected organizations to help achieve equal access and opportunity for everyone in the communities that we serve.

In 2024, this partnership supported Casa Frida, a local organization in Chiapas, who launched the "Las 30" initiative to expand access to financial inclusion, job placement and mental health support for LGTBQ+ women. By investing in a number of programs that create pathways to economic stability and independence, P&G continues to build trust and lasting relationships with consumers and communities through meaningful actions.

Care and Comfort at the Games

At the Olympic and Paralympic Games Paris 2024, P&G created practical, thoughtful spaces that offered inclusive products and services for athletes so they could focus on achieving their best when it matters most.

Through offerings such as the Village Nursery with **Pampers** and dedicated care spaces from brands including **Pantene**, **Mielle**, **Gillette**, **Oral-B** and **Ariel**, athletes were supported in moments that matter—helping them look and feel their best so they could perform at their best. By showing up in meaningful ways, P&G brands demonstrated how they deliver superior performance for people who count on them every day, from the world's biggest stage to everyday life.

Meeting More Consumer Needs

We build many of the world's most trusted and valued brands by understanding and designing for the unique needs of a wide range of diverse consumers. By understanding their unique needs, we can design solutions that do a better job in serving everyone.

Breaking the Silence on Menopause

P&G is working to normalize conversations around menopause and provide meaningful support for women experiencing this life stage through its brands and for employees in the workplace.

For example, in the UK and Canada, employee-led initiatives and support networks are helping to create more open dialogue, education and practical resources for colleagues navigating menopause. These efforts aim to reduce stigma, increase understanding and ensure employees feel supported at work.

At the same time, P&G brands such as **Secret** and **Pantene** are addressing menopause-related needs through consumer campaigns and product innovations, helping women feel confident and supported during this transition. Together, these efforts reflect an integrated approach that reinforces employee wellbeing while driving deeper consumer understanding and unlocking brand innovation.

Olay Indulgent Moisture Body Wash won

Best in Class

for **inclusive design** at the 2025 PAC Global Awards.

Accessibility in Action

P&G continues to advance accessibility and inclusion for people with disabilities across its workplace and products. As part of this work, P&G is expanding tactile markings on select product packaging to help consumers who are blind or have low vision more easily identify and use everyday products. These innovations are designed with inclusion in mind, improving usability while reinforcing P&G's belief that superior experiences should be accessible to everyone.

In addition, this commitment has been recognized through P&G's designation as a **2025 Disability:IN Best Place to Work for Disability Inclusion**, reflecting ongoing efforts to create an environment where all employees can thrive.

Growth Through Inclusion

In Canada, P&G has demonstrated how inclusion and cultural relevance drive both impact and growth. By investing in culturally authentic communications and partnerships, P&G Canada has strengthened connections with diverse communities, including French-Canadian and Asian-Canadian consumers.

This work reflects a broader belief that understanding the life experiences of our consumers leads to better business outcomes. By embedding inclusion into media strategy, partnerships and execution, P&G Canada continues to unlock growth while better serving the needs of the communities it reaches and serves every day.

Where Inclusive Stories and Everyday Brands Meet

P&G Studios extends P&G's legacy of inclusive storytelling by creating content that reflects all the people we serve and connects them with our everyday brands. In partnership with **CBS Studios** and **NAACP Ventures**, Beyond The Gates returns to our soap opera roots with a daily drama that integrates P&G products and highlights themes of education, health and economic inclusion.

The documentary Me.Period, produced with the **Black Women's Health Imperative**, spotlights intergenerational conversations between Black mothers, caregivers and daughters—including well-known families and everyday households—to break menstrual stigma, build self-esteem, and normalize open dialogue about puberty, periods, and heath and hygiene. P&G and **Tampax** have partnered with the Black Women's Health Imperative's Positive Period HBCU Tour to create safe spaces for dialogue, education and product access. Across these projects, P&G Studios leverages our partnerships and innovation to foster relevant connections and representative stories where P&G brands naturally fit.

Photo Credit: Black Women's Health Imperative

ENVIRONMENTAL SUSTAINABILITY

Environmental Sustainability is important to building a resilient future for both our business and our planet. It is embedded in how we do business across our operations, supply chain and brands. Our environmental sustainability efforts are built on the strength of four science-based pillars – Climate, Waste, Water and Nature. Our strategy seeks to deliver environmental impact at three levels: reducing our own impact, enabling people to reduce their impact when they use our products and scaling industry-wide solutions that reduce environmental impact.

"At P&G, environmental sustainability is part of how we innovate and strengthen our business—working to reduce our footprint while creating superior products that help people do the same. It's about making everyday choices better for both people and the planet."

JAY SHI
Research & Development, Sustainability Science & LCA Capability

Personal Health Care: Sustainability, Embedded

P&G's Personal Health Care (PHC) business is embedding sustainability across design, manufacturing and the consumer experience to help deliver superior performance with fewer environmental impacts.

For **Pepto Bismol**, innovation started with a consumer pain point: the triangular bottle could be difficult to spot on shelf because it often tilted sideways or backward. The team redesigned the iconic bottle into a lighter-weight, rectangular polyethylene terephthalate (PET) package that is easier for consumers to find and helps the brand stand out on shelf.

The work also extended to manufacturing. In our Greensboro plant, a new line for **Vicks NyQuil**, **DayQuil** and **Pepto Bismol** combines the work of multiple lines into one using advanced filling technology. Compared with the lines it replaced, the new line uses 80% less water for cleaning and increases our product mix flexibility. Because the equipment can now fill multipacks directly instead of shipping them out to a second location for separate packing, the line creates transportation efficiencies that reduce fuel use and packaging waste.

Together, these changes show how PHC is embedding sustainability into innovation that creates value for consumers, the business and the planet.

Pepto Bismol's redesigned bottle reduces plastic use by more than

90 tons

annually*

**Calculated based on Pepto Bismol shipments of 4 oz, 8 oz, 12 oz & 16 oz bottles between July 2024 to June 2025*

Progress at a Glance

CLIMATE

This summary highlights key progress and outcomes as of June 30, 2025. For additional perspective and detailed data, see our **2025 Data & Metrics Report**.

OPERATIONAL EMISSIONS	
2030 GOAL	**PROGRESS**
Reduce Scope 1 and 2 GHG emissions by 65% (2010 baseline).	**61%** reduction
Purchase 100% renewable electricity globally.	**>99%** renewable electricity globally

TRANSPORTATION EMISSIONS	
2030 GOAL	**PROGRESS**
Reduce global upstream finished product freight emissions intensity by 50% (2020 baseline).	**7%** decrease [2]

SUPPLY CHAIN EMISSIONS	
2030 GOAL	**PROGRESS**
Reduce supply chain emissions [3] by 40% per unit (2020 baseline).	**11%** reduction across all categories [4,5]

[2] Emissions intensity calculated using a location-based measure. Market-based upstream finished product freight emission intensity reduction in FY25 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 FY25, 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 FY25 data. The impacts of this restatement are reflected in the FY25 reported progress for our 2030 Supply Chain Emissions goal.

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

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.

Progress at a Glance

WASTE

This summary highlights key progress and outcomes as of June 30, 2025. For additional perspective and detailed data, see our **2025 Data & Metrics Report**.

PACKAGING DESIGN [6]	
2030 GOAL	**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
Reduce our use of virgin petroleum plastic in our consumer packaging by 50% per unit (2018 baseline [7]).	**24%** reduction [8, 9]

OPERATIONAL WASTE	
2030 GOAL	**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 FY17/18 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.

Progress at a Glance

WATER

This summary highlights key progress and outcomes as of June 30, 2025. For additional perspective and detailed data, see our **2025 Data & Metrics Report**.

OPERATIONAL WATER USE	
2030 GOAL	**PROGRESS**
Increase water efficiency at P&G facilities by 35% per unit of production (2010 baseline).	**29%** increase in efficiency per unit of production
Recycle and reuse 5 billion liters of water in P&G facilities annually.	**3.62 billion** liters reused annually

WATER RESTORATION	
2030 GOAL	**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

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 (CSDW) Program.	**Achieved 25 billion** liters of clean water[1] provided through Children's Safe Drinking Water Program

[1] Achieved in July 2025.

Progress at a Glance

NATURE

This summary highlights key progress and outcomes as of June 30, 2025. For additional perspective and detailed data, see our **2025 Data & Metrics Report**.

RESPONSIBLE SOURCING	
2030 GOAL	**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 oils 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	**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.

[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% of the total supply volume. We do not expect the remaining percentage to materially impact reported results.

Reducing Our Impact

Since establishing our first goal to reduce GHG emissions from our manufacturing facilities more than 15 years ago, we have continued to raise the bar on our progress. We have focused on decarbonizing and driving efficiency in our facilities, building resilience in our supply chain and innovating for impact.

Decarbonizing and Driving Efficiency of our Facilities

As part of our efforts to decarbonize and drive efficiency in our operations, we have a goal to reduce Scope 1 and 2 GHG emissions by 65% (2010 baseline) and purchase 100% renewable electricity globally by 2030. Our manufacturing sites are leading the way by identifying opportunities for efficiency.

For example, at our Fabric & Home Care manufacturing site in Baddi, India, we installed heat pumps that capture waste heat from the site's cooling systems and redirect it to meet process heating needs at temperatures up to 85°C. This builds on earlier investments in boiler electrification, which had already eliminated most direct gas consumption at the site. Together, these efforts have replaced fossil-fuel-based heating for key manufacturing processes and reduced the site's greenhouse gas emissions by more than 90% compared to a 2010 baseline.

At our Budapest Feminine Care site, we are advancing a geothermal energy system to address the challenge of supplying thermal energy for our operations. The system is intended to replace natural gas with a local, renewable heat source to support both building operations and manufacturing processes. Once implemented, it is expected to reduce the site's greenhouse gas emissions by approximately 90% from 2010 levels. This effort reflects how our sites are building on efficiency improvements with targeted, site-specific solutions—applying new technologies to strengthen operational resilience and long-term performance.

In 2020, we set a goal to increase water efficiency at P&G facilities by 35% per unit of production (2010 baseline) and to recycle and reuse 5 billion liters of water in P&G facilities annually by 2030. Since then, our facilities around the world have been working to identify solutions and implement technologies to enable this outcome. For example, one of our Beauty plants located in Xiqing, China adopted a new cleaning and sanitization technology that uses compressed air to reduce water consumption and cleaning time, saving millions of liters of water each year. Other manufacturing sites across the globe, including sites in Beauty, Health Care, and Fabric and Home Care, are working to reapply this technology to further increase water savings.

15 sites

across ten countries have **reduced Scope 1 and 2 GHG emissions by greater than**

95%

versus a 2015 baseline.

These sites are leading the way among our manufacturing plants, offices, technical centers and distribution operations.

Building Resilience in Our Supply Chain

We focus on building resiliency in our supply chain by advancing responsible sourcing and reducing transportation emissions through a multi-modal approach. Responsible sourcing enhances resiliency by creating more adaptable supply chains. Additionally, increasing transportation efficiency can reduce costs and environmental impact. Together, these practices improve operational efficiency and reliability, mitigate disruption risks and help make our business more resilient to future challenges.

Supporting Our Supply Chain Through Healthy Ecosystems

Healthy ecosystems are important to P&G's business, communities and the long-term availability of natural materials like wood pulp and plant-based oils. The condition of the landscapes these materials come from may influence the productivity of these systems over time.

Photo Credit: © Arbor Day Foundation

That's why we focus nature efforts on priority landscapes which support the long-term health of the ecosystems we rely on. Through long-term partnerships, we work to advance responsible sourcing and support projects that help protect, improve, and restore ecosystems so they can continue supporting productivity and a range of uses over time.

In the Southeast U.S., we're supporting **Arbor Day Foundation** to help restore the longleaf pine ecosystem, supporting landowners, native species, and freshwater resources, while improving forest connectivity in this region.

In Indonesia's North Sumatra region, we're supporting **Konservasi Indonesia** and **Conservation International** in collaboration with local communities and government to implement an integrated landscape management approach that protects and restores the Batang Toru Forest Ecosystem, improves habitat connectivity and supports sustainable livelihoods.

Across these efforts, the focus is on supporting well-managed landscapes that can continue to provide resources and deliver value for both communities and our business over the long term. Learn more about these and other projects on our **ESG Investor Portal**.

Reducing Transportation Emissions

We continue to reduce transportation emissions within our supply chain through an intermodal approach—improving shipping efficiency and increasing the use of rail and marine transport where suitable.

In Europe, this is demonstrated at our Crailsheim, Germany site, where a new rail terminal—developed with logistics partners—has shifted transportation from road to rail as a core part of the site's operating model. As a result, we converted more than 7,000 truck trips to rail in 2025 alone. This investment shows how transportation solutions can be embedded into operations at scale.

We are also expanding rail adoption in North America to record levels, increasing usage across interplant and customer shipments while delivering emissions intensity improvements.

Innovating for Impact

P&G people love finding solutions to problems. We continue to introduce consumer-led innovations that provide irresistible superiority that's more sustainable and help reduce environmental footprint.

Better Habits, Better Footprint

Innovations like **Oral-B iO2** make switching from manual to power brushing easier by delivering a more effective and enjoyable experience for consumers. Its lower-carbon design, more efficient electronics, longer battery life and FSC-certified paper packaging also make it a more sustainable choice.

Our approach to sustainability is grounded in robust science. Our first-of-its-kind ISO-certified Life Cycle Assessment (LCA) shows that preventing severe gum disease can generate up to ten times lower emissions than treating it, largely due to the impact of clinical care. By helping more people build effective habits at home with innovations like Oral-B iO2, we can help improve oral health outcomes while reducing lifetime environmental impact.

Advancing Packaging Innovations

Across our brands and across the world, we have opportunities to make a difference with our package designs, including examples like the one highlighted below.

Ariel and **Lenor All-in-1 PODS** are available in paper packaging made with Silphie fibers as part of a pilot at Lidl stores across Germany. These fibers are an alternative to wood pulp and can be recycled in the existing paper recycling streams. Sourced from a Germany-grown, renewable crop, these fibers offer an additional resource-efficient option, blended with traditional paper fibers to deliver the performance our consumers expect from our packaging, while requiring fewer agricultural inputs and supporting insect-friendly agriculture.

Scaling Reusable Retail Displays

Across more than 1,000 stores in the markets of Chinese Mainland, Hong Kong and Macau you can now find P&G products such as **Pampers**, **Tide, Head and Shoulders** and **Whisper** in InstaRack reusable displays. This solution replaces traditional in-store displays with one that uses up to 90% less paper and eliminates single-use plastic film in transport and storage—cutting waste while also reducing transportation and storage space needs by up to 96%.

Designed for a superior retail experience, InstaRack's modular, customizable format improves shopability and drives incremental sales. By licensing the technology out, P&G is enabling broader adoption to scale the sustainability benefits —demonstrating that solutions that win in-store can also reduce waste at scale.

Enabling Consumers To Reduce Their Impact When They Use Our Products

P&G continues to develop products that deliver on irresistible superiority while also enabling consumers to reduce their environmental impact.

Inspiring More Sustainable Habits Through Thoughtful Design and Innovation

Through the **50L Home Coalition**, we're partnering to understand how smarter product innovation, appliances and home design can make water savings feel effortless. Our partnership with the 50 Liter Home Coalition exemplifies this ambition, aiming to create a resilient water future where 50 liters of daily water use per person feels like 500 — the average per capita daily household water use in some parts of the world.

In a recently completed Los Angeles pilot, households were retrofitted with efficient appliances and fixtures and provided with P&G products that enabled more sustainable and convenient routines. Without reminders to "conserve" water or a real-time savings dashboard, participants still used less than half the official LA average per person per day. Most importantly, most participants also reported their daily routines became easier and more enjoyable.

Rather than relying on conservation messaging or behavioral restriction, performance-driven design and convenience were the most effective drivers of lasting habit change. Across the homes, efficiency was embraced as an upgrade in convenience, performance and overall quality of life. The results show smarter product design and high-efficiency appliances and fixtures help improve people's overall experience at home while delivering water savings.

Delivering a Superior Shave with Less Plastic

At P&G, we grow our business by solving real consumer needs. Many disposable razor users want better control, comfort and performance, but higher-quality shaving systems may feel out of reach due to price. **Gillette Sensor3+** refillable razor delivers a more ergonomic, high-performance shave at a more accessible price—bringing a better experience to more people while increasing consumer value and driving category growth.

Gillette Sensor3+ helps consumers use 40% less plastic* and in select markets may feature packaging made with 75% post-consumer recycled paper content—helping make more sustainable choices accessible in everyday routines without compromise.

**when comparing Sensor 3 vs. Sensor 3+ 4 count pack, excluding paper pack.*

Scaling Solutions Across Industries

We recognize that scaling solutions across industries supports progress toward our Environmental Sustainability goals and helps drive change with our partners.

Technology to Catalyze Industry Progress

Within part of our R&D organization, **Sustainability Solutions by P&G** brings together innovative technologies designed to address the complex sustainability challenges the company faces across its diverse business sectors. Key P&G innovations, combined with strategic technology partnerships, enable us to support a circular future and extend the life of materials in use.

We recognize that no single technology can solve every challenge, which is why collaboration is essential. Through partnerships, we continue to explore solutions in supply chain efficiency, formula compaction, material lightweighting, business analytics, low-carbon feedstocks, transportation and bio-based materials—all in service to our environmental goals.

Advancing Small-Format Recycling Collaboratively

P&G is addressing recycling challenges associated with small-format packaging—items smaller than 2 by 2 inches, such as dose cups, caps and applicators—commonly used across our portfolio. These materials often slip through current recycling systems due to limited sorting capabilities, contributing to unnecessary waste.

To address this issue, P&G has partnered with **Closed Loop Partners** to improve the recyclability of small-format packaging by advancing solutions that reduce the amount of small plastics sent to landfill while helping demonstrate demand for more effective recycling systems.

Joining Forces with Partners and Peers

We understand that one powerful way we can continue progressing toward our Environmental Sustainability goals is by collaborating with partners.

WWF: 15 Years of Partnership

P&G's partnership with **World Wildlife Fund (WWF)** strengthens resilience by advancing responsible sourcing and broader sustainability efforts across the value chain. The partnership spans areas including climate and energy solutions, biobased plastics, consumer engagement, water stewardship and forest conservation. As one example, WWF supports P&G in embedding responsible forestry into procurement, expanding use of Forest Stewardship Council® (FSC®)–certified fiber and strengthening supplier standards for wood pulp, helping reduce exposure to deforestation. The partnership also advances tools such as Supply Risk Analysis (SRA) and includes P&G's participation in WWF's Forests Forward corporate engagement program to help identify sourcing risks and scale responsible forest management practices. Together, these efforts help secure long-term access to forest resources and reinforce more transparent, accountable sourcing systems.

Working with On-the-Ground Partners to Restore Water

We work with partners with deep knowledge of the local water challenges to support long-term projects that improve, manage or protect freshwater resources. We are already advancing projects that restore water resources in critical areas of the U.S., China, India, Mexico and Spain and will continue to develop a portfolio of projects to make progress toward our water restoration goals throughout 18 water-stressed areas around the world where we operate.

For example, in Mexico, we're supporting **Pronatura** to construct 80 check dams in Sierra de Guadalupe State Park, designed to slow down rainwater as it flows down the hillside so it has time to seep into the ground—aiming to replenish billions of liters of water to the aquifers that supply the Mexico City metro area. The project also includes soil and water conservation works to protect the state park's natural resources.

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.