

"We delivered another quarter with strong sales growth and made sequential earnings growth progress despite significant and increasing cost headwinds...Our focus remains on the strategies of superiority, productivity, constructive disruption and continually improving P&G's organization and culture."

JON MOELLER - P&G PRESIDENT & CEO

These strategies have enabled us to build and sustain strong momentum, and they remain the right strategies to manage through the near-term cost and operational challenges we're facing and to deliver balanced growth and value creation.

Focused

PORTFOLIO in 10 categories - daily use

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

Q3 FY 2022 by the Numbers:









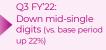




Q3 FY 2022 Organic Sales: Broad-based growth of 10%

Driven by volume +3%, pricing +5%, mix +2%





All **10** global categories grew organic sales

Personal Health Care grew more than 30%

Fabric Care, Baby Care and Feminine Care each grew double digits





Home Care and Family Care
each grew mid-single digits
each grew low single digits











With broad-based growth across geographies



Global share and US AOS P3M through Feb 2022