Procter & Gamble Ecosystem

The Procter & Gamble Company
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Cincinnati, Ohio 45202
Phone: (513)-983-1100 www.us.pg.com

Outside Relationships

Regulators | Capital | Suppliers | Customers

Capital
- Lenders
- Bondholders
- Commercial Banks

Regulators
- Hedging Counterparties (e.g., Banks)

Regulators
- Subjects of US and Non-US Regulation
  - Intellectual Property
  - Product Compositions or Formulation
  - Product Liability
  - Packaging Content or Disposability
  - Marketing
  - Antitrust
  - Data Protection
  - Environmental (Including Climate, Water, and Waste)
  - Anti-Bribery
  - Employment
  - Anti-Corruption
  - Tax
  - Accounting
  - Financial Reporting

Suppliers
- Selected Suppliers
  - Hayco (Product Design Services)
  - Havpack (Packaging Supplies and Services)
  - Nelson Packaging (Packaging Supplies and Services)
  - Schneider National Carriers (Transportation and Logistic Services)
  - Novozymes (Enzymes for Detergent and Cleaning Supplies)
  - Nippon Shokubai (Acrylic Acid, Absorbent Polymers, Resins)
  - Pegas Nonwovens (Synthetic Nonwoven Textiles for Hygiene Products)
  - BASF (Chemicals for Laundry, Fabric Care, and Beauty Products)
  - RockTeenn (Packaging, Customization, and Display Supplies)
  - Shanghai Morimatsu Pharmaceutical Equipment Engineering (Pharmaceutical Equipment)
  - Evonik Industries (Chemicals for Laundry and Diaper Products)

Bond Financing
Working Capital Financing
Foreign Currency, Cash Flow, and Interest Rate Derivatives

Business Regulation

Packaging, Chemicals, Equipment, and Transportation Supplies

The Procter & Gamble Company (Ohio Corporation)

Debt Structure

Debt ($34.6 Billion as of 6/31/20) Credit Ratings (Senior Unsecured): AA- (S&P); Aa3 (Moody's)

- 2023 Revolving Credit Facility ($4.0B; $0 Drawn as of 12/31/19)
- Short-Term Debt: $5B Commercial Paper Debt Financing (Non-Outstanding as of 12/31/19)
- 2020-2021 Maturity ESOP Notes): $119M @ avg 9.36%
- 2020 Maturity: $1.272B @ avg 3.08%
- 2021 Maturity: 2.32B @ avg 1.85%
- 2022 Maturity: 3.37B @ avg 2.14%
- 2023 Maturity: 2.4B @ avg 1.95%
- 2024 Maturity: 1.46B @ avg 0.58%
- 2025 Maturity: 750M @ avg 2.55%
- Remaining years (2026-50): $10.98B @ avg 3.14%

Equity Structure

Equity
- Convertible Class A preferred stock, stated value $1 per share (600 shares authorized)
- Non-Voting Class B preferred stock, stated value $1 per share (200 shares authorized)
- Class C Capital Stock (350M Shares Authorized; 340,979,832 Shares Outstanding)

Governance

Board of Directors

Francis S. Blake	Terry J. Lundgren	Margaret C. Whitman	Committees: Audit (A), Leadership Development and Compensation (C), Governance and Public Responsibility (G), Innovation and Technology (IT)
Angela F. Braly	Christine M. McCarthy	Patricia A. Woertz	
Amy L. Chang	W. James McNerney,Jr.	David S. Taylor (Chair)	
Scott D. Cook	Debra L. Lee	Nelson Peltz	
Joseph Jimenez			

Management Team

CEO & President David S. Taylor	CEO Family Care and P&G Ventures Mary Lynn Ferguson-McHugh		CHRO – M. Tracey Grabowski	Chief Product Supply Julio Nemeth
COO and CFO Jon R. Moeller	CEO Beauty R. Alexandra Keith	CEO Baby & Feminine Care -- Fama Francisco	CLO – Deborah P. Majoras	CIO Victoria Cretella
CEO Health Care Steven D. Bishop	CEO Grooming Gary A. Coombe	CEO Fabric & Home Care – Shailesh Jejurikar	Chief Brand Officer Marc S. Pritchard	Chief R&D Officer Kathleen B. Fish

Human Resources
- Talent Recruitment/Diversity
- Pension & Retirement Plans
- Comp. Incentives & Benefits
- Talent Develpment
- Culture Transformation

Brands
- Media Strategy
- Advertising Strategy
- Marketing Strategy
- Innovation
- Brand Management

Communications
- Digital and Social Media
- Issues/Crisis Management
- Stakeholder Engagement

Product Supply
- Procurement
- Engineering
- Manufacturing
- Quality
- Customer Service
- Distribution
- Innovation Program Management

Finance and Operatons
- Finance and Accounting
- Corporate Strategy
- Business Development
- Investor Relations
- Information Technology
- Global Business Services
- Sales and Marketing
- Purchasing
- Manufacturing
- Distribution

Corporate Matters

Legal

Compliance	Real Estate
Government Relations	M&A Transactions
Public Policy	Litigation Management
Brand/IP Protection	Securities
Governance/Secretary	Employment Law

Information Technology
- Applications
- IT Equipment
- Digital Transformation
- Cloud-Based Systems

Global Business Services
- Infrastructure
- Operations
- Shared Services
- Systems

Operations

Procter & Gamble Global Business Units (2020 Net Sales = $70.95 B)

Beauty ($13.36 Net Sales; 18.83% of total)

Head & Shoulders (Hair Care)	Herbal Essences (Hair Care)
Pantene (Hair Care)	Rejoice (Hair Care)
Olay (Skin Care)	Old Spice (Deodorant)
Secret (Deodorant)	SK-II (Skin Care)

Brands: Head & Shoulders, Herbal Essences, Pantene, SK-II, Olay, Old Spice, Secret

Competition: Estee Lauder, Colgate Palmolive, Revlon, Unilever

Baby, Feminine, & Family Care ($18.36B Net Sales; 25.88% of Total)

Bounty (Family Care)	Luvs (Baby Care)
Pampers (Baby Care)	Puffs (Family Care)
Tampax (Feminine Care)	Charmin (Family Care)
Always Discreet (Feminine Care)	Always (Feminine Care)

Brands: Bounty, Pampers, Charmin, always, Puffs, LuvS

Competition: Tender Care, Viviscal and Rephresh, Criteo, Zwitsal

Fabric and Home Care ($23.74B Net Sales; 33.46% of Total)

Ariel (Fabric Care)	Fairy (Home Care)
Downey (Fabric Care)	Mr. Clean (Home Care)
Gain (Fabric Care)	Swiffer (Home Care)
Tide (Fabric Care)	Cascade (Home Care)
Dawn (Home Care)	Febreze (Home Care)

Brands: Ariel, Downy, Tide, Gain, Dawn, Cascade, Febreze, Swiffer, Fairy, Mr Clean

Competition: Ajax, Fleecy, Surf and Persil, Oxi Clean, Arm & Hammer

Health Care ($9.03B Net Sales; 12.73% of Total)
- Crest (Oral Care)
- Oral B (Oral Care)
- Vicks (Health Care)
- Metamucil (Health Care)
- Pepto Bismol (Health Care)
- Neurobion (Health Care)

Brands: Crest, Oral-B, Vicks, Meta Mucil, Pepto Bismol, Neurobion

Competition: Colgate-Palmolive, United-Guardian, Stepan Company, Ecolab

Grooming ($6.07B Net Sales;8.55% of Total)
- Braun (Electric Shaving)
- Venus ((Women's Shaving)
- Gillette (Men's Shaving)

Brands: Braun, Venus, Gillette

Competition: Dollar Shave Club, Billie

Beauty, Baby, Feminine and Family Care, Fabric and Home Care, Health Care and Grooming Products Sales

Direct-to-Consumers Product Sales (via Proctor & Gamble's e-Commerce Platform)

Warehousing, Inventory Management, e-Commerce Services

Inventory Delivery

Business Customers: Mass Merchandisers (Walmart) | Grocery Stores | Membership Club Stores | Drug Stores | Department Stores | Distributors | High Frequency Stores | Wholesalers | Baby Stores | Specialty Beauty Stores

Product Sales → Individual Consumers ← Order Fulfillment

E-Commerce Platforms: Amazon.com | Walmart

Beauty, Baby Feminine and Family Care, Fabric and Home Care, Heath Care, and Grooming, Products Sales

Outside Relationships

Customers | Suppliers | Capital | Regulators

Securities Regulation and NYSE Listing Rules
Equity Capital
Professional Services

Regulators
- Securities Regulators
  - US Securities and Exchange Commission
  - New York Stock Exchange

Capital
- Significant Shareholders
  - Vanguard Group (8.48%)
  - SSgA Funds Management (4.68%)
  - BlackRock Fund Advisors (4.52%)
  - Geode Capital Management (1.78%)
  - Institutional Ownership: 65.52%

Suppliers
- Professional Services Firms
  - Ernst & Young (Auditing Services)
  - Jones Lang LaSalle (Real Estate Brokerage Services)
  - Archer Corporate (Advertising Services (and Marketing)

Customers
- Selected Retail Chain Customers
  - Walmart
  - Dollar General
  - Target
  - CVS Health
  - Walgreens
  - Kroger
  - Winn-Dixie Stores
  - Costco Wholesale
  - Nimtech
  - Big Lots
  - Sugarmade
  - Supervalu
  - Whole Food Market
  - Berkshire Hathaway
  - Treehouse Foods
  - Dillard's
  - Kohl's
  - JC Penney
  - Macy's

Suppliers
- Wieden + Kennedy (Marketing Design)
- Zahoransky (Automatization Solutions)
- Accenture (Application Development Services for fast decision making)
- Covington and Burling (Charmin Class Action Settlement)
- Time Release (Advances Medical Grade Material Solutions)
- Woodstone Energy (Energy Conservation and Sustainability Solutions)

Key Company Data (as of 6/30/2020)

Financial
- Net Sales: $70.95 Billion
- Net Earnings: $13.027 Billion
- Operating Cash Flow: $16.181 Billion
- Gross Profit Margin: 51.2%

Resources
- 97,000 Employees (2019)
- Own and Operate 24 Manufacturing Sites Located in 18 Different States in US
- Own and Operate 85 Manufacturing Sites in 37 Countries
- Corporate Headquarters in Cincinnati, Ohio
- Regional General Offices in Switzerland, Panama, Singapore, and China Service Centers in Costa Rica, UK, and Philippines

Share Information
- Ticker Symbol: PG
- Stock Exchange: NYSE
- Annual Dividend Per Share: $3.163
- Earnings Per Share: $4.96
- Recent Share Price: $142.15 (1/12/20)

Business Commitment
- Superior Packaging
- Superior Products
- Superior Brand Communication
- Superior Retail Execution
- Superior Consumer & Customer Value

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November 2020