# Procter & Gamble Co.

**PG**

NYSE; chemicals; SIC 2840, Soap, Detergents, Cleang Preparations, Perfumes, Cosmetics; CIK 0000080424

**C**

**middle fifth of 318 graded peers in the pooled industrial group**

rank 165 of 318; percentile 54.6; sampling error 2.7 points; lower is stronger

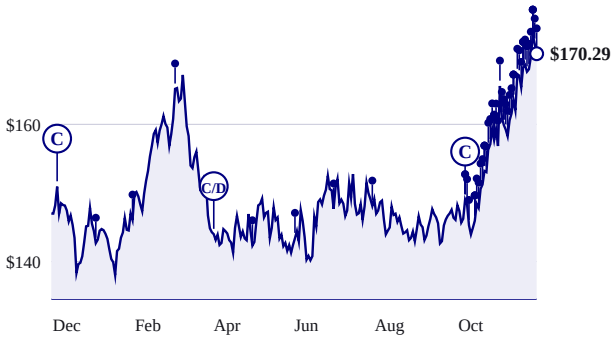
A B C D E

**C, the tortoise**



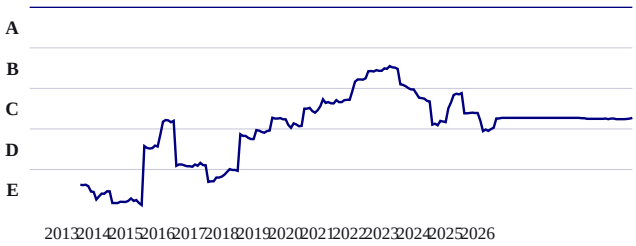
| Scoreboard | |
|---|---|
| **Profitability** | B<br>percentile 36.2 |
| **Solvency** | D<br>percentile 63.9 |
| **Growth and financing** | C<br>percentile 55.0 |
| **Reliability** | 0.94 AUC<br>filers with over $2.67B assets; 95% interval 0.88 to 0.97; 61 events, 2020 to 2025 |
| **Peer failure rate** | 0.52% a year<br>Item 1.03 bankruptcies, same asset band, 2012 to 2025 |
| **Size band** | over $2.67B assets<br>total assets $126.5B |
| **Standard universe** | inside<br>revenue above $1M and assets above $10M |
| **Warnings** | none triggered<br>not computable: short runway, distress |
| **Inputs computable** | 10 of 13 |
| **Graded from** | filings received through Aug 4, 2026<br>107 days before the rescan; latest periodic filing 10-Q received Oct 22, 2026 |
| **Last close** | $170.31<br>2026-11-18; market equity $394.7B; no price enters the letter |

**Share price, twelve months to the rescan**




*Split-adjusted close. Each lollipop is a rescan and carries the letter held then.*

**Letter at every rescan, 2012 to 2026**




*Sector percentile at each rescan, stronger toward the top; facts filed by each date only.*

## Business, in the company's words

*opening of Item 1 of the 10-K received Aug 4, 2026*

The Procter & Gamble Company (the Company) is a world-leading multinational consumer goods company focused on providing trusted, branded products of superior quality, performance and value to improve the lives of consumers around the world - now and for generations to come. Our products are sold in about 180 countries and territories throughout the world. The Company was incorporated in Ohio in 1905, having first been established as a New Jersey corporation in 1890, and was built from a business founded in Cincinnati in 1837 by William Procter and James Gamble.

## The thirteen inputs

*lower percentile is stronger; sleeves and inputs within a sleeve carry equal weight*

| Input | Value | Peer median | Percentile, 0 to 100 | Pct | Peers | Period end |
|---|---|---|---|---|---|---|
| **Profitability, sleeve percentile 36.2** | | | | | | |
| Gross profitability | 34.5% | 21.8% | | 16.4 | 348 | 2026-06-30 |
| Return on invested capital | not computable | 9.6% | | | | |

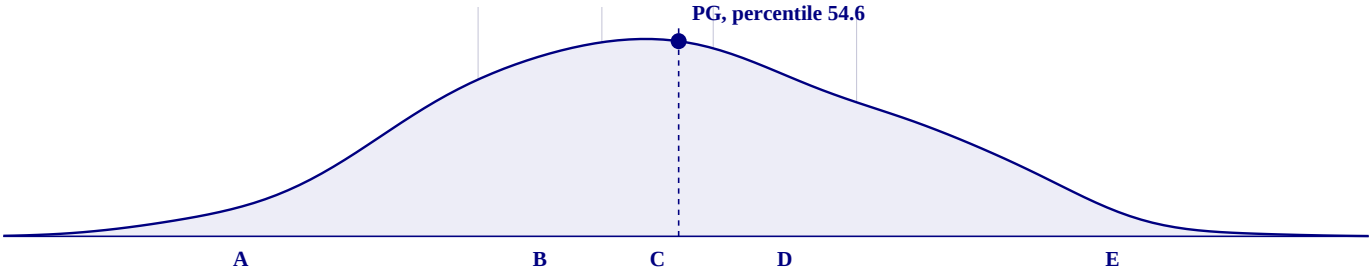
*required facts have no common fiscal period end*

Not investment advice. Informational and educational only. Data from SEC EDGAR, may contain errors, is not warranted. The grade ranks reported financial condition and is not a return forecast.

| | | | | | |
|---|---|---|---|---|---|
| Accruals ratio | (2.8%) | (4.3%) | 63.0 | 371 | 2026-06-30 |
| Gross margin stability, five years | 1.7 pts | 2.2 pts | 29.2 | 292 | 2026-06-30 |
| **Solvency, sleeve percentile 63.9** | | | | | |
| Altman Z double-prime | 4.69 | 3.45 | 30.7 | 275 | 2026-06-30 |
| Net debt to EBITDA | not computable | 1.83x | | | |
| *latest aligned inputs end 2015-06-30; latest annual assets end 2026-06-30* | | | | | |
| Interest coverage | not computable | 4.55x | | | |
| *latest aligned inputs end 2023-06-30; latest annual assets end 2026-06-30* | | | | | |
| Current ratio | 0.68x | 2.19x | 97.2 | 392 | 2026-06-30 |
| **Growth and financing, sleeve percentile 55.0** | | | | | |
| Revenue growth, three-year compound | 2.0% | 1.3% | 46.3 | 340 | 2026-06-30 |
| Free cash flow growth, three-year compound | 3.2% | 12.6% | 65.7 | 179 | 2026-06-30 |
| Reinvestment rate | (3.6%) | 21.5% | 68.3 | 168 | 2026-06-30 |
| Asset growth, three years | 1.5% | 2.9% | 58.6 | 349 | 2026-06-30 |
| Net share issuance, one year | (0.8%) | (0.00%) | 36.2 | 316 | 2026-07-31 |

## Among 318 peers

*chemicals; letters are fifths of this list*




*Composite score of every graded peer, smoothed; vertical rules are the letter band edges; stronger to the left.*

| Rank | Company | Percentile | Letter | Warnings |
|---|---|---|---|---|
| 160 | Linde plc (LIN) | 53.6 | C | |
| 161 | Agco Corp. (AGCO) | 53.7 | C | |
| 162 | SenesTech, Inc. (SNES) | 53.9 | C | dilution, distress, fortress balance sheet |
| 163 | Owens Corning (OC) | 54.1 | C | |
| 164 | Eastern Co. (EML) | 54.5 | C | |
| 165 | Procter & Gamble Co. (PG) | 54.6 | C | |
| 166 | Timken Co. (TKR) | 54.9 | C | |
| 167 | Dover Corp. (DOV) | 55.3 | C | |
| 168 | General Dynamics Corp. (GD) | 55.7 | C | |
| 169 | Ascent Industries Co. (ACNT) | 55.8 | C | fortress balance sheet |
| 170 | Northern Technologies International Corp. (NTIC) | 56.1 | C | |

## What the price implies

*at the 2026-11-18 close; none of these enters the grade*

| Measure | Value | Peer median | Percentile |
|---|---|---|---|
| Twelve-month price change, skipping the latest month | (1.2%) | 11.0% | 36 |
| Distance from 52-week high | (1.6%) | (26.8%) | 99 |
| EBIT to enterprise value | 4.8% | 3.9% | 60 |
| Free cash flow yield | 3.8% | 3.4% | 53 |
| Book value to price | 0.14 | 0.40 | 13 |
| Sales to price | 0.22 | 0.58 | 14 |
| Composite equity issuance, five years | (18.1%) | (10.2%) | 28 |

Not investment advice. Informational and educational only. Data from SEC EDGAR, may contain errors, is not warranted. The grade ranks reported financial condition and is not a return forecast.

| | | | |
|---|---|---|---|
| Relative strength against the sector, log excess return | (0.16) | (0.00) | 31 |
| Twelve-month failure probability, CHS model | not computable | 0.04% | |

## Diagnostics

*shown on every report; none enters the grade*

| Measure | Value |
|---|---|
| **Piotroski F-score 6 of 9, period end 2026-06-30** | |
| Return on assets above zero | pass |
| Operating cash flow above zero | pass |
| Return on assets improved | fail |
| Operating cash flow exceeds net income | pass |
| Long-term leverage fell | pass |
| Current ratio improved | fail |
| No new shares issued | pass |
| Gross margin improved | fail |
| Asset turnover improved | pass |
| **Cash, filings, liquidity** | |
| Cash and equivalents | n/a |
| Operating cash flow, four quarters | n/a |
| Months of runway | not finite |
| Days since last periodic filing | 28 (10-Q received Oct 22, 2026) |
| Median daily dollar volume, 63 sessions | $1.3B |

## Sources

*every fact behind the inputs; each row links to its filing index on sec.gov*

| # | Concept | XBRL tag | Value | Period end | Received | Form | Accession |
|---|---|---|---|---|---|---|---|
| 1 | revenue | us-gaap:Revenues | $87.0B | 2026-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 2 | cost of revenue | us-gaap:CostOfGoodsAndServicesSold | $43.4B | 2026-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 3 | assets | us-gaap:Assets | $126.5B | 2026-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 4 | net income | us-gaap:NetIncomeLoss | $16.0B | 2026-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 5 | operating cash flow | us-gaap:NetCashProvidedByUsedInOperatingActivities | $19.6B | 2026-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 6 | assets | us-gaap:Assets | $125.2B | 2025-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 7 | revenue | us-gaap:Revenues | $84.3B | 2025-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 8 | cost of revenue | us-gaap:CostOfGoodsAndServicesSold | $41.2B | 2025-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 9 | revenue | us-gaap:Revenues | $84.0B | 2024-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 10 | cost of revenue | us-gaap:CostOfGoodsAndServicesSold | $40.8B | 2024-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 11 | revenue | us-gaap:Revenues | $82.0B | 2023-06-30 | 2025-08-04 | 10-K | 25-000076 |
| 12 | cost of revenue | us-gaap:CostOfGoodsAndServicesSold | $42.8B | 2023-06-30 | 2025-08-04 | 10-K | 25-000076 |
| 13 | revenue | us-gaap:Revenues | $80.2B | 2022-06-30 | 2024-08-05 | 10-K | 24-000083 |
| 14 | cost of revenue | us-gaap:CostOfGoodsAndServicesSold | $42.2B | 2022-06-30 | 2024-08-05 | 10-K | 24-000083 |
| 15 | current assets | us-gaap:AssetsCurrent | $26.2B | 2026-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 16 | current liabilities | us-gaap:LiabilitiesCurrent | $38.7B | 2026-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 17 | retained earnings | us-gaap:RetainedEarningsAccumulatedDeficit | $135.9B | 2026-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 18 | operating income | us-gaap:OperatingIncomeLoss | $19.7B | 2026-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 19 | book equity | us-gaap:StockholdersEquityIncludingPortionAttributableT... | $54.3B | 2026-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 20 | liabilities | us-gaap:Liabilities | $72.2B | 2026-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 21 | total debt | us-gaap:LongTermDebt | $23.1B | 2015-06-30 | 2015-08-07 | 10-K | 15-000070 |
| 22 | cash | us-gaap:CashAndCashEquivalentsAtCarryingValue | $6.8B | 2015-06-30 | 2018-08-07 | 10-K | 18-000055 |
| 23 | operating income | us-gaap:OperatingIncomeLoss | $11.0B | 2015-06-30 | 2017-08-07 | 10-K | 17-000047 |
| 24 | depreciation amortization | us-gaap:DepreciationDepletionAndAmortization | $3.1B | 2015-06-30 | 2017-08-07 | 10-K | 17-000047 |
| 25 | operating income | us-gaap:OperatingIncomeLoss | $18.1B | 2023-06-30 | 2025-08-04 | 10-K | 25-000076 |
| 26 | interest expense | us-gaap:InterestExpense | $756.0M | 2023-06-30 | 2023-08-04 | 10-K | 23-000073 |
| 27 | capital expenditure | us-gaap:PaymentsToAcquirePropertyPlantAndEquipment | $4.4B | 2026-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 28 | operating cash flow | us-gaap:NetCashProvidedByUsedInOperatingActivities | $17.8B | 2025-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 29 | capital expenditure | us-gaap:PaymentsToAcquirePropertyPlantAndEquipment | $3.8B | 2025-06-30 | 2026-08-04 | 10-K | 26-000103 |

Not investment advice. Informational and educational only. Data from SEC EDGAR, may contain errors, is not warranted. The grade ranks reported financial condition and is not a return forecast.

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 30 | operating cash flow | us-gaap:NetCashProvidedByUsedInOperatingActivities | $19.8B | 2024-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 31 | capital expenditure | us-gaap:PaymentsToAcquirePropertyPlantAndEquipment | $3.3B | 2024-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 32 | operating cash flow | us-gaap:NetCashProvidedByUsedInOperatingActivities | $16.8B | 2023-06-30 | 2025-08-04 | 10-K | 25-000076 |
| 33 | capital expenditure | us-gaap:PaymentsToAcquirePropertyPlantAndEquipment | $3.1B | 2023-06-30 | 2025-08-04 | 10-K | 25-000076 |
| 34 | depreciation amortization | us-gaap:DepreciationDepletionAndAmortization | $3.2B | 2026-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 35 | pretax income | us-gaap:IncomeLossFromContinuingOperationsBeforeInc... | $20.4B | 2026-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 36 | income tax | us-gaap:IncomeTaxExpenseBenefit | $4.2B | 2026-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 37 | current assets | us-gaap:AssetsCurrent | $25.4B | 2025-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 38 | current liabilities | us-gaap:LiabilitiesCurrent | $36.1B | 2025-06-30 | 2026-08-04 | 10-K | 26-000103 |
| 39 | assets | us-gaap:Assets | $122.4B | 2024-06-30 | 2025-08-04 | 10-K | 25-000076 |
| 40 | assets | us-gaap:Assets | $120.8B | 2023-06-30 | 2024-08-05 | 10-K | 24-000083 |
| 41 | shares outstanding | dei:EntityCommonStockSharesOutstanding | 2,324,433,060 | 2026-07-31 | 2026-08-04 | 10-K | 26-000103 |
| 42 | shares outstanding | dei:EntityCommonStockSharesOutstanding | 2,342,371,488 | 2025-07-31 | 2025-08-04 | 10-K | 25-000076 |

Not investment advice. Informational and educational only. Data from SEC EDGAR, may contain errors, is not warranted. The grade ranks reported financial condition and is not a return forecast.