Procter & Gamble Co.

PG

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

C

middle fifth of 319 graded peers in the pooled industrial group

rank 165 of 319; percentile 54.4; sampling error 2.7 points; lower is stronger

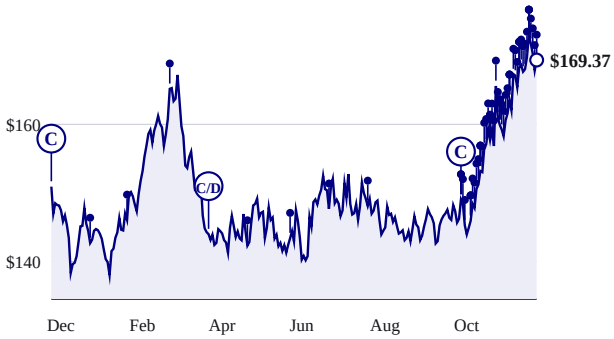
A B C D E

C, the tortoise



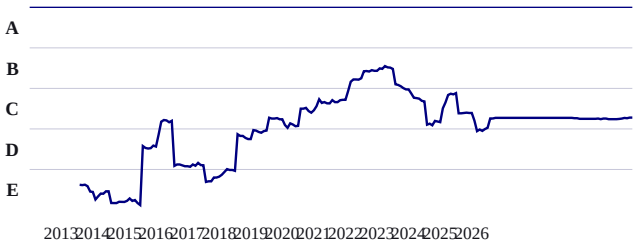
Scoreboard	
Profitability	B percentile 36.2
Solvency	D percentile 63.9
Growth and financing	C percentile 55.2
Reliability	0.94 AUC filers with over $2.67B assets; 95% interval 0.88 to 0.97; 61 events, 2020 to 2025
Peer failure rate	0.52% a year Item 1.03 bankruptcies, same asset band, 2012 to 2025
Size band	over $2.67B assets total assets $126.5B
Standard universe	inside revenue above $1M and assets above $10M
Warnings	none triggered not computable: short runway, distress
Inputs computable	10 of 13
Graded from	filings received through Aug 4, 2026 110 days before the rescan; latest periodic filing 10-Q received Oct 22, 2026
Last close	$169.56 2026-11-20; market equity $393.0B; 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%	21.7%		16.4	348	2026-06-30
Return on invested capital	not computable	9.6%				

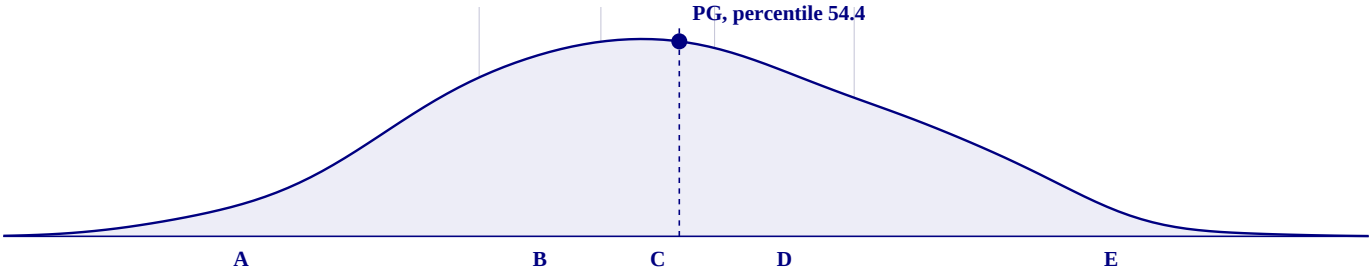
required facts have no common fiscal period end

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Accruals ratio	(2.8%)	(4.3%)	62.9	373	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	3.50	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	2.21x	97.2	392	2026-06-30
Growth and financing, sleeve percentile 55.2					
Revenue growth, three-year compound	2.0%	1.4%	46.3	340	2026-06-30
Free cash flow growth, three-year compound	3.2%	12.5%	65.2	179	2026-06-30
Reinvestment rate	(3.6%)	21.8%	68.8	171	2026-06-30
Asset growth, three years	1.5%	2.9%	58.6	349	2026-06-30
Net share issuance, one year	(0.8%)	(0.04%)	36.9	315	2026-07-31

Among 319 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	Element Solutions Inc. (ESI)	53.1	C	
161	Agco Corp. (AGCO)	53.5	C	
162	SenesTech, Inc. (SNES)	53.8	C	dilution, distress, fortress balance sheet
163	Caterpillar Inc. (CAT)	53.9	C	
164	Owens Corning (OC)	54.3	C	
165	Procter & Gamble Co. (PG)	54.4	C	
166	Eastern Co. (EML)	54.7	C	
167	Timken Co. (TKR)	55.1	C	
168	General Dynamics Corp. (GD)	55.5	C	
169	Ascent Industries Co. (ACNT)	55.7	C	fortress balance sheet
170	Dover Corp. (DOV)	55.9	C	

What the price implies

at the 2026-11-20 close; none of these enters the grade

Measure	Value	Peer median	Percentile
Twelve-month price change, skipping the latest month	(1.2%)	11.1%	36
Distance from 52-week high	(2.1%)	(30.7%)	99
EBIT to enterprise value	4.9%	4.0%	58
Free cash flow yield	3.9%	3.7%	52
Book value to price	0.14	0.43	12
Sales to price	0.22	0.61	11
Composite equity issuance, five years	(18.1%)	(10.3%)	28

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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	31 (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

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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

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