

Appendix A Balance sheet of Procter & Gamble

| \$ million | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|----------------|
| ASSETS | | | | | | | | | | | | |
| CURRENT ASSETS | | | | | | | | | | | | |
| cash and cash equivalents | 3,313 | 4,781 | 2,879 | 2,768 | 4,436 | 5,947 | 8,558 | 6,845 | 7,102 | 5,569 | 2,569 | 4,239 |
| Account receivable | 6,761 | 5,836 | 5,335 | 6,275 | 6,068 | 6,508 | 6,386 | 4,568 | 4,373 | 4,594 | 4,686 | 4,951 |
| INVENTORIES | | | | | | | | | | | | |
| Materials and supplies | 2,262 | 1,557 | 1,692 | 2,153 | 1,74 | 1,704 | 1,742 | 1,266 | 1,188 | 1,308 | 1,335 | 1,289 |
| Work in process | 765 | 672 | 604 | 717 | 685 | 722 | 684 | 525 | 563 | 529 | 588 | 612 |
| Finished goods | 5,389 | 4,651 | 4,088 | 4,509 | 4,296 | 4,483 | 4,333 | 3,188 | 2,965 | 2,787 | 2,815 | 3,116 |
| Total inventories | 8,416 | 6,88 | 6,384 | 7,379 | 6,721 | 6,909 | 6,759 | 4,979 | 4,716 | 4,624 | 4,738 | 5,017 |
| Deferred income taxes | 2,012 | 1,209 | 990 | 1,14 | 1,001 | 948 | 1,092 | 1,356 | 1,507 | — | — | — |
| Prepaid expenses and other current assets | 4,013 | 3,199 | 3,194 | 4,408 | 3,684 | 3,678 | 3,845 | 2,708 | 2,653 | 2,139 | 2,046 | 2,218 |
| TOTAL CURRENT ASSETS | 24,515 | 21,905 | 18,782 | 21,97 | 21,91 | 23,99 | 31,617 | 29,646 | 33,782 | 26,494 | 23,32 | 22,473 |
| PROPERTY PLANT AND EQUIPMENT, net | 20,64 | 19,462 | 19,244 | 21,293 | 20,377 | 21,666 | 22,304 | 19,655 | 19,385 | 19,893 | 20,6 | 21,271 |
| Goodwill | 59,767 | 56,512 | 54,012 | 57,562 | 53,773 | 55,188 | 53,704 | 44,622 | 44,35 | 44,699 | 45,175 | 40,273 |
| Trade marks and other intangible assets net | 34,233 | 32,606 | 31,636 | 32,62 | 30,988 | 31,572 | 30,843 | 25,01 | 24,527 | 24,187 | 23,902 | 24,215 |
| TOTAL LONG-TERM ASSETS | 114,64 | 108,58 | 104,892 | 111,475 | 105,138 | 108,426 | 99,849 | 89,287 | 93,354 | 93,912 | 94,99 | 92,622 |
| OTHER NONCURRENT ASSETS | 4,837 | 4,348 | 4,498 | 4,909 | 5,196 | 6,847 | 5,798 | 5,358 | 5,092 | 5,133 | 5,313 | 6,863 |
| TOTAL ASSETS | 143,992 | 134,833 | 128,172 | 138,354 | 132,244 | 139,263 | 144,266 | 129,495 | 127,136 | 120,406 | 118,31 | 115,095 |

| | | | | | | | | | | | | |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | | | | | | | | | | | | |
| Liabilities and Shareholders' Equity | | | | | | | | | | | | |
| CURRENT LIABILITIES | | | | | | | | | | | | |
| Accounts payable | 6,775 | 5,98 | 7,251 | 8,022 | 7,92 | 8,777 | 8,461 | 8,138 | 9,325 | 9,632 | 10,344 | 11,26 |
| Accrued and other liabilities | 11,099 | 8,601 | 8,559 | 9,29 | 8,289 | 8,828 | 8,999 | 8,091 | 7,449 | 7,024 | 7,47 | 9,054 |
| Debt due within one year | 13,084 | 16,32 | 8,472 | 9,981 | 8,698 | 12,432 | 15,606 | 12,018 | 11,653 | 13,554 | 10,423 | 9,697 |
| TOTAL CURRENT LIABILITIES | 30,958 | 30,901 | 24,282 | 27,293 | 24,907 | 30,037 | 33,726 | 29,79 | 30,770 | 30,21 | 28,237 | 30,011 |
| | | | | | | | | | | | | |
| LONG-TERM DEBT | 23,581 | 20,652 | 21,36 | 22,033 | 21,08 | 19,111 | 19,811 | 18,327 | 18,945 | 18,038 | 20,863 | 20,395 |
| DEFERRED INCOME TAXES | 11,805 | 10,752 | 10,902 | 11,07 | 10,132 | 10,827 | 10,218 | 9,179 | 9,113 | 8,126 | 6,163 | 6,899 |
| OTHER NONCURRENT LIABILITIES | 8,154 | 9,429 | 10,198 | 9,957 | 12,09 | 10,579 | 10,535 | 8,432 | 10,325 | 8,254 | 10,164 | 10,211 |
| TOTAL NONCURRENT LIABILITIES | 43,54 | 40,833 | 42,46 | 43,06 | 43,302 | 40,517 | 40,564 | 40,517 | 38,383 | 34,418 | 37,19 | 37,505 |
| TOTAL LIABILITIES | 74,498 | 71,734 | 66,733 | 70,353 | 68,209 | 70,554 | 74,29 | 66,445 | 69,153 | 64,628 | 65,427 | 67,516 |
| | | | | | | | | | | | | |
| SHAREHOLDER'S EQUITY | | | | | | | | | | | | |
| Convertible class A preferred stock, stated | 1,366 | 1,324 | 1,277 | 1,234 | 1,195 | 1,137 | 1,111 | 1,077 | 1,038 | 1,006 | 0,967 | 0,928 |
| Non-voting class B preferred stock, stated | — | — | — | — | — | — | — | — | — | — | — | — |
| Common stock, stated value \$1 per share | 4,002 | 4,007 | 4,008 | 4,008 | 4,008 | 4,009 | 4,009 | 4,009 | 4,009 | 4,009 | 4,009 | 4,009 |
| Additional paid-in capital | 60,307 | 61,118 | 61,697 | 62,405 | 63,181 | 63,538 | 63,911 | 63,852 | 63,714 | 63,641 | 63,846 | 63,827 |

| | | | | | | | | | | | | |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Reserve for ESOP debt retirement | -1,325 | -1,34 | -1,35 | -1,357 | -1,357 | -1,352 | - | - | - | - | - | - |
| Accumulated other comprehensive income/loss | -3,746 | -3,358 | -7,822 | -2,054 | -9,333 | -7,499 | 7,662 | 12,78 | 15,907 | 14,632 | 14,749 | 14,936 |
| Treasury stock,at cost | -47,588 | -55,961 | - | - | - | - | 75,805 | 77,226 | 82,176 | 93,715 | 99,217 | 100,406 |
| Retained earning | 48,986 | 57,309 | 64,614 | 70,682 | 75,349 | 80,197 | 84,909 | 84,807 | 87,953 | 96,124 | 98,641 | 94,918 |
| TOTAL SHAREHOLDER'S EQUITY | 69,494 | 63,099 | 61,439 | 68,001 | 64,035 | 68,709 | 69,976 | 63,05 | 63,05 | 55,778 | 52,883 | 47,579 |
| | | | | | | | | | | | | |
| TOTAL LIABILITIES AND SHAREHOLDERS'E QUITTY | 143,992 | 134,833 | 128,172 | 138,354 | 132,244 | 139,263 | 144,266 | 129,495 | 127,136 | 120,406 | 118,118 | 115,095 |