

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													
CURREN 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	
TOTALCURRENT 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 NONCURRENTLIABILITIES	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 NONCURRENTLIABILITIES	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	118,31	115,095