



**Gillette India Limited**  
CIN: L28931MH1984PLC267130  
Registered Office:  
P&G Plaza  
Cardinal Gracias Road, Chakala  
Andheri (E), Mumbai 400 099  
Tel: (91-22) 6958 6000  
Fax: (91-22) 6958 7337  
Website: in.pg.com

June 16, 2026

To,  
The Corporate Relations Department  
The BSE Limited  
Department of Corporate Services  
Phiroze Jeejeebhoy Towers,  
Dalal Street, Mumbai – 400001  
**Ref:- Scrip Code:- 507815**

To,  
The Listing Department  
The National Stock Exchange of India Limited  
Exchange Plaza, Plot No. C/1, G Block,  
Bandra Kurla Complex, Bandra (East),  
Mumbai – 400051  
**Ref:- NSE Symbol:- GILLETTE**

Dear Sir / Madam,

**Sub: Update on Analysts/Institutional Investors Meet**

This has reference to the intimation dated June 3, 2026 with respect to the virtual connect with analysts/ institutional investors to be held today, Tuesday, June 16, 2026 at 3:30 p.m. (IST).

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, enclosed herewith is the presentation for the above meeting with analysts/ institutional investors.

This is for your record.

Thanking you.

Yours faithfully,

For **Gillette India Limited**

**Ghanashyam Hegde**  
**Authorized Signatory**



# Gillette India Ltd.

Investor and Analyst Presentation  
**16 June 2026**

# Disclaimer

This communication, except for the historical data, may contain forward-looking statements, including words, phrases, numbers that set forth anticipated results based on management's current plans and assumptions. Forward-looking statements are based on current expectations and assumptions, which are subject to risks and uncertainties that may cause results to differ materially from those expressed or implied in those statements. The Company cautions investors that any such forward-looking statements are not guarantees of future performance and that actual events or results may differ materially from those statements. Actual events or results may differ materially because of factors that affect international businesses and global economic conditions, as well as matters specific to the Company and the markets it serves. The Company undertakes no obligation to update these statements whether as a result of new information, future events or otherwise, except to the extent required by law.





# Gillette India Ltd.

Investor and Analyst Presentation  
**16 June 2026**

# AGENDA

- Business Results
- Strategy and Fiscal Updates
- Long term trends
- Landscape and Outlook

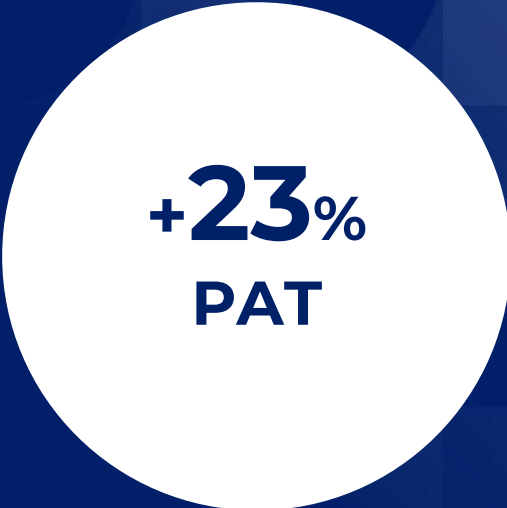


# Fiscal Results 2025-26



# DELIVERED A STRONG YEAR

**FY 2025-26** | *Consistent, Balanced Growth*



Considering that the company, effective last year, changed its Financial Year from July 1 – June 30 to April 1 – March 31, the last Financial Year of the Company covered a period of 9 months, from July 1, 2024, to March 31, 2025. The company performance has therefore been indexed versus the comparable 12-months period in the last year (April 1, 2024, to March 31, 2025). The performance versus a 9-month past fiscal will not be comparable.

# EXTERNAL LANDSCAPE CHANGES



**MEDIA  
FRAGMENTATION**



**INFLATION**



**RETAIL  
LANDSCAPE**



# INTEGRATED GROWTH STRATEGY



## PORTFOLIO

PERFORMANCE DRIVES  
BRAND CHOICE



## ORGANIZATION

EMPOWERED • AGILE  
ACCOUNTABLE



## SUPERIORITY

TO WIN WITH CONSUMERS

## CONSTRUCTIVE DISRUPTION

ACROSS OUR BUSINESS



## PRODUCTIVITY

TO FUEL INVESTMENTS



Baby	Fem	Family	Fabric	Home	Hair	SPC	Grooming	Oral	PHC
Pampers	always	Bounty	Tide	DAWN	head & shoulders	SK-II	Gillette	Crest	vicks
Luvs	TAMPAX	Charmin	Downy	FAIRY	PANTENE	OLAY	Venus	Oral-B	MyQuil DayQuil
		Puffs	ARIEL	Cascade	Rejoice	Old Spice	BRAUN		Meta
			Gain	Febreze	Elmer's	Safeguard			Pepio
			Lenor	Suffert		Secret			Prilosec

# PORTFOLIO

## PERFORMANCE DRIVES BRAND CHOICE



# PORTFOLIO Grooming

## TRADITIONAL SHAVING



## NO NICKS, NO CUTS WORRY FREE SHAVE



## PERFECT SHAVE, PERFECT SHAPE



## ELECTRIC GROOMING



## FEMALE GROOMING



# PORTFOLIO Oral Care

## POWER ORAL CARE



## MANUAL ORAL CARE





**SUPERIORITY**  
TO WIN WITH CONSUMERS



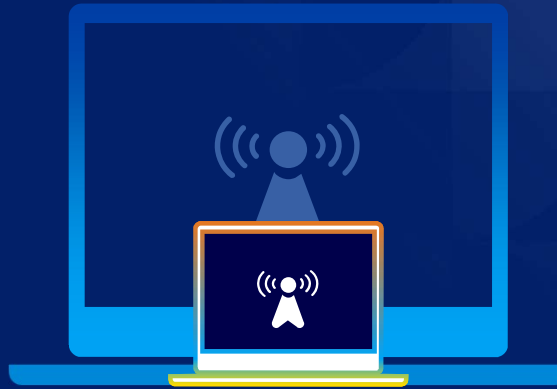
# SUPERIORITY TO WIN WITH CONSUMERS



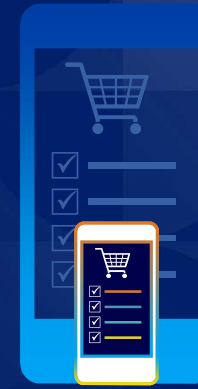
PRODUCT



PACKAGING



COMMUNICATION



RETAIL  
EXECUTION



CONSUMER &  
CUSTOMER VALUE





PRODUCT



Business

**Gillette**



# Oral-B



PRODUCT



# Oral-B



## PACKAGING





PACKAGING



Business

Gillette®

NEW

₹ 149  
₹ 125

**3 PLATINUM COATED BLADES**

Push to fit

**Gillette®  
Guard 3in1**

**SAFER, SMOOTHER,  
FASTER\***

Aquagel  
Lubrastrip

Designed for  
great control

**GUARD 3 IN 1 SAFER, SMOOTHER, FASTER\***

Replaceable blades  
(shown side view)  
slide up and out of the  
anti-slip film area

Gap between blades  
enables easy rinsing  
with the side of the  
razor head

40° degree pivot head  
adapts to your contours  
then re-enters the anti-slip  
film to reduce churning

BENEFITS	Gillette® Guard	Gillette® Guard 3in1
EFFICIENT, SMOOTH SHAVE	✗	✓
GREAT HANDLE CONTROL	✗	✓
GREAT GLIDE	✗	✓
	1 BLADE	3 BLADES
	PLASTIC GRIP	ANTI-SLIP GRIP
	NO LUBRASTRIP	LUBRASTRIP

Razor, MADE IN VIETNAM. PACKED AT: PLEASE REFER TO ALPHADET BEFORE BATCH CODE. IN CASE OF Y: CARE UTILITY PRODUCTS PVT. LTD., E-1263, RIICO INDUSTRIAL AREA, PHASE-I EXTENSION GHATAL, BHIWADI- 301019, DIST-ALWAR, RAJASTHAN, INDIA. IN CASE OF Z: HAWKEYE INDUSTRIAL SECURITY SERVICES, PLOT NO. 211, A-1, NEW INDUSTRIAL AREA, MANDIDEEP, DIST. NAISEN, M.P. 462046, INDIA. IMPORTED & MARKETING BY: GILLETTE INDIA LIMITED, P&G PLAZA, CARDINAL GRACIAS ROAD, ANDHERI (E), MUMBAI, 400099, MAHARASHTRA, INDIA. COMMENTS/ COMPLAINTS/ CONSUMER RELATIONS ON 1800-202-1364 OR ✉ TO MARKETER OR INTOUCH.IM@PG.COM

MRP ₹ 125.00 (INCL. OF ALL TAXES)

CONTENTS: 1N RAZOR  
(1N RAZOR COMPRISES OF 1N HANDLE AND 1N CARTRIDGE)

4 987176 355375 1 >

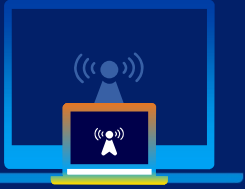
(R) Caution: Keep out of reach of children. Do not ingest blades. Razor is made of 100% recycled plastic.

www.gillette.com © 2025 Gillette P&G  
For help, visit [www.gillette.com](http://www.gillette.com)

DPG Registration no. 93-21-000-96-MAROT/204/22  
Thickness of plastic used is 400 microns overall.

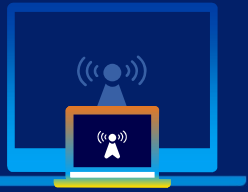
\*Gillette Guard 3 based on P&G internal study. 2021 21146756

**Gillette**



COMMUNICATION





COMMUNICATION

**Oral-B**



EXPERTS



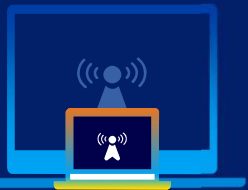
HYGIENE REGIMEN



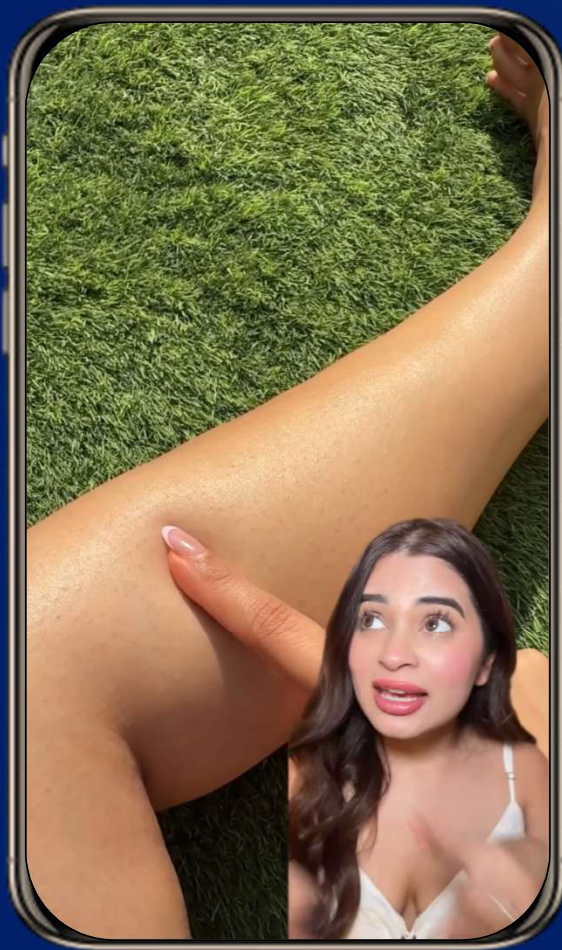
MYTH BUSTERS



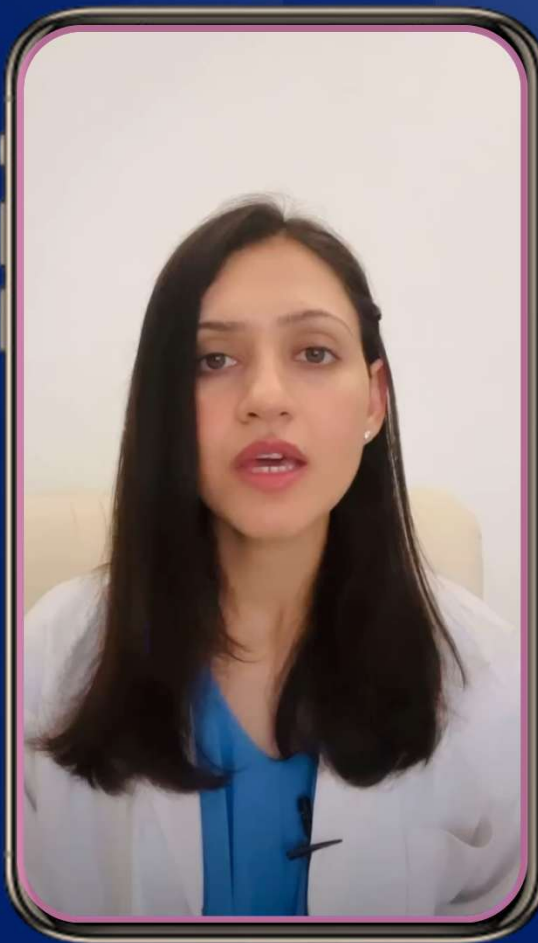
Gillette  
**Venus**



**COMMUNICATION**



**USAGE EXPERIENCE**

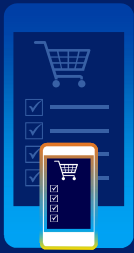


**EXPERTS**



**MYTH BUSTER**





# RETAIL EXECUTION



Jul 11, 2025 13:58  
Padi  
Tami





**PRODUCTIVITY**  
TO FUEL INVESTMENTS



# PRODUCTIVITY INTEGRATED INTO THE STRATEGY

Delivering the same or better output measures...

with lower spending or resource investment

MATERIALS

MANUFACTURING

OVERHEAD

AD SPEND &  
PROMOTION

WORKING  
CAPITAL



INR 38 crores productivity savings for FY 25/26



# CONSTRUCTIVE DISRUPTION

## ACROSS THE BUSINESS



# CONSTRUCTIVE DISRUPTION ACROSS THE BUSINESS

## SMART ASSORTMENT

AI/ML-supported in-house models to **ensuring high demand products are in stock**

## AGILE SUPPLY CHAIN

Continuous transformation and optimization, to enable **advance ordering**

## AUTOMATED AVAILABILITY CHECKS

AI-led Automated **On-Shelf Availability Assessment**





# ORGANIZATION

EMPOWERED • AGILE  
ACCOUNTABLE

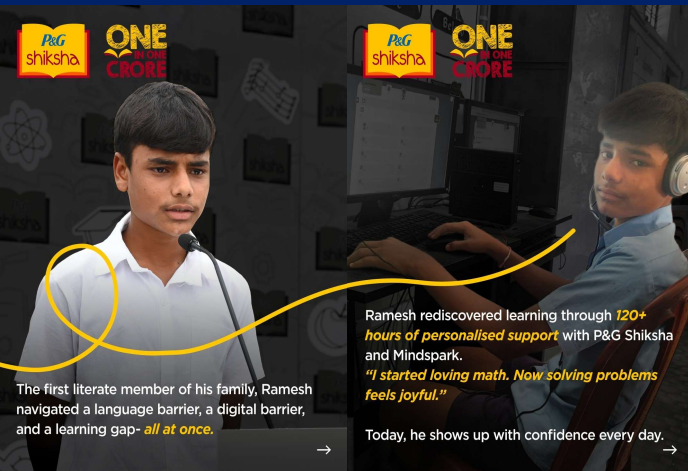


# Prioritizing **Employee Wellbeing** Delivering Superior Employee Value Equation





# Improving Learning Outcomes Impacting 1+ crore children



**P&G shiksha ONE IN ONE CRORE**

The first literate member of his family, Ramesh navigated a language barrier, a digital barrier, and a learning gap- *all at once.*

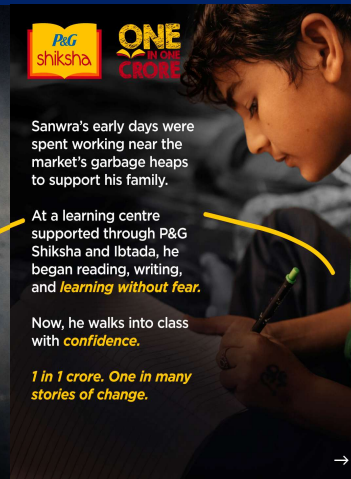
Ramesh rediscovered learning through **120+ hours of personalised support** with P&G Shiksha and Mindspark. *"I started loving math. Now solving problems feels joyful."*

Today, he shows up with confidence every day.




**P&G shiksha ONE IN ONE CRORE**

His mornings earlier were spent collecting waste. *Today, he starts it in a classroom*



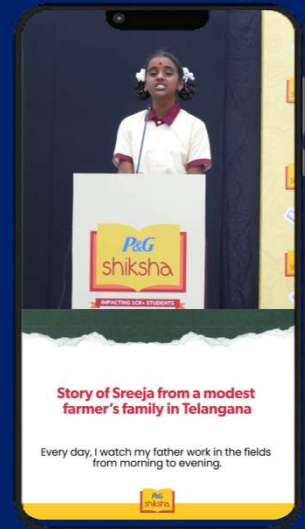
**P&G shiksha ONE IN ONE CRORE**

Sanwra's early days were spent working near the market's garbage heaps to support his family.

At a learning centre supported through P&G Shiksha and Ibtada, he began reading, writing, and *learning without fear.*

Now, he walks into class with *confidence.*

*1 in 1 crore. One in many stories of change.*



**P&G shiksha IMPACTING 1CRORE STUDENTS**

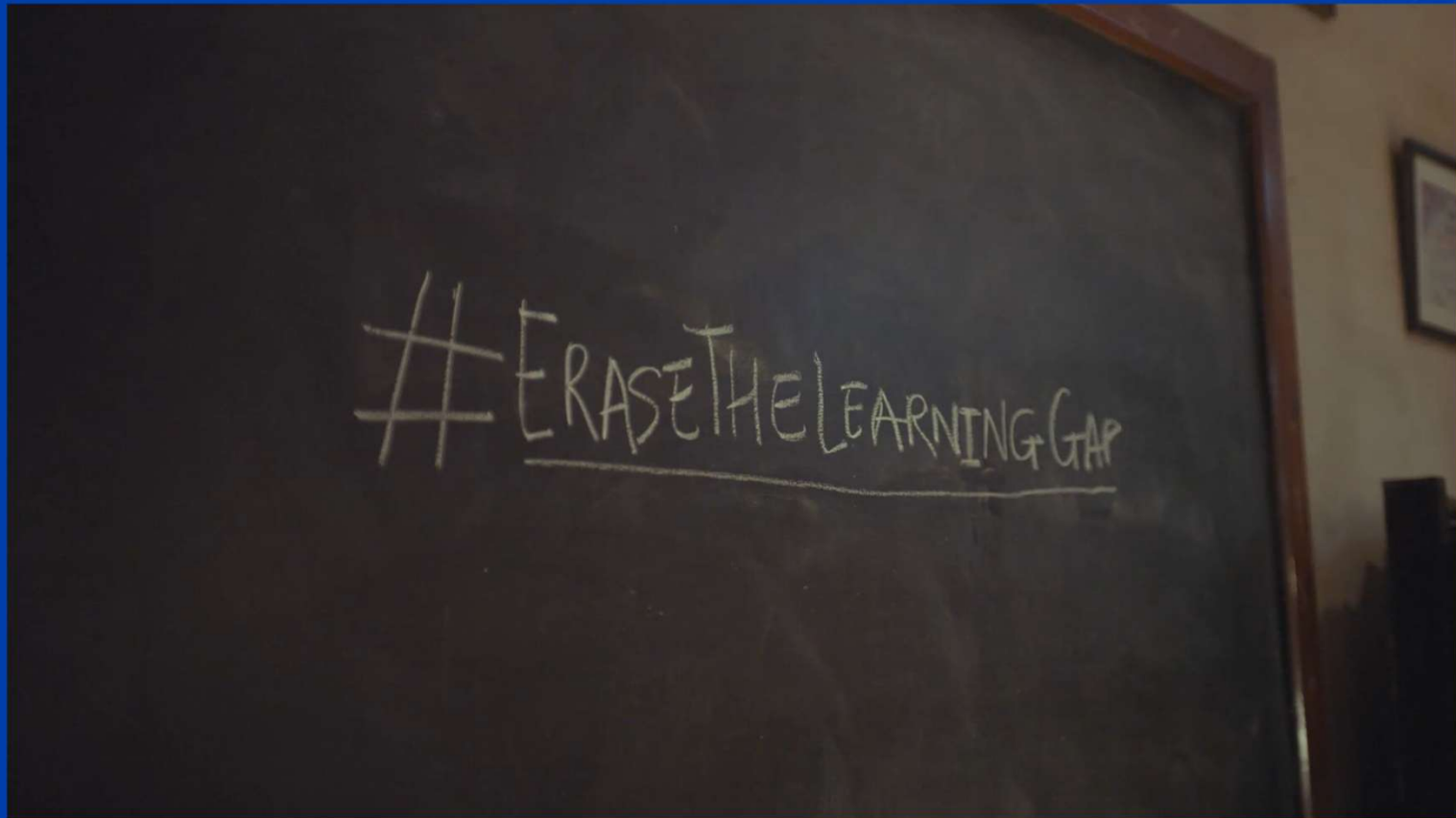
**Story of Sreeja from a modest farmer's family in Telangana**

Every day, I watch my father work in the fields from morning to evening.





# Driving awareness about Learning Gaps, and P&G Shiksha's efforts to **#EraseTheLearningGap**



# EXTERNAL RECOGNITION

Business Live



# LONG TERM TRENDS



# SUPERIOR RESULTS OVER THE PAST 5 YEARS

**+10%**  
**CAGR**  
**NET SALES**

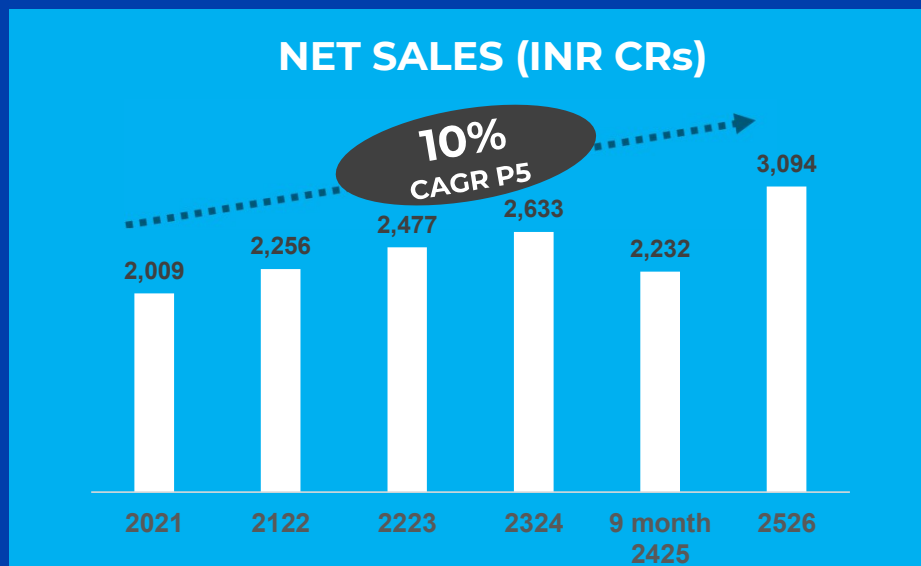
**+17%**  
**CAGR**  
**PAT**

**2X**  
**Increase in**  
**ROE**

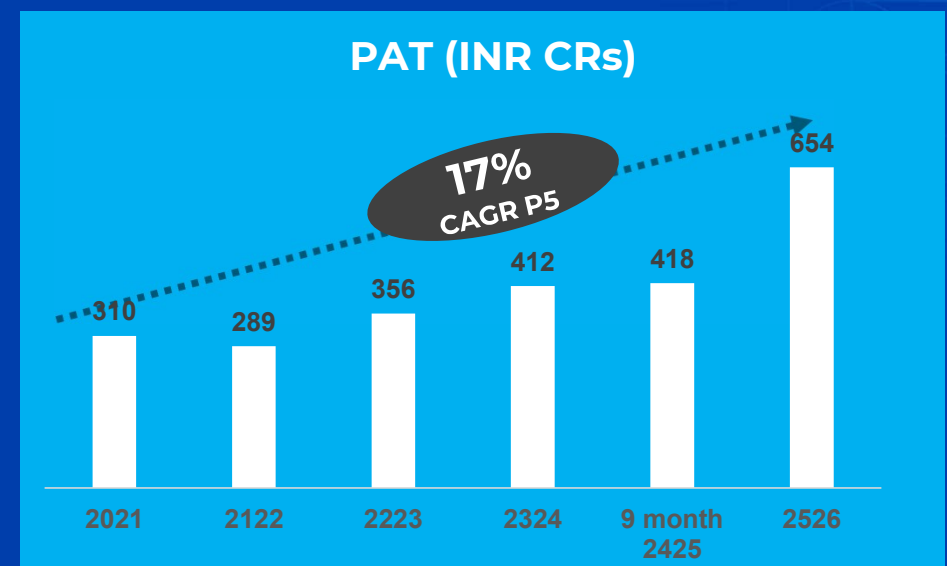


Note: 1) Basis Published results; 2) Net Sales refers to revenue from operations; 3) PAT Excluding OCI; 4) ROE = PAT/ Avg. Equity

# SUPERIOR RESULTS OVER THE PAST 5 YEARS



\* Note: FY 24-25 was a 9-month year due to fiscal year change

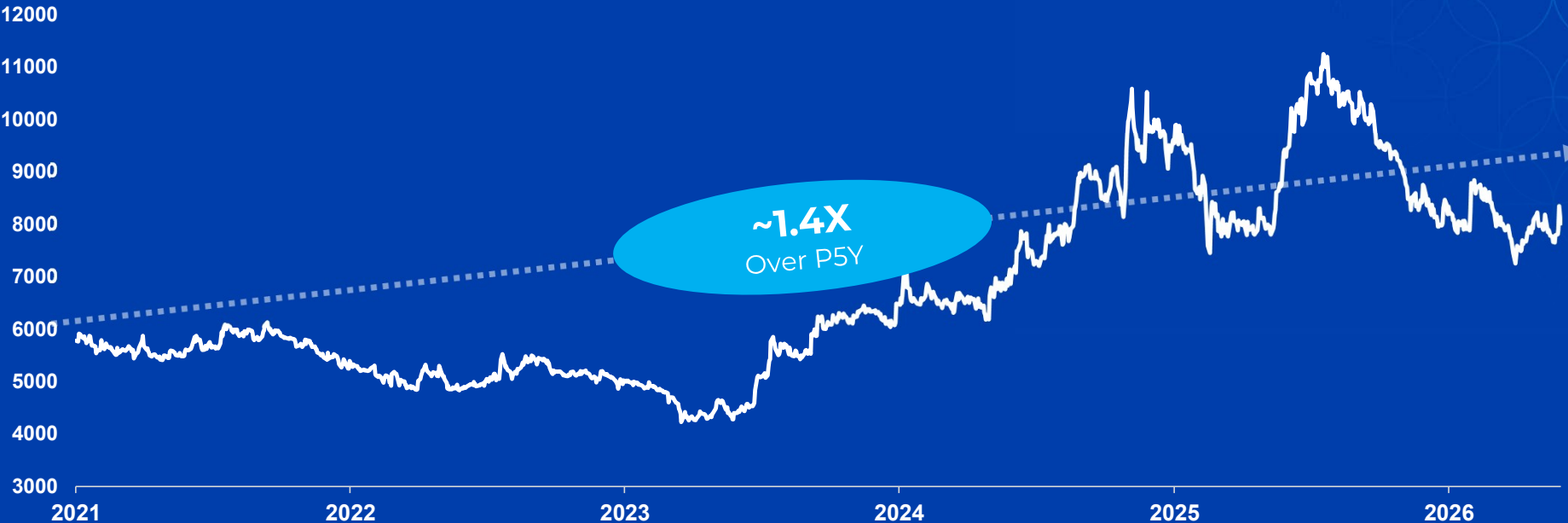


\* Note: FY 24-25 was a 9-month year due to fiscal year change



Note: 1) Basis Published results; 2) Net Sales refers to revenue from operations; 3) PAT Excluding OCI; 4) PAT – Profit After Tax; OCI – Other Comprehensive Income

# CREATING SUPERIOR SHAREHOLDER VALUE



**Over 3 Decades**  
of Consistent Dividend Payout Record



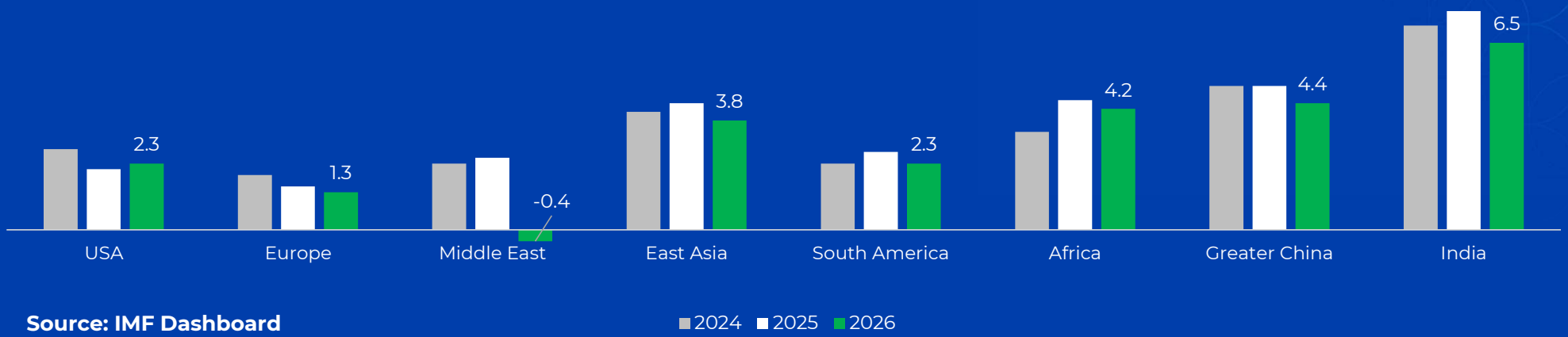
# LANDSCAPE



# STEADY GROWTH AMONGST PEERS

Slowdown vs. P3Y, but India continues to outpace markets globally

Global GDP Growth



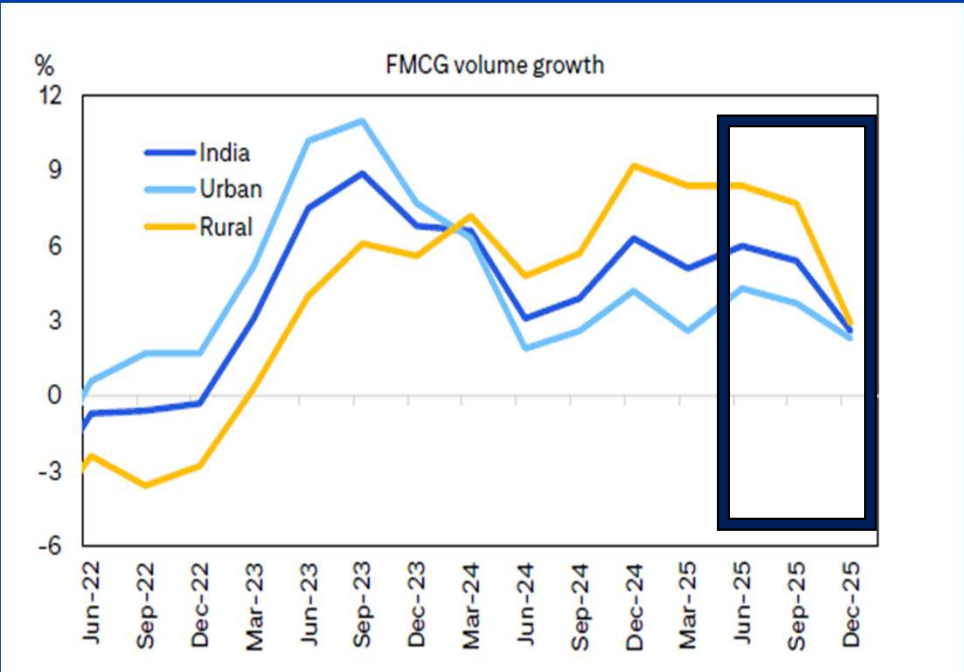
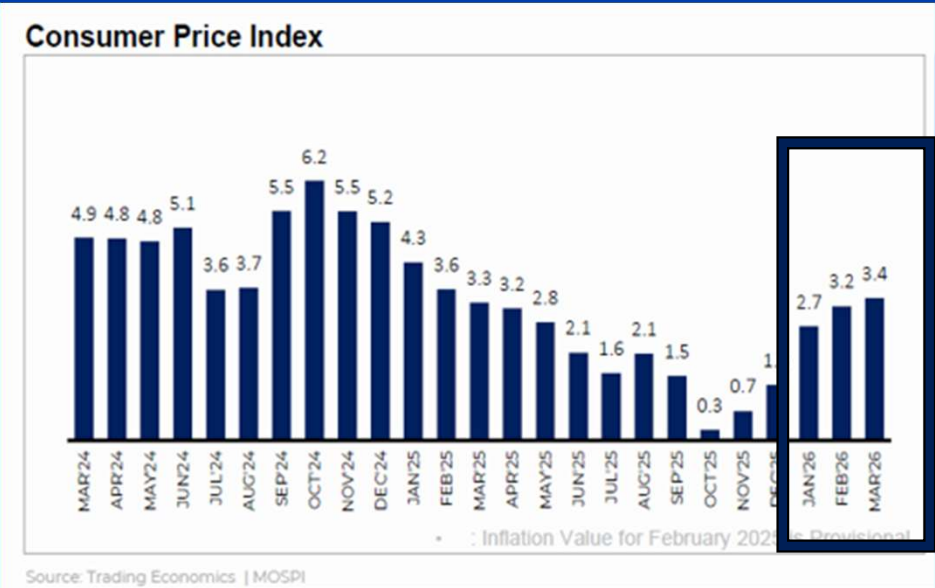
 **Stable economic indicators and investment by government**

 **Evolving Global Trade Policy and Macro economic factors**

# EVOLVING CONSUMPTION TRENDS

**Core Inflation remains muted but watch out on Energy inflation**

**Consumption continues to be soft both Rural and Urban**



Source: NeilsonIQ, FMCG Quarterly Snapshot, Citi Research, SIAM, RBI, Company reports, Media reports

# INTEGRATED GROWTH STRATEGY

Pampers	Brawny	Duracell	Gillette	Crest
Other logos	Other logos	Other logos	Other logos	Other logos

**PORTFOLIO**  
PERFORMANCE DRIVES  
BRAND CHOICE



**ORGANIZATION**  
EMPOWERED • AGILE  
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**SUPERIORITY**  
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**PRODUCTIVITY**  
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# Q&A

