



**Procter & Gamble Hygiene
and Health Care Limited**
CIN: L24239MH1964PLC012971
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:- 500459

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:- Scrip Code:- PGHH

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 1:30 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 Procter & Gamble Hygiene and Health Care Limited

Ghanashyam Hegde
Executive Director & Company Secretary
DIN- 08054712



Procter & Gamble Hygiene and Health Care 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.



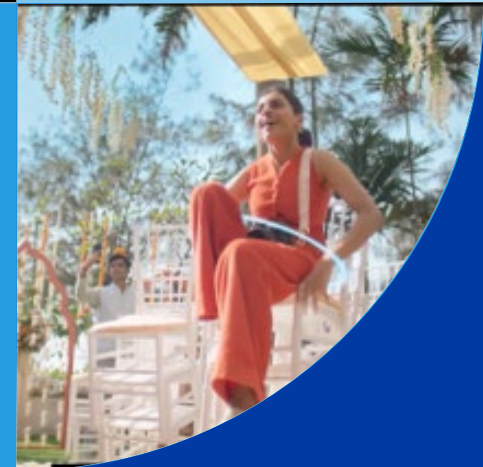
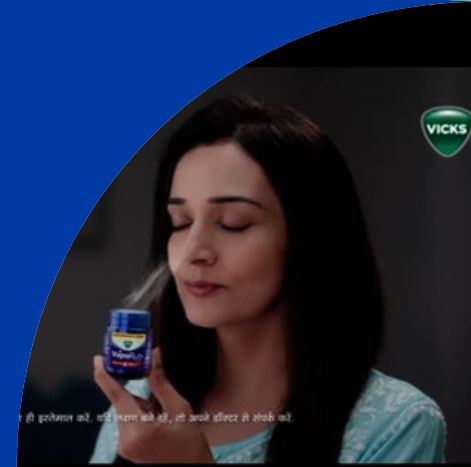


Procter & Gamble Hygiene and Health Care Ltd.

Investor and Analyst Presentation
16 June 2026

AGENDA

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



Fiscal Results 2025-26



FISCAL YEAR 2025-26

RESULTS

**FLAT
SALES**

**+19%
PAT**



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
TRANSFORMATION**

INFLATION

**RETAIL
LANDSCAPE**



Baby	Fem	Family	Fabric	Home	Hair	SPC	Grooming	Oral	PHC
Pampers	always	Downy	Tide	DAWN	head & shoulders	SK-II	Gillette	Crest	VICKS
Lysol	TAMPAX	Charmin	Downy	FAIRY	PANTENE	OLAY	Venus	Oral-B	NyQuil DayQuil
		Puffs	ARIEL	Cascade	Rejoice 飘柔	Old Spice	BRAUN		Meta MUCIL
		Gain	lenor	Febreze	Herbal Essences	Safeguard			Pepito Bismol
				Swiffer	Secret				Prilosec

PORTFOLIO

PERFORMANCE DRIVES BRAND CHOICE



PORTFOLIO Feminine Care

whisper

360° PROTECTION



ALL - NIGHT PROTECTION



DAY- LONG LEAK PROTECTION



PORTFOLIO Health Care



THROAT



VICKS RUB, INHALER & ROLL ON



SLEEP





SUPERIORITY
TO WIN WITH CONSUMERS



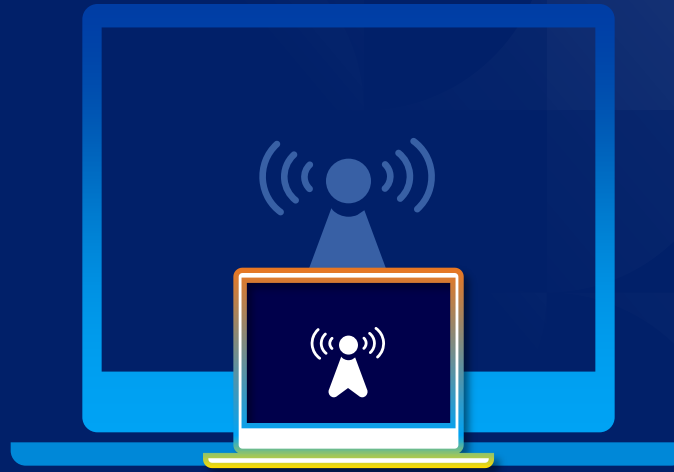
SUPERIORITY TO WIN WITH CONSUMERS



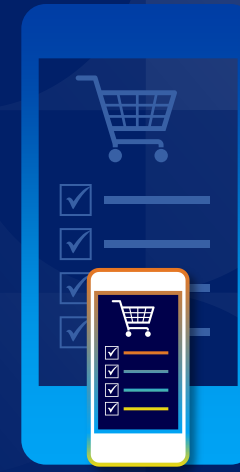
PRODUCT



PACKAGING



COMMUNICATION



RETAIL EXECUTION



CONSUMER & CUSTOMER VALUE



whisper



PRODUCT

New & Improved

M-L
60-100 cm
12 PANTIES

whisper[®]
super absorbent Period Panty

360°
LEAKAGE PROTECTION*
for heavy flow

FRONT

Disposable

Fragrance Free

Absorbs Heavy Gushes



whisper



PRODUCT

SUPER SAVER[®] **40** PADS **XXL**

NEW

whisper[®]
choice **nights**

Up to **100%** worry free
PROTECTION
All **Night**[®]

- Cottony Softness[®]
- Super sticky wings
- Hygienic disposal bags

4X BACK COVERAGE[^]

Cottony Soft[®]

XXL
317 mm
7 PADS

ULTRA
whisper[®]
bindazzZ nights

UP TO **0% LEAKS**
all night^{*}

HEAVY FLOW

NEARLY **40% LONGER** WITH WIDER BACK





PRODUCT





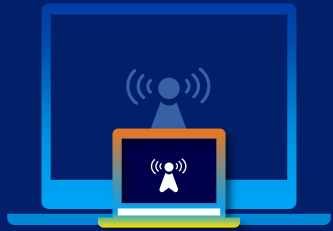
PRODUCT





PACKAGING

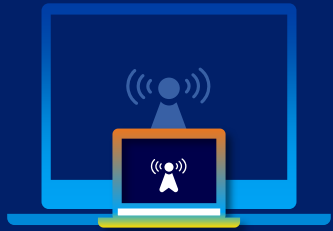




COMMUNICATION

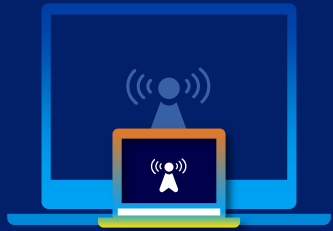
*रचनात्मक चित्रण. *हमेशा लेबल पढ़ें. निर्देश अनुसार ही इस्तेमाल करें. यदि लक्षण बने रहें, तो अपने डॉक्टर से संपर्क करें. *सर्दी के कारण होनेवाली खांसी और बंद नाक से





COMMUNICATION





whisper

COMMUNICATION



When your period shows up between you and victory,





whisper

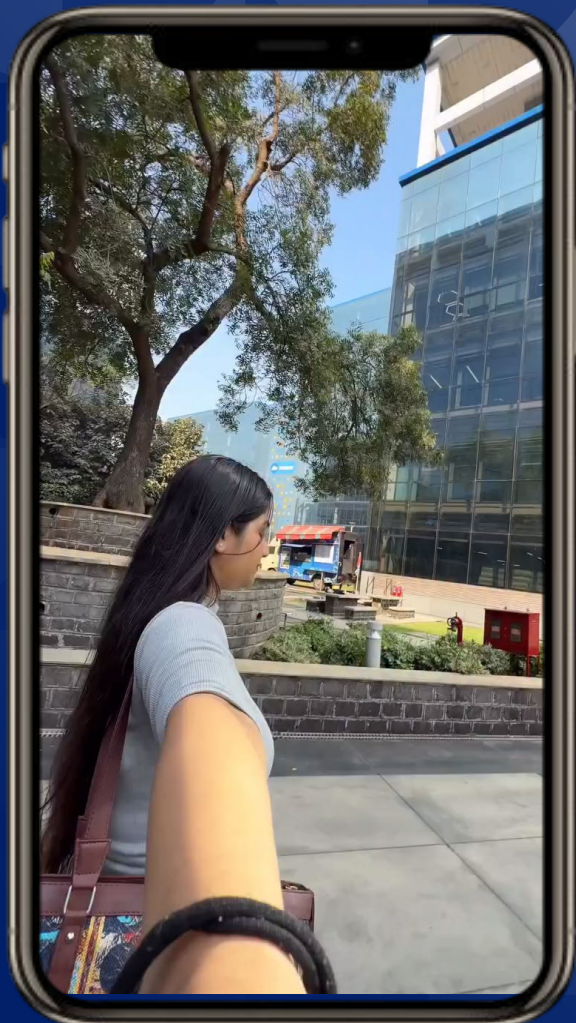
COMMUNICATION



RELATABLE VOICE

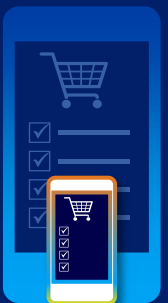


EXPERTS



FAMILIAR GIRL
NEXT DOOR





RETAIL EXECUTION



VICKS Cough & Cold - Conquer them all with Vicks
Shop Vicks >

Vicks Vaporub 50ml, Relief From Cold, Cough...
★★★★★ 4,322
prime

Delivery in **8 minutes**
Sector 62, Gurgaon Division, Gurugram

Search "atta"

Order again

Whisper

Our Best Period Protection for Heavy Flow

WHISPER ULTRA HYGIENE+COM...
★★★★★ 5,006

WHISPER ULTRA HYGIENE+COM...
★★★★★ 56,094

Showing products with fast delivery
See all products, across price ranges.

Check each product page for other buying options.

Sponsored by
WHISPER BINDAZZ NIGHTS PERIOD PANTY, 6 M-L PADS, 360 DEGREE LEAKAGE PROTECTION...

Summer Fest

8:03

Blinkit in **8 minutes**
HOME - C 355

Search "gardening essentials"

All Wedding Winter Electronics Beauty

whisper Period Panty

Get up to **45% OFF**
360° leakage protection

Shop now

vicks_india and letsblinkit

Someone ordered **9,150** Vicks cough drops in 2024

blinkit

Poster saal ki KHICH KHICH door hogayi

VICKS

ZzzQuil NATURAL

ZzzQuil NATURAL

ZzzQuil NATURAL

6 SYMPTOMS RELIEF

1 MUSCULAR STIFFNESS 2 BLOCKED NOSE 3 BREATHING DIFFICULTY 4 COUGH 5 BODY ACHE 6 HEADACHE

EK VICKS ASAR

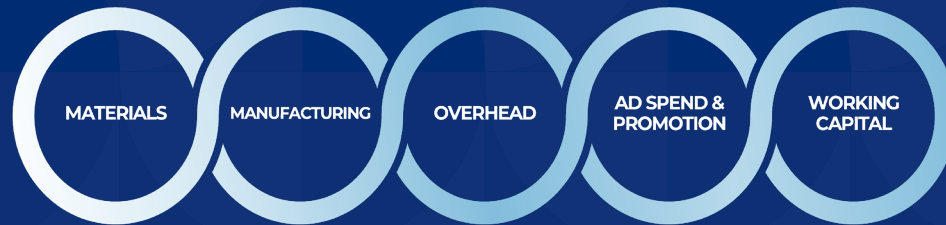
VapoRub

100% worry free PROTECTION All Night*

Worry free period nights

*helps protect against leaks based on P&G's technical data for normal pad usage of ~8 hours





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 86 crores productivity savings for FY 25/26

LEAN
INNOVATION



BRAND
BUILDING

SUPPLY
CHAIN



DIGITIZATION
& DATA
ANALYTICS

CONSTRUCTIVE DISRUPTION

ACROSS THE BUSINESS

Investing in Data and Platforms to drive operational efficiency and accuracy

**CORE DATA
LAKE**

**OPERATIONAL
DATA**

AI FACTORY

**CONSUMER
RESEARCH**



SECTOR BUSINESS UNITS



FOCUS MARKETS / MARKET OPERATIONS

ENTERPRISE MARKETS



GBS and CORPORATE RESOURCES

ORGANIZATION
EMPOWERED • AGILE
ACCOUNTABLE

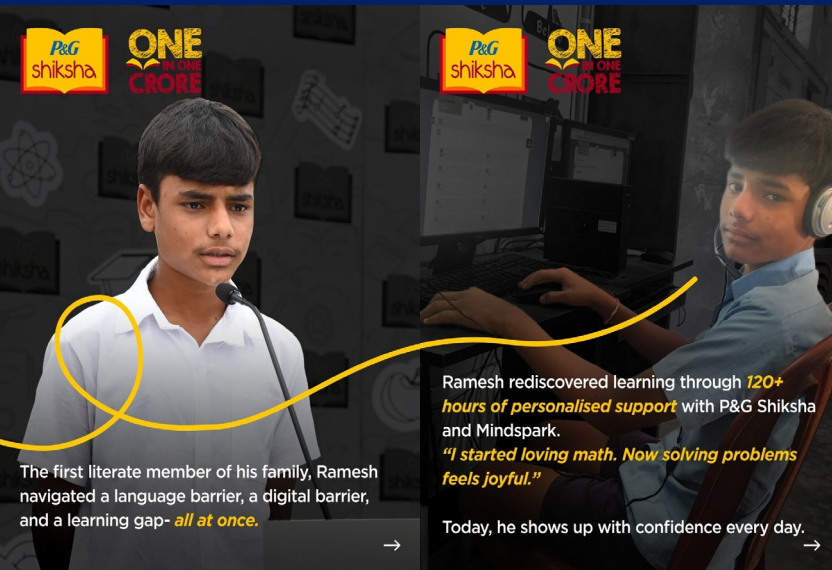


Prioritizing **Employee Wellbeing** Delivering Superior Employee Value Equation





Improving Learning Outcomes Impacting 1+ crore children

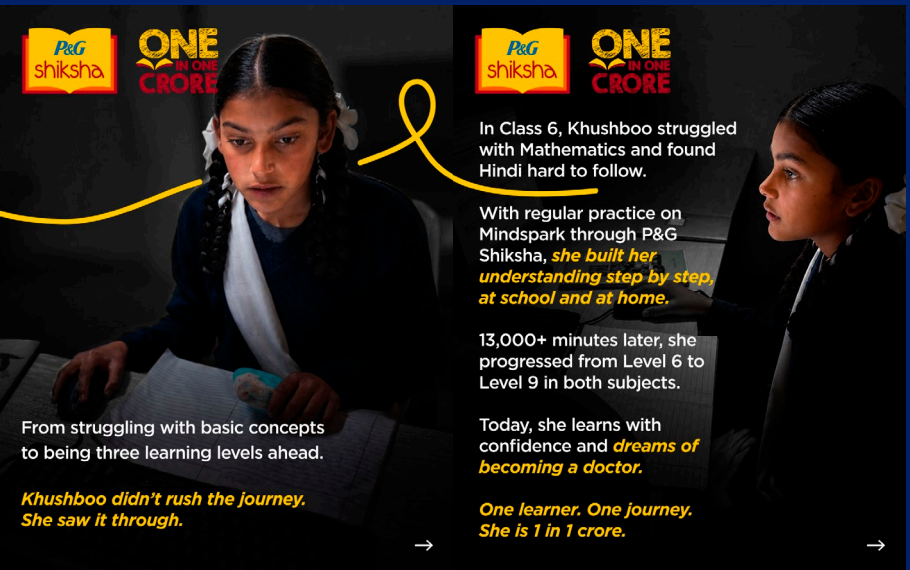


P&G shiksha ONE IN ONE CRORE

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

In Class 6, Khushboo struggled with Mathematics and found Hindi hard to follow.

With regular practice on Mindspark through P&G Shiksha, *she built her understanding step by step, at school and at home.*

13,000+ minutes later, she progressed from Level 6 to Level 9 in both subjects.

Today, she learns with confidence and *dreams of becoming a doctor.*

One learner. One journey. She is 1 in 1 crore.

From struggling with basic concepts to being three learning levels ahead.

Khushboo didn't rush the journey. She saw it through.



P&G shiksha

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

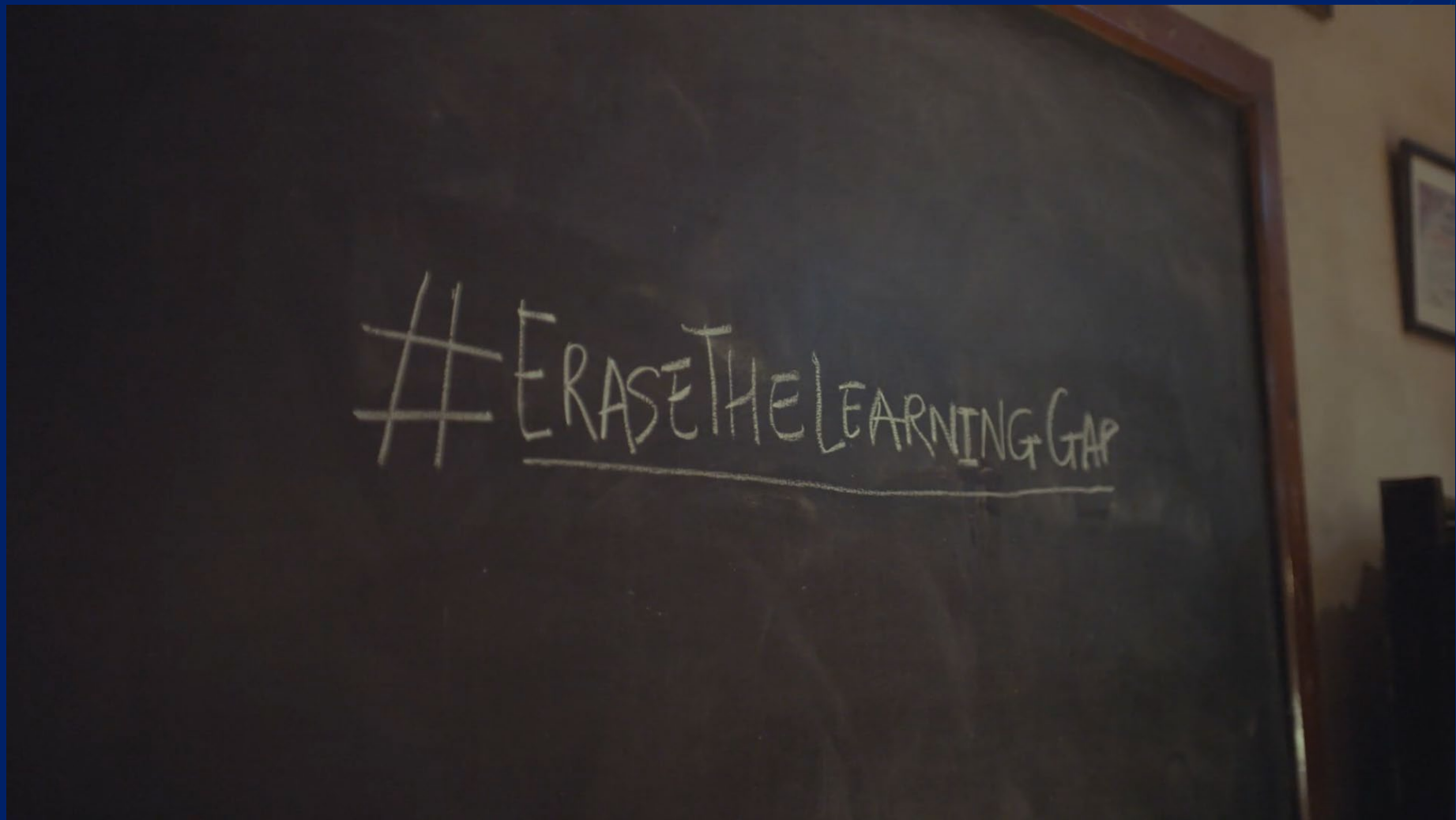
Every day, I watch my father work in the fields from morning to evening.

P&G shiksha

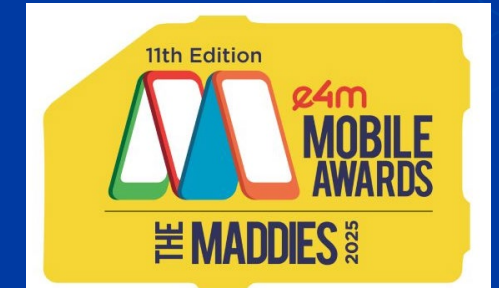




Driving awareness about Learning Gaps, and P&G Shiksha's efforts to [#EraseTheLearningGap](#)



EXTERNAL RECOGNITION



TOP EMPLOYER FOR LGBT+ INCLUSION

LONG TERM TRENDS



SUPERIOR RESULTS OVER THE PAST 10 YEARS

+6%
CAGR
NET SALES

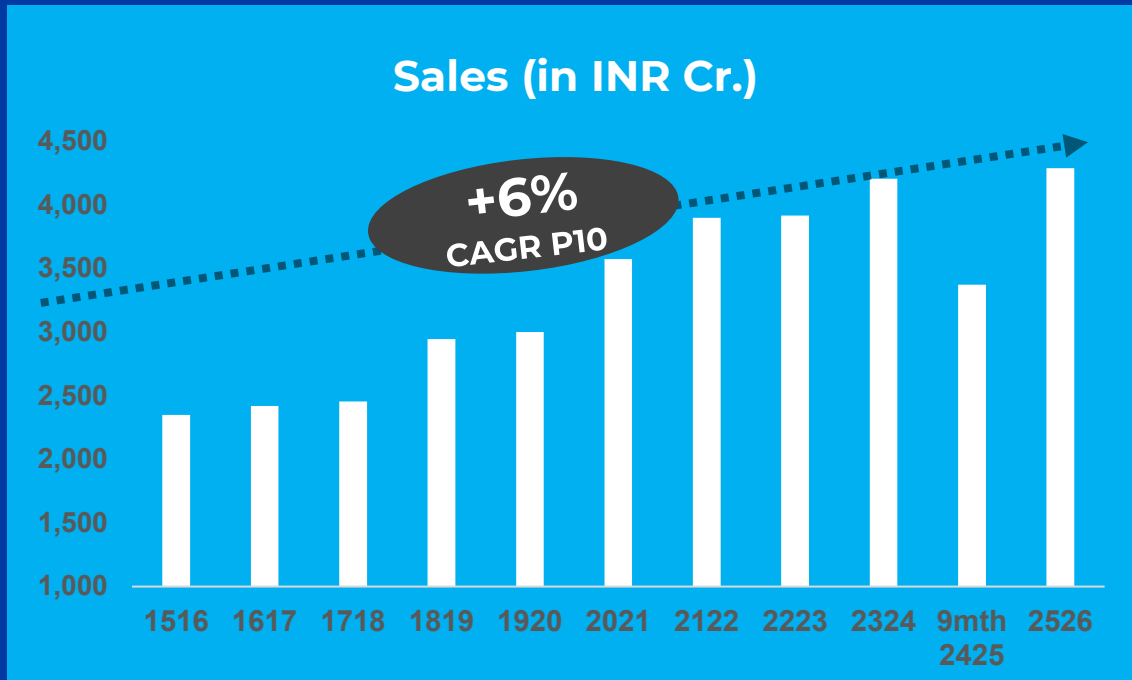
+8%
CAGR
PAT

3X
Increase in
ROE

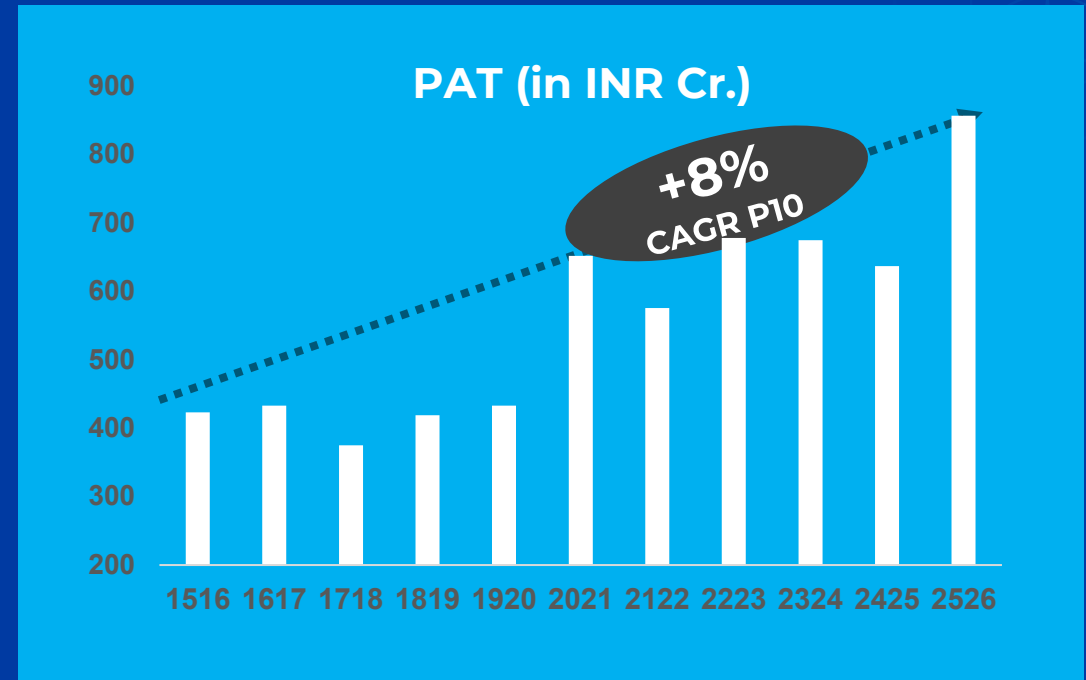


Note: 1) Basis Published results; 2) Net Sales refers to revenue from operations; 3) PAT Excluding OCI; 4) ROE = PAT/ Avg. Equity

SUPERIOR RESULTS OVER THE PAST 10 YEARS



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



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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



Looking Ahead...

LONG-TERM GROWTH ALGORITHM

Sales

Grow Ahead of
Market to
Drive Share growth

Profitability

Improve
Margins

Productivity

Consistent prudence
to fuel growth



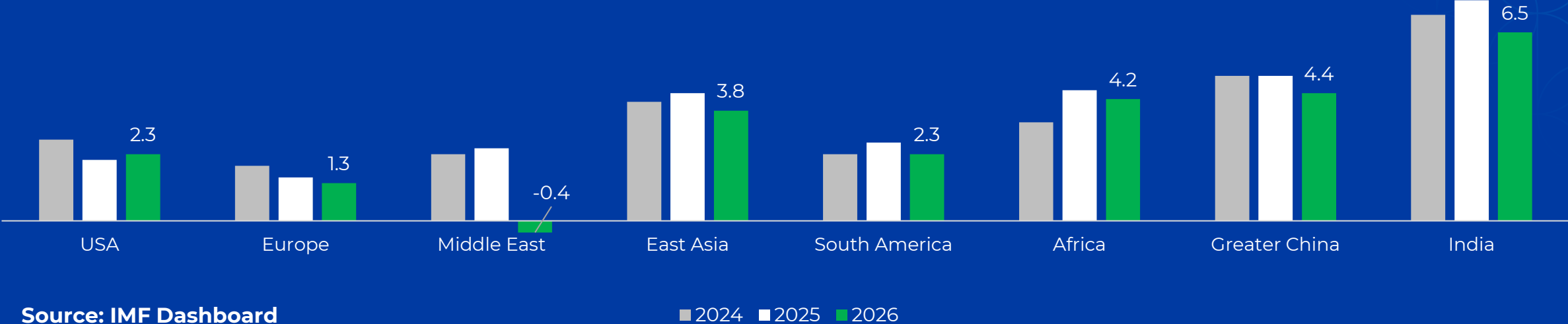
LANDSCAPE



STEADY GROWTH AMONGST PEERS

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

Global GDP Growth



Source: IMF Dashboard

■ 2024 ■ 2025 ■ 2026



**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

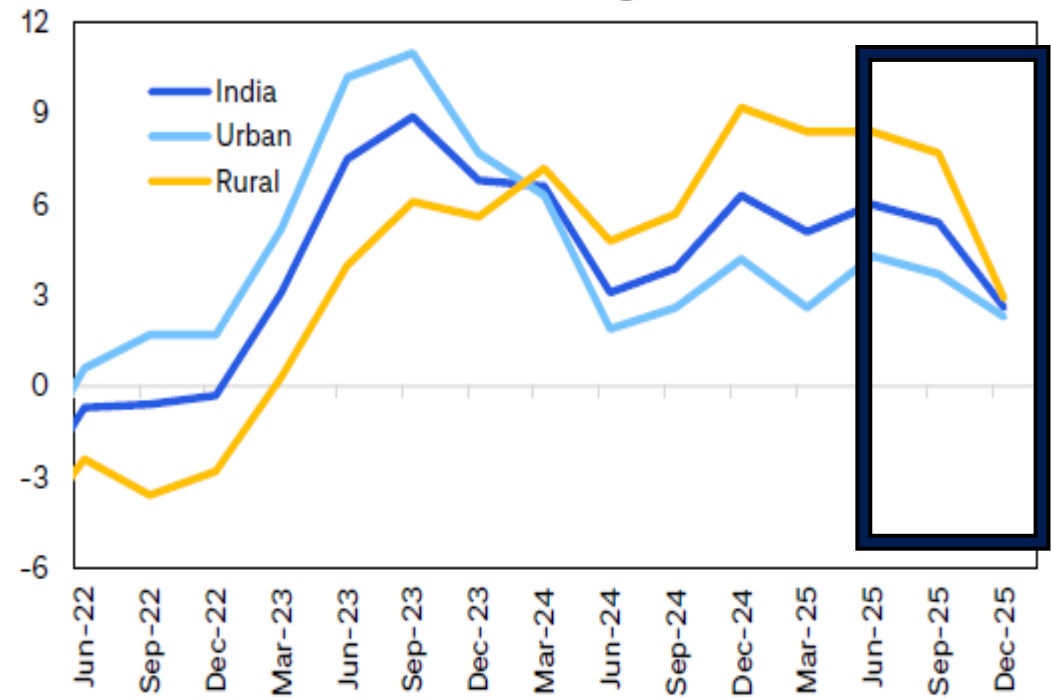
Consumption continues to be soft both Rural and Urban

Consumer Price Index



Source: Trading Economics | MOSPI

FMCG volume growth



Q&A

