



Gillette India Limited
CIN: L28931MH1984PLC267130
Regd. Office
P&G Plaza, Cardinal Gracias Road,
Chakala, Andheri (E),
Mumbai - 400099
Tel: (91-22) 6958 6000
Fax: (91-22) 6958 7337
Website: in.pg.com

August 31, 2026

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

To,
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:- Proceedings of the 42nd Annual General Meeting (AGM) of Shareholders held on August 31, 2026

Pursuant to Regulation 30 read with Para A (13) of Part A of Schedule III of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we hereby inform you that the 42nd Annual General Meeting of the Company was held on August 31, 2026, at 11.00 a.m. through Video Conferencing (“VC”) / Other Audio Visual Means (“OAVM”). In this respect, please find enclosed a summary of proceedings of the 42nd Annual General Meeting.

Further, we have also enclosed a copy of the presentation made at the 42nd Annual General Meeting held today, i.e., August 31, 2026.

Kindly take the above on record and oblige.

Thanking you,

Yours faithfully,
For Gillette India Limited

Flavia Peter Flavia Peter Machado
2026.08.31 19:24:09
Machado +05'30'
Flavia Machado
Company Secretary



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Summary of the proceedings of the 42nd Annual General Meeting of Gillette India Limited held today, August 31, 2026, at 11:00 A.M. through Video Conferencing ("VC") / Other Audio Visual Means ("OAVM"). The venue was deemed to be the Registered Office of the Company at P&G Plaza, Cardinal Gracias Road, Chakala, Andheri East, Mumbai – 400 099.

Requisite quorum being present, the proceedings of the meeting commenced at 11:00 A.M.

Ms. Flavia Machado, Company Secretary, welcomed the shareholders to the 42nd Annual General Meeting (AGM).

Ms. Anjuly Chib Duggal, Chairperson of the Board and Chairperson of the Corporate Social Responsibility Committee of the Company chaired the meeting. The Chairperson welcomed all the Members and called the meeting to order.

The Chairperson informed the Shareholders that the AGM is being conducted through audio video means as permitted by the Ministry of Corporate Affairs (MCA). The Notice of AGM along with the Annual Report for the financial year 2025-26 were sent to the shareholders electronically in view of the MCA and SEBI circulars in this respect.

The Chairperson then introduced the Board members and Company officials, present at the meeting as follows.

Present at the venue:

Ms. Anjuly Chib Duggal, Chairperson & Independent Director

Mr. Kumar Venkatasubramanian, Managing Director, and Chairperson of the Risk Management Committee

Ms. Ashwath Rao, Chief Financial Officer

Ms. Flavia Machado, Company Secretary

Ms. Srividya Srinivasan, Vice President - Finance

Directors participating virtually:

Mr. Sanjay Asher, Independent Director and Chairperson of the Audit Committee and Nomination & Remuneration Committee;

Mr. Krishnamurthy Iyer, Independent Director

Mr. Robin Thadathil, Executive Director

Mr. Pramod Agarwal, Non-Executive Director and Chairperson of the Stakeholder Relationship Committee.

Mr. Ghanashyam Hegde, Non- Executive Director



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The representatives of the Statutory Auditors and Secretarial Auditors had also joined this meeting.

It was confirmed that the Auditors' Report did not contain any qualifications or observations.

Ms. Flavia Machado, Company Secretary, briefed the Members through the general instructions regarding virtual participation in this AGM, resolutions being put through vote and e-voting process. Live streaming of the meeting was also available on the NSDL website. She also informed the members that the requisite statutory registers were available for electronic inspection for the shareholders who wished to view the same on the e-voting system.

Ms. Machado informed that the Company had provided an e-voting facility for members to cast their vote through remote e-voting, which had commenced on Friday, August 28, 2026 at 9:00 A.M. and ended on Sunday, August 30, 2026, at 5:00 P.M. Those Members who had not done so were eligible to vote through the e-voting system within 30 minutes post conclusion of the AGM. Mr. Kamalax Saraf, M K Saraf & Associates LLP, Practicing Company Secretaries, was appointed as the Scrutinizer for conducting the scrutiny of votes cast through e-voting at the meeting.

The resolutions proposed to be passed at the Annual General Meeting contained in the Notice convening the Meeting, which was circulated to the Members, and read by Ms. Flavia Machado, were:

Sr. No.	Item
	Ordinary Business
1	To adopt the Financial Statements for the Financial Year ended March 31, 2026, together with the Reports of the Auditors and Directors thereon (Ordinary Resolution)
2	To confirm payment of interim dividend and to declare final dividend for the Financial Year ended March 31, 2026 (Ordinary Resolution)
3	To re-appoint Mr. Pramod Agarwal, Non-Executive Director, retiring by rotation. (Ordinary Resolution)
	Special Business
4	To appoint Mr. Ghanashyam Hegde as a Non-Executive Director of the Company, liable to retire by rotation. (Ordinary Resolution)
5	To appoint Mr. Robin Thadathil as a Whole-time Director of the Company, liable to retire by rotation. (Ordinary Resolution)
6	To appoint Mr. Krishnamurthy Iyer as an Independent Director of the Company, not liable to retire by rotation. (Special Resolution)

Mr. Kumar Venkatasubramanian, Managing Director made a presentation to the Members on Company's financial performance, business strategy and category performance.

**Gillette India Limited**

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The Chairperson invited the Members for their comments and questions on the Financial Accounts and the Annual Report. The Members raised questions/made observations relating to the Annual Accounts and the Annual Report. The Management responded to the queries raised by the Members.

The Chairperson informed the Members that the results of the voting would be announced on receipt of the Scrutinizer's Report, within 2 working days of conclusion of the meeting to the Stock Exchanges and would be made available on the website of the Company.

The Meeting concluded at 01:08 P.M. The Members who had not completed voting earlier and intended to do so were given 30 minutes to complete the e-voting on NSDL portal. The e-voting portal closed at 1:38 P.M.

For Gillette India Limited

Flavia Peter Flavia Peter
Machado Machado
2026.08.31
19:13:19 +05'30'

Flavia Machado
Company Secretary

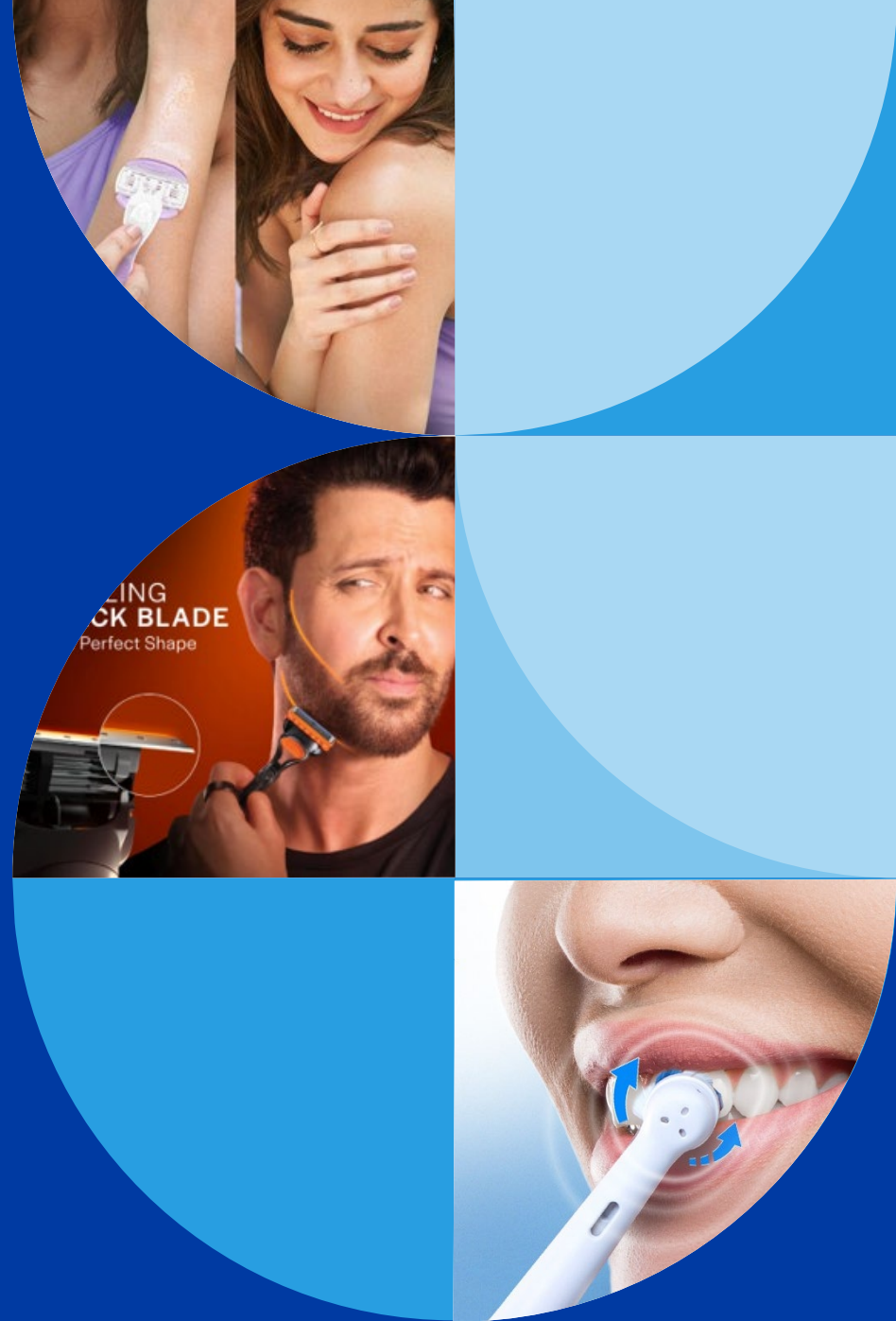


Gillette India Ltd.

Annual General Meeting
31 Aug 2026

AGENDA

- Business Results
- Strategy and Fiscal Updates
- Q&A



Fiscal Results 2025-26



DELIVERED A STRONG YEAR

FY 2025-26 | *Consistent, Balanced Growth*

+8%
SALES

+23%
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.

SUPERIOR RESULTS OVER THE PAST 5 YEARS

+10%
CAGR
NET SALES

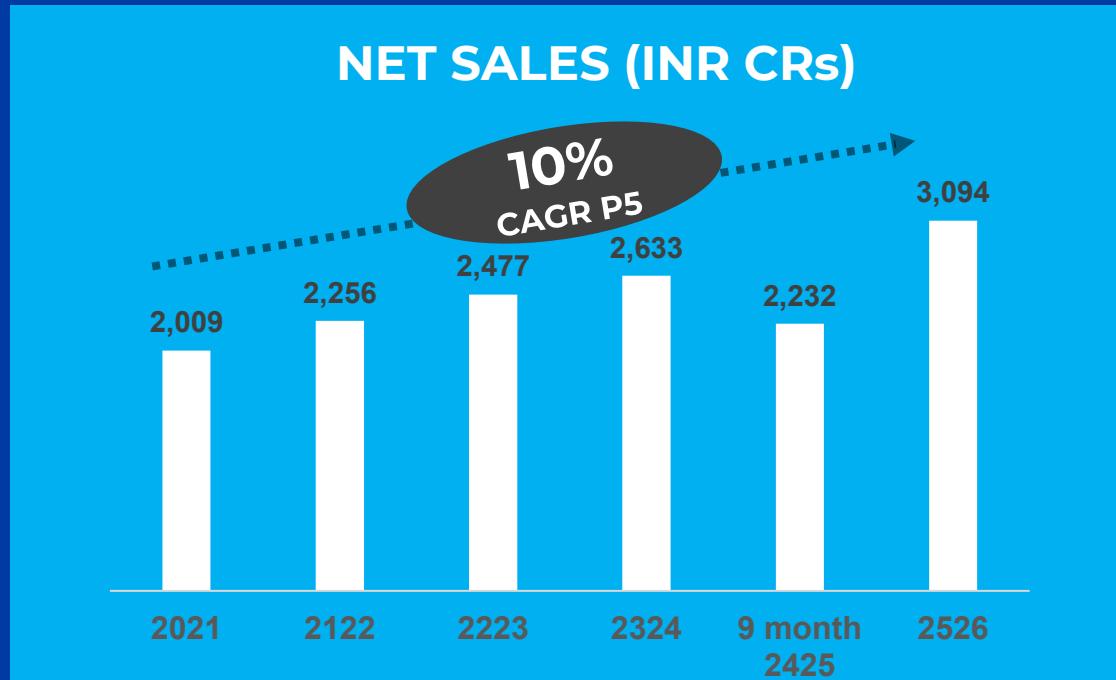
+17%
CAGR
PAT

2X
Increase in
ROE

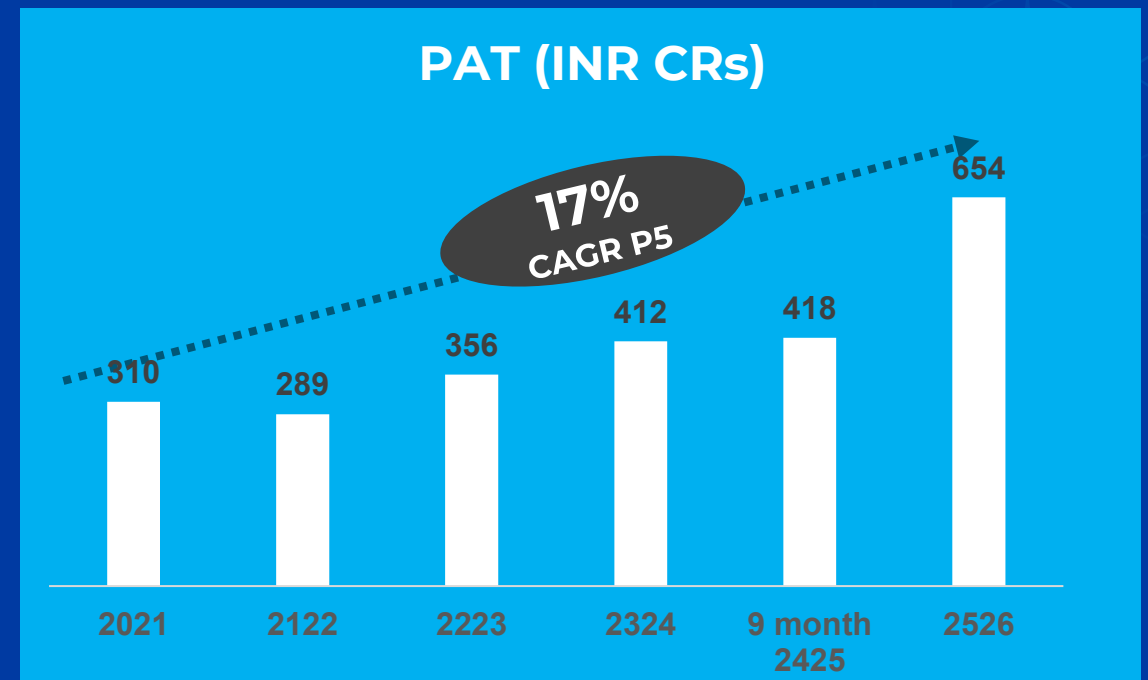


Note: 1) Basis Published results; 2) Net Sales refers to revenue from operations; 3) PAT Excluding OCI; 4) ROE = PAT/ Avg. Equity

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

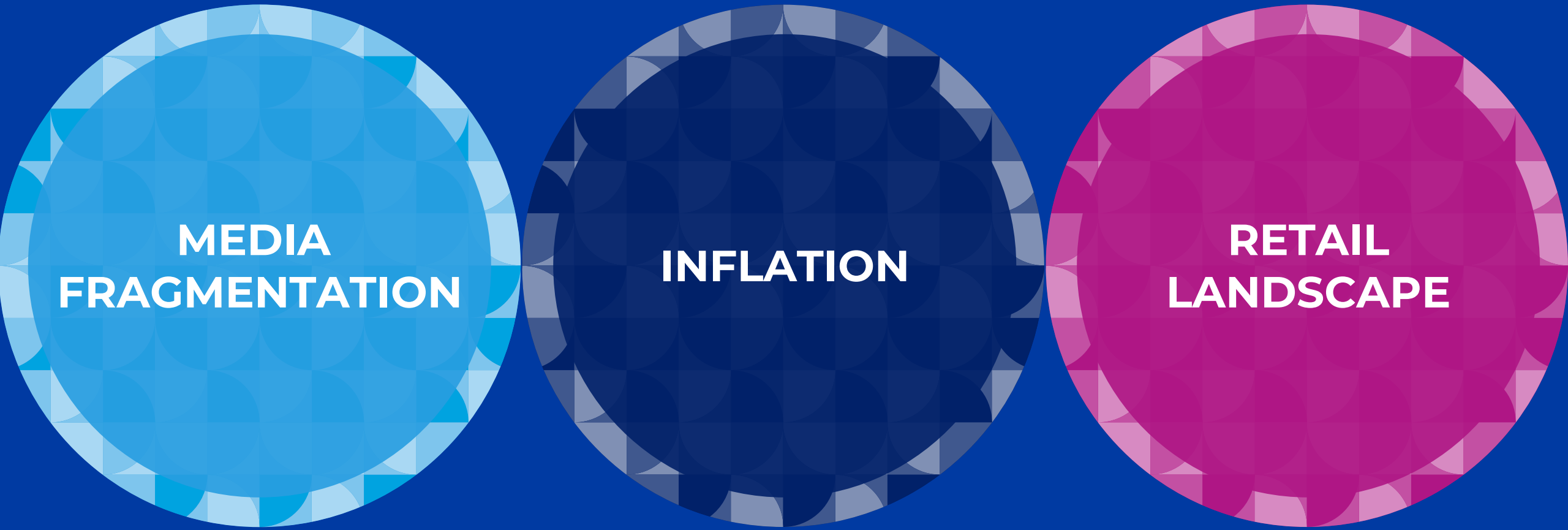
CREATING SUPERIOR SHAREHOLDER VALUE



Over 3 Decades
of Consistent Dividend Payout Record



EXTERNAL LANDSCAPE CHANGES



**MEDIA
FRAGMENTATION**

INFLATION

**RETAIL
LANDSCAPE**



INTEGRATED GROWTH STRATEGY

Beauty	Home	Health	Consumer	Professional	Financial	Technology	Energy	Other
Banila Co	adidas	Amway	Avon	Avon	Avon	Avon	Avon	Avon
Avon	Avon	Avon	Avon	Avon	Avon	Avon	Avon	Avon
Avon	Avon	Avon	Avon	Avon	Avon	Avon	Avon	Avon
Avon	Avon	Avon	Avon	Avon	Avon	Avon	Avon	Avon
Avon	Avon	Avon	Avon	Avon	Avon	Avon	Avon	Avon
Avon	Avon	Avon	Avon	Avon	Avon	Avon	Avon	Avon
Avon	Avon	Avon	Avon	Avon	Avon	Avon	Avon	Avon
Avon	Avon	Avon	Avon	Avon	Avon	Avon	Avon	Avon
Avon	Avon	Avon	Avon	Avon	Avon	Avon	Avon	Avon

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	Downy	Tide	DAWN	head & shoulders	SK-II	Gillette	Crest	VICKS
lvs	TAMPAX	Charmin	Downy	FAIRY	PANTENE	OLAY	Venus	Oral-B	NyQuil DayQuil
		Puffs	ARIEL	Cascade	Rejoice 飄柔	Old Spice	BRAUN		Meta Mucil
			Gain	Febreze	Herbessence	Safeguard			Pepito Blumel
			lenor	Swiffer		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



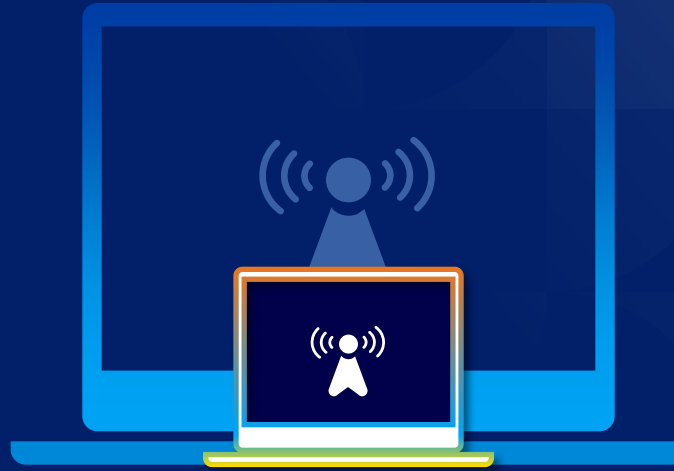
SUPERIORITY TO WIN WITH CONSUMERS



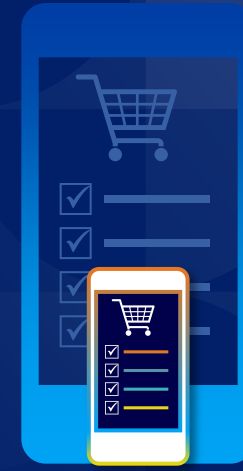
PRODUCT



PACKAGING



COMMUNICATION



RETAIL
EXECUTION



CONSUMER &
CUSTOMER VALUE

Gillette



PRODUCT



Oral-B



PRODUCT



Oral-B



PACKAGING



Gillette®



PACKAGING



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
(Green side up)
खोलें हटानी आसानी है। खोलें का हल दिखता आसानी से।

Gap between blades
enables easy rinsing
खोलें के बीच की आसानी से
सफाई आसानी से।

40° degree pivot head
adapts to your contours
रेजर का लॉकिल है। आपके चेहरे
के हिसाब से एडजस्ट हो जाएगा।

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

Razor. MADE IN VIETNAM. PACKED AT: PLEASE REFER TO ALPHABET 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. RAISEN, 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 355751

(IN) Caution: Keep out of reach of children. Do not wipe blades.

Blister is made of 80% recycled plastic.

www.Gillette.com

Gillette®

THE BEST A MAN CAN GET™

© 2025 Gillette

P&G

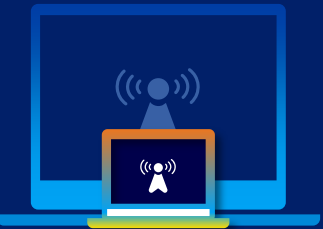
www.pg.com

PET

RBD

CPCB Registration no. BG-21-006-06-00039340-22
Thickness of plastic used is 400 microns maximum.

*Vs. Gillette Guard. Based on P&G internal study, 2023 21346756



COMMUNICATION

Oral-B



EXPERTS

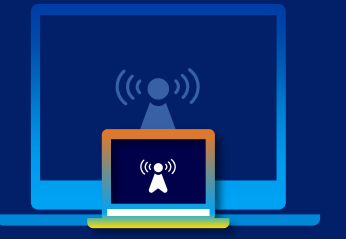


HYGIENE REGIMEN

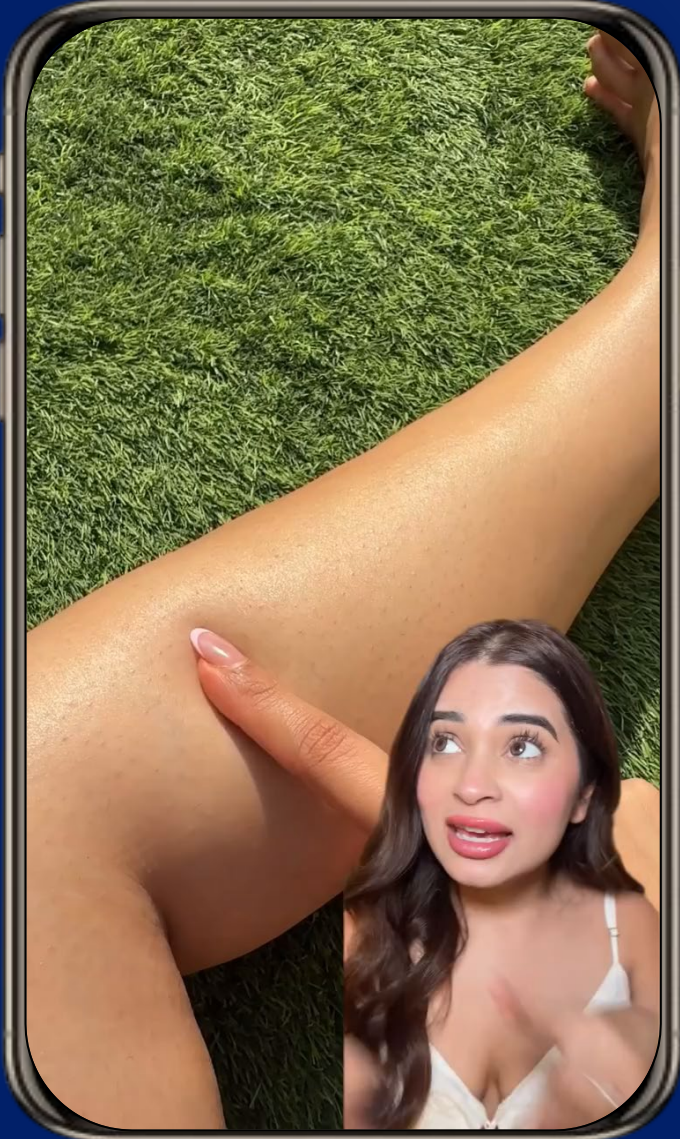


MYTH BUSTERS

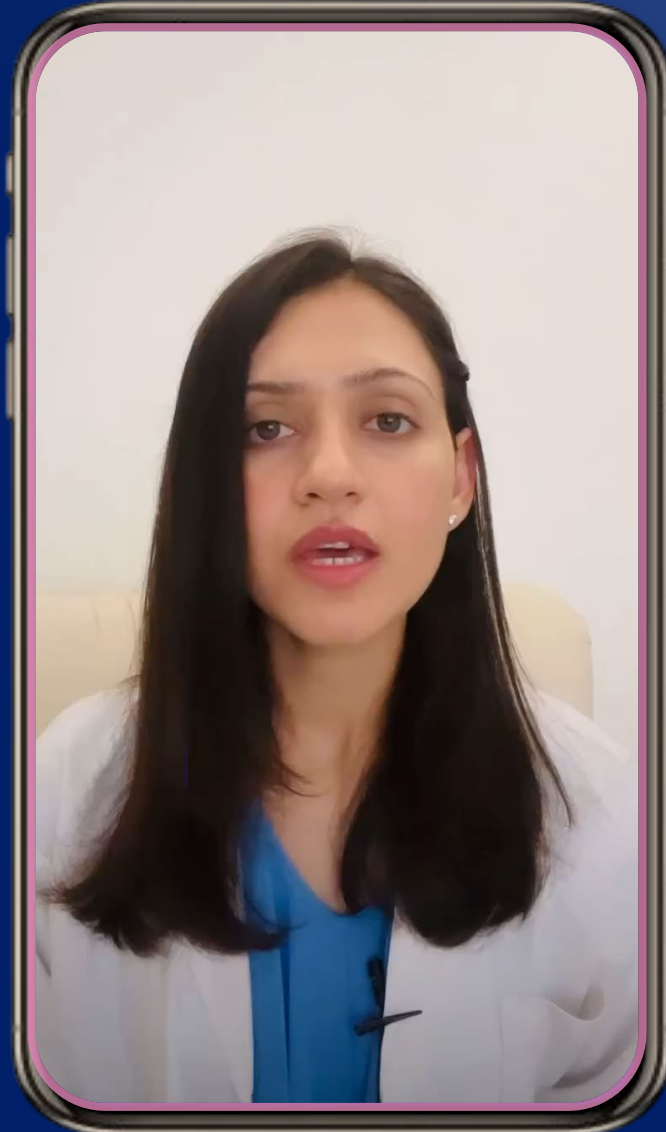




COMMUNICATION



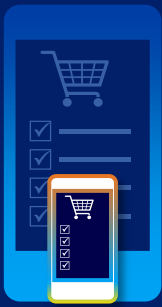
USAGE EXPERIENCE



EXPERTS



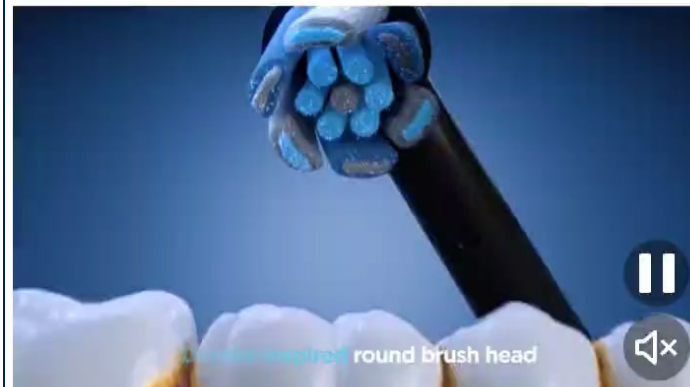
MYTH BUSTER



RETAIL EXECUTION



Oral-B Removes 100% more germs even at the back teeth.



Inspired by professional dental tools to **clean in hard-to-reach areas**

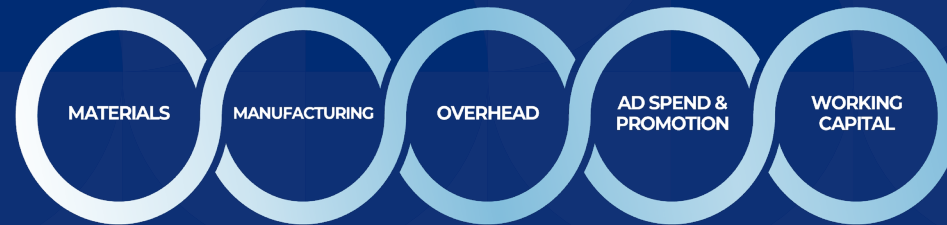


Perfect Angle



Dual-Length Design





PRODUCTIVITY

TO FUEL INVESTMENTS



PRODUCTIVITY INTEGRATED INTO THE STRATEGY

Delivering the same or better output measures...

with lower spending or resource investment



INR 38 crores productivity savings for FY 25/26

LEAN
INNOVATION



BRAND
BUILDING

SUPPLY
CHAIN



DIGITIZATION
& DATA
ANALYTICS

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

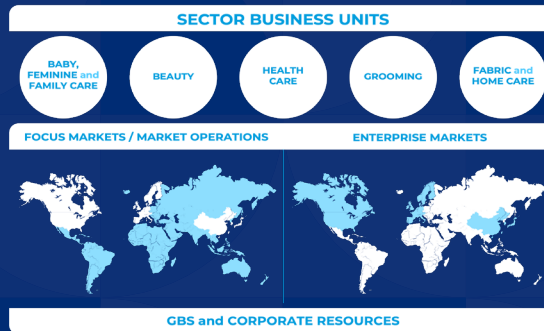


AGILE SUPPLY CHAIN

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



P&G
shiksha

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.

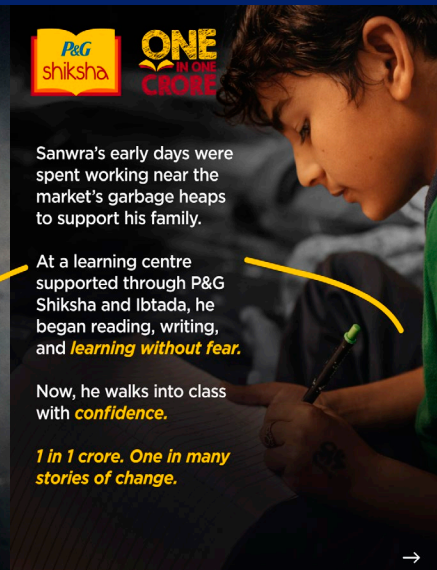


P&G shiksha **ONE IN ONE CRORE**



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 **ONE IN ONE CRORE**

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

Business Unit



Thank You

