



**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 12, 2025

To,
The Corporate Relations Department
The BSE Limited
Department of Corporate Services
Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai – 400001
Scrip Code: PGHH/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

Dear Sir / Madam,

Sub: Presentation for the Meeting with Analysts/Institutional Investors

This has reference to the intimation dated May 28,2025 with respect to the virtual connect with analysts/ institutional investors to be held today, Thursday, June 12,2025 at 1:00 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

Flavia Machado
Authorized Signatory



Procter & Gamble Hygiene and Health Care Ltd.

Investor and Analyst Presentation
12 June 2025

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
12 June, 2025



FISCAL RESULTS

2024-25

DELIVERED A BALANCED GROWTH

FY 2024-25

Balanced top and bottom-line growth over the 9-month fiscal versus comparable past period

+3%
SALES

+7%
PAT



Considering that the company, effective this year, changed its Financial Year from July 1 – June 30 to April 1 – March 31, the current Financial Year of the Company covers a period of 9 months, from July 1, 2024, to March 31, 2025. The company performance has therefore been indexed versus the comparable 9-month period in the last year (July 1, 2023, to March 31, 2024). The performance versus a 12-month past fiscal will not be comparable.



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	NyQuil DayQuil
		Puffs	ARIEL	cascade	Rejoice 飄柔	Old Spice	BRAUN		Meta Mucin
			Gain	Febreze	Herbol ESSENCES	Safeguard			Pepio element
			lenor	Scuffler	Secret				Prilosec

PORTFOLIO

PERFORMANCE DRIVES BRAND CHOICE

PORTFOLIO Feminine Care

whisper

LONG-LASTING LEAK PROTECTION



HEAVY FLOW PROTECTION & COMFORT



ALL NIGHT PROTECTION



360° PROTECTION



PORTFOLIO Health Care



THROAT



VICKS RUB, INHALER & ROLL ON



SLEEP





SUPERIORITY
TO WIN WITH CONSUMERS



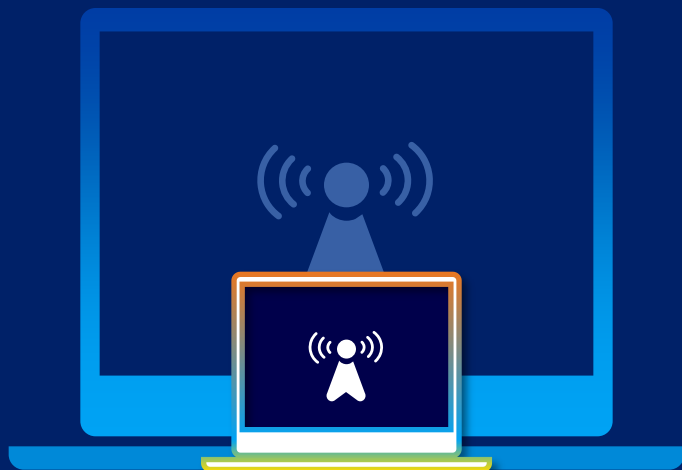
SUPERIORITY TO WIN WITH CONSUMERS



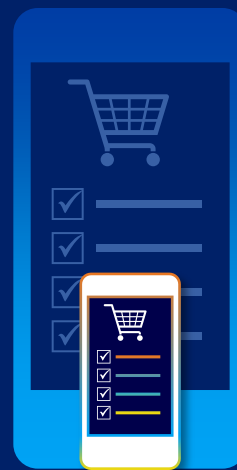
PRODUCT



PACKAGING



COMMUNICATION



RETAIL
EXECUTION



CONSUMER &
CUSTOMER
VALUE



INNOVATION PIPELINE





PRODUCT





PRODUCT

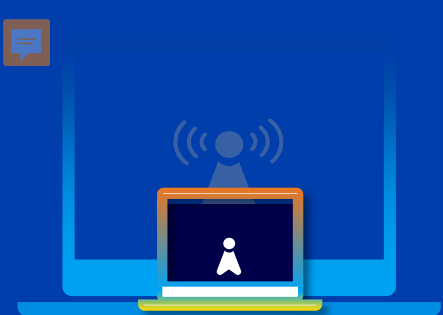




PRODUCT



SUPERIOR COMMUNICATION

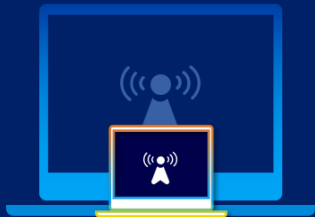


REACH

EFFECTIVENESS

EFFICIENCY





COMMUNICATION

SUPERIOR COMMUNICATION

Vicks New Powerful Scent



मात्रा डोज के अनुसार होनी चाहिए
हमेशा लेबल पढ़ें. निर्देश अनुसार ही इस्तेमाल करें. यदि लक्षण बने रहें, तो अपने डॉक्टर से संपर्क करें.

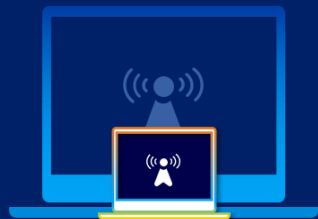


SUPERIOR COMMUNICATION

V Banao, Vicks Lagao!



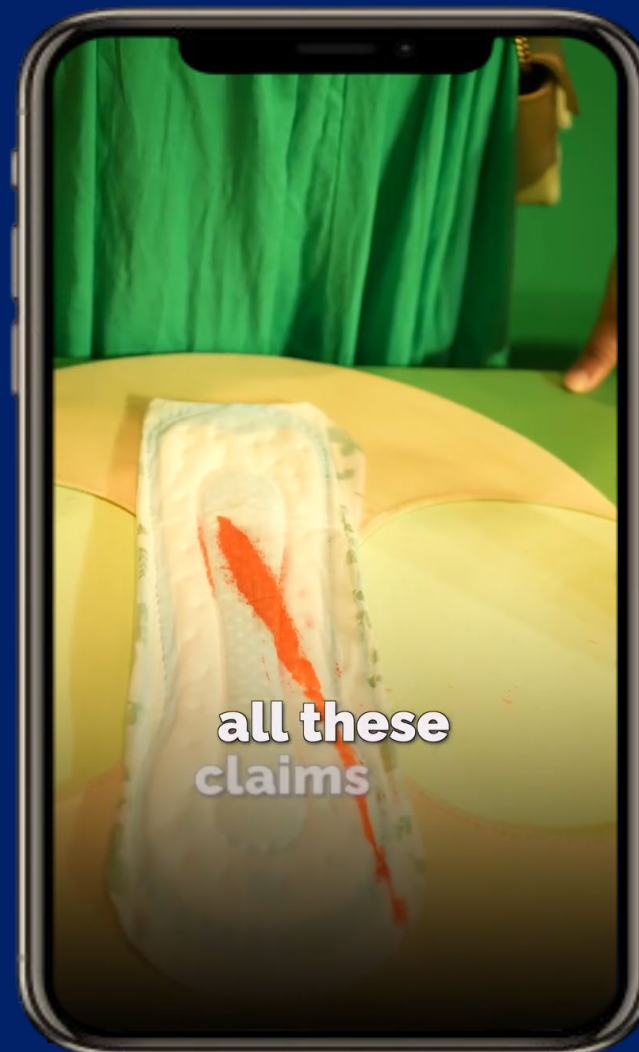
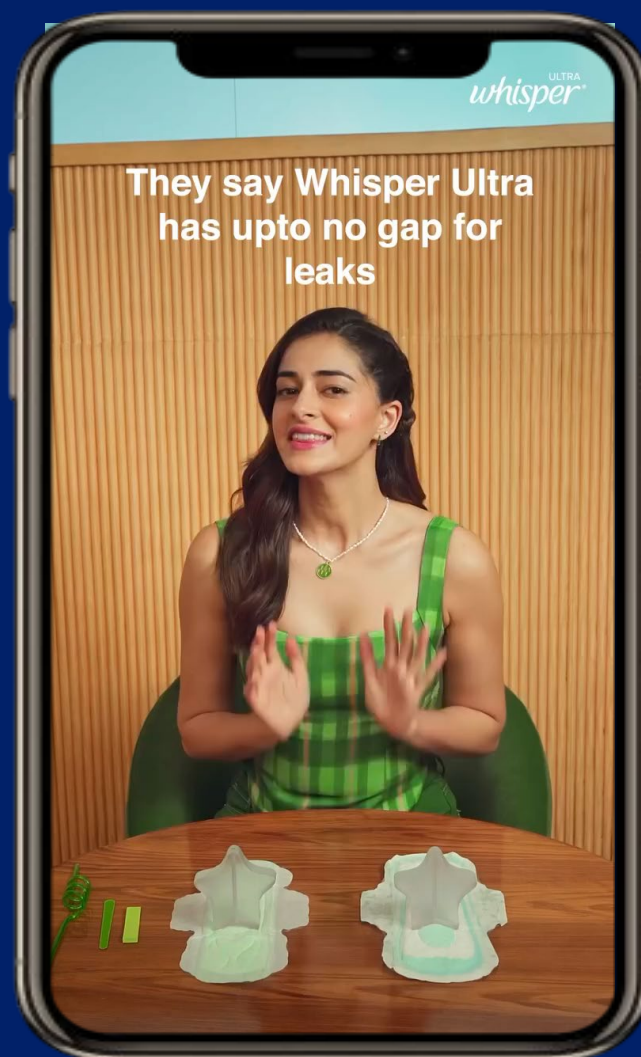
**Vicks Cough & Cold Hygiene Awareness Workshop with
over 800 mothers from a rural tribal community**



COMMUNICATION

SUPERIOR COMMUNICATION

No Gaps, No Leaks!





SUPERIOR RETAIL EXECUTION



SUPERIOR
SHELF TOOLS



SUPERIOR
CONTENT
AND SEARCH



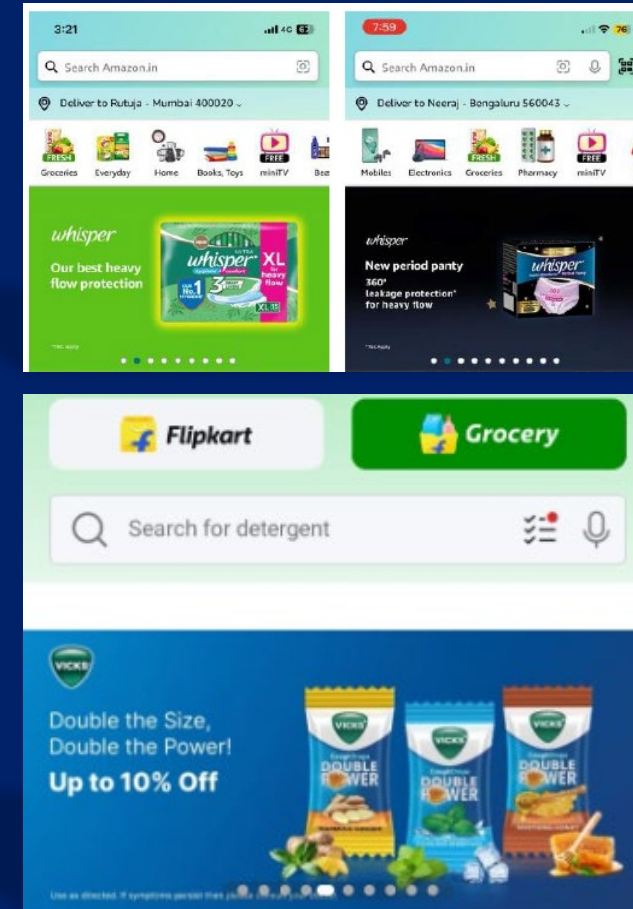
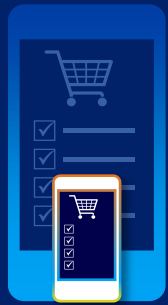
SUPERIOR
AVAILABILITY



EXPANDING
REACH



SUPERIOR RETAIL EXECUTION





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 93 crores productivity savings for FY 24/25



CONSTRUCTIVE DISRUPTION

ACROSS THE BUSINESS

CONSTRUCTIVE DISRUPTION ACROSS THE BUSINESS



**Right Assortment
at Right Store**

AI/ML-supported in-house
models to **curate winning
by-store assortment
across channels**

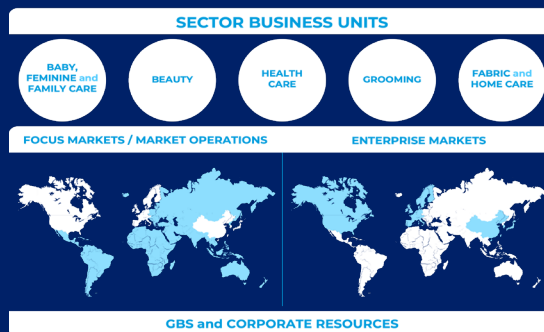


Supply 3.0

Continuous Supply Chain
optimization, making
Advance Ordering a
reality



Co-creating **superior
consumer experiences**
with Q-comm partners



ORGANIZATION
EMPOWERED • AGILE
ACCOUNTABLE

20 YEARS OF

P&G
shiksha

IMPACTING 50+ LAKH STUDENTS



20 YEARS OF EMPOWERING
YOUNG MINDS WITH EDUCATION.

#EraseTheLearningGap

P&G supports education.
Choose P&G.



Twenty
Tales of
Triumph

20 YEARS OF P&G SHIKSHA



Over 50% of children in Class-5
can't read text of Class-2*

EXTERNAL RECOGNITION



INTEGRATED GROWTH STRATEGY

SUSTAINED EXCELLENCE

Baby	Fem	Family	Fabric	Home	Hair	SPC	Grooming	Oral	PHC
Pampers	always	Charmin	Douglas	BANAN	PANTENE	OLAY	Gillette	Crest	Oral-B
WVS	SKINNY	Kleenex	ARM & HAMMER	RESCUE	RESCUE	RESCUE	RESCUE	RESCUE	RESCUE

PORTFOLIO

PERFORMANCE DRIVES
BRAND CHOICE



ORGANIZATION

EMPOWERED • AGILE
ACCOUNTABLE



CONSTRUCTIVE DISRUPTION

ACROSS OUR BUSINESS



SUPERIORITY

TO WIN WITH
CONSUMERS



PRODUCTIVITY

TO FUEL INVESTMENTS



In Service to **Consumers, Customers, Employees, Society & Shareowners**



LONG TERM TRENDS



SUPERIOR RESULTS OVER THE P10Y

+6%
CAGR
NET SALES

+8%
CAGR
PAT

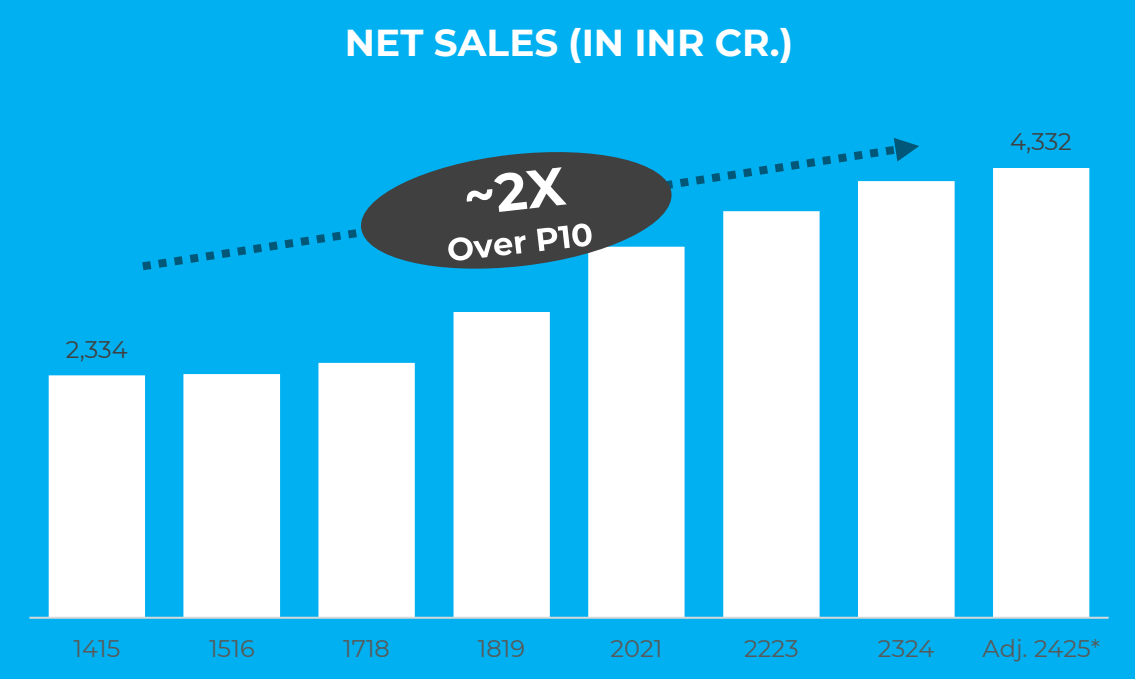
3X
Increase in
ROE



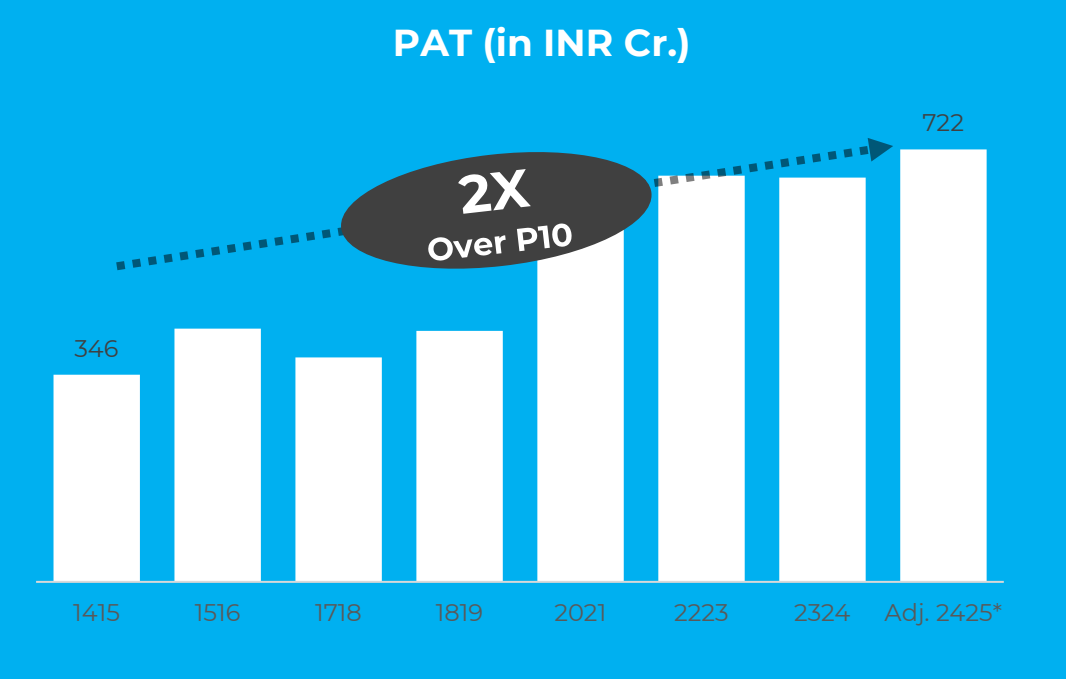
Note: 1) Basis Published results; 2) Net Sales refers to revenue from operations; 3) PAT Excluding OCI; 4) ROE = PAT/ Avg. Equity



SUPERIOR RESULTS OVER THE P10Y



* Note: FY 24-25 was a 9-month year and hence above numbers are adjusted for 12-month estimates



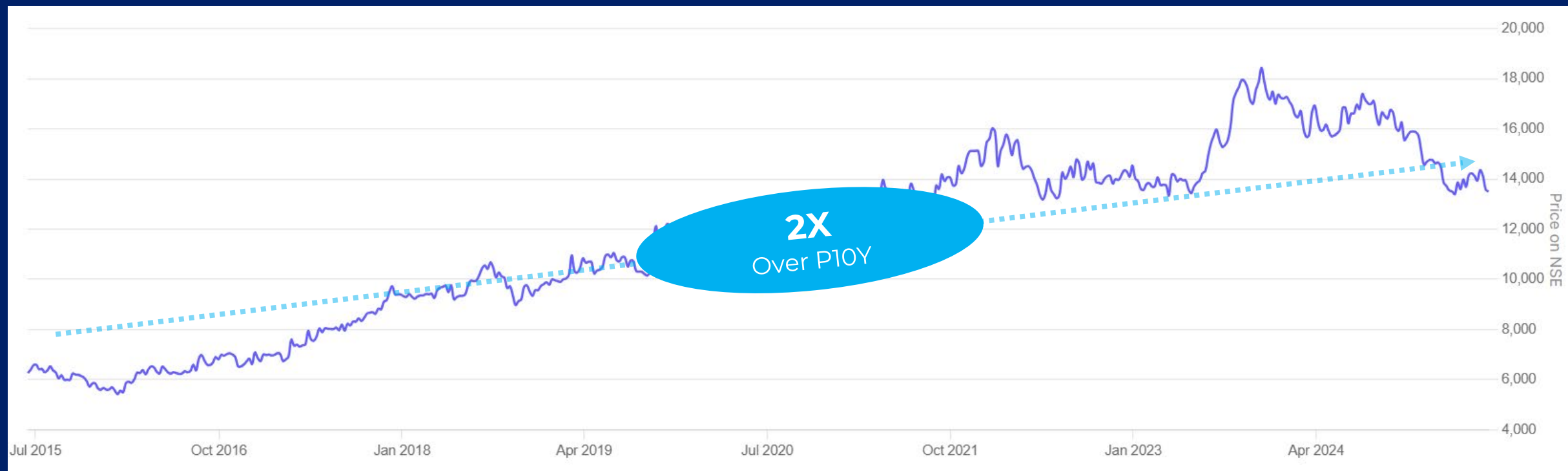
* Note: FY 24-25 was a 9-month year and hence above numbers are adjusted for 12-month estimates



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





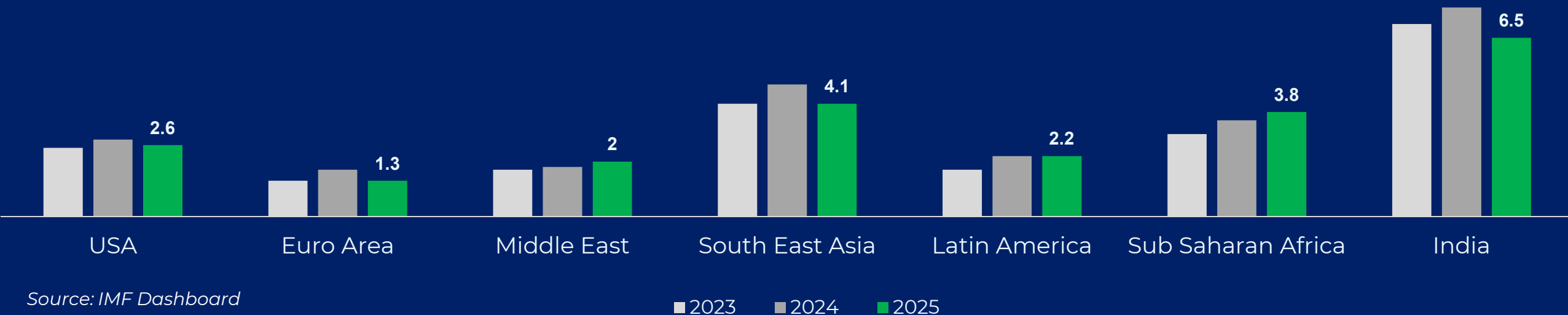
LANDSCAPE



STEADY GROWTH AMONGST PEERS

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

Global GDP Growth



**Stable economic indicators
and investment by
government**



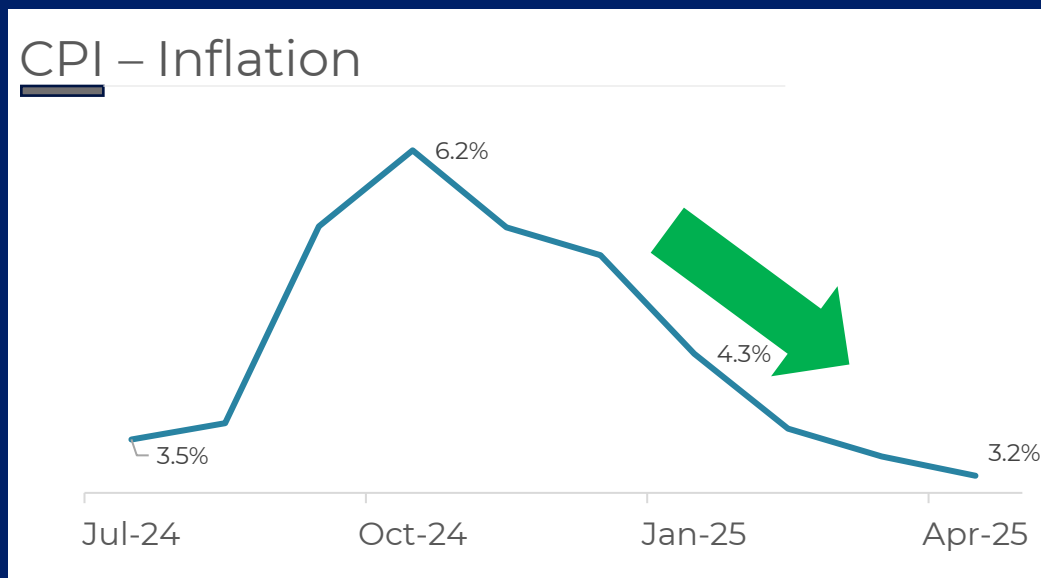
**Evolving Global Trade
Policy on the
watchlist**



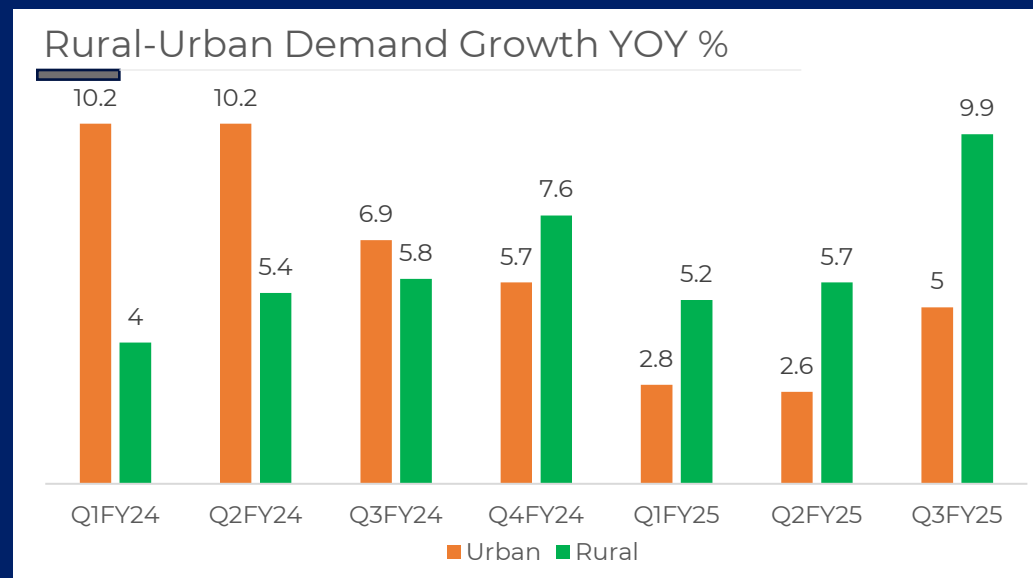
EVOLVING CONSUMPTION TRENDS

Pickup in Rural consumption but urban continues to be soft

Non-Food Inflation continues to be within RBI's target range



Rural recovery behind monsoons
Urban revival will need time





Q&A