



**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) 2826 6000
Fax: (91-22) 2826 7337
Website: in.pg.com

September 8, 2026

To,
The BSE Limited
Department of Corporate Services
Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai - 400001
Scrip Code:- 500459

To,
National Stock Exchange of India Limited
Exchange Plaza, Plot No. C/1, G Block
Bandra Kurla Complex,
Bandra (East), Mumbai - 400051
NSE Symbol:- PGHH

Dear Sir/Madam,

Sub:- Proceedings of the 62nd Annual General Meeting of Shareholders held on September 8, 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 62nd Annual General Meeting of the Company was held on September 8, 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 62nd Annual General Meeting.

Further, we have also enclosed copy of presentation made at the 62nd Annual General Meeting held today, i.e., September 8, 2026.

Kindly take the above on record and oblige.

Thanking you,

Yours faithfully,
For **Procter & Gamble Hygiene and Health Care Limited**

Flavia Machado
Authorized Signatory



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Summary of the proceedings of the 62nd Annual General Meeting of Procter & Gamble Hygiene and Health Care Limited held on Tuesday, September 8, 2026, at 11:00 a.m. through Video Conference / Other Audio Visual Means

Requisite quorum being present, the proceedings of the meeting commenced at 11:00 a.m.

Ms. Flavia Machado, Sr. Manager- Secretarial, welcomed the shareholders to the 62nd Annual General Meeting (AGM).

Mr. Chittranjan Dua, Chairperson of the Board chaired the meeting. The Chairperson welcomed all the Members and called the meeting to order.

Mr. Dua 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 was sent to the shareholders electronically in view of the MCA and SEBI circulars in this respect.

He then introduced the Board members and management representatives present in the meeting, as follows:

Present at the venue:

Mr. Kumar Venkatasubramanian, Managing Director

Ms. Srividya Srinivasan, Whole-time Director & Chief Financial Officer

Ms. Flavia Machado, Sr. Manager- Secretarial

Directors participating virtually:

Dr. Ashima Goyal, Independent Director

Mr. Gurcharan Das, Independent Director

Ms. Sonali Dhawan, Non-Executive Director

Mr. Ghanashyam Hegde, Non-Executive Director

The representatives of the Statutory Auditors, Cost Auditors and Secretarial Auditors also joined the Meeting.

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

Ms. Flavia Machado, Sr. Manager- Secretarial briefed the Members through general instructions regarding virtual participation in this AGM, resolutions being put to 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.



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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, September 4, 2026, at 9:00 a.m. and ended on Monday, September 7, 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 after the conclusion of this AGM. Mr. Kamalax G. Saraf, Practicing Company Secretaries, had been appointed as Scrutinizers for conducting the scrutiny of the 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 of Ms. Srividya Srinivasan as a Whole-time Director of the Company, liable to retire by rotation (Ordinary Resolution)
5	To ratify payment of remuneration to the Cost Auditor for the Financial Year 2026-27 (Ordinary Resolution)
6	To approve Material Related Party Transaction for Purchase of goods (Ordinary Resolution)

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

The Chairman of the meeting invited the Members for their comments and questions on the Financial Accounts and the Annual Report. Then 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.

Mr. Chittranjan Dua informed the Members that the results of the voting will be announced on receipt of the Scrutinizer's Report, within two working days of conclusion of the meeting to the Stock Exchanges and will also be available on the website of the Company.



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The Meeting concluded at 1:06 p.m. The Members who had not completed their voting, were given 30 minutes to complete the e-voting on NSDL portal. The e-voting portal was closed at 1.36 p.m.

For Procter & Gamble Hygiene and Health Care Limited

Flavia Machado
Authorized Signatory

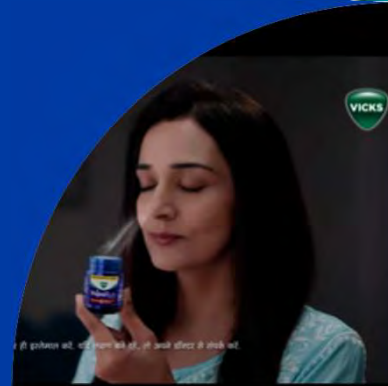


Procter & Gamble Hygiene and Health Care Ltd.

Annual General Meeting
8 Sep 2026

AGENDA

- Business Results
- Strategy and Fiscal Updates



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.

SUPERIOR RESULTS OVER THE PAST 10 YEARS

+6%
CAGR
NET SALES

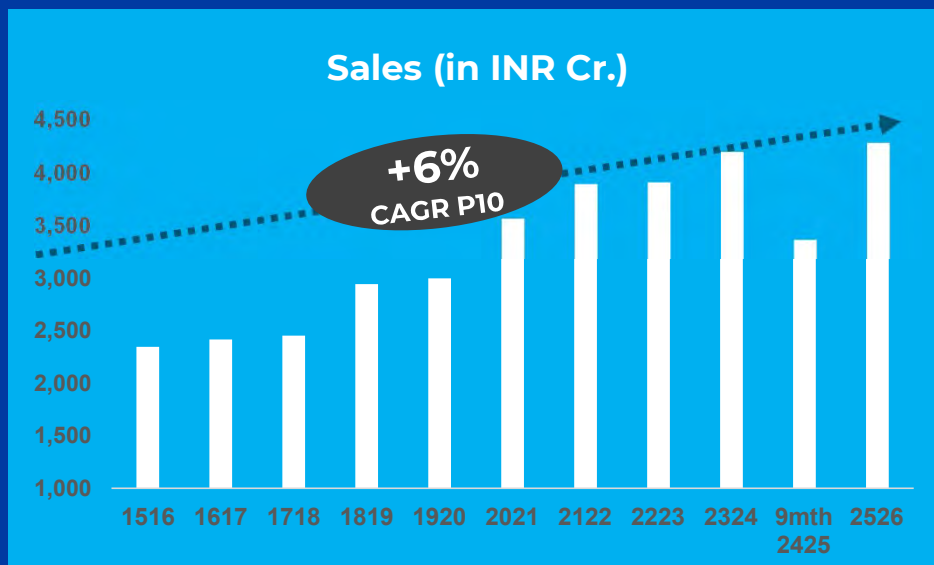
+8%
CAGR
PAT

3X
Increase in
ROE

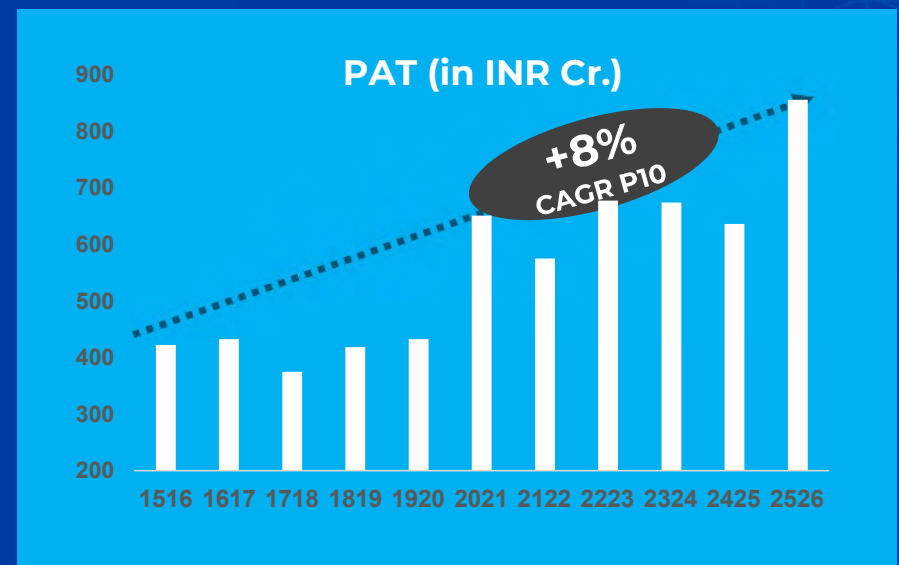


Note: 1) Basis Published results; 2) Net Sales refers to revenue from operations; 3) PAT Excluding OCI; 4) ROE = PAT/ Avg. Equity

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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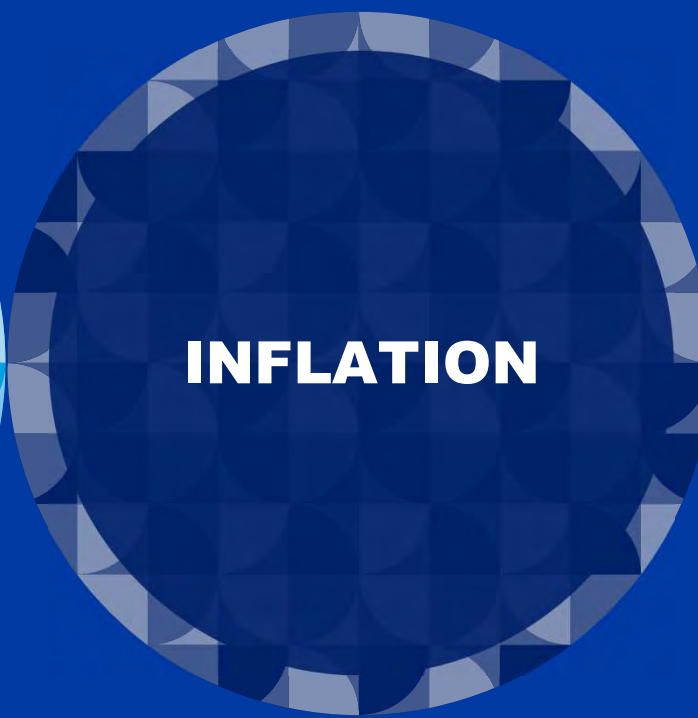


Note: 1) Basis Published results; 2) Net Sales refers to revenue from operations; 3) PAT Excluding OCI; 4) PAT – Profit After Tax; OCI – Other Comprehensive Income

EXTERNAL LANDSCAPE CHANGES



**MEDIA
TRANSFORMATION**



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		Mela
			Gain	Febreze	Elmer's	Safeguard			Pepio
			Lenor	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



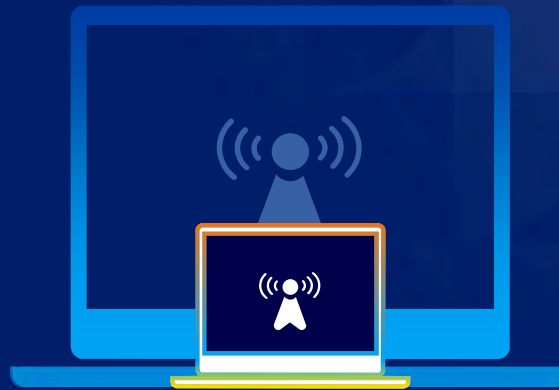
SUPERIORITY TO WIN WITH CONSUMERS



PRODUCT



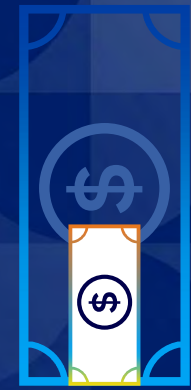
PACKAGING



COMMUNICATION



**RETAIL
EXECUTION**



**CONSUMER &
CUSTOMER VALUE**





PRODUCT

Business Unit

whisper





PRODUCT

Business Unit

whisper





PRODUCT





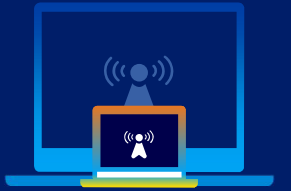
PRODUCT





PACKAGING





COMMUNICATION



VICKS

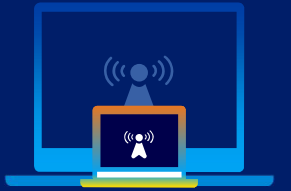
ALL-NIGHT राहत

VapoRub

RELIEVES 6 common cold symptoms

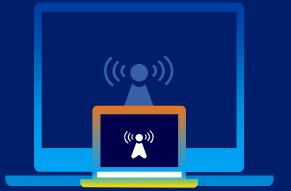
*रचनात्मक चित्रण. *हमेशा लेबल पढ़ें. निर्देश अनुसार ही इस्तेमाल करें. यदि लक्षण बने रहें, तो अपने डॉक्टर से संपर्क करें. *सर्दी के कारण होनेवाली खांसी और बंद नाक से





COMMUNICATION





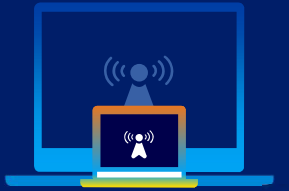
COMMUNICATION

whisper



When your period shows up between you and victory,





COMMUNICATION

whisper



RELATABLE VOICE



EXPERTS

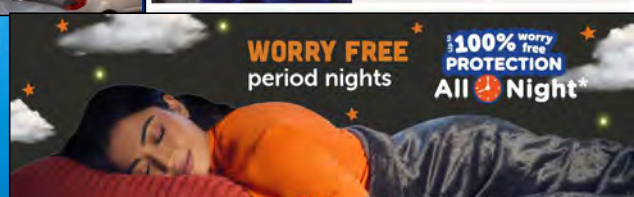
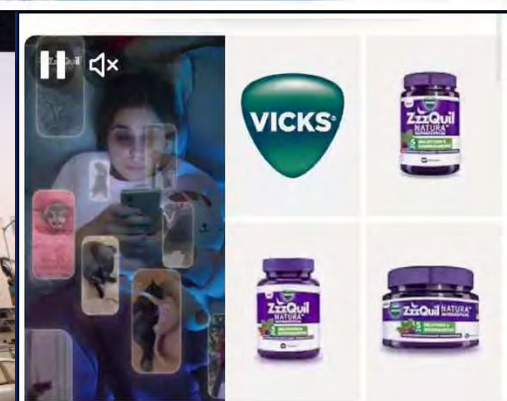
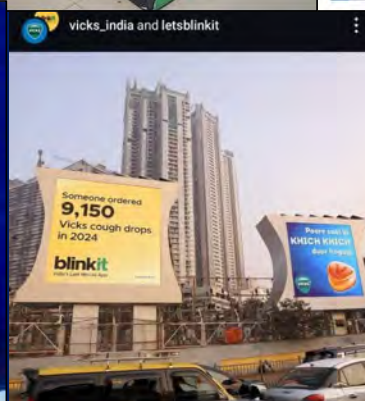
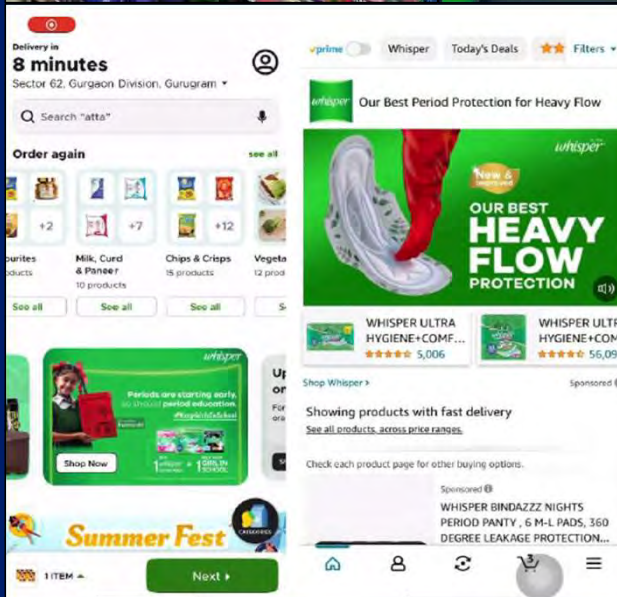


FAMILIAR GIRL
NEXT DOOR





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 86 crores productivity savings for FY 25/26

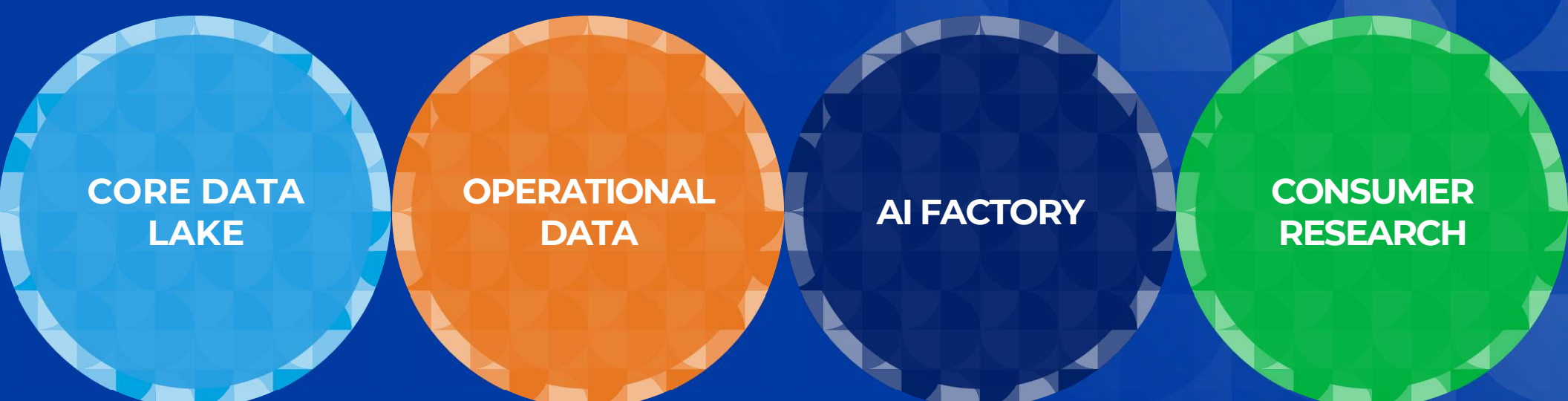


CONSTRUCTIVE DISRUPTION

ACROSS THE BUSINESS



Investing in Data and Platforms to drive operational efficiency and accuracy



CORE DATA
LAKE

OPERATIONAL
DATA

AI FACTORY

CONSUMER
RESEARCH





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**



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 **ONE IN ONE CRORE**



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

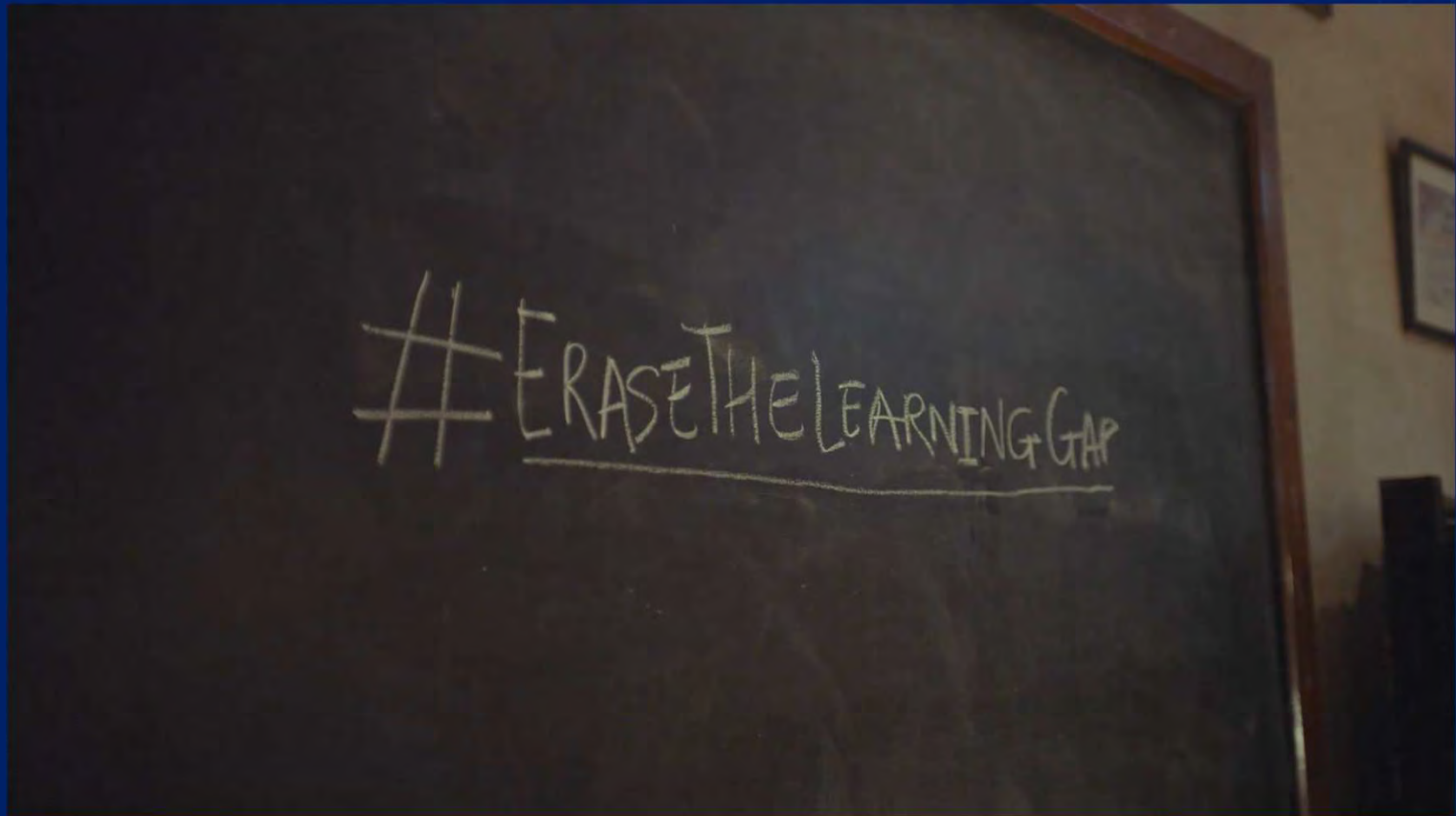
Every day, I watch my father work in the fields from morning to evening.

P&G shiksha





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



EXTERNAL RECOGNITION



Thank You!

