

P&G Hygiene and Healthcare

Estimate changes	↔
TP change	↔
Rating change	↔

CMP: INR10,115 TP: INR11,000 (+9%) Neutral

Bloomberg	PG IN
Equity Shares (m)	32
M.Cap.(INRb)/(USD\$)	328.3 / 3.4
52-Week Range (INR)	14510 / 8979
1, 6, 12 Rel. Per (%)	-1/-12/-25
12M Avg Val (INR M)	146

Financials & valuations (INR b)

Y/E June	FY26	FY27E	FY28E
Sales	42.9	46.3	49.7
Sales Gr. (%)	27.1	7.9	7.3
EBITDA	11.7	12.6	13.6
Margin (%)	27.3	27.2	27.5
Adj. PAT	8.6	9.3	10.0
Adj. EPS (INR)	263.5	285.3	308.6
EPS Gr. (%)	34.5	8.3	8.1
BV/Sh.(INR)	232.1	289.3	351.0

Ratios

RoE (%)	114.9	109.6	96.5
RoCE (%)	129.5	121.8	106.1

Valuations

P/E (x)	38.3	35.4	32.7
P/BV (x)	43.5	34.9	28.8
EV/EBITDA (x)	27.5	25.5	23.3
Div. Yield (%)	2.5	2.3	2.4

Shareholding pattern (%)

As On	Mar-26	Dec-25	Mar-25
Promoter	70.6	70.6	70.6
DII	16.0	16.0	15.5
FII	1.0	1.1	1.3
Others	12.4	12.3	12.5

FII Includes depository receipts

Subdued quarter with an all-round miss

- P&G Hygiene and Healthcare's (PGHH) 4QFY26 revenue declined by 5% YoY (miss). In the last four quarters, the revenue growth trajectory has been flat.
- Gross margin expanded 190bp YoY but contracted 450bp QoQ to 62.1%, reflecting the usual volatility between quarters. Employee costs rose 15% YoY, A&P was up 9% YoY, and other expenses fell 18% YoY. EBITDA margin expanded 200bp YoY but fell 870bp QoQ to 23.2%. EBITDA grew 4% YoY to INR2.2b (est. INR2.4). PGHH delivered 17% EBITDA growth in the last four quarters.
- PGHH exhibits significant volatility on a quarterly basis, but its annual performance remains stable. We model 27.0-27.5% EBITDA margin during FY27 and FY28.
- We model a CAGR of 8% each in revenue/EBITDA/PAT over FY26-28E. Given the volatility in margins, we find other consumer names relatively better than PGHH for the growth outlook at valuation it offers. **We maintain Neutral with a revised TP of INR11,000 (based on 35x Mar'28E EPS).**

Miss on all fronts; revenue down 5%

- **Revenue down 5%:** PGHH registered 5% YoY decline in revenue to INR9.4b (est. IN10.3b). Revenue growth has been weak for the last few quarters.
- **Volatile quarterly margins:** Gross margin expanded 190bp YoY to 62.1% (est. 63%). GM volatility between quarters is always high. Employee costs rose 15% YoY, A&P was up 9% YoY and other expenses fell 18% YoY. EBITDA margin expanded 200bp YoY to 23.2% (est. 23.4%).
- **Muted profitability:** EBITDA grew 4% YoY to INR2.2b (est. INR2.4b). PBT grew 3% YoY, while adj. PAT declined 2% YoY to INR1.5b (est. INR1.9b).

Valuation and view

- We cut our EPS estimates by 3-4% for FY27 and FY28.
- Two factors make PGHH an attractive long-term core holding: 1) high growth potential for the feminine hygiene segment, coupled with the potential for market share gains and strategic initiatives, including the strengthening of its competitive advantages; and 2) the potential to sustain high operating margins from the long-term premiumization trend in the feminine hygiene segment.
- With a portfolio of essentials and healthcare, PGHH remains focused on product innovation-led customer acquisition. While penetration play will continue, it is expected to proceed at a stable pace despite the high scope of user additions. Further, we do not see any medium-term upside trigger.
- We model a CAGR of 8% each in revenue/EBITDA/PAT over FY26-28E. Given the volatility in margins, we find other consumer names relatively better than PGHH for the growth outlook at valuation it offers. **We maintain Neutral with a revised TP of INR11,000 (based on 35x Mar'28E EPS).**

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Standalone - Quarterly Earnings

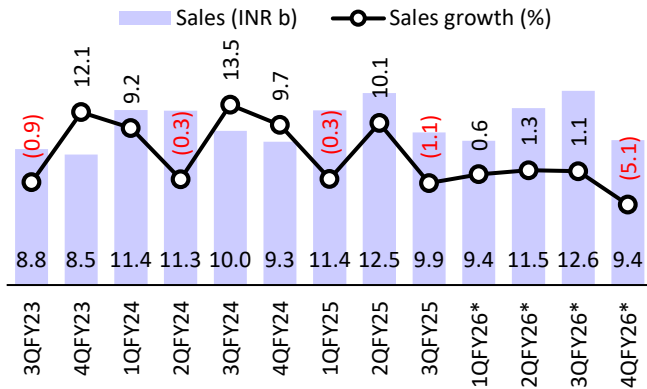
(INR m)

Y/E June	FY25			FY26				FY25*	FY26	FY26E	Var. (%)
	1Q	2Q	3Q	1Q	2Q	3Q	4Q				
Net Sales	11,352	12,476	9,916	9,370	11,502	12,619	9,413	33,744	42,904	10,334	-8.9%
YoY Change (%)	-0.3	10.1	-1.1	0.6	1.3	1.1	-5.1	-19.8	27.1	4.2	
Gross profit	7,139	8,085	5,969	5,959	7,050	8,399	5,845	21,193	27,253	6,509	-10.2%
Margin (%)	62.9	64.8	60.2	63.6	61.3	66.6	62.1	62.8	63.5	63.0	
EBITDA	2,905	3,709	2,097	2,662	2,848	4,018	2,183	8,711	11,710	2,415	-9.6%
Growth	2.0	19.8	-18.5	102.7	-2.0	8.3	4.1	-11.4	34.4	15.2	
Margins (%)	25.6	29.7	21.1	28.4	24.8	31.8	23.2	25.8	27.3	23.4	
Depreciation	117	99	104	91	93	95	96	319	374	108	
Interest	19	66	58	1	36	27	31	143	95	72	
Other Income	85	97	191	77	99	124	125	373	425	189	
PBT	2,854	3,641	2,127	2,647	2,818	4,020	2,181	8,622	11,666	2,425	-10.0%
PBT after EO expense	2,854	3,641	2,127	2,647	2,818	4,020	2,181	8,622	11,666	2,425	-10.0%
Tax	735	955	566	726	719	1,006	650	2,256	3,101	550	
Rate (%)	25.7	26.2	26.6	27.4	25.5	25.0	29.8	26.2	26.6	22.7	
Adj PAT	2,119	2,686	1,561	1,921	2,099	3,015	1,531	6,366	8,565	1,875	-18.3%
YoY Change (%)	0.6	17.3	-15.8	111.4	-1.0	12.2	-1.9	-11.1	34.5	20.1	
Margins (%)	18.7	21.5	15.7	20.5	18.2	23.9	16.3	18.9	20.0	18.1	

E: MOFSL Estimates; *FY25 have 9M as company changed Jun year ended to Mar

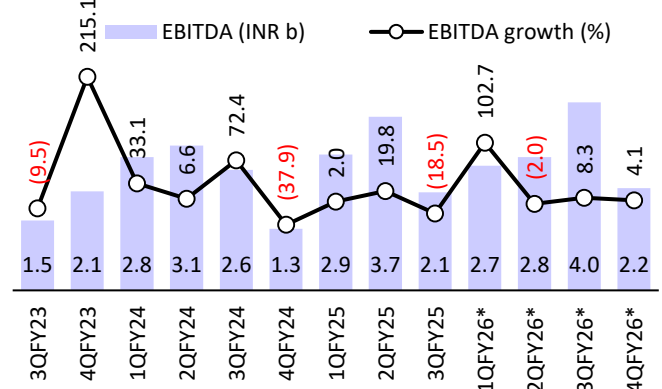
Key exhibits

Exhibit 1: Net sales down 5% YoY to INR9.4b



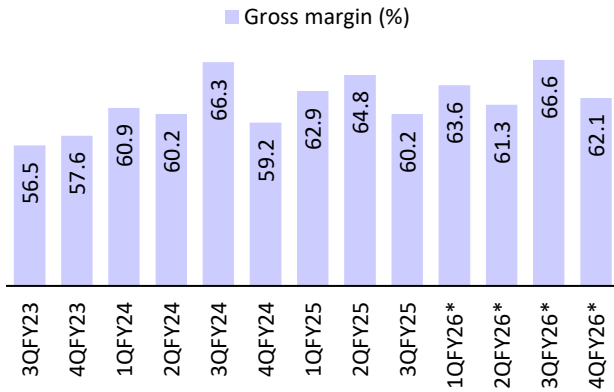
Source: Company, MOFSL

Exhibit 2: EBITDA up 4% YoY to INR2.2b



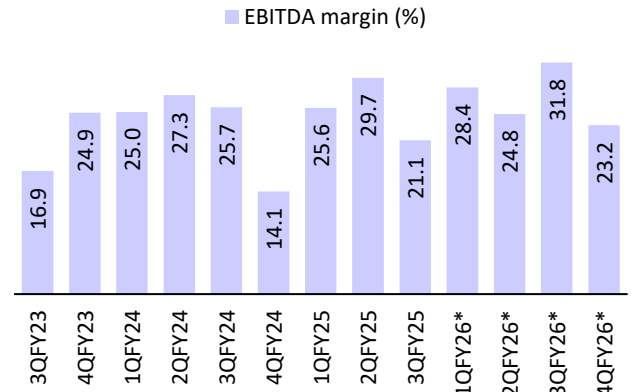
Source: Company, MOFSL

Exhibit 3: Gross margin expanded 190bp YoY to 62.1%



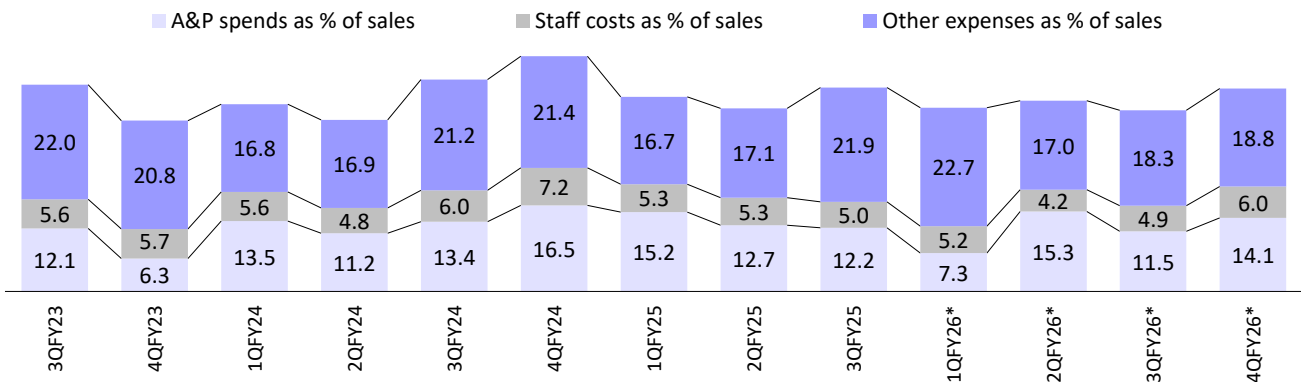
Source: Company, MOFSL

Exhibit 4: EBITDA margin expanded 200bp YoY to 23.2%



Source: Company, MOFSL

Exhibit 5: As a percentage of sales, ad spending expanded 190bp, staff costs up 100bp, while other expenses down 310bp YoY



Source: Company, MOFSL

*The March quarter is now 4QFY26, as the company changed the end-year from Jun to Mar

Valuation and view

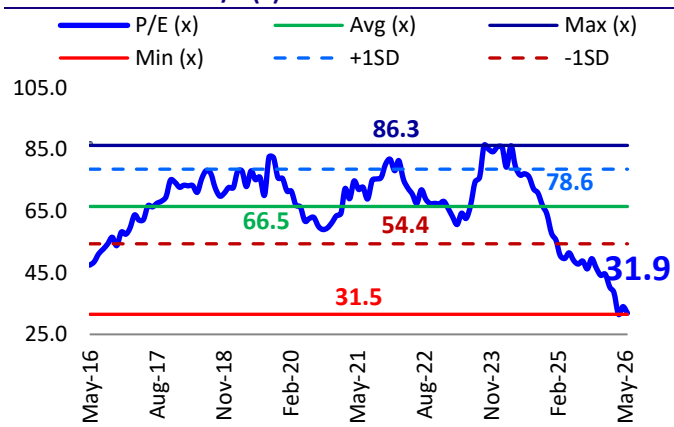
- We cut our EPS estimates by 3-4% for FY27 and FY28.
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Exhibit 6: We cut our EPS estimates by 3-4% for FY27 and FY28

INR m	New		Old		Change (%)	
	FY27E	FY28E	FY27E	FY28E	FY27E	FY28E
Net Sales	46,288	49,673	47,226	50,676	-2.0%	-2.0%
EBITDA	12,593	13,645	12,822	14,012	-1.8%	-2.6%
Adjusted PAT	9,273	10,029	9,617	10,505	-3.6%	-4.5%

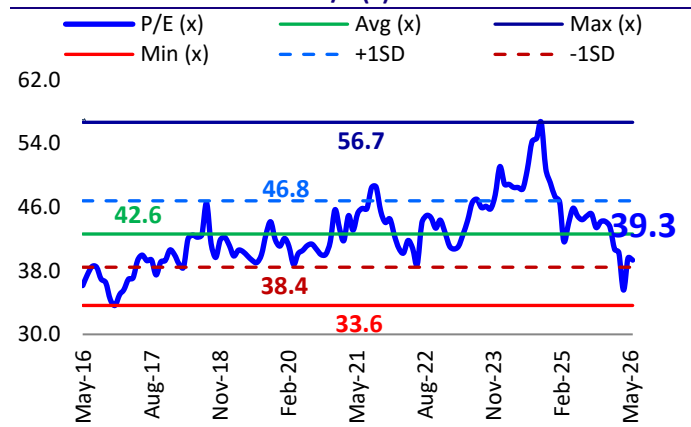
Source: MOFSL

Exhibit 7: PGHH's P/E (x)



Source: Bloomberg, MOFSL

Exhibit 8: Consumer sector P/E (x)



Source: Bloomberg, MOFSL

Financials and valuations

Standalone - Income Statement

(InR m)

Y/E June	FY20	FY21	FY22	FY23	FY24	FY25 (9M)	FY26	FY27E	FY28E
Total Income from Operations	30,020	35,741	37,998	39,123	42,057	33,744	42,904	46,288	49,673
Change (%)	1.9	19.1	6.3	3.0	7.5	-19.8	27.1	7.9	7.3
EBITDA	6,216	6,972	8,299	8,686	9,833	8,711	11,710	12,593	13,645
Margin (%)	20.7	19.5	21.8	22.2	23.4	25.8	27.3	27.2	27.5
Depreciation	479	477	529	584	565	319	374	425	472
EBIT	5,738	6,495	7,770	8,103	9,268	8,391	11,336	12,168	13,174
Int. and Finance Charges	61	61	112	114	268	143	95	104	107
Other Income	441	394	243	406	523	373	425	567	593
PBT bef. EO Exp.	6,118	6,828	7,901	8,395	9,522	8,622	11,666	12,631	13,660
EO Items	-105	1,450	-101	571	-441	0	0	0	0
PBT after EO Exp.	6,013	8,277	7,800	8,966	9,082	8,622	11,666	12,631	13,660
Total Tax	1,642	1,759	2,042	2,184	2,674	2,256	3,101	3,358	3,631
Tax Rate (%)	27.3	21.3	26.2	24.4	29.4	26.2	26.6	26.6	26.6
Reported PAT	4,371	6,518	5,757	6,781	6,718	6,366	8,565	9,273	10,029
Adjusted PAT	4,476	5,068	5,858	6,210	7,159	6,366	8,565	9,273	10,029
Change (%)	6.8	13.2	15.6	6.0	15.3	-11.1	34.5	8.3	8.1
Margin (%)	14.9	14.2	15.4	15.9	17.0	18.9	20.0	20.0	20.2

Standalone - Balance Sheet

(InR m)

Y/E June	FY20	FY21	FY22	FY23	FY24	FY25 (9M)	FY26	FY27E	FY28E
Equity Share Capital	325	325	325	325	325	325	325	325	325
Total Reserves	11,254	6,818	7,051	9,136	7,424	7,045	7,210	9,065	11,070
Net Worth	11,579	7,143	7,376	9,460	7,749	7,370	7,535	9,389	11,395
Deferred Tax Liabilities	-296	-380	-519	-655	-749	-824	-750	-825	-908
Total Loans	15	35	19	8	0	0	0	0	0
Capital Employed	11,298	6,797	6,876	8,813	7,000	6,546	6,785	8,564	10,487
Gross Block	4,495	4,719	5,012	5,582	5,838	6,036	6,236	6,436	6,636
Less: Accum. Deprn.	2,430	2,881	3,376	3,881	4,446	4,722	4,605	5,565	6,037
Net Fixed Assets	2,065	1,838	1,637	1,700	1,392	1,314	1,631	871	599
Goodwill on Consolidation	0	0	0	0	0	0	0	0	0
Capital WIP	222	376	439	228	278	407	213	200	200
Total Investments	0	0	0	0	0	0	0	0	0
Curr. Assets, Loans&Adv.	15,702	13,733	14,231	18,790	16,168	15,002	15,442	17,403	20,368
Inventory	2,051	2,493	2,340	2,198	2,256	2,214	2,179	2,790	2,994
Account Receivables	1,663	1,424	1,921	2,163	2,408	3,041	2,428	2,790	2,994
Cash and Bank Balance	9,025	6,602	6,393	9,780	5,882	4,807	5,679	7,174	9,731
Loans and Advances	2,963	3,214	3,578	4,649	5,622	4,940	5,155	4,649	4,649
Curr. Liability & Prov.	6,691	9,150	9,431	11,905	10,837	10,177	10,501	9,910	10,680
Account Payables	5,313	7,541	7,798	9,711	8,517	8,094	8,447	7,777	8,333
Other Current Liabilities	587	731	710	1,036	1,185	787	791	870	957
Provisions	790	878	923	1,158	1,136	1,296	1,263	1,263	1,389
Net Current Assets	9,011	4,583	4,801	6,885	5,331	4,825	4,941	7,494	9,688
Appl. of Funds	11,298	6,797	6,876	8,813	7,000	6,546	6,785	8,564	10,487

E: MOFSL Estimates

Financials and valuations

Ratios

Y/E June	FY20	FY21	FY22	FY23	FY24	FY25 (9M)	FY26	FY27E	FY28E
Basic (INR)									
EPS	137.7	156.1	180.5	191.3	220.3	195.9	263.5	285.3	308.6
Cash EPS	152.7	170.8	196.8	209.3	237.9	206.0	275.4	298.8	323.5
BV/Share	356.7	220.0	227.2	291.4	238.7	227.0	232.1	289.3	351.0
DPS	105	315	160	185	255	175	255	229	247
Payout (%)	78.1	202.0	88.8	96.8	123.4	89.3	96.8	80.0	80.0
Valuation (x)									
P/E	73.3	64.7	56.0	52.8	45.8	51.6	38.3	35.4	32.7
Cash P/E	66.2	59.1	51.3	48.3	42.4	49.0	36.7	33.8	31.2
P/BV	28.3	45.9	44.4	34.7	42.3	44.5	43.5	34.9	28.8
EV/Sales	10.6	9.0	8.5	8.1	7.7	9.6	7.5	6.9	6.4
EV/EBITDA	51.3	46.1	38.7	36.6	32.7	37.1	27.5	25.5	23.3
Dividend Yield (%)	1.0	3.1	1.6	1.8	2.5	1.7	2.5	2.3	2.4
FCF per share	130.5	256.2	161.2	240.7	127.9	165.9	275.0	246.2	313.5
Return Ratios (%)									
RoE	43.3	54.1	80.7	73.8	83.2	84.2	114.9	109.6	96.5
RoCE	44.9	60.0	86.5	82.0	87.4	95.5	129.5	121.8	106.1
Working Capital Ratios									
Asset Turnover (x)	2.7	5.3	5.5	4.4	6.0	5.2	6.3	5.4	4.7
Inventory (Days)	25	23	23	21	22	22	22	22	22
Debtor (Days)	21	16	16	19	22	22	22	22	22
Creditor (Days)	66	66	74	82	60	60	60	60	60
Net WCC	-20	-27	-34	-41	-16	-16	-16	-16	-16
Growth (%)									
Sales	1.9	19.1	6.3	3.0	7.5	-19.8	27.1	7.9	7.3
EBITDA	2.0	12.2	19.0	4.7	13.2	-11.4	34.4	7.5	8.4
PAT	6.8	13.2	15.6	6.0	15.3	-11.1	34.5	8.3	8.1
Leverage Ratio (x)									
Current Ratio	2.3	1.5	1.5	1.6	1.5	1.5	1.5	1.8	1.9
Interest Cover Ratio	94.5	106.3	69.4	71.2	34.6	58.7	120.0	117.1	123.0
Debt/Equity	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Standalone - Cash Flow Statement

(INR m)

Y/E June	FY20	FY21	FY22	FY23	FY24	FY25 (9M)	FY26	FY27E	FY28E
PBT	5,939	8,699	7,901	8,395	9,392	8,622	11,666	12,631	13,660
Depreciation	479	477	529	584	565	319	374	425	472
Net interest expense	-266	-250	-154	-237	-367	-136	-290	-463	-486
Others	203	139	115	67	97	130	135	0	0
(Inc)/Dec in WC	-179	2,101	-166	1,745	-2,321	-572	374	-1,057	362
Taxes	-1,435	-2,534	-2,494	-2,295	-2,782	-2,431	-3,019	-3,358	-3,631
CF from Operations	4,741	8,631	5,731	8,258	4,584	5,932	9,241	8,178	10,376
CF from Operating incl EO	4,741	8,631	5,731	8,258	4,584	5,932	9,241	8,178	10,376
(Inc)/Dec in FA	-503	-315	-497	-444	-433	-546	-313	-187	-200
Free Cash Flow	4,237	8,317	5,234	7,814	4,151	5,386	8,928	7,991	10,176
Others	1,265	325	246	344	568	202	393	1,102	593
CF from Investments	783	11	-251	-100	136	-344	80	914	393
Dividend Paid	-1,878	-11,037	-5,681	-4,707	-8,602	-6,655	-8,440	-7,418	-8,023
Interest Paid	-9	-10	-25	-51	-5	0	0	-104	-107
Others	-16	-18	16	-12	-10	0	0	-75	-83
CF from Fin. Activity	-1,903	-11,064	-5,689	-4,770	-8,618	-6,662	-8,448	-7,597	-8,212
Inc/Dec of Cash	3,621	-2,423	-210	3,387	-3,898	-1,075	872	1,495	2,556
Opening Balance	5,405	9,025	6,603	6,393	9,780	5,882	4,807	5,680	7,174
Closing Balance	9,025	6,603	6,393	9,780	5,882	4,807	5,680	7,174	9,731

E: MOFSL Estimates

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BUY	>=15%
SELL	< - 10%
NEUTRAL	< - 10 % to 15%
UNDER REVIEW	Rating may undergo a change
NOT RATED	We have forward looking estimates for the stock but we refrain from assigning recommendation

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