

GILLETTE CO  
Form 425  
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Subject Company: The Gillette Company  
Commission File No.: 1-00922

The following was presented by Jim Kilts, Chairman of the Board, President and Chief Executive Officer of The Gillette Company, at the Consumer Analysts Group of New York Annual Conference on February 24, 2005:

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## The Gillette Company

On February 24, 2005, James M. Kilts, Chairman of the Board, President and Chief Executive Officer of The Gillette Company, gave a presentation at the Consumer Analysts Group of New York Annual Conference. The presentation included some measures that are not defined under accounting principles generally accepted in the United States of America (U.S. GAAP). The following provides definitions of the non-GAAP measures used in the presentation and the reconciliation to the most closely related GAAP measure.

**Earnings Per Share (EPS) Percentage Growth.** Earnings per share % growth excludes the impact of discontinued operations and one-time charges for restructuring and asset impairment expenses. The Company believes this provides investors with a more complete understanding of underlying results and trends in the business.

|                                       | 2002       | 2003       | 2004       |
|---------------------------------------|------------|------------|------------|
| EPS % Growth - GAAP                   | 34%        | 17%        | 24%        |
| One-time Charges Impact               | -18%       | 0%         | 0%         |
| Discontinued Operations impact        | -1%        | 1%         | 1%         |
| <b>EPS % Growth - In Presentation</b> | <b>15%</b> | <b>18%</b> | <b>25%</b> |

**Return on Invested Capital (ROIC).** The Company calculates ROIC using a two point average based on net operating profit from continuing operations after tax divided by total debt plus equity less cash and equivalents. Return on Invested Capital excludes the impact of discontinued operations. The Company believes this provides investors with a more complete understanding of trends in the base business.

|                                | 2001         | 2002         | 2003         | 2004         |
|--------------------------------|--------------|--------------|--------------|--------------|
| ROIC                           | 16.8%        | 23.6%        | 28.4%        | 34.3%        |
| Discontinued Operations Impact | 0.0%         | -0.2%        | -0.2%        | 0.0%         |
| <b>ROIC - In Presentation</b>  | <b>16.8%</b> | <b>23.4%</b> | <b>28.2%</b> | <b>34.3%</b> |

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## FORWARD-LOOKING STATEMENTS

This document includes forward-looking statements within the meaning of the safe harbor provisions of the United States Private Securities Litigation Reform Act of 1995. Forward-looking statements may be identified by the use of words such as anticipate, believe, expect, estimate, plan, outlook, and project and other similar expressions predict or indicate future events or trends or that are not statements of historical matters. Investors are cautioned that such forward-looking statements with respect to revenues, earnings, performance, strategies, prospects and other aspects of the businesses of The Gillette Company ( Gillette ), The Procter & Gamble Company ( P&G ) and the combined company after completion of the proposed transaction are based on current expectations that are subject to risks and uncertainties. A number of factors could cause actual results or outcomes to differ materially from those indicated by such forward-looking statements. These factors include, but are not limited to, the following risks and

uncertainties: those set forth in Gillette's and P&G's filings with the Securities and Exchange Commission (SEC), the failure to obtain and retain expected synergies from the proposed transaction, failure of Gillette and P&G stockholders to approve the transaction, delays in obtaining, or adverse conditions contained in, any required regulatory approvals, failure to consummate or delay in consummating the transaction for other reasons, changes in laws or regulations and other similar factors. Readers are referred to Gillette's and P&G's most recent reports filed with the SEC. Gillette and P&G are under no obligation to (and expressly disclaim any such obligation to) update or alter their forward-looking statements whether as a result of new information, future events or otherwise.

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### **Additional Information and Where to Find It**

This filing may be deemed to be solicitation material in respect of the proposed merger of Gillette and P&G. In connection with the proposed transaction, a registration statement on Form S-4 will be filed with the SEC. **SHAREHOLDERS OF GILLETTE AND SHAREHOLDERS OF P&G ARE URGED TO READ THE REGISTRATION STATEMENT AND ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC, INCLUDING THE JOINT PROXY STATEMENT/PROSPECTUS THAT WILL BE PART OF THE**

**REGISTRATION STATEMENT, BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION ABOUT THE PROPOSED TRANSACTION.** The final joint proxy statement/prospectus will be mailed to shareholders of Gillette and shareholders of P&G. Investors and security holders may obtain a free copy of the disclosure documents (when they are available) and other documents filed by Gillette and P&G with the Commission at the Commission's website at [www.sec.gov](http://www.sec.gov), from The Gillette Company, Prudential Tower, Boston, Massachusetts, 02199-8004, Attention: Office of the Secretary, or from The Procter & Gamble Company, Investor Relations, P.O. Box 599, Cincinnati, OH 45201-0599.

### **Participants in the Solicitation**

Gillette, P&G and their respective directors and executive officers and other members of management and employees may be deemed to be participants in the solicitation of proxies from their respective shareholders in respect of the proposed transactions. Information regarding Gillette's directors and executive officers is available in Gillette's proxy statement for its 2004 annual meeting of shareholders, which was filed with the SEC on April 12, 2004, and information regarding P&G's directors and executive officers is available in P&G's proxy statement for its 2004 annual meeting of shareholders, which was filed with the SEC on August 27, 2004. Additional information regarding the interests of such potential participants will be included in the joint proxy statement/prospectus and the other relevant documents filed with the SEC when they become available.