



Ref: SEC/SE/2025-26

Date: August 7, 2025

To,
Corporate Relations Department
BSE Ltd.
Phiroze Jeejeebhoy Towers
Dalal Street,
Mumbai- 400001

Listing Department
National Stock Exchange of India Ltd.
Exchange Plaza, 5th Floor
Plot No. C/1, G Block, Bandra Kurla Complex
Bandra (E), Mumbai – 400051

BSE Scrip Code: 500096

NSE Scrip Symbol: DABUR

Sub: Presentation made at 50th Annual General Meeting (AGM) of the Company

Dear Sir/Madam,

With reference to the captioned subject, please find enclosed herewith copy of the presentation made to Shareholders at the 50th AGM of the Company held today i.e. August 7, 2025. The presentation is also available on the website of the Company at www.dabur.com.

This is for your information and records.

Thanking You,

Yours faithfully,
For **Dabur India Limited**


(Ashok Kumar Jain)
Group Company Secretary & Chief Compliance Officer

Encl: as above



DABUR INDIA LIMITED

50th ANNUAL GENERAL MEETING

Presentation by Mohit Malhotra, CEO

AUGUST 2025



AGENDA FOR TODAY

1

DABUR OVERVIEW

2

FY25 PERFORMANCE HIGHLIGHTS

3

STRATEGIC BUSINESS LEVERS



Dabur Overview

Dabur – A Global Leader in Ayurveda and Natural Healthcare

Among top

4

FMCG companies in India

80%

HH consuming Dabur products

22

Manufacturing Units globally

8.5Mn

Outlet reach across India

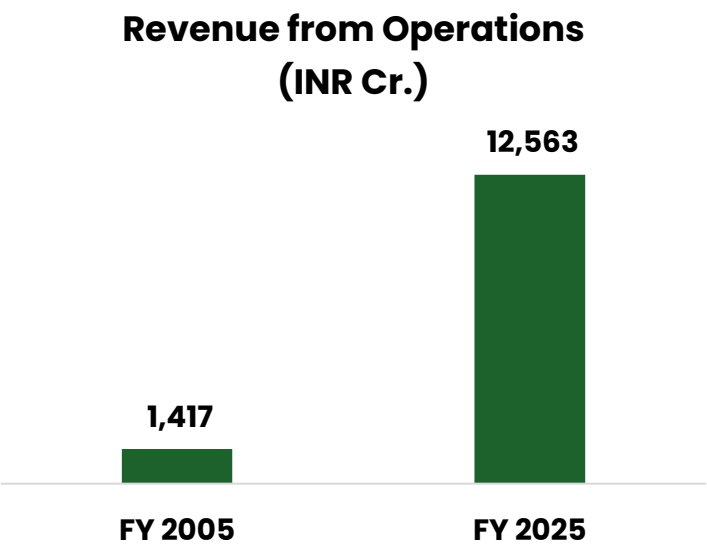
26%

Sales from International regions

INR 12,563 Cr

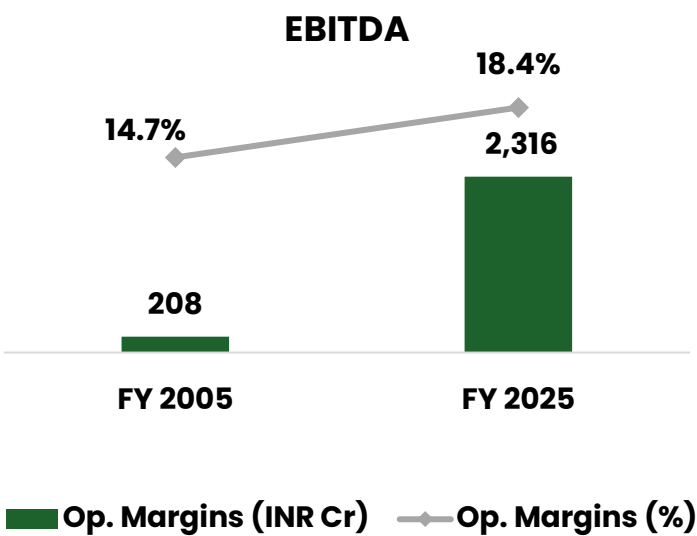
Sales in FY25

Strong Long-term Performance



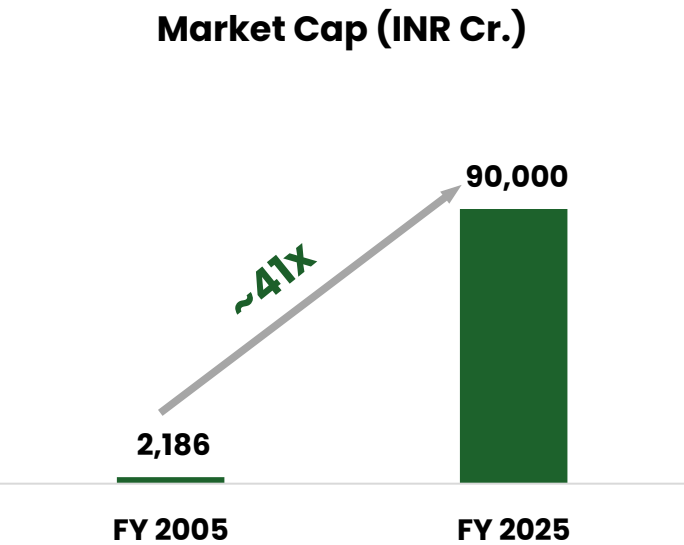
12%

20 Year CAGR



13%

20 Year CAGR



41x

In last 20 Years

Business Structure

		Key Brands							
DOMESTIC (74%)	Healthcare (30%)	 Health Supplements		 Digestives		 OTC		 Ethicals	
	Home & Personal Care (50%)	 Hair Care		 Oral Care		 Home Care		 Skin Care	
	Food & Beverages (20%)	 Beverages		 Foods		 Foods		 Foods	
International (26%)		 Beverages		 Foods		 Foods		 Foods	

Market Leadership in Domestic Business

Leading position in key categories across verticals

#1 Player



Juices & Nectars



Chyawanprash



Honey



Air Fresheners



Mosquito Repellant Cream



Bleaches



Hair Oils

#2 Player



Oral care



Baby Massage Oil



Glucose

Market Leadership in International Business



Saudi Arabia



Egypt



United Arab Emirates



Hair Oils

#1

#1

#1



Hair Cream

#1

#1

#1



Hair Gel

#1

#2

#1



Hair Mask

#1

#1

#1



Hair Serum

#3

#3

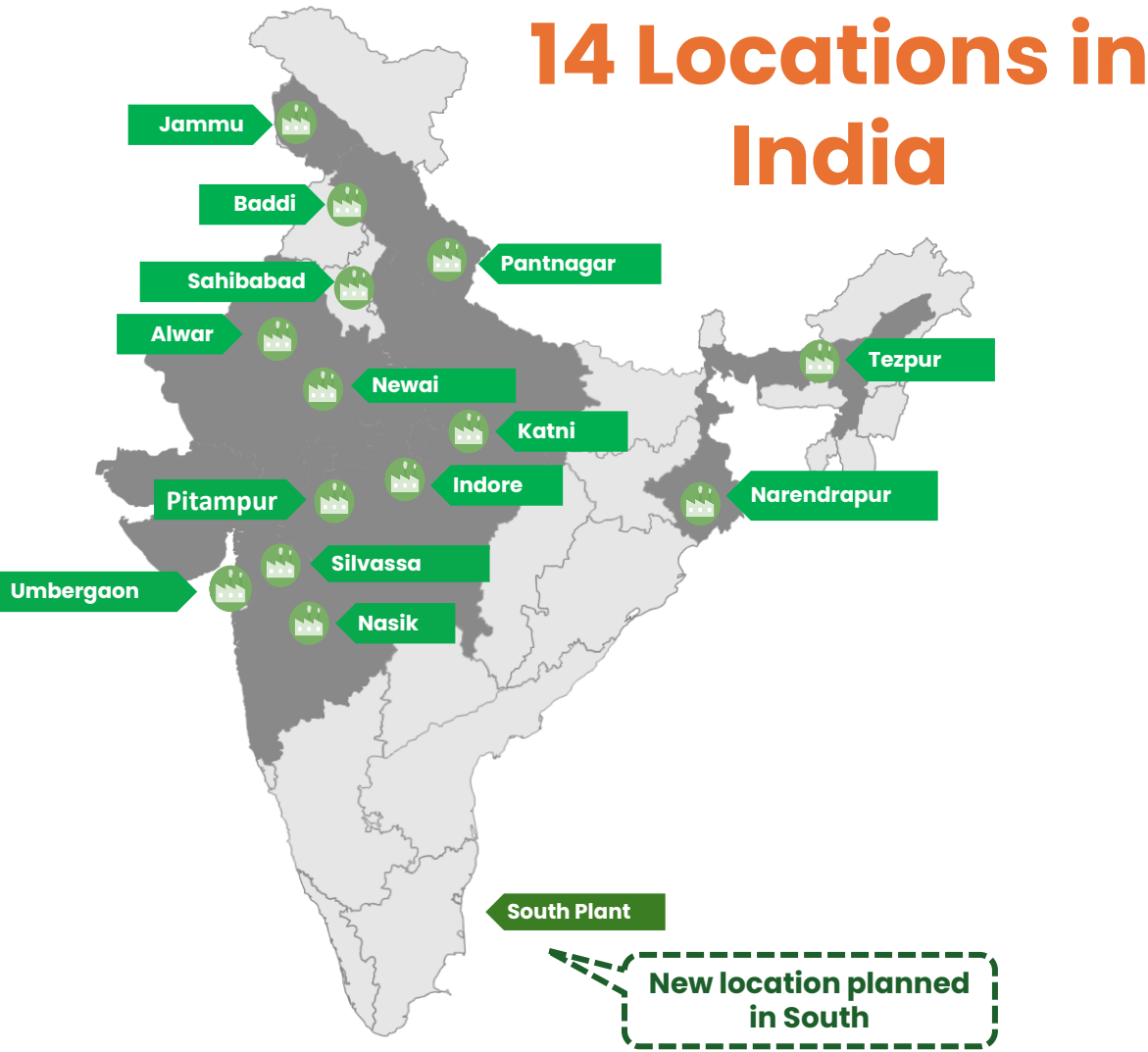
#2



Toothpastes

#3

Global Manufacturing Footprint



8 International Locations





FY25 Performance Highlights

FY25 Summary

INR 12,563 Cr

Consolidated Sales

INR 1,768 Cr

Profit After Tax

INR 1,418 Cr

Dividend for FY25
80.2% Dividend Payout Ratio

90%

Portfolio gained market
shares

18.4%

Operating Profit Margin

14%

PAT Margin

Supported by Strong Balance Sheet

INR 73 Bn

Net Cash as on
31st March 25

INR 107 Bn

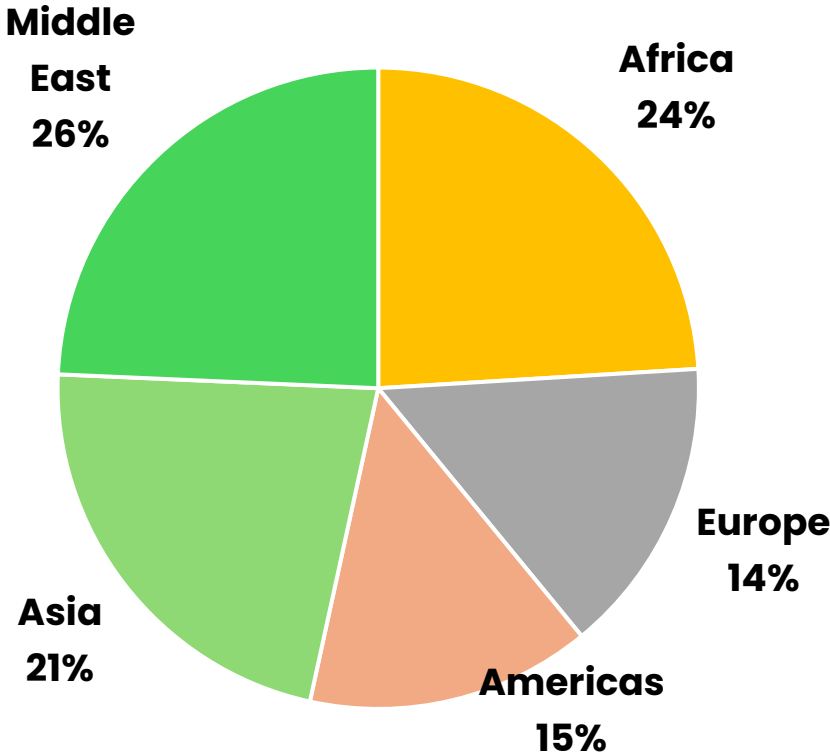
Net Worth

35%

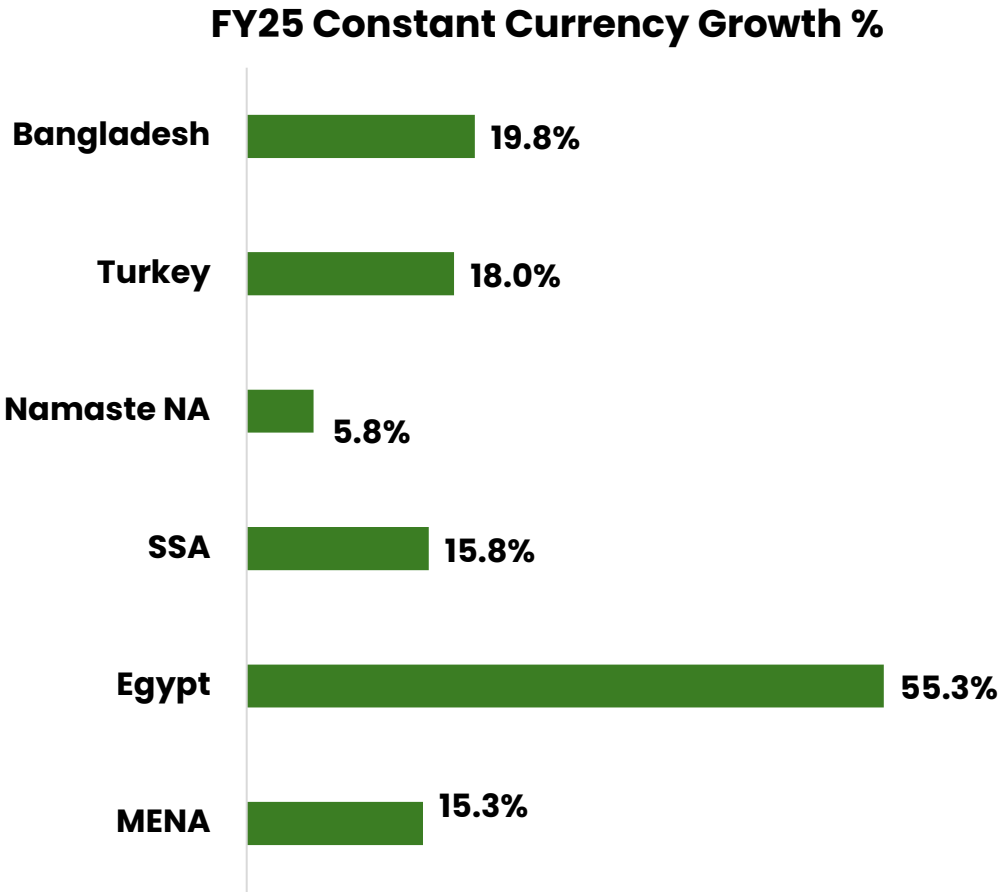
Return on Invested Capital

FY25 | International Business – Performance Overview

International Business FY25 Revenue Breakdown



International Business grew by 17.2% in CC terms





Strategic Business Levers

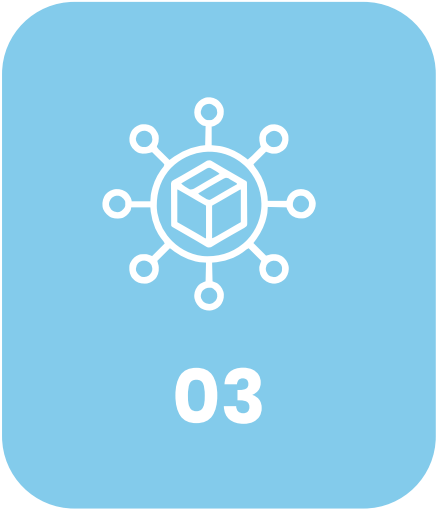
Strategic Business Levers



Brand Building



Focus on
Innovation and
Premiumization



Distribution
Expansion



Operational
Excellence



Sustainability

Strategic Business Levers



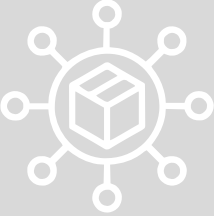
01

Brand Building



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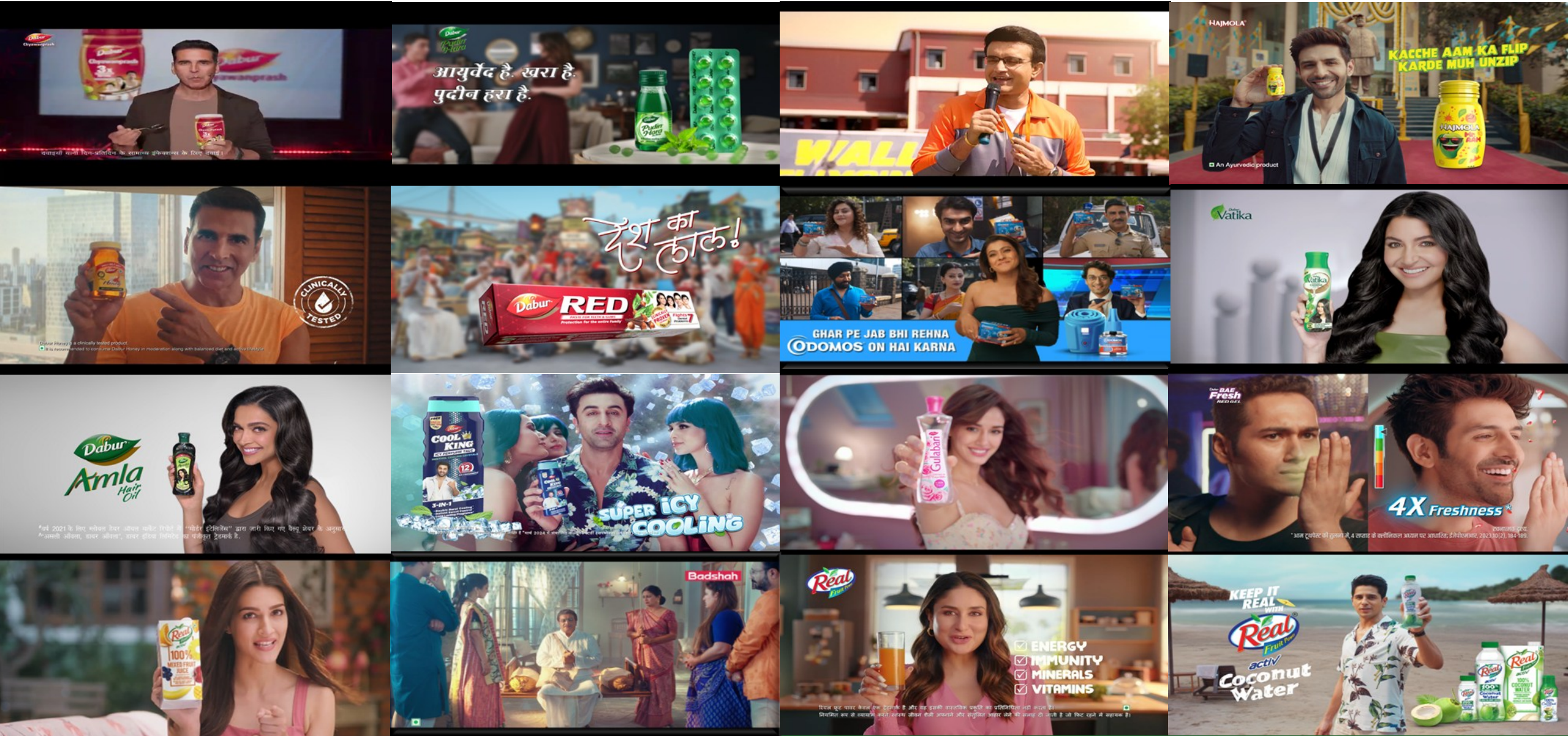
Operational
Excellence



05

Sustainability

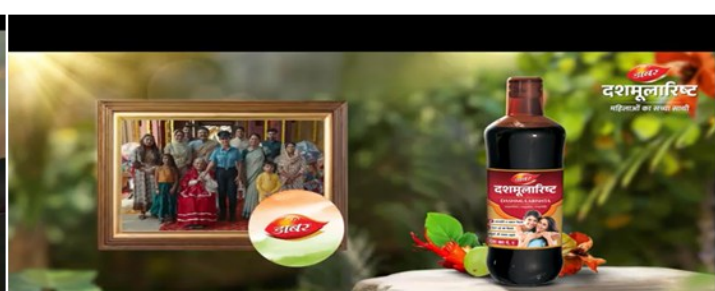
Through Persuasive & Thematic Campaigns across Brands



Regional Persuasive Campaigns



Topical Campaigns



Outdoor And Rural Activations

~25,000 Wall Paintings 1.3 Cr Sq Ft Area Covered

Wall Paintings



Metro Pillar Branding



<<Auto Brandings

Chitrakoot Mela



<<Durga Puja

Leveraged Largest Religious Gathering – Maha Kumbh 2025

38	200+	50	13	100	7	10+
Led Screens	Police Barricades	Branded Police Booths	Bill Boards	Changing Rooms	Branded Stalls	Dant Snan Stations

इस महाकुम्भ, पूरी श्रद्धा से कीजिए भक्ति
डाबर च्यवनप्राथ दे 100+ बीमारियों से लड़ने की शक्ति

डाबर च्यवनप्राथ

Dabur Khajurprash, Dabur Chyawanprash, Dabur Chyawanprash

प्राथना से पहले दन्त स्नान का धर्म निभाओ, हर सुबह डाबर रेड अपनाओ.

Dabur RED PASTE

CLINICALLY PROVEN Fights 7 Dental Problems

त्रिवेणी संगम पर डाबर आँवला वाली मज़बूती की त्रिवेणी

75 सालों से मज़बूती का प्रतीक असली आँवला, डाबर आँवला

Dabur Amla Hair Oil

महाकुम्भ को बनाएं खास, फ्रूट न्यूट्रिशन के साथ!

Real Fruit Powder

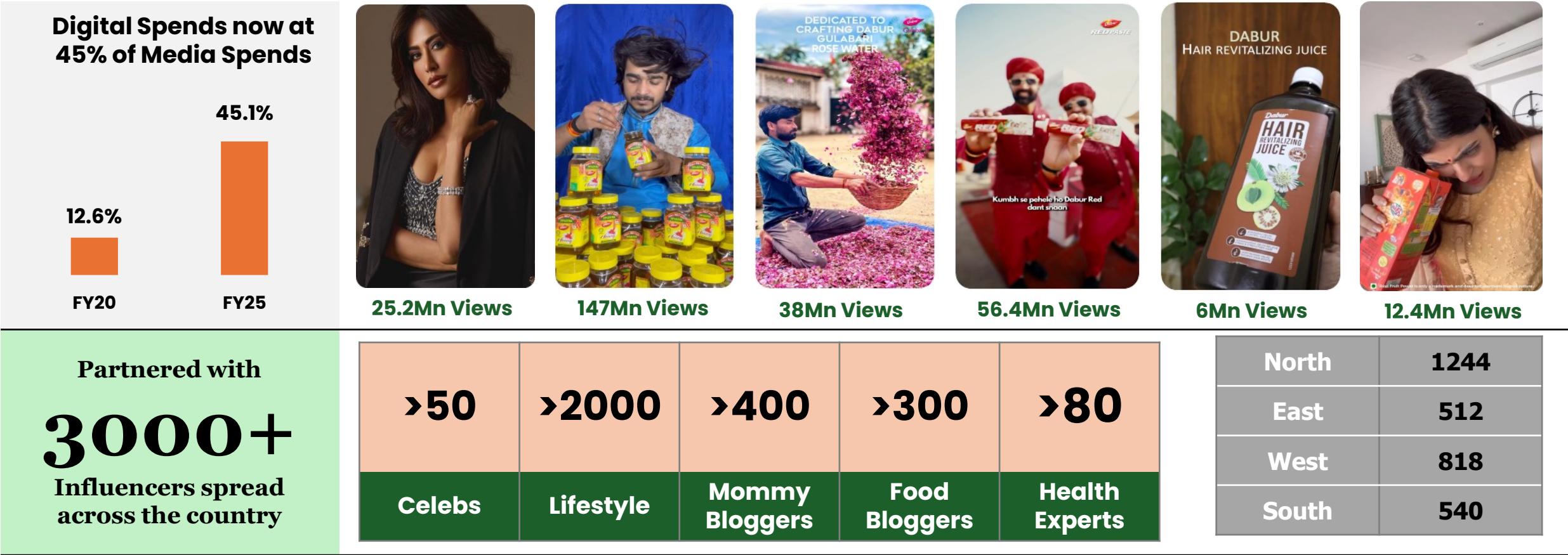
Rs. 10/- Only

*110ml

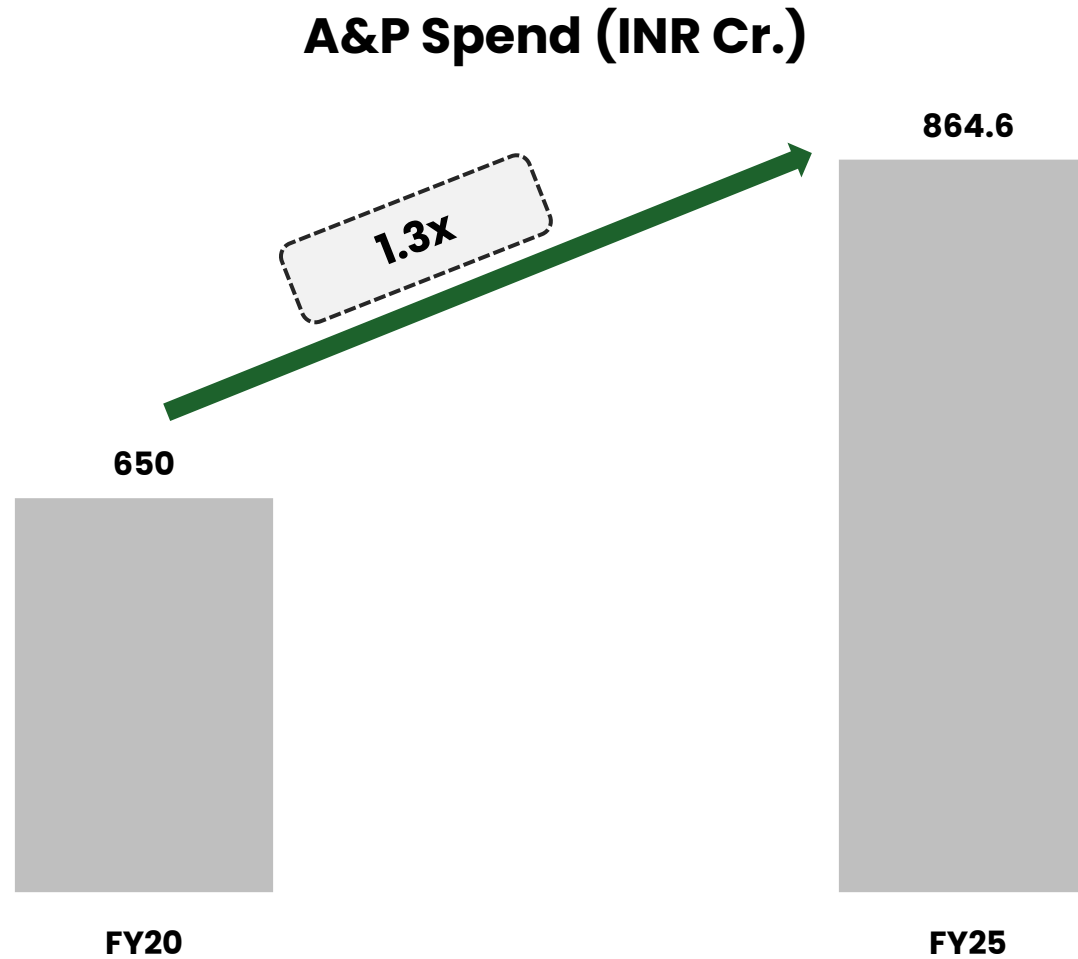
Campaigns in International Business



Scaling Digital Advertising

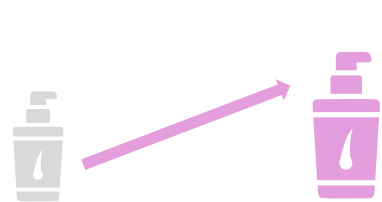


A&P Spend increased to 1.3x in last 5 Years



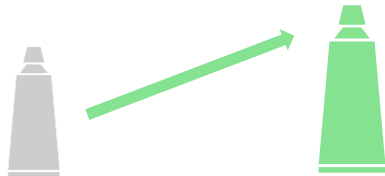
Household Penetration gains in last 5 Years

HAIR OILS
(Dabur Amla)



36.3%
+450 bps

ORAL CARE
(Dabur Red Paste)



51%
+750 bps

DCP



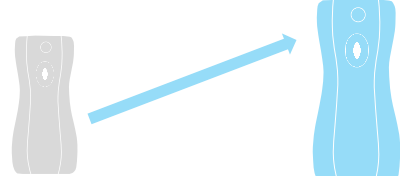
2.3%
+10 bps

JUICES
Real



3.0%
+120 bps

FRESHNERS
(Odonil)

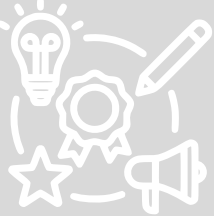


5.6%
+190 bps

Strong Market share Gains across 90% of our Portfolio

Category	Market Share (%)	Gains (Bps)
Hair Oils	19.1	196
Toothpaste	16.3	15
MRC	68.7	386
Digestives	55.8	261
Shampoo	7.8	21
Chyawanprash	61.3	162
Juices & Nectars	60.6	261
Honey	51.4%	75
Air Fresheners	42.1%	67
Bleaches	31%	60
Glucose Powder	28.5%	112

Strategic Business Levers



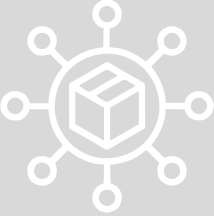
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Operational
Excellence



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Sustainability

Innovation Contribution at 2.3% for FY25

NPD % to Sales

2.3%

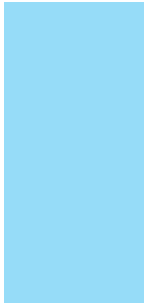


FY25



NPD % to Sales – Vertical Wise in FY25

2.3%



Healthcare

3.0%



HPC

2.5%



Food & Beverage

Select NPDs launched during the Year



Driving Premiumization



Premium Dabur Chyawanprash Variants



Dabur Honey Premium Range



Dabur Himalayan Shilajit



Health Juices



Siens By Dabur



Odonil Gel Pockets



Dabur Herb'l Range

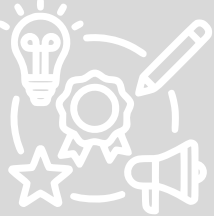


Real Activ 100% Juice



Real Activ Coconut Water

Strategic Business Levers



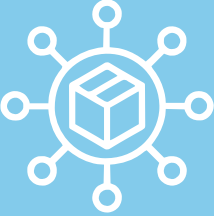
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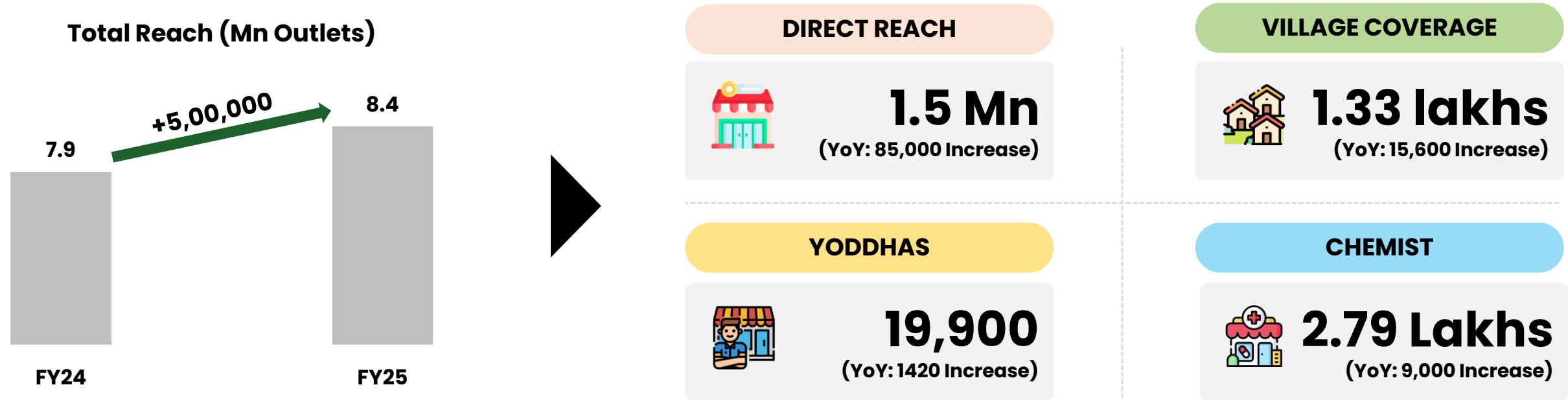
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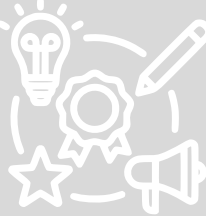
Sustainability

Expanded Distribution by 0.5 Mn to reach 8.4 Million Outlets in FY25



* Institutions also include Canteen and Paramilitary

Strategic Business Levers



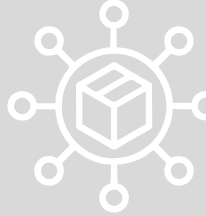
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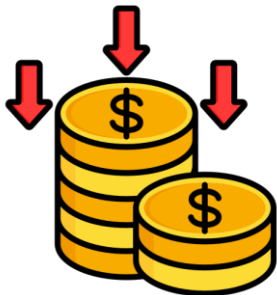


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Sustainability

FY25 | Cost Optimization & Productivity Improvement

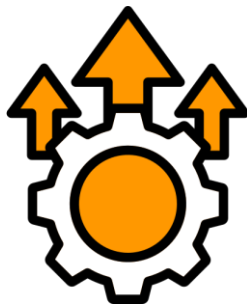
Cost Optimization



INR
100 cr

Savings achieved in FY25

Continuous Improvement



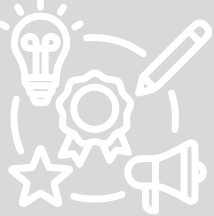
2700
Kaizens implemented

Manufacturing Investment



INR
+500 cr
Invested in FY25

Strategic Business Levers



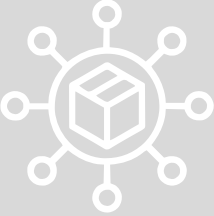
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
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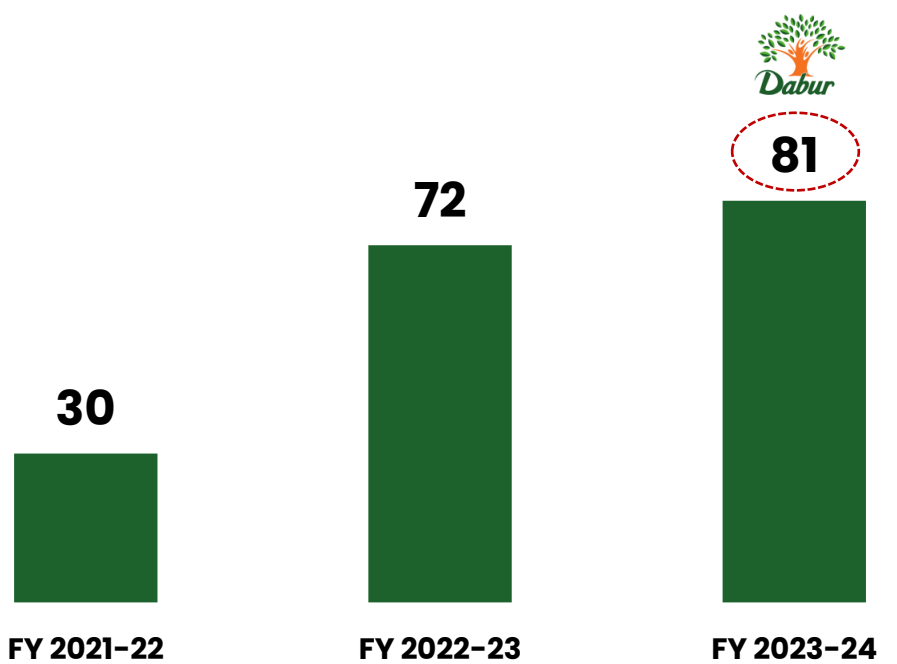
Sustainability

Embedding Sustainability in whatever we do

Key Environment KPIs	Target	FY25
 Coal Usage Across	100% elimination of coal usage across operations by FY2025	100% Sustained
 Energy from Renewable & Cleaner Sources	> 60% Scope-1 & 2 energy from renewable and clean sources by FY 2026	61% of the total energy consumed in operations came from renewable sources <i>(Achieved 1 Year ahead of plan)</i>
 Intensity In Water Operations	Reduce water intensity 30% by FY 2026	Water usage reduced by 30% <i>(Achieved 1 Year ahead of plan)</i>
 Water Positivity	To become water Positive by 2030	1- Achieved 85% against 100% Well on target to become water positive by 2030
 Plastic Waste Positivity	To maintain plastic waste positive status every FY	Maintained plastic positivity
 Operations Outside Biodiversity Zones	100% operations outside protected and eco sensitive zones	100%
 Gender Diversity	Achieve Gender diversity of 21% at all management positions by FY 2028	13.4%

ESG Score moved up to 81 and MSCI Rating upgraded to 'AA'

DJSI SCORE



Naturally &
Sustainably Yours,
Dabur



Thank You!