



Ref: SEC/SE/2025-26

Date: July 31, 2025

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

BSE Scrip Code: 500096

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

NSE Scrip Symbol: DABUR

Sub: Investor Communication

Dear Sir/Madam,

In compliance with SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are pleased to enclose a copy of Investor Communication, being issued by the Company today.

This is for your information and records.

Thanking You,

Yours faithfully,
For **Dabur India Limited**

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

Encl: as above

Dabur



Q1 FY26 INVESTOR PRESENTATION
31st July 2025

AGENDA FOR TODAY

1

STRONG EXECUTION AMIDST CHALLENGES

2

Q1 - FINANCIAL HIGHLIGHTS

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BUSINESS PERFORMANCE

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PROFIT & LOSS STATEMENTS

AGENDA FOR TODAY



1

STRONG EXECUTION AMIDST CHALLENGES

MOMENTUM BUILDERS THIS QUARTER



95% of the Portfolio gained market shares



Quick Commerce growing at a rapid pace



Rural continued its growth momentum & outpaced urban by 400 bps



International business sustaining its robust growth trajectory

- ✓ double digit constant currency growth
- ✓ currency headwinds waning















- ✓ **Power Brands in Healthcare** such as, *Honey, Honitus and Chyawanprash* recorded double digit growth
- ✓ **HPC registered sequential uptick; strong primary & secondary growth**



- ✓ **Operating margin maintained in Q1 despite high inflation; demonstrates strength in brands**
- ✓ **Operating Profit and PAT grew ahead of topline**

FOCUSED INTERVENTIONS AMIDST CHALLENGES

| CHALLENGES | KEY INTERVENTIONS | | | |
|---|--|---|--|--|
| <div></div> <div>Unseasonal Rainfall</div> | <div></div> <div>Scaled Up Premium Portfolio of Activ Range, especially coconut water</div> | <div></div> <div>Consumer Promotions on Core Nectar Pack</div> | <div></div> <div>Dialed up on brands that could benefit from early monsoons</div> | |
| <div></div> <div>High inflation</div> | <div></div> <div>Tactical Price Increases across all verticals</div> | <div></div> <div>Focus on premiumization Focus</div> | <div></div> <div>Cost saving initiatives</div> | |
| <div></div> <div>Operation Sindoor</div> | <div></div> <div>Leveraging Quick Commerce</div> | <div></div> <div>Double Down on Other Regions to cover for North India</div> | <div></div> <div>Focus on HPC and Healthcare</div> | |

AGENDA FOR TODAY

Q1 – FINANCIAL HIGHLIGHTS

NON-SEASONAL BUSINESS GREW BY 7% YoY; PAT GREW BY 2.8%

Revenue Growth

Consolidated
(Ex. Seasonal Business)

7%



YoY Growth

*Seasonal Business declined in
Double Digits*

Consolidated Reported

1.7%



*YoY Growth in Consolidated
Business*

2% CC Growth

Standalone
(Ex-Seasonal Business)

4.3%



YoY Growth

(1.8%) decline in Reported

International

13.7%



*YoY CC Growth in International
Business*

Operating Profit and PAT Growth

2%



*YoY Growth in Operating
Profit*

19.6% Margin maintained YoY

2.8%



YoY Growth in PAT

+20 Bps Expansion in PAT Margin

BUSINESS PERFORMANCE – DOMESTIC & INTERNATIONAL

Domestic Business

| | HPC |
|-------------------|----------------------------|
| YoY Growth | +5% |
| Revenue (INR Cr.) | 1233 |
| Contribution (%) | 53% (% Domestic) |

| | HEALTHCARE |
|-------------------|-------------------------------------|
| YoY Growth | +2.7%* (4.4%) YoY Decline |
| Revenue (INR Cr.) | 591 |
| Contribution (%) | 26% (% Domestic) |

| | F&B |
|-------------------|----------------------------|
| YoY Growth | (14.3%) |
| Revenue (INR Cr.) | 492 |
| Contribution (%) | 21% (% Domestic) |

| | INTERNATIONAL |
|-------------------|-----------------------------------|
| YoY Growth | 13.7% +12.7% INR growth |
| Revenue (INR Cr.) | 871 |
| Contribution (%) | 26% (% Consolidated) |

ROBUST DOUBLE-DIGIT GROWTH IN INTERNATIONAL MARKET WITH EASING CURRENCY HEADWINDS

Region Wise Constant Currency Growth in Q1 FY26

Namaste



30%



MENA Region



10.1%



Turkey



36%



UK



41%



SSA Region



20%



Egypt



4.4%



Bangladesh



10.2%



Nigeria



10%



AGENDA FOR TODAY

BUSINESS PERFORMANCE

HOME & PERSONAL CARE

Oral Care

- We continue to outpace category growth in toothpastes and gained market share during the quarter
- Toothpastes recorded 7.3% growth y-y on a high base (~12% growth in Q1FY25)
- Dabur Red Toothpastes and Dabur Herb'l franchise sustained its strong growth trajectory

Home Care

- Odonil gained 183 bps market share in Air fresheners on the back of strong growth in Gels and Aerosol formats.
- Odomos registered 261 bps gain in market share during the quarter
- Odonil and Odomos performed well and grew in double digits

Skin Care

- Robust double digit growth in the "Gulabari" franchise
- Digital campaign with "Karan Johar" to promote premium variants of OxyLife Facial Kits garnered good response
- We gained 91 bps market share in the Bleach category

Hair Care

- Hair oils grew ahead of the category and gained 214 bps
- Pure Coconut oil, "Dabur Anmol", grew in double digits led by pricing growth

Dabur
RED PASTE
India's No.1 Ayurvedic Paste
Endorsed By
Indian Dental Association

Category Wise YoY Value Growth

| | |
|------------------|---------------------|
| Oral Care | Mid Single |
| Home Care | Double Digit |
| Skin Care | High Single |
| Hair Care | Low Single |

Dabur RED
PASTE FOR TEETH & GUMS
Protection for the entire Family

idai
Indian Dental Association
ACCEPTED

7
Fights Dental Problems

HEALTHCARE

Health Supplements

- Chyawanprash grew in strong double-digits on account of early onset of monsoons
- Dabur Honey reported good growth of ~11% in Q1
- Dabur Chyawanprash and Dabur Honey gain 111 bps and 40 bps in market share respectively
- Glucose impacted on account of unseasonal rains and high growth in base quarter (31% growth in Q1FY25)

Digestives

- Hajmola and Pudín Hara grew in high single digit
- New communication focusing on 'acidity relief' for Pudín Hara has been well received
- We gained market share of 228 bps in Digestive category

OTC & Ethicals

- Honitus recorded strong double digit growth; ramp up in consumption on account of early monsoons
- Health juices grew in high teens during the quarter

* Health Supplements growth after excluding Glucose

डॉबर
खजूरप्राश

खजूर की ताकत
आयरन की शक्ति

उन दिनों के उतार-चढ़ाव, अक्सर सिरदर्द, अधिक थकान, बालों का झड़ना, ये आयरन की कमी के लक्षण हो सकते हैं।
इसलिए रोज़ लीजिए 2 चम्मच नया डॉबर खजूरप्राश
आयरन की कमी लड़ने में मदद करे।

Category Wise Performance

Health Supplements **High Single***

Digestives **High Single**

OTC & Ethicals **Low Single**

मनु भाकर
डबल ओलंपिक मेडलिस्ट

Khajurprash
SUPPORTS HEALTHY HAEMOGLOBIN LEVELS
HELPS FIGHT IRON DEFICIENCY

*खजूर से प्राकृतिक रूप से मिलने वाला आयरन। मात्रा और निर्देश लेबल के अनुसार। उत्पाद के लाभ खजूर पर सार्वजनिक क्षेत्र में साइंटिफिक डेटा के आधार पर। आयुर्वेदिक औषधि। आयरन की कमी के लक्षण साइंटिफिक प्रकाशित डेटा के आधार पर। 2 चम्मच (लगभग 24 ग्राम) खजूरप्राश करीब 5.3 मि. ग्राम आयरन प्रदान करने में मदद करता है।

FOODS & BEVERAGES

- Activ range maintained its strong double-digit growth momentum; grew by ~20% this quarter. Coconut water performed well on the back of a new campaign focused on 'hydration' and 'no added sugar'
- 'Real' portfolio was impacted during the quarter on account of milder summers and unseasonal rains.
- In spite of headwinds during the quarter, we performed better than the category and gained 207 bps market share in the nectars category and 141 bps in 100% Juices
- In the culinary portfolio, key products like coconut milk, Lemoneez and mustard oil recorded strong double-digit growth.
- Badshah domestic volume grew in double-digits

The advertisement features a man in a maroon tracksuit standing on a sandy beach with a blue ocean and palm trees in the background. A large bottle of Real Fruit Power activ Coconut Water is prominently displayed in the foreground. The bottle label includes the Real logo, 'Fruit Power', 'activ', '100% NO ADDED SUGARS', 'Coconut Water', and 'LOW CALORIE JUICE'. Above the bottle, the text 'REFRESHING HYDRATION WITH NO ADDED SUGARS+' is written in a bold, blue font. In the top right corner, there is a badge that says 'INDIA'S No.1 JUICE AND NECTAR BRAND'. At the bottom right, two circular icons with text describe the product's benefits: 'Naturally present Electrolytes' and 'Supports Hydration'.

Category Wise Performance

F&B

Mid Teens decline

Real
Fruit Power
activ
100%
NO ADDED SUGARS
Coconut Water
LOW CALORIE JUICE

REFRESHING HYDRATION
WITH NO ADDED SUGARS+

INDIA'S No.1
JUICE AND
NECTAR BRAND

Naturally present
Electrolytes

Supports Hydration

IMPACTFUL ADVERTISING WITH DIFFERENTIATED POSITIONING

Dabur Chyawanprash – Daily Two Spoons for Monsoon



Dabur
Chyawanprash
AWALEHA

**DAILY TWO SPOONS
FOR MONSOON**

1 चम्मच = 12g (लगभग), यानी 2 चम्मच = 24g (लगभग)।
आयुर्वेदिक औषधि, प्रयोग निर्देश के लिए लेबल देखें।
रचनात्मक दूर्योक्त।

Dabur
Chyawanprash
AWALEHA

**3x
IMMUNITY
ACTION***
CLINICALLY TESTED

PROTECTION FROM ILLNESS

IMPACTFUL ADVERTISING WITH DIFFERENTIATED POSITIONING

Pudin Hara – Cooling On, Acidity Gone



The advertisement features a blurred background of people in a social setting. In the foreground, three Dabur Pudina Hara products are displayed: a green sachet of 'Pudin Hara Fizz Lemon' with '100% ayurvedic' and 'DOUBLE ACTION OF LEMON & MINT' text, a green bottle of 'Pudin Hara' with 'Effective cooling' text, and a blister pack of green tablets. Fresh mint leaves and green grapes are scattered around the products. The Dabur logo is in the top left corner.

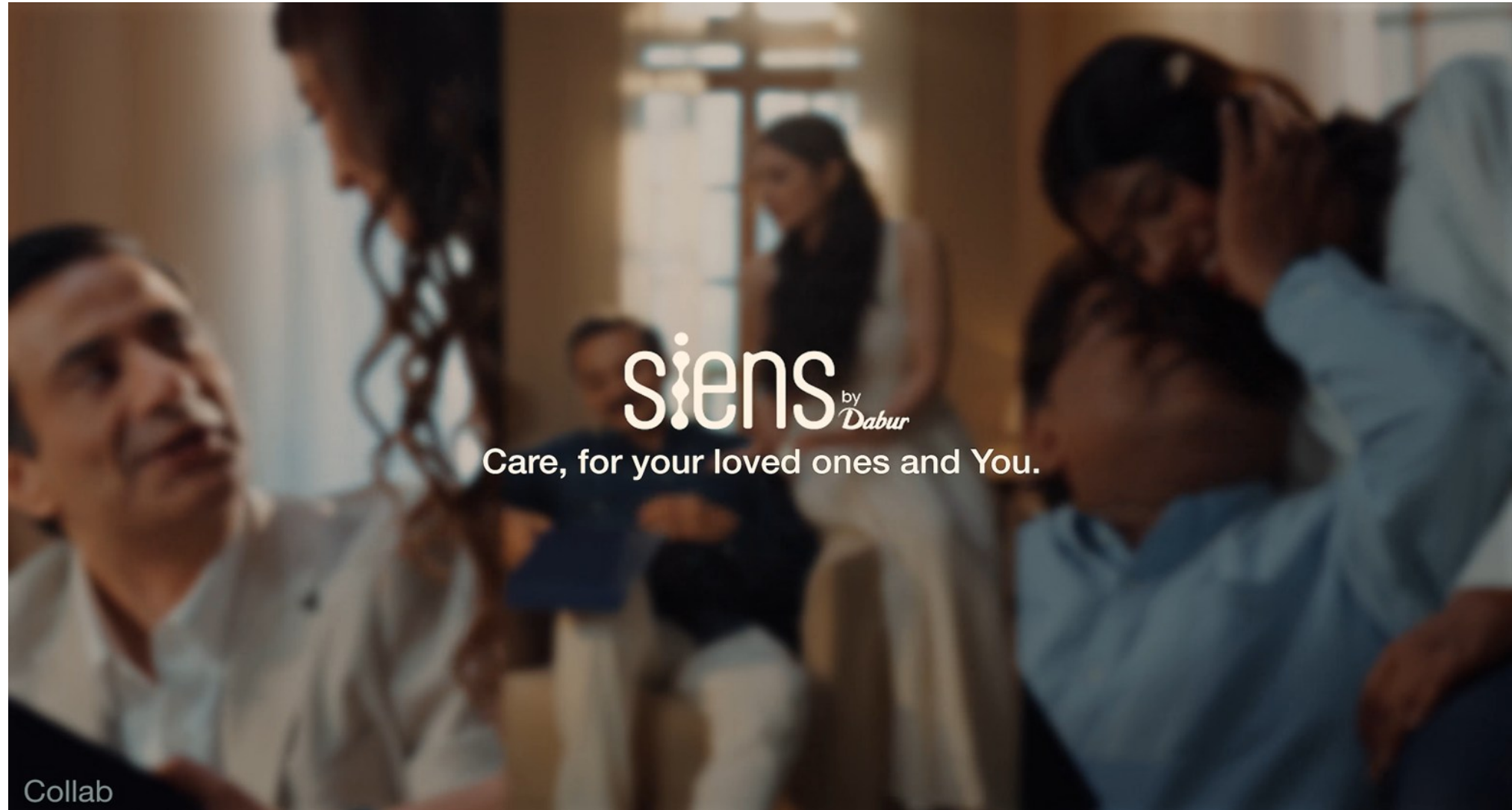
**पुदीन हरा कूलिंग ऑन
एसिडिटी की जलन गॉन**

क्लिनिकल स्टडी के आधार पर, इसके इंग्रेडिएंट्स के फायदे पब्लिक डोमेन में उपलब्ध साइंटिफिक डेटा में मौजूद हैं।
आयुर्वेदिक औषधि मात्रा और निर्देश के लिए लेबल देखें

रचनात्मक चित्रण

IMPACTFUL ADVERTISING WITH DIFFERENTIATED POSITIONING

Siens By Dabur



IMPACTFUL ADVERTISING WITH DIFFERENTIATED POSITIONING

Real Activ Coconut Water – Hydration with Zero Added Sugar



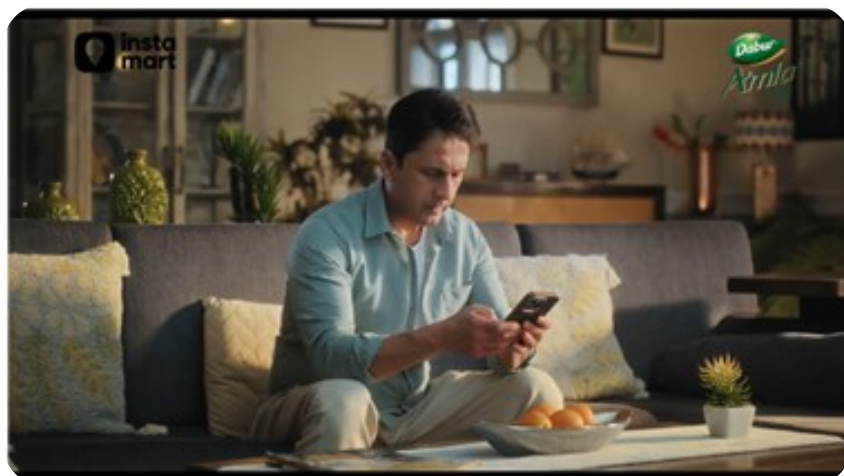
LEVERAGING INFLUENCER AND DIGITAL CAMPAIGNS



←
Influencer led campaigns for Promoting Functional Health Juices



Dabur Shilajit – Leveraging Fitness Influencer to target Gym Goer



Dabur Amla – Father's Day



↖
Digital Campaign with Karan Johar for OxyLife Facial Kits

AGENDA FOR TODAY

4

PROFIT & LOSS STATEMENTS

Q1 FY26 CONSOLIDATED P&L

| <i>In INR crores</i> | Q1 FY26 | Q1 FY25 | Y-o-Y (%) |
|--|--------------|--------------|-------------|
| Revenue from operations | 3,404.6 | 3,349.1 | 1.7% |
| Material Cost | 1,803.3 | 1,748.7 | 3.1% |
| Employee expense | 337.8 | 322.9 | 4.6% |
| Advertisement and publicity | 202.0 | 235.9 | (14.4%) |
| Other Expenses | 393.8 | 386.6 | 1.8% |
| Operating Profit | 667.8 | 655.0 | 2% |
| % of Revenue | 19.6% | 19.6% | |
| EBITDA (inc Other income) | 811.8 | 784.4 | 3.5% |
| % of Revenue | 23.8% | 23.4% | |
| Net profit for the period/year (after minority) | 513.9 | 500.1 | 2.8% |
| % of Revenue | 15.1% | 14.9% | |

Q1 FY26 STANDALONE P&L

| <i>In INR crores</i> | Q1 FY26 | Q1 FY25 | Y-o-Y (%) |
|----------------------------------|--------------|--------------|---------------|
| Revenue from operations | 2,469.5 | 2,514.2 | (1.8%) |
| Material Cost | 1,378.9 | 1,380.4 | 0.1% |
| Employee expense | 205.8 | 202.6 | 1.6% |
| Advertisement and publicity | 151.1 | 188.7 | (20%) |
| Other Expenses | 248.5 | 245.5 | 1.2% |
| Operating Profit | 485.2 | 496.9 | (2.4%) |
| % of Revenue | 19.6% | 19.8% | |
| EBITDA (inc Other income) | 601.1 | 607 | (1%) |
| % of Revenue | 24.3% | 24.1% | |
| Net profit for the period | 407.4 | 405.4 | 0.5% |
| % of Revenue | 16.5% | 16.1% | |

DISCLAIMER

Cautionary note concerning forward-looking statement

Certain statements made in this presentation relating to the Company's objectives, projections, outlook, expectations, estimates, among others may constitute 'forward-looking statements' within the meaning of applicable laws and regulations. Actual results may differ from such expectations, projections etc., whether express or implied. These forward-looking statements are based on various assumptions, expectations and other factors which are not limited to, risk and uncertainties regarding fluctuations in earnings, competitive intensity, pricing environment in the market, economic conditions affecting demand and supply, change in input costs, ability to maintain and manage key customer relationships and supply chain sources, new or changed priorities of trade, significant changes in political stability in India and globally, government regulations and taxation, climatic conditions, natural calamity, commodity price fluctuations, currency rate fluctuations, litigation among others over which the Company does not have any direct control. The company cannot, therefore, guarantee that the 'forward-looking' statements made herein shall be realized. The Company, may alter, amend, modify or make necessary corrective changes in any manner to any such forward looking statement contained herein or make written or oral forward-looking statements as may be required from time to time based on subsequent developments and events.

Thank You!



Naturally &
Sustainably Yours,
Dabur



For more information and updates, visit:
<http://www.Dabur.Com/in/en-us/investor>