



**Ref: SEC/SE/2025-26**  
**Date: July 31, 2025**

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

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

BSE Scrip Code: 500096

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**  
**31<sup>st</sup> July 2025**

# AGENDA FOR TODAY

1

**STRONG EXECUTION AMIDST CHALLENGES**

2

**Q1 - FINANCIAL HIGHLIGHTS**

3

**BUSINESS PERFORMANCE**

4

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

# 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	HEALTHCARE	F&B	INTERNATIONAL
YoY Growth	<b>+5%</b>	<b>+2.7%*</b> <i>(4.4%) YoY Decline</i>	<b>(14.3%)</b>	<b>13.7%</b> <i>+12.7% INR growth</i>
Revenue (INR Cr.)	<b>1233</b>	<b>591</b>	<b>492</b>	<b>871</b>
Contribution (%)	<b>53%</b> <i>(% Domestic)</i>	<b>26%</b> <i>(% Domestic)</i>	<b>21%</b> <i>(% Domestic)</i>	<b>26%</b> <i>(% Consolidated)</i>

• Healthcare vertical growth after excluding impact of Glucose; Including Glucose decline of 4.4%

# 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%



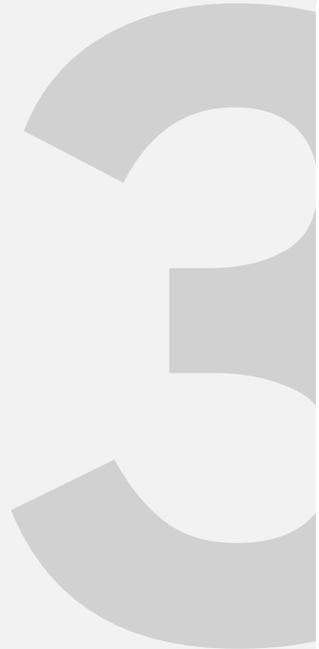
Nigeria



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**

<b>Oral Care</b>	<b>Mid Single</b>
<b>Home Care</b>	<b>Double Digit</b>
<b>Skin Care</b>	<b>High Single</b>
<b>Hair Care</b>	<b>Low Single</b>

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

**idai**  
Indian Dental Association  
**ACCEPTED**

**Fights 7 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 Pudina Hara grew in high single digit
- New communication focusing on 'acidity relief' for Pudina 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

**डाबर**  
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 डाबर 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. ग्रा. 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

**INDIA'S No.1**  
JUICE AND NECTAR BRAND

**Real**  
Fruit Power  
activ  
**Coconut Water**  
REFRESHING HYDRATION  
WITH NO ADDED SUGARS<sup>+</sup>

**Category Wise Performance**

**F&B** **Mid Teens decline**

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

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।  
रघनात्मक दृश्यांकन।

**Dabur**  
Chyawanprash  
AWALEHA

**3x**  
IMMUNITY ACTION\*  
CLINICALLY TESTED

PROTECTION FROM ILLNESS

# IMPACTFUL ADVERTISING WITH DIFFERENTIATED POSITIONING

## Pudin Hara – Cooling On, Acidity Gone



**Dabur Pudina Hara**

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

**Dabur Pudina Hara Fizz Lemon**  
100% ayurvedic  
DOUBLE ACTION OF LEMON & MINT  
QUICK RELIEF FROM GAS & ACIDITY

**Dabur Pudina Hara**  
Effective cooling

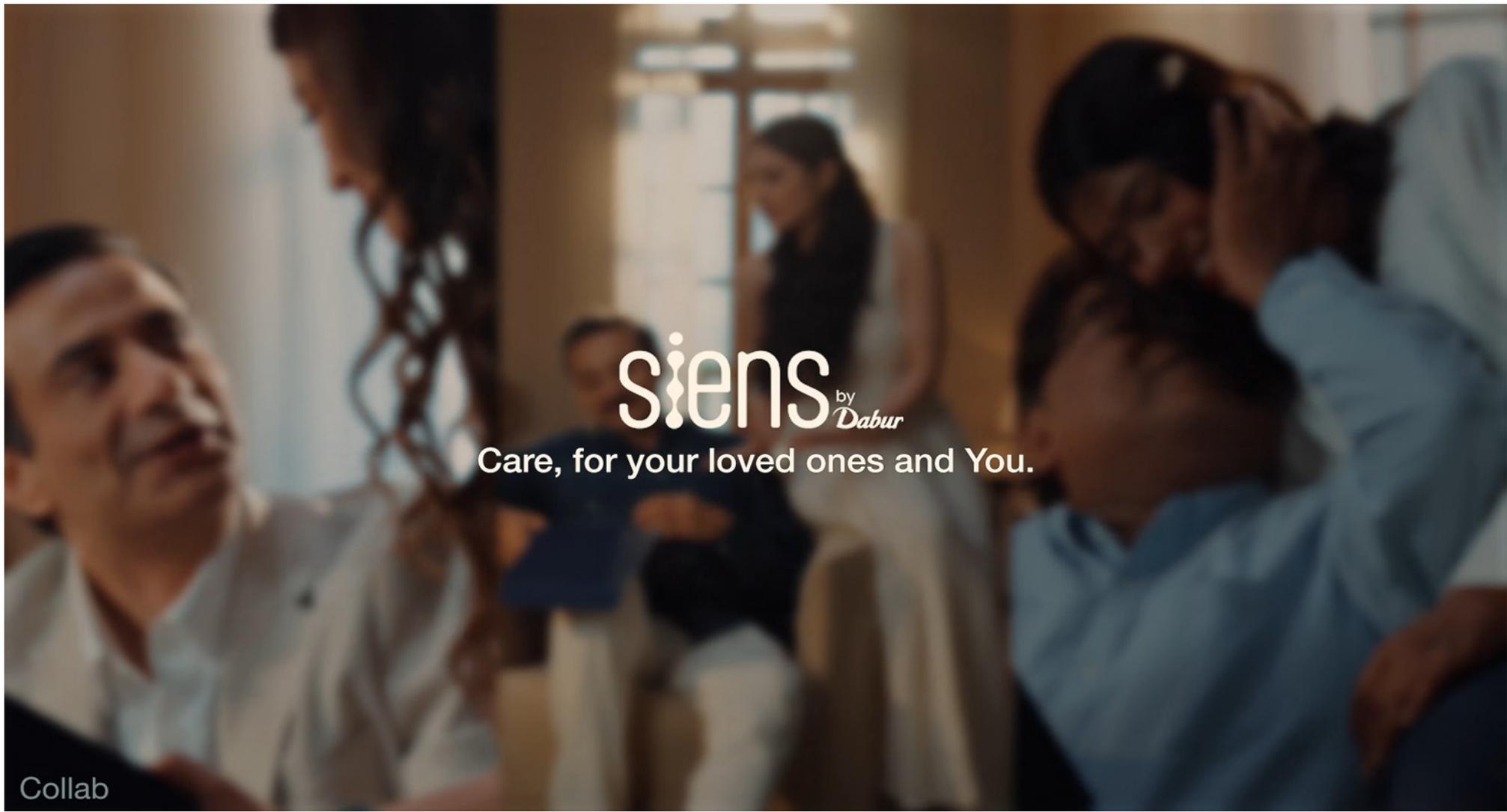
**Dabur**

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



Collab

# IMPACTFUL ADVERTISING WITH DIFFERENTIATED POSITIONING

## Real Activ Coconut Water – Hydration with Zero Added Sugar



Réal Fruit Power is a registered trademark of Dabur India Ltd. Fruit Juice. \*CONTAINS NATURALLY OCCURRING SUGARS. Naturally Low in Calories. Creative Visualisation

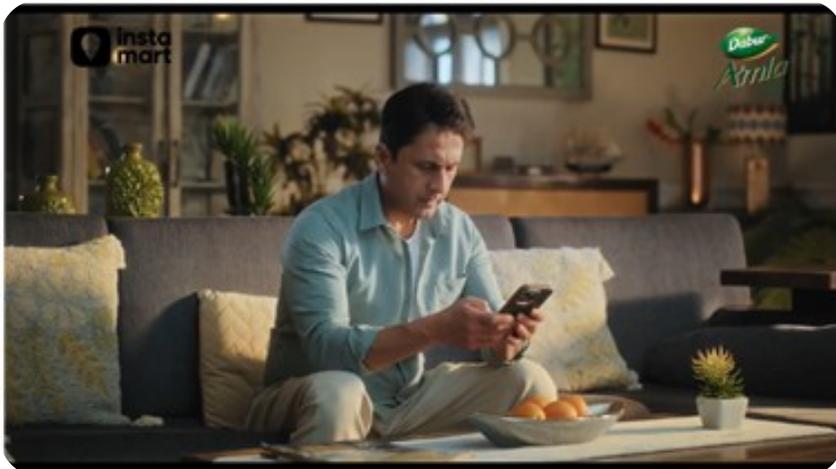
# LEVERAGING INFLUENCER AND DIGITAL CAMPAIGNS



**Influencer led campaigns for Promoting Functional Health Juices**



Dabur Shilajit



**Dabur Amla – Father's Day**

**Dabur Shilajit – Leveraging Fitness Influencer to target Gym Goer**



**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>	<b>Q1 FY26</b>	<b>Q1 FY25</b>	<b>Y-o-Y (%)</b>
<b>Revenue from operations</b>	3,404.6	3,349.1	<b>1.7%</b>
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%
<b>Operating Profit</b>	<b>667.8</b>	<b>655.0</b>	<b>2%</b>
<b>% of Revenue</b>	<b>19.6%</b>	<b>19.6%</b>	
<b>EBITDA (inc Other income)</b>	<b>811.8</b>	<b>784.4</b>	<b>3.5%</b>
<b>% of Revenue</b>	<b>23.8%</b>	<b>23.4%</b>	
<b>Net profit for the period/year (after minority)</b>	<b>513.9</b>	<b>500.1</b>	<b>2.8%</b>
<b>% of Revenue</b>	<b>15.1%</b>	<b>14.9%</b>	

# Q1 FY26 STANDALONE P&L

<i>In INR crores</i>	<b>Q1 FY26</b>	<b>Q1 FY25</b>	<b>Y-o-Y (%)</b>
<b>Revenue from operations</b>	2,469.5	2,514.2	<b>(1.8%)</b>
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%
<b>Operating Profit</b>	<b>485.2</b>	<b>496.9</b>	<b>(2.4%)</b>
<b>% of Revenue</b>	<b>19.6%</b>	<b>19.8%</b>	
<b>EBITDA (inc Other income)</b>	<b>601.1</b>	<b>607</b>	<b>(1%)</b>
<b>% of Revenue</b>	<b>24.3%</b>	<b>24.1%</b>	
<b>Net profit for the period</b>	<b>407.4</b>	<b>405.4</b>	<b>0.5%</b>
<b>% of Revenue</b>	<b>16.5%</b>	<b>16.1%</b>	

# 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>**