Ref: SEC/SE/2026-27
Date: November 04, 2026

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 Presentation

Dear Sir/Madam,

In compliance with SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith copy of investor presentation being issued today i.e., November 04, 2026.

This is for your information and records.

Thanking You,

Yours faithfully,
For **Dabur India Limited**

Ashok Kumar Jain

Digitally signed by Ashok Kumar Jain
DN: c=IN, o=Personal, title=2634, pseudonym=fzxn5h6lv9a4tm20edjrgcpks8q3o7w1, 2.5.4.20=08443b3bbbcf5f80cd46cc26add8b8bdd652ffd20caa6b7340b03564e4b39dfa, postalCode=110092, st=Delhi, serialNumber=ecb3e1fdc2a028c70333c2d10a7e968110c5d0645b352ed6dfd1bc6aad8147b3, cn=Ashok Kumar Jain
Date: 2026.11.04 16:26:06 +05'30'

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

Encl.: as above

DABUR INDIA LIMITED

INVESTOR PRESENTATION

For Quarter Ended September 2026



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1 Quarterly Snapshot

2 Performance Highlights

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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.

01

Quarterly Snapshot



Dabur

Quarter Highlights

Sequential Improvement in topline growth

Consolidated

Revenue	Operating Profit	PAT
INR 3,563 Cr	**INR 633 Cr**	**INR 505 Cr**
Growth 11.6%	Growth 7.5% | (-60 bps)	Growth 11.7%

Standalone

Revenue	Operating Profit	PAT
INR 2,433 Cr	**INR 459 Cr**	**INR 388 Cr**
Growth 8.9%	Growth 8.2% | (-10 bps)	Growth 11.2%

India FMCG

Revenue
Growth 10.7%
Volume 5.5%

International

Revenue
Growth 20.0%

Note: The india map is for illustrative purposes only, is not drawn to scale, and does not represent the accuracy or authenticity of geographical or political boundaries

Industry Outlook

Strong Fundamentals, Sustainable Growth



Elevated Inflation

Persistent inflationary pressures across various commodities.



Geopolitical Tensions

Renewed US–Iran conflict leading to volatile operating environment.



Stable Demand

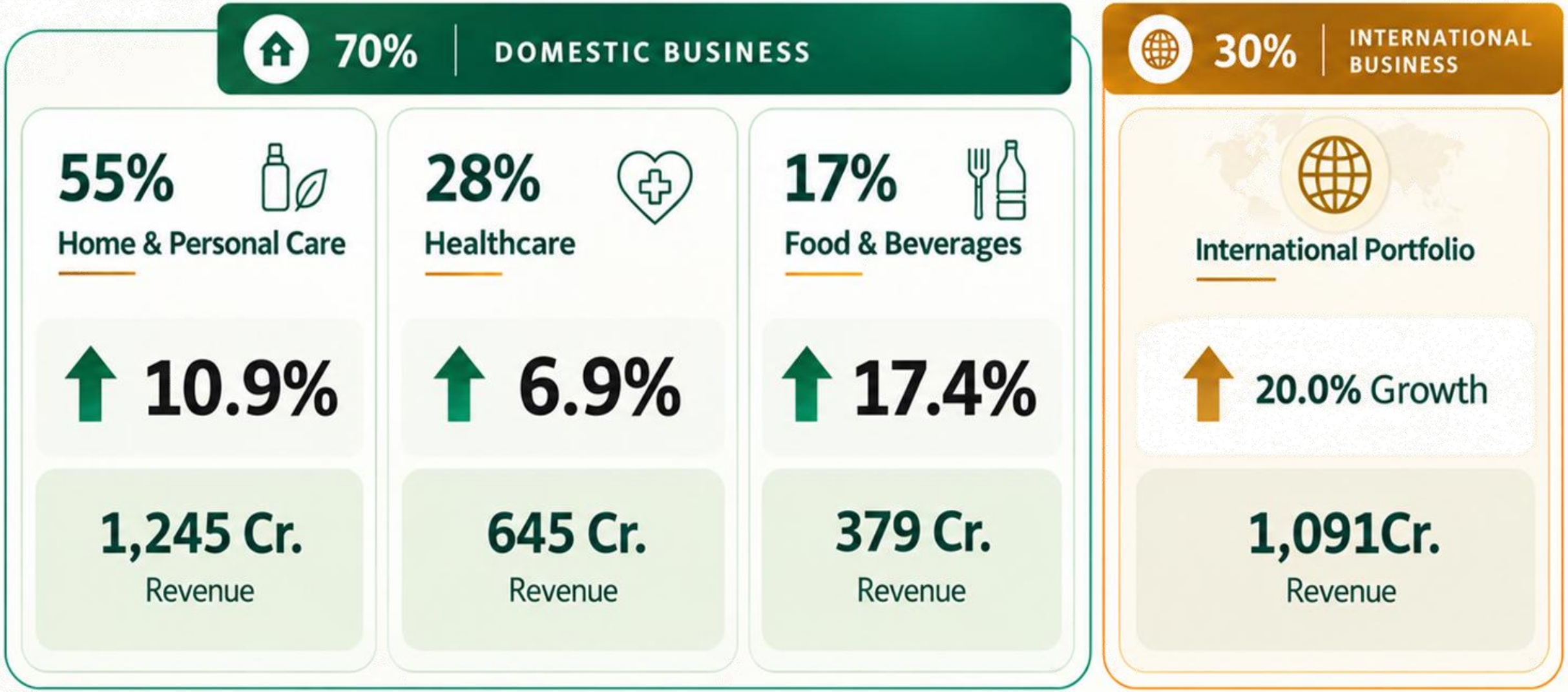
Domestic demand remained steady despite volatile geopolitical environment.

02

Performance Highlights



Business Segment Performance



Home & Personal Care

Oral Care



Hair Care



Home Care



Skin Care



Dabur

Home and Personal Care – Oral Care

Oral Care
Mid Single Digit

1. Toothpaste and Toothpowder both recorded growth in mid single digit.

2. Herb'l range continued to deliver robust performance.



Home and Personal Care – Hair Care

Hair Care
High Teens

1. Hair oils reported a high teens growth rate driven by double digit growth in both perfumed and coconut oils

2. Shampoo segment also report a high teens growth rate.



Home and Personal Care – Home Care

Home Care
Double Digit

1. Odonil grew double-digit driven by strong growth momentum in Aerosols and gel pockets

2. Odomos and Sanifresh performed well with Odomos growing in mid-single digit and Sanifresh growing in double digit.

3. Newly launched Odonil Car Fresheners and automatic diffusers have received positive response and gained strong traction.



Home and Personal Care – Skin Care & Salon

Skin Care
High Single Digit

1. Skin care growth was backed by strong growth in Oxy Franchise.

2. The recently launched Oxylife Detan has received positive consumer feedback.



Healthcare

Health Supplements



Digestives



OTC & Ethicals



Healthcare – Health Supplements

Health Supplements
Low Single Digit Decline

1. Dabur Chyawanprash grew by low single digit.

2. Honey declined mid-single digit on a high base, partly impacted by temporary disruption in trade sentiment following FSSAI labeling related order.



Healthcare – Digestives

Digestives
Strong Double Digit

1. Hajmola franchise continued to perform well, recording double digit growth.

2. Pudin Hara posted strong double-digit growth, driven by growth across all formats.

3. Isabgol delivered strong double-digit growth, driven by improved market competitiveness. Newly launched orange Isabgol added with ayurvedic actives received well among consumers.



Healthcare – OTC & Ethicals

OTC & Ethicals
Mid Teens

1. Dabur Honitus continued its strong growth momentum with broad based growth across formats

2. Health Juices sustained their strong growth trajectory, registering high-teen growth on a strong base



Foods & Beverage

Beverage



Foods



Foods & Beverage – Beverages

Beverages
Mid Teens

1. Beverages recorded a sequential improvement with mid teens growth.

2. Broad based growth with nectar growing at near double digit and the Activ portfolio continuing the robust performance with double digit growth.



Foods & Beverage – Foods

Foods
Strong double digit

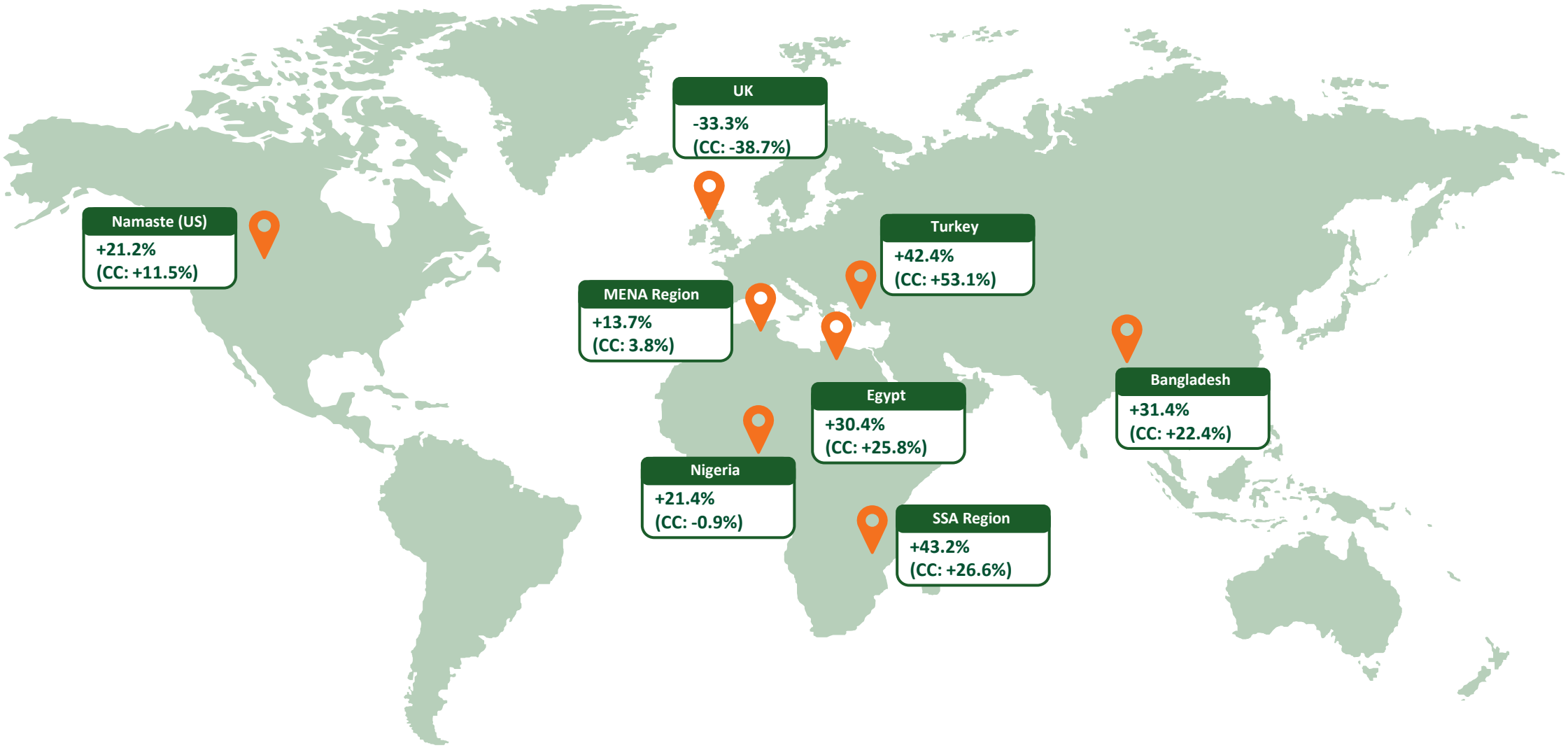
1. Foods portfolio continued its strong growth momentum and reported strong double-digit growth with broad-based growth across products.

2. Badshah also reported strong double-digit volume led growth.

3. Growth was supported by focused brand-building initiatives, enhanced consumer activations, and increased investments across quick commerce.



International Business



Note: The world map is for illustrative purposes only, is not drawn to scale, and does not represent the accuracy or authenticity of geographical or political boundaries

03

Brand Communication

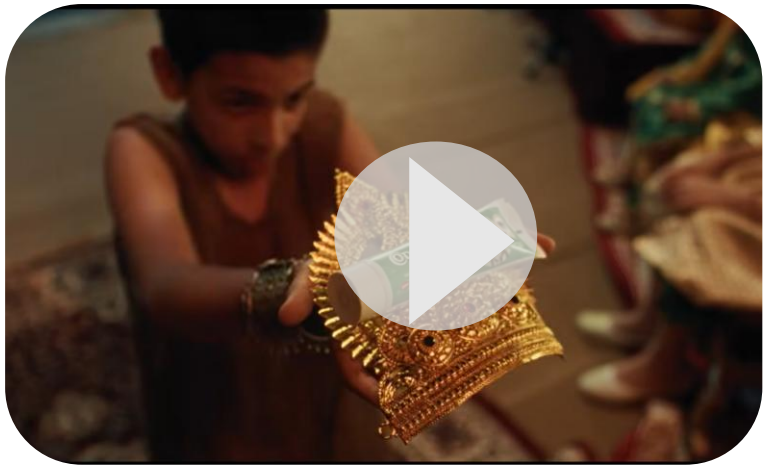


Communications – Impactful Brand Campaigns









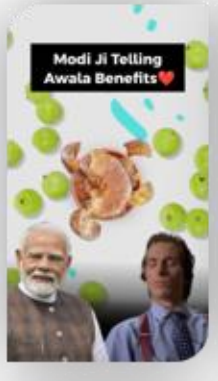




Click on the video to play

Communications - Influencer Campaigns

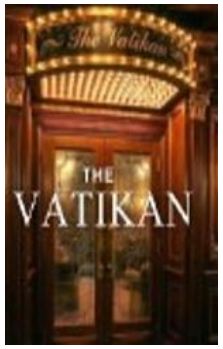












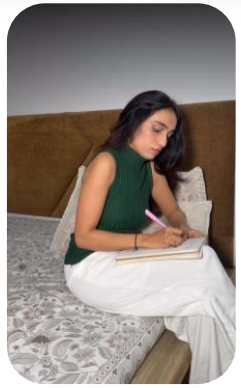








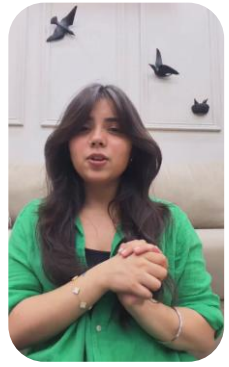










04

Annexures



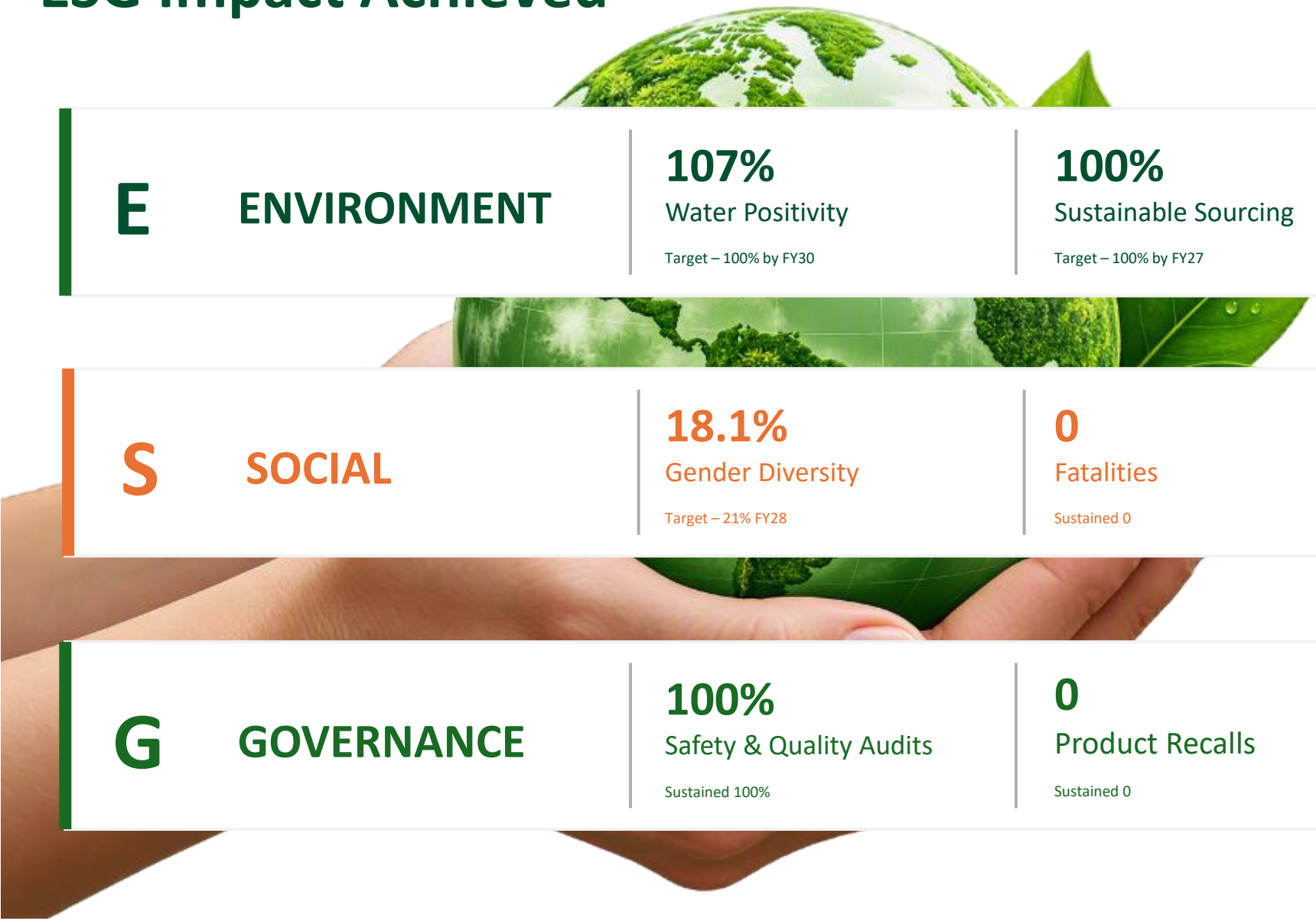
Profit & Loss Statements – Q2 & H1FY27 Consolidated P&L

Particulars In INR crores	Q2 FY27	Q2 FY26	Y-o-Y (%)	H1 FY27	H1 FY26	Y-o-Y (%)
Revenue from operations	**3,563.1**	**3,191.3**	**11.6%**	**7,327.5**	**6,595.9**	**11.1%**
Material Cost	1,822.7	1,613.5	13.0%	3,804.6	3,416.8	11.4%
Employee expense	376.8	347.9	8.3%	746.2	685.6	8.8%
Advertisement and publicity	226.6	233.6	(3.0%)	456.0	435.5	4.7%
Other Expenses	504.6	408.3	23.6%	946.8	802.1	18.0%
Operating Profit	**632.5**	**588.1**	**7.5%**	**1,373.8**	**1,255.9**	**9.4%**
% of Revenue	**17.8%**	**18.4%**	**(60 bps)**	**18.7%**	**19.0%**	**(30 bps)**
EBITDA (inc Other income)	**804.3**	**728.2**	**10.5%**	**1,718.3**	**1,540.0**	**11.6%**
% of Revenue	**22.6%**	**22.8%**	**(20 bps)**	**23.4%**	**23.3%**	**10 bps**
Reported Net profit for the period/year (after minority)	**505.5**	**452.6**	**11.7%**	**1,096.4**	**966.5**	**13.4%**
% of Revenue	**14.2%**	**14.2%**	**Flat**	**15.0%**	**14.7%**	**30 bps**

Profit & Loss Statements – Q2 & H1FY27 Standalone P&L

Particulars In INR crores	Q2 FY27	Q2 FY26	Y-o-Y (%)	H1 FY27	H1 FY26	Y-o-Y (%)
Revenue from operations	**2,432.9**	**2,234.8**	**8.9%**	**5,120.2**	**4,704.3**	**8.8%**
Material Cost	1,313.7	1,179.7	11.4%	2,808.8	2,558.6	9.8%
Employee expense	220.1	213.4	3.1%	438.0	419.2	4.5%
Advertisement and publicity	163.7	172.2	(4.9%)	334.3	323.3	3.4%
Other Expenses	276.7	245.5	12.7%	544.6	494.0	10.3%
Operating Profit	**458.7**	**424.0**	**8.2%**	**994.5**	**909.2**	**9.4%**
% of Revenue	**18.9%**	**19.0%**	**(10 bps)**	**19.4%**	**19.3%**	**10 bps**
EBITDA (inc Other income)	**587.1**	**530.5**	**10.7%**	**1,253.6**	**1,131.6**	**10.8%**
% of Revenue	**24.1%**	**23.7%**	**40 bps**	**24.5%**	**24.1%**	**40 bps**
Reported Net profit for the period/year (after minority)	**387.8**	**348.7**	**11.2%**	**840.3**	**756.1**	**11.1%**
% of Revenue	**15.9%**	**15.6%**	**30 bps**	**16.4%**	**16.1%**	**30 bps**

ESG Impact Achieved



E ENVIRONMENT

107%
Water Positivity
Target – 100% by FY30

100%
Sustainable Sourcing
Target – 100% by FY27

53%
Recyclable Energy
Target – 60% by FY30

S SOCIAL

18.1%
Gender Diversity
Target – 21% FY28

0
Fatalities
Sustained 0

2.8 Million
Lives Transformed
Target – 5 Mn/year

G GOVERNANCE

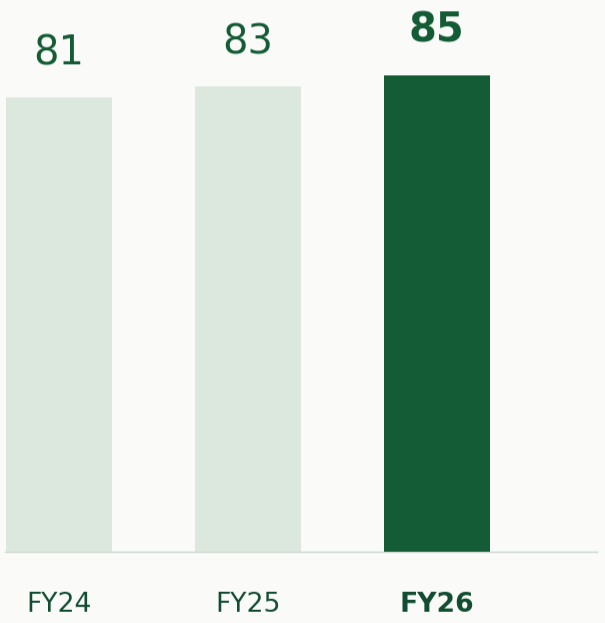
100%
Safety & Quality Audits
Sustained 100%

0
Product Recalls
Sustained 0

70%
Hazardous Substance Elimination
Target – 100% FY27

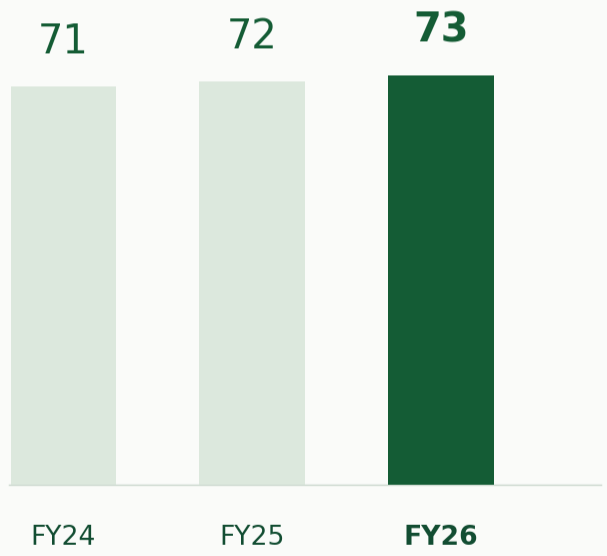
ESG Ranking Update

DJSI S&P Global



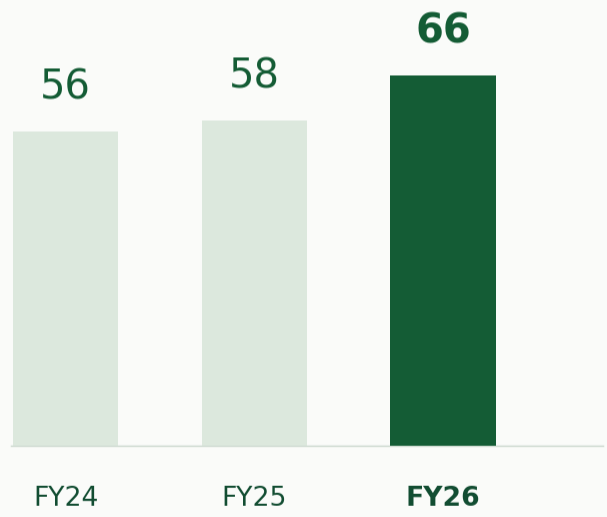
Ranking updated to 85

NSE Sustainability Ratings & Analytics



Ranking updated to 73

Crisil ESG Ratings & Analytics



Ranking updated to 66

Dabur

THANK YOU

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Investor Relations Advisors : Adfactors PR Pvt. Ltd.

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