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: Outcome of Board Meeting held on November 04, 2026: Change in Directors, Key Managerial Personnel and Compliance Officer

Dear Sir/Madam,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), as amended from time to time, we wish to inform you that the Board of Directors of Dabur India Limited ('the Company') at its meeting held today, i.e., Wednesday, November 4, 2026, has approved following changes in the Directors, Key Managerial Personnel and Compliance Officer:

i) Accepted the resignation of Mr. Mohit Malhotra (DIN: 08346826), Global Chief Executive Officer and Whole-time Director, from the Company, with effect from November 13, 2026 as he wishes to pursue personal interests. Resignation letter of Mr. Malhotra is attached as **Annexure A**.

ii) Appointed Mr. Herjit Singh Bhalla (DIN: 07688008), Chief Executive Officer-India Business, as an Additional Director and also a Whole-time Director of the Company with effect from November 14, 2026 for a period of (5) five years, subject to regulatory approvals. Mr. Bhalla will continue to lead the growth agenda for the India business, representing the Company and advancing its strategic priorities in its principal market.

Mr. P. D. Narang, an existing Whole-time Director, will continue to provide strategic guidance across the Dabur Group's businesses, including the responsibility for oversight of the International business. This structure clarifies leadership responsibilities and accountability while ensuring continuity as the Company advances its priorities and prepares for its next phase of growth.

Mr. Narang has been associated with Dabur from 1983 and brings over four decades of experience in corporate finance, strategic planning, capital markets, M&A and governance. A qualified professional with degrees and credentials including B.com, FCA, FCS and AICWA, he has played a significant role in Dabur's professionalisation, international expansion and major acquisitions.

iii) Appointed Mr. Gopal Krishna Jain (DIN: 02050486) as a Non-Executive Independent Director on the Board of the Company for a period of (2) two consecutive years with effect from December 31, 2026 till December 30, 2028, subject to requisite approval of shareholders of the Company to be obtained through postal ballot.

iv) Designated Mr. Romesh Sobti (DIN: 00031034), Independent Director, as the Lead Independent Director, with effect from January 01, 2027 in place of Mr. Mukesh Hari Butani, Independent Director who is currently designated as the Lead Independent Director of the Company, whose term is ending on December 31, 2026.

v) Mr. Ashok Kumar Jain, Executive Vice President (Finance), Group Company Secretary & Chief Compliance Officer (Key Managerial Personnel) shall superannuate from the services of the Company with effect from close of business hours on November 30, 2026. Accordingly, the Board has designated Mr. Ankush Jain who is presently Chief Financial Officer as Compliance Officer also in terms of Regulation 6(1) of the Listing Regulations and other applicable SEBI Regulations, with effect from December 01, 2026.

Mr. Ankush Jain is a qualified Company Secretary, holding Membership No. ACS 18053.

The above information is being submitted in respect of both listed equity shares and listed Non-convertible debentures of the Company.

The Company shall be seeking requisite approval of the shareholders of the Company by way of postal ballot for the aforesaid appointment of Directors. The process, timelines and other requisite details of the postal ballot will be communicated in due course.

The requisite disclosures in respect of the above change in Directors/Key Managerial Personnel & Compliance Officer, as prescribed under Regulation 30 of the Listing Regulations read with the SEBI Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026, are enclosed herewith as **Annexure B.**

The Board meeting commenced at 2 P.M. and concluded at 4 P.M.

The aforesaid disclosures are also being made available on the website of the Company at https://www.dabur.com/

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 16:48:28 +05'30'

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

Encl.: as above

3 November 2026

Mr Mohit Burman
Chairman
Dabur India Limited

Subject: Resignation as Whole-time Director and Global Chief Executive Officer

Dear Mohit,

Further to our recent conversations, please accept this letter as my formal resignation as Whole-time Director on the Board of Dabur India Limited and as Global Chief Executive Officer.

I have accepted a leadership role overseas, effective 16 November 2026. I would be grateful if the Board could relieve me before that date, and I will ensure that the handover is complete and seamless before I leave.

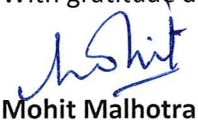
Since I joined Dabur as a Management Trainee more than three decades ago, I have watched it grow from a ₹250-crore company into a transnational enterprise with a footprint in over 100 countries and revenues of more than ₹13,000 crore. Along this journey, from Management Trainee to Global CEO, I have had the privilege of building brands and businesses from scratch into multi-crore profit centres. I have also had the honour of leading talented, multicultural teams across the Americas, Europe, Africa, the Middle East, Asia and India. It has been immensely satisfying to see these businesses flourish, and to see our brands become ones that consumers around the world trust and love.

I am deeply grateful to the Burman family, the Board and my colleagues for their unwavering confidence in me, and for the ever-larger responsibilities placed in my hands over the years. Together, we have made Dabur an iconic brand and the world's largest Ayurvedic company.

I believe this is the right moment in my career to take on a new challenge. I leave with pride and gratitude, knowing that the strong legacy, clear strategy and highly capable leadership team in place will continue to steer Dabur to new heights.

Thank you for an extraordinary journey. I will always remain a proud ambassador for Dabur.

With gratitude and respect,



Mohit Malhotra

Whole-time Director and Global Chief Executive Officer

Dabur India Limited

Corporate Office, Kaushambi, Sahibabad 201010, District Ghaziabad
Tel: +91 120 396 2100 | www.dabur.com

Annexure B

Change in Directors/Key Managerial Personnel

Disclosure in terms of Regulation 30 of the Listing Regulations read with the SEBI Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026

Sl. No.	Particulars	Mr. Gopal Krishna Jain	Mr. Herjit Singh Bhalla	Mr. Mohit Malhotra
1.	Reason for change viz. appointment, re-appointment resignation, removal, death or otherwise;	Appointment of Mr Gopal Krishna Jain (DIN: 02050486) as an Non-Executive Independent Director of the Company.	Appointment of Mr Herjit Singh Bhalla (DIN: 07688008) as an Additional Director & Whole-time Director of the Company (Key Managerial Personnel).	Resignation
2.	Date of appointment/ re-appointment /cessation (as applicable) & term of appointment/ re-appointment	With effect from December 31, 2026, for the period of 2 (two) years i.e. till December 30, 2028, subject to approval of the shareholders of the Company through postal ballot.	Appointed as Additional Director with effect from November 14, 2026. Appointed as Whole-time Director for a period of 5 (five) years with effect from November 14, 2026 subject to approval of the shareholders of the Company through postal ballot.	November 13, 2026
3.	Brief profile (in case of appointment)	Mr. Gopal Krishna Jain, aged 59 years, holds a bachelor's degree in economics from University of Delhi and an M.A. (Oxon) degree in English Law from the University of Oxford. He is a designated Senior Advocate since	Mr. Bhalla, joined Dabur earlier this year, bringing over 25 years of experience in building brands, scaling businesses and driving sustainable growth across diverse geographies and business environments. Mr. Bhalla spent over 16 years at Unilever in management roles	Not Applicable

		2014, with over 30 years of experience in arbitration, commercial litigation, and regulatory advisory. Admitted to the Bar in 1992, he has represented leading Indian and multinational clients in complex disputes before the Supreme Court of India, more than 20 High Courts, and multiple tribunals. His core expertise includes experience in Constitutional Law & Regulatory Frameworks, Commercial Arbitration (Domestic & International), Corporate Governance & Board Advisory Infrastructure, Telecom & Energy Sectors, Risk, Compliance & Policy Strategy and Commercial Litigation.	across India and international markets, followed by global leadership positions at The Hershey Company and METRO cash & Carry India. He holds a B.com (Hons.) degree from Delhi University (1997) and an MBA from MDI Gurugram (2000).	
4.	Disclosure of relationships between directors (in case of appointment of a director)	None	None	Not Applicable

5	Information as required under Circular No. LIST/COMP/14/ 2018-19 and NSE/CML/ 2018/24 dated June 20, 2018 issued by the BSE and NSE, respectively	Mr. Gopal Krishna Jain is not debarred from holding the office of a director by virtue of any order of SEBI or any other such Authority	Mr. Herjit Singh Bhalla is not debarred from holding the office of a director by virtue of any order of SEBI or any other such Authority	Not Applicable

Change in Compliance Officer

Disclosure in terms of Regulation 30 of the Listing Regulations read with the SEBI Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026

Sl. No.	Particulars	Mr. Ashok Kumar Jain	Mr. Ankush Jain
1.	Reason for change viz. appointment, re-appointment resignation, removal, death or otherwise;	Superannuation/ Retirement	The Board of Directors at its meeting held today, i.e., Wednesday, November 04, 2026, designated Mr. Ankush Jain who is presently Chief Financial Officer as Compliance Officer also in terms of Regulation 6(1) of the SEBI Listing Regulations.
2.	Date of appointment/ re-appointment /cessation (as applicable) & term of appointment/ re-appointment	November 30, 2026	December 01, 2026 Term: As per the terms of employment of the Company
3.	Brief profile (in case of appointment)	Not Applicable	Mr. Ankush Jain is a qualified Chartered Accountant and a qualified Company Secretary. Mr. Ankush Jain has rich and varied exposure in globally renowned MNCs. He is currently serving as the Chief Financial Officer (CFO) of the Company and is designated as a Key Managerial Personnel (KMP) and Senior Management Personnel (SMP) of the Company. Mr. Jain shall act as Compliance Officer of the Company with effect from December 1, 2026, in addition to his existing role as Chief Financial Officer of the Company.

			As a finance professional with over three decades of experience, Mr. Jain oversees the Accounting, Business Support, Treasury, Corporate Secretarial, Information Technology, Financial Planning and Analysis, Mergers & Acquisitions, Internal audit and Tax functions at Dabur globally.
4.	Disclosure of relationships between directors (in case of appointment of a director)	Not Applicable	Not Applicable

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CIN: L24230DL1975PLC007908, Email: corpcomm@dabur.com, Website: www.dabur.com