Ref: SEC/SE/2026-27
Date: November 05, 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: Presentation of Analyst/ Institutional Investor Meet

Dear Sir/Madam,

In compliance with SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, and in furtherance to our letter dated October 26, 2026, regarding Schedule of Analyst/ Institutional Investor Meet scheduled to be held today i.e. Thursday, November 05, 2026, at 04:00 p.m. IST at Mumbai, we are pleased to enclose a copy of Presentation being made today at the aforesaid meet.

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: cn=IN, o=Personal, title=26364, pseudonym=fzxn5h6lv9a4tm20edjrgcpks8q3o7w1, 2.5.4.20=08443b3bbbcf5f80c646cc26add8b8bdd652ffd20caa6b7340b03564e4b39dfa, postalCode=110092, st=Delhi, serialNumber=ecb3e1fdc2a028c70333c2d10a7e96811105d0645b352ed6dfd1bc6aad8147b3, cn=Ashok Kumar Jain
Date: 2026.11.05 15:27:04 +05'30'

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

Encl.: as above

DABUR INDIA LIMITED

Analyst Meet 2026

A conversation with **Herjit S. Bhalla**

NOVEMBER 5, 2026

Today's Agenda

FUELLING GROWTH | WINNING TOGETHER

01  Dabur: The Way I See It

02  My First Six Months

03  Vision VII (FY25-28) : My Assessment

04  The Next Phase Of Vision

05  Q2 Highlights

06  Q & A

01

Dabur : The Way I See It

Trusted Brands, Category Leadership and our Right to Win.

"What is that life worth which cannot bring comfort to others."
– Dr. S. K. Burman

Dabur: Dedicated to the Health & Well-Being of every Household

IGNITE
FUELLING GROWTH | WINNING TOGETHER



142 Years of Trust

120+ Countries

#27 Billion ₹ Brands

Manufacturing Facilities

8 International Locations

13 Indian Locations

8 out of 10 Indian Homes Reached

~8.5 Mn Distribution Outlets

A Portfolio Built Around Everyday Health and Wellness

Dabur | IGNITE
FUELLING GROWTH | WINNING TOGETHER

4 Brands
₹1,000Cr+

Real · Dabur RED · Dabur Amla Hair Oil · Dabur Vatika PREMIUM NATURALS

4 Brands
₹500Cr+

ORS · Dabur Honey · Odonil Air Freshener · Dabur Chyawanprash

19 Brands
₹100–500Cr

Dabur Anmol GOLD · Dabur Gulabari · Dabur MESWAK TOOTHPASTE · Dabur Herb'l Toothpaste · HAJMOLA · Dabur Lal Tail · Badshah · Real activ · Fem · ODOMOS · डाबर लाल दन्त मंजन · डाबर सरसों आँवला केश तेल · Dabur Glucose-D ENERGY BOOST · HOBBY · Dabur HOMMADE · Dabur Babool TOOTHPASTE · Dabur Honitus · Real activ Coconut Water · Real KOOLERZ

Seven #1 Brands

Dabur | IGNITE
FUELLING GROWTH | WINNING TOGETHER

Heavy Amla
>60%



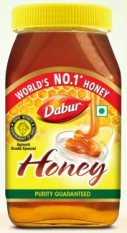
Chyawanprash
>60%



Juices & Nectar
>50%



Honey
>50%



Air Freshners
>40%



Digestives
>50%



Mosquito Repellant (PAP)
>60%



50% of our revenue is generated by category-defining and category-leading brands.

Source: Nielsen MAT September, value/volume data

% represents Market Share

Well-positioned for Changing India

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Rural Bharat
to **Urban India**



Indian Roots
to **Global Reach**



Boomers
to **Gen Z**



Mass
to **Premium**



Kirana Stores
to **Qcom**



Legacy Ayurveda
to **Modern Science**



Traditional
to **Digital Media**



Functional Products
to **Lifestyle Solutions**

A portfolio built for every consumer, every market, every channel and every occasion.

02

My First Six Months

Insights from our consumers, customers and colleagues that shape our priorities.

Perspectives:
Listening & Learning

Insights from consumers, customers and colleagues to shape our next phase of growth

IGNITE
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Strengths



CONSUMERS

Consumers trust us to lead.



CUSTOMERS

Relationships spanning generations.



COLLEAGUES

Commercial instinct. Bias for action.

Dabur

Opportunity Areas

1 Invest Behind Brands



Invest to grow.

2 Lead in Health & Wellness



Win in India's growing health opportunity.

3 Future Ready Portfolio



Catering to changing consumers needs and aspirations.

4 Execution Excellence



Enhance quality of distribution.

Unlocking our full potential through sharper focus, stronger execution and future-ready growth.

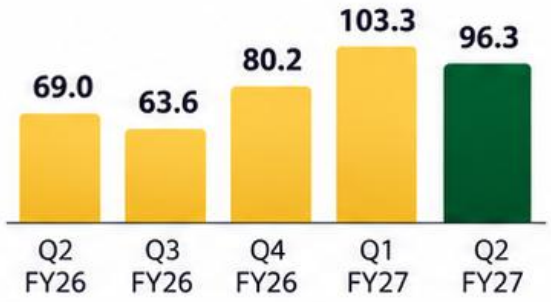
A Challenging Macro Environment Calls for Sharper Execution

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Input cost pressures, inflation shaping our near term operating environment.

CRUDE OIL REMAINS ELEVATED

Continues to hover near USD 100



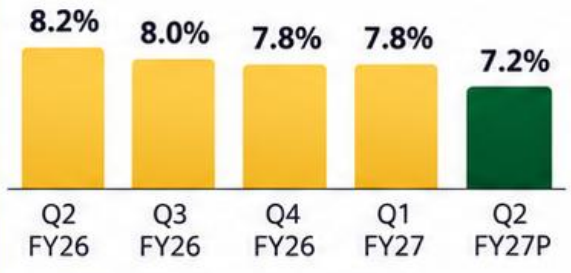
RAINFALL

Jul–Sep rain 87% of LPA



GDP GROWTH SLOWING DOWN

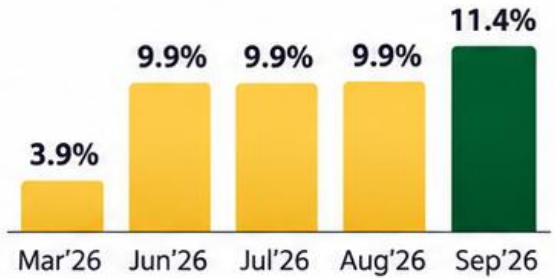
Projected to grow by 7.2%



Source: RBI Projection (7th Oct'26)

WPI INFLATION

Continued input cost inflation



Source: Trading Economics

What this means for FMCG

Higher input costs
Pressure on gross margins

Monsoon variability
Affects seasonal demand patterns

Elevated inflation
Continues to impact consumer sentiment

A tougher environment heightens the need for sharper focus, execution excellence and operating efficiency.

India's Strong Growth Story

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Under-Penetration
1/10 of US
India's / capita FMCG spends

4



Favourable Demographics
Younger Workforce |
65% of India's population

3



Rising Per Capita Spends
US$~3000
2027 GDP / capita estimate

2



Fast-Growing Economy
7.1%
2027 GDP growth estimate

1



INDIA'S GROWTH CONSUMPTION STORY

5



Digital-first New Bharat
2X
499 consumer cities by 2025

6



Quick Commerce Surge
$65-70 billion
2030 projection

7



Health and Wellness
Demand for natural ingredients on a rise

DABUR'S RIGHT TO WIN

- Headroom for growth
- Natural & Ayurvedic equity backed by Science
- Dabur's Rural reach in Emergent New Bharat
- Demonstrated capability to win in Alternate Channels

03

Vision VII (FY25-28) : My Assessment

An unfiltered view of progress on each strategic initiative.

What gets measured, gets done

Vision VII · FY25–FY28

Accelerate profitable growth

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Accelerate Core Brands

Increased investment on core brands

Premiumise Contemporise

Stay relevant & cater to evolving consumer needs

Bold Bets: Health & Wellness

In key identified spaces

Streamline Portfolio

Sharpening portfolio focus

GTM 2.0

Increase efficiencies to accelerate growth

Strategic M&A

Buy or Acquire to accelerate growth

Operating Efficiencies

Efficiency, agility and digitisation

01 | Accelerate Core Brands

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Continued investment in our core brands













FOCUS AREAS TO BUILD FUTURE GROWTH

BUILDING

- Category
- Relevance
- Usage/Occasion

STRENGTHENING

- Trust
- Positioning

Calibrated investments in response to hyperinflationary pressures.

Accelerate Core Brands

Increased spends on Digital

43% Digital spends

3x Influencers

2x Impressions / Views

Digital and Creator content with **Industry Leading Engagement Rates and View-Through Rates**



Investment needs to scale further to fully realise the potential of our iconic brands.

02 | Premiumisation

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Serving evolving consumer needs and building a higher-margin portfolio

~20% Contribution from Premium Portfolio

4X Growth in Premium Portfolio



Steady progress on premium brand extension, need to scale up.

Contemporisation

Innovation across products, formats and packaging

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New Product



Innovating ahead
of evolving needs

New Formats



Smart formats
for modern living

New Looks



Transparent,
consumer-friendly packaging

Contemporary products for tomorrow's consumer

03 | Bold Bets in Health & Wellness

Everyday solutions for today's lifestyle needs

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Gut Health



Functional Beverages



Strength & Vitality



Significant opportunity to build on our credentials to drive market leadership

04 | Streamlining Portfolio

Discipline on "what we stop" to accelerate "what we grow"

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DISCONTINUED

06
BRANDS

Rationalized long tail

350+
SKUs



Vedic Tea



Dabur Vita



Baby diapers



Adult Diapers



Dabur Red Balm



Oliv-O-Oil

We continue to rationalise the portfolio to release capital for selective, focused bets.

05 | GTM 2.0 : Project Saksham

Realigning GTM with evolving landscape

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01 Distributor Consolidation

↓ 43%

reduced to 1629

Creating stronger profitable partnerships

02 Distributor Throughput

2X



03 Lower Stockist Attrition

↓ By ~ 80%



Phase 2: Strengthening Execution | Quality of Coverage | Reduce Cost to Serve

Project Saksham is driving General Trade recovery enhancing quality of coverage.

06 | Strategic M&A

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Evaluating inorganic growth using a two-pronged strategy

Minority Stake in D2C Companies

- Launched Dabur Ventures, **INR 500 Cr** platform, in October 2025
- Invested minority stake in **RAS Beauty**, a luxury skincare.

RAS™
LUXURY SKINCARE



Strategic Acquisitions

- Actively looking for opportunities to be **future-ready.**
- Badshah acquired in **2023.** **Sesa** integration underway.

Badshah



SESA®



Focus more on building future growth engines through acquisitions.

07 | Operating Efficiencies

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Greater efficiency, agility and digital integration across the value chain

Impact

₹115 Cr

Savings from cost optimization

In vision period (18 months)

Key Initiatives

- **Portfolio Optimisation**
- **Strategic Sourcing**
- **Product Value Engineering**
- **Manufacturing & Supply Chain Optimization**

Digitization

- **GenAI/AI Sales Assistant:** Better Decisions
- **AI Led Dynamic MSL:** Higher Uplift per Outlet
- **Marketing GCC –** Higher Marketing ROI, Faster Innovation

Building a leaner, more efficient and agile business, powered by digitisation.

Vision VII · FY25–FY28

Accelerate profitable growth

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FUELLING GROWTH | WINNING TOGETHER

- Accelerate Core Brands
- Premiumise Contemporise
- Bold Bets: Health & Wellness
- Streamline Portfolio
- GTM 2.0
- Strategic M&A
- Operating Efficiencies

04

Dabur | IGNITE

FUELLING GROWTH | WINNING TOGETHER

Our Mantra to Reignite the Organisation

Focus Areas to Unlock Value

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01
Accelerate Growth



02
Execution Excellence



03
Future Ready Portfolio



04
Operational Efficiencies



Accelerate Growth

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Energize the Core, Scale the Stars

Energize the Core

Invest to accelerate growth



+150 bps AdPro

Scale the Stars

Accelerate high growth platform

- Healthcare – OTC & Digestive
- Skin Care
- Home Care
- Food

Fewer, Bigger Bets

Aiming for Double digit growth for FY 2027

Execution Excellence

Building a Higher-Quality Distribution Engine

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Expansion

8.5 Mn | Strong Reach

#2 | Most distributed FMCG company in India

Project Saksham

Extraction & Engagement

Extraction in Urban

40K | RetailNxt Program outlet

1.5X | Growth plan vs All India

AI based MSL

Expansion in Rural

2X | Village reach

100K | Villages Directly serviced

100% Geotagged

Alternate Channels

20%+ | Growth In other channel

40% | Salience of Premium Portfolio

Customized Portfolio

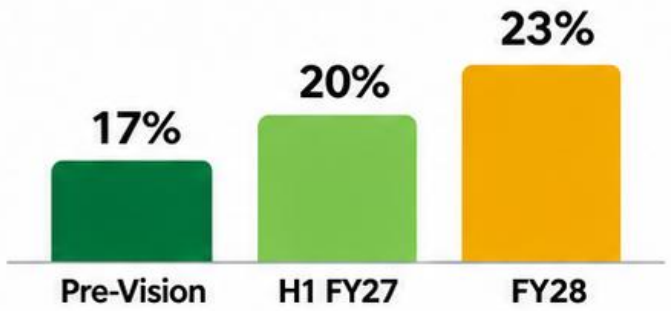
Aimed at Improving Quality of reach, reducing cost to serve and strengthening execution

Future Ready Portfolio

Building future ready portfolio for sustainable, profitable growth

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Premiumisation



4x

Sustain growth momentum vs Core

Lead in Health & Wellness



Tapping emerging trends of fibre, nutraceuticals and allergy.

Merger & Acquisition

- Strategic Fit
- Scalable Brands
- Category Adjacency
- Right Valuation

People & Culture, Digital Initiatives

- Empowered People
- Digital initiatives

→ **Driving Profitable Growth**

Operating Efficiencies

Greater efficiency, agility and digital integration across the value chain

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Efficiencies

Saksham
Lower Cost to Serve

Samriddhi
Higher Cost Savings and Operating Efficiencies

IRIS
Supply Chain Efficiency



Digitization

Dialogue hub
Social listening for sharper brand decisions

AI led influencer discovery
Reduced CPV - in line with industry

AI led media planning & execution
Faster turnaround, higher efficiency

Reinvested in brand investments for sustainable, profitable growth

Focus Areas to Unlock Value

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01 Accelerate Growth



+150 bps AdPro

02 Execution Excellence



Better Quality Reach

03 Future Ready Portfolio



23% Premium Portfolio

04 Operational Efficiencies



1.5x Cost Savings

05

Q2 FY27 Highlights

Financial Performance Highlights

Strong topline delivery.

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Consolidated

Revenue
INR 3,563 Cr
Growth 11.6%

Operating Profit
INR 632 Cr
Growth 7.5% | (-60 bps)

PAT
INR 505 Cr
Growth 11.7%

India Standalone

Revenue
INR 2,433 Cr
Growth 8.9%

Operating Profit
INR 459 Cr
Growth 8.2% | (-10 bps)

PAT
INR 388 Cr
Growth 11.2%

India FMCG

Revenue

Growth 10.7%
Volume 5.5%

International

Revenue

Growth 20.0%

Business Segment Performance

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70% | DOMESTIC BUSINESS

55% Home & Personal Care

↑ 10.9%

1,245 Cr.
Revenue

28% Healthcare

↑ 6.9%

645 Cr.
Revenue

17% Food & Beverages

↑ 17.4%

379 Cr.
Revenue

30% | INTERNATIONAL BUSINESS

International Portfolio

↑ 20.0% Growth

1,091 Cr.
Revenue

Quarter Highlights

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India FMCG records a growth of **10.7%,** showing sequential improvement.



Beverage category records a sequential recovery with **mid teens growth.**



General Trade records **mid to high single digit growth** on back of continued efforts on Project Saksham.



Alternate channels continue to register strong **double-digit growth.**



DJSI has updated Dabur's CSA score of **85** and ESG rating to **86**

Thank You

06

Q&A