Ref: SEC/SE/2026-27
Date: July 29, 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 Communication

Dear Sir/Madam,

In compliance with SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, and in furtherance to our letter dated July 08, 2026, regarding Investors' Conference Call scheduled to be held today i.e. Wednesday, July 29, 2026, at 05:00 p.m. IST, we are pleased to enclose a copy of Investor Presentation for the quarter ended June 30, 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: 2026.07.29 16:31:54 +05'30'

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

Encl.: as above

DABUR INDIA LIMITED

July 29, 2026

INVESTOR PRESENTATION

QUARTER ENDED 30th JUNE 2026

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.

AGENDA FOR TODAY

1 KEY HIGHLIGHTS

2 FINANCIAL HIGHLIGHTS – Q1 FY27

3 BUSINESS PERFORMANCE – Q1 FY27

4 PROFIT & LOSS STATEMENTS

1

KEY HIGHLIGHTS

Key Positives and Operating Headwinds in Q1

Key Positives

Strong topline delivery of 10.6% growth, with **operating profit growth (+11%) and PAT growth (+15%) ahead of topline**, despite high inflation (of 8%) in the business

HPC (+12.3%) and Foods (+30%) recorded **strong double-digit growths**, Beverages seeing sequential strengthening q-o-q

Double-digit growth across the Hair Care Portfolio (Oils & Shampoo), Activ Range, Foods (including Badshah), Pudin Hara, Honitus, Health Juices, and Sanifresh

New age channels (E-comm and MT) continue to **deliver robust double-digit growths**

Continued gain in market shares across key categories

Operating Headwinds

War led disruptions impacted International Business, primarily Middle East

Geopolitical Tensions leading to high inflation, both in India and International Business

Unseasonal rainfall during April and early May impacted summer-centric categories of Glucose and Beverages

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FINANCIAL HIGHLIGHTS – Q1 FY27

Q1 FY27 Financial Highlights

Consolidated Revenue Growth

Consolidated Revenue

10.6% ↑

YoY Growth

India FMCG

9.5% ↑

YoY Growth

5% India Volume Growth

International

15.5% ↑

YoY Growth in INR Terms

Consolidated Operating Profit and PAT Growth

Operating Profit

+11.0%
YoY Growth

+10 bps
Margin Expansion

Profit After Tax

+15.0%
YoY Growth

+60 bps
Margin Expansion

Q1 Business Performance – Domestic & International

	Domestic Business			
	HPC	HEALTHCARE	F&B	INTERNATIONAL
YoY Growth	+12.3%	+5.5%	7.2%	15.5%
Revenue (INR Cr.)	1,385	623	528	1,006
Contribution (%)	55% (% Domestic)	24% (% Domestic)	21% (% Domestic)	27% (% Consolidated)

Double-Digit Growth Across Major Markets; Middle East Growth Softened by Geopolitical Volatility

Region Wise INR Growth in Q1 FY27

Turkey	26.9%	(cc : +33.5%)
UK	21.9%	(cc : +10.4%)
SSA Region	28.4%	(cc : +11.5%)
Bangladesh	34.3%	(cc : +21.5%)
Nigeria	35.1%	(cc : 5.6%)
Namaste (US)	17.8%	(cc : 5.8%)
MENA Region	5.2%	(cc: -5.4%)
Egypt	28.4%	(cc: +21.7%)

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BUSINESS PERFORMANCE – Q1 FY27

Home & Personal Care

Hair Care

- Hair oils sustained its growth momentum and grew in strong double digits; driven by Amla franchise, Dabur Almond, Anmol and Vatika coconut portfolio
- Hair oils portfolio registered market share gains
- Shampoo category registered growth in early twenties.
- Amplified campaign with Anushka Sharma across digital, trade and wall paintings in key markets

Oral Care

- Toothpastes recorded high single digit growth with Dabur Red, Meswak and Dabur Herb'l being the key growth drivers.
- Lal Dant Manjan continued to show high growth momentum driven by new campaign with Ravi Kishan.
- Continued to gain market share

Home Care

- Odonil grew in high single digit supported by strong growth momentum in aerosols and zippers. Portfolio continued to strengthen its position and gained market share.
- Sanifresh performed well and grew in strong double digits

Skin Care

- Skin care grew in high single digit growth backed by strong growth in Gulabari, OxyLife and Fem Franchise.

Healthcare

Health Supplements

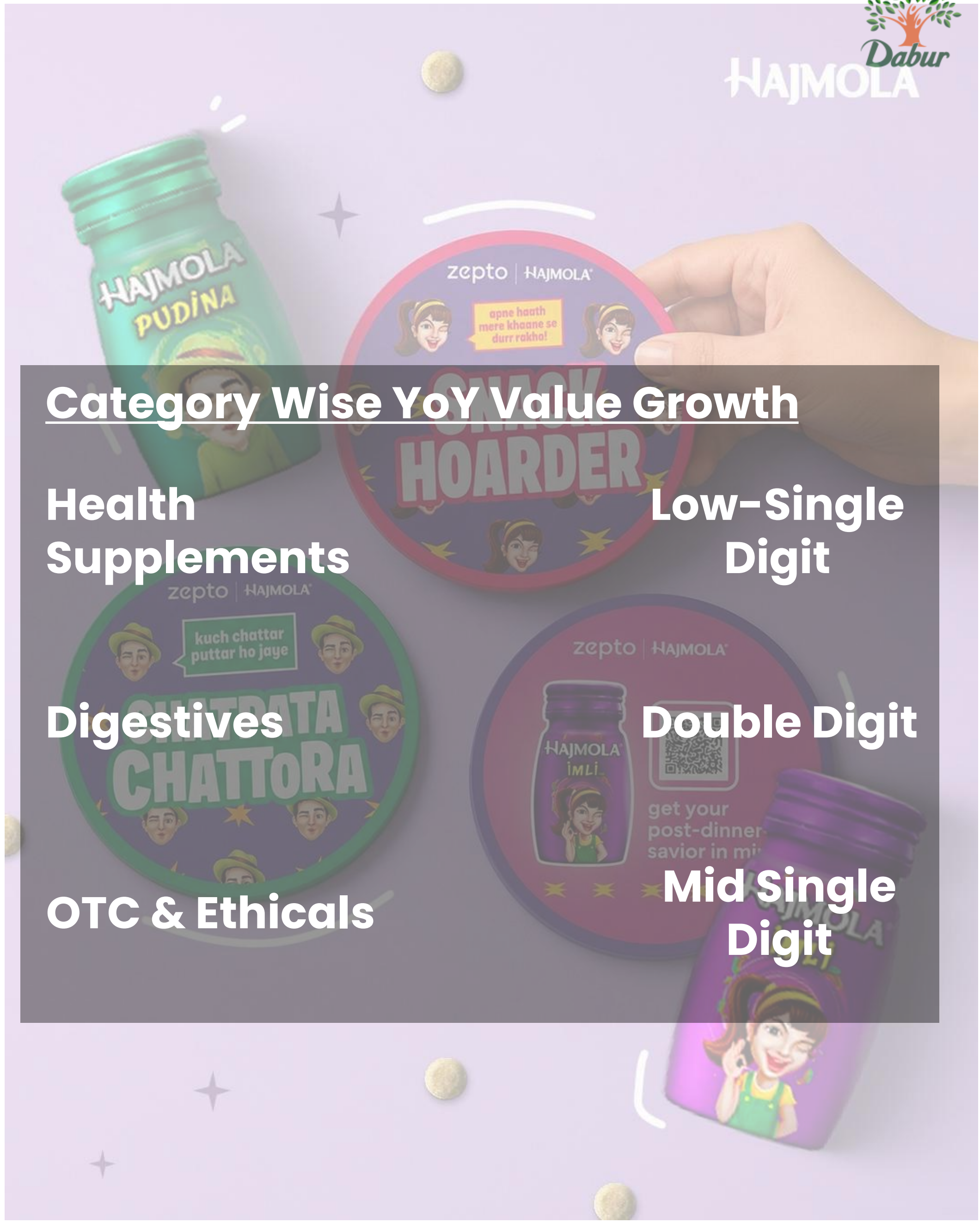
- Dabur Honey reported high single digit growth.
- Dabur Glucose sales impacted due to unseasonal rainfall in first half of the quarter, however showed signs of strong recovery in 2nd half of the quarter.

Digestives

- Hajmola tablets and Pudin Hara grew in double digits.
- Isabgol continued to perform well and delivered strong growth in twenties.
- New communication focusing on 'cooling relief from acidity' for Pudin Hara has been well received

OTC & Ethicals

- Dabur Honitus continued its strong double digit growth aided by the media campaigns highlighting safety and efficacy
- Health juices sustained its strong double-digit growth momentum



Category Wise YoY Value Growth

Health Supplements	Low-Single Digit
Digestives	Double Digit
OTC & Ethicals	Mid Single Digit

Foods & Beverages

Beverage

- Unseasonal rainfall in the first half of the impacted our beverage business, however the business made a strong comeback in May and June.
- Activ range, including Juices and Coconut water, maintained its strong double-digit growth momentum
- Fizz portfolio (comprising of real fizz and Hajmola jeera) grew high teens.

Foods (inc. Badshah)

- Culinary portfolio continued its strong growth momentum and reported growth in high twenties with broad-based growth across brands
- Badshah business performed well with business growing in double digits

Category Wise YoY Value Growth

Beverages	Mid Single Digit
Foods	High Teens

Impactful Advertising With Differentiated Positioning

Dabur Real– "9 Fruits ka power" Campaign

Impactful Advertising With Differentiated Positioning

Real Active – "Keep It Real" Campaign

Impactful Advertising With Differentiated Positioning

Dabur Lal Dant Manjan: *"Daant mein Dum waa, Dabur Lal par ghamand waa"*

Impactful Advertising With Differentiated Positioning

Dabur Red Toothpaste: *"Oral Hygiene" Campaign*

Impactful Advertising With Differentiated Positioning

Real Active – "Get Active with Real Active" Campaign

Impactful Advertising With Differentiated Positioning

Lemoneez: *"Why Squeeze, When you got Lemoneez"*

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PROFIT & LOSS STATEMENTS

Q1 FY27 CONSOLIDATED P&L

In INR crores	Q1 FY27	Q1 FY26	Y-o-Y (%)
Revenue from operations	**3,764.4**	**3,404.6**	**10.6%**
Material Cost	1,982.0	1,803.3	9.9%
Employee expense	369.4	337.8	9.4%
Advertisement and publicity	229.5	202.0	13.6%
Other Expenses	442.2	393.8	12.3%
Operating Profit	**741.4**	**667.8**	**11.0%**
% of Revenue	**19.7%**	**19.6%**	**+10 bps**
EBITDA (inc Other income)	**913.9**	**811.8**	**12.6%**
% of Revenue	**24.3%**	**23.8%**	**+50 bps**
Reported Net profit for the period/year (after minority)	**590.9**	**513.9**	**15.0%**
% of Revenue	**15.7%**	**15.1%**	**+60 bps**

Q1 FY27 STANDALONE P&L

In INR crores	Q1 FY27	Q1 FY26	Y-o-Y (%)
Revenue from operations	**2,687.3**	**2,469.5**	**8.8%**
Material Cost	1,495.2	1,378.9	8.4%
Employee expense	217.9	205.8	5.9%
Advertisement and publicity	170.6	151.1	12.9%
Other Expenses	268.0	248.5	7.8%
Operating Profit	**535.8**	**485.2**	**10.4%**
% of Revenue	**19.9%**	**19.6%**	**+30 bps**
EBITDA (inc Other income)	**666.5**	**601.1**	**10.9%**
% of Revenue	**24.8%**	**24.3%**	**+50 bps**
Reported Net profit for the period/year (after minority)	**452.4**	**407.4**	**11.0%**
% of Revenue	**16.8%**	**16.5%**	**+30 bps**

THANK YOU

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