



Ref: SEC/SE/2025-26
Date: January 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 Presentation

Dear Sir/Madam,

In compliance with SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and in furtherance to our letter dated January 15, 2026 regarding Investors' Conference Call scheduled to be held today i.e. Thursday, January 29, 2026 at 05:00 p.m. IST, we are pleased to enclose a copy of Investor Presentation for the quarter ended December 31, 2025.

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





INVESTOR PRESENTATION

QUARTER ENDED 31st DECEMBER 2025

AGENDA FOR TODAY

- 1 KEY HIGHLIGHTS**
- 2 FINANCIAL HIGHLIGHTS – Q3 FY26**
- 3 BUSINESS PERFORMANCE – Q3 FY26**
- 4 PROFIT & LOSS STATEMENTS**

1

KEY HIGHLIGHTS

Key Positives and Operating Headwinds in Q3

Key Positives



HPC registered strong double-digit growth



Operating profit and PAT growth ahead of the topline; with PAT* growing in double-digits



Double-digit growth in Amla franchise, Real Activ, Dabur Honey, Dabur Honitus, Dabur Health Juices and Dabur Meswak



Continued gain in market shares across key categories

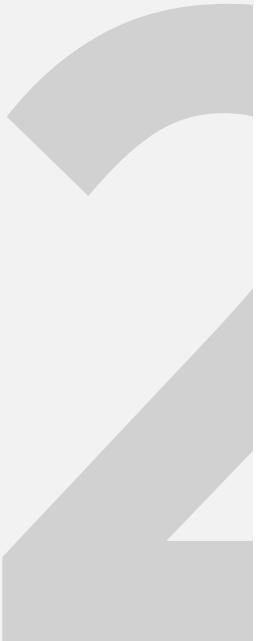
Operating Headwinds

Transient headwinds in October-2025 on account of liquidation of Old MRP inventory given revised GST rates

Export and emerging markets business impacted by tariffs and geo political disturbances

One-time impact on PAT due to New Labour code w.e.f 21st November 2025

Input cost escalation in key raw materials



FINANCIAL HIGHLIGHTS – Q3 FY26

Q3 FY26 Financial Highlights

Revenue Growth

Consolidated Revenue

6.1% 

YoY Growth

India FMCG*

6%

YoY Growth

3% India Volume Growth



International

11.1%

YoY Growth in INR Terms

7.5% YoY CC Growth



Operating Profit and PAT Growth

Operating Profit

+7.7%

YoY Growth

Profit After Tax (before exceptional items)

+10.1%

YoY Growth

+30 bps

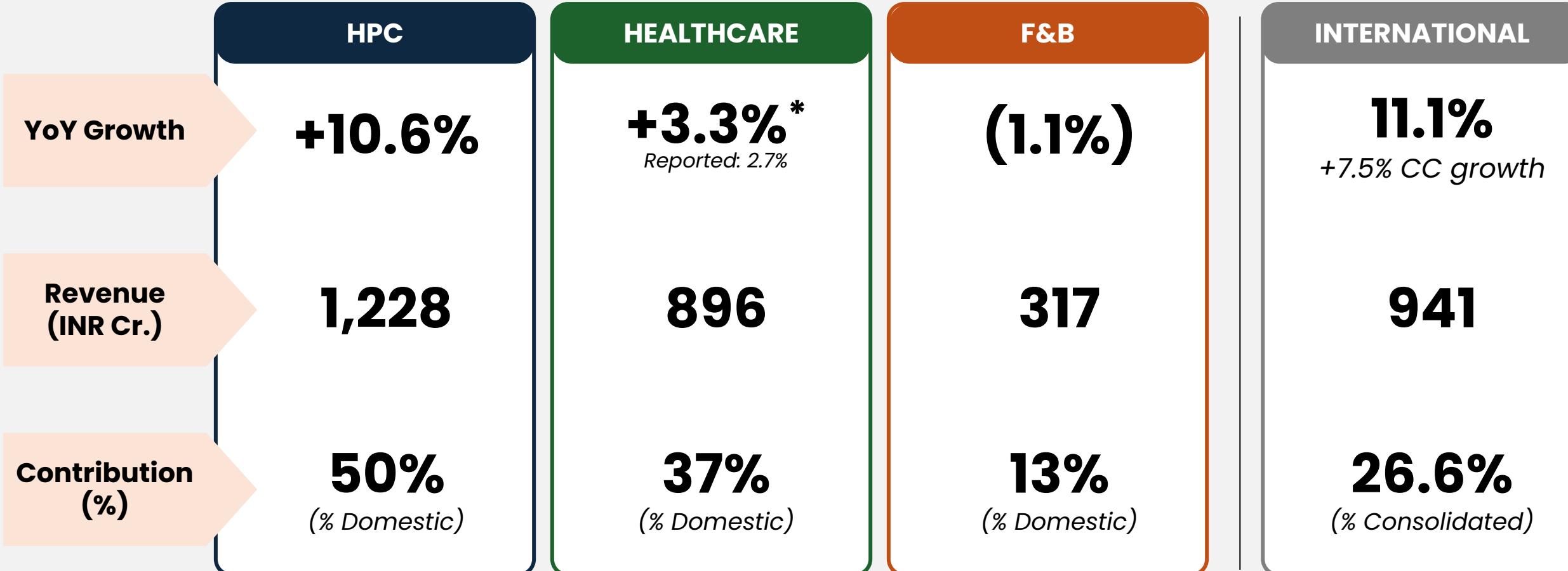
Margin Expansion

+60 bps

Margin Expansion

Q3 Business Performance – Domestic & International

Domestic Business



Key International markets sustaining their growth momentum

Region Wise Growth in Q3 FY26

INR /  Growth

Namaste (US)

19.3% | 12.8% 

MENA Region

12.5% | 6% 

Turkey

15.4% | 33.7% 

UK

22.6% | 12.4% 

SSA Region

30% | 21% 

Bangladesh

20.2% | 16% 

Nigeria

38.5% | 12.8% 

3

BUSINESS PERFORMANCE – Q3 FY26

Home & Personal Care

Hair Care

- Hair oils grew by 19.1% ; driven by Amla franchise, Dabur Almond and Anmol coconut
- Recently launched media campaign “Hair washing se pehle Oiling Ji” featuring Deepika Padukone driving consumption for Dabur Amla
- Hair oils portfolio registered market share gains of 193 bps
- Shampoo category registered mid-single digit growth and market share gains

Oral Care

- Toothpastes recorded ~10% growth y-y; our flagship Red Toothpaste sustained its growth momentum
- Dabur Meswak and Dabur Herb'l posted strong double-digit growth
- Continue to outpace category growth in toothpastes and gained market share
- Herbal category growth continue to outpace non-herbal category growth; 530 bps ahead

Skin Care

- Bleaches and facial kit portfolio performing well

Home Care

- Odonil grew in mid-single digits; double-digit growth in gels and aerosols format
- Sanifresh performed well and grew in high-single digits



DUNIYA KA No.1 HAIR OIL ASLI AMLA DABUR AMLA

Category Wise YoY Value Growth

Hair Care

Double-Digit

Oral Care

High-Single

Skin Care

Mid-Single

Home Care

Low-Single



Healthcare

Health Supplements

- Dabur Honey reported double-digit growth of 10%
- Chyawanprash
 - Secondary sales reflected positive growth; flattish in primary terms
 - Premium portfolio comprising Gur Chyawanprash and Ratnaphrash recorded strong growth
 - Continued market share gains during the quarter

Digestives

- Hajmola franchise grew in high-single digit driven by good growth in candies
- Pudin Hara grew in mid single digit; fizz continued to perform well underpinned by focused brand communication

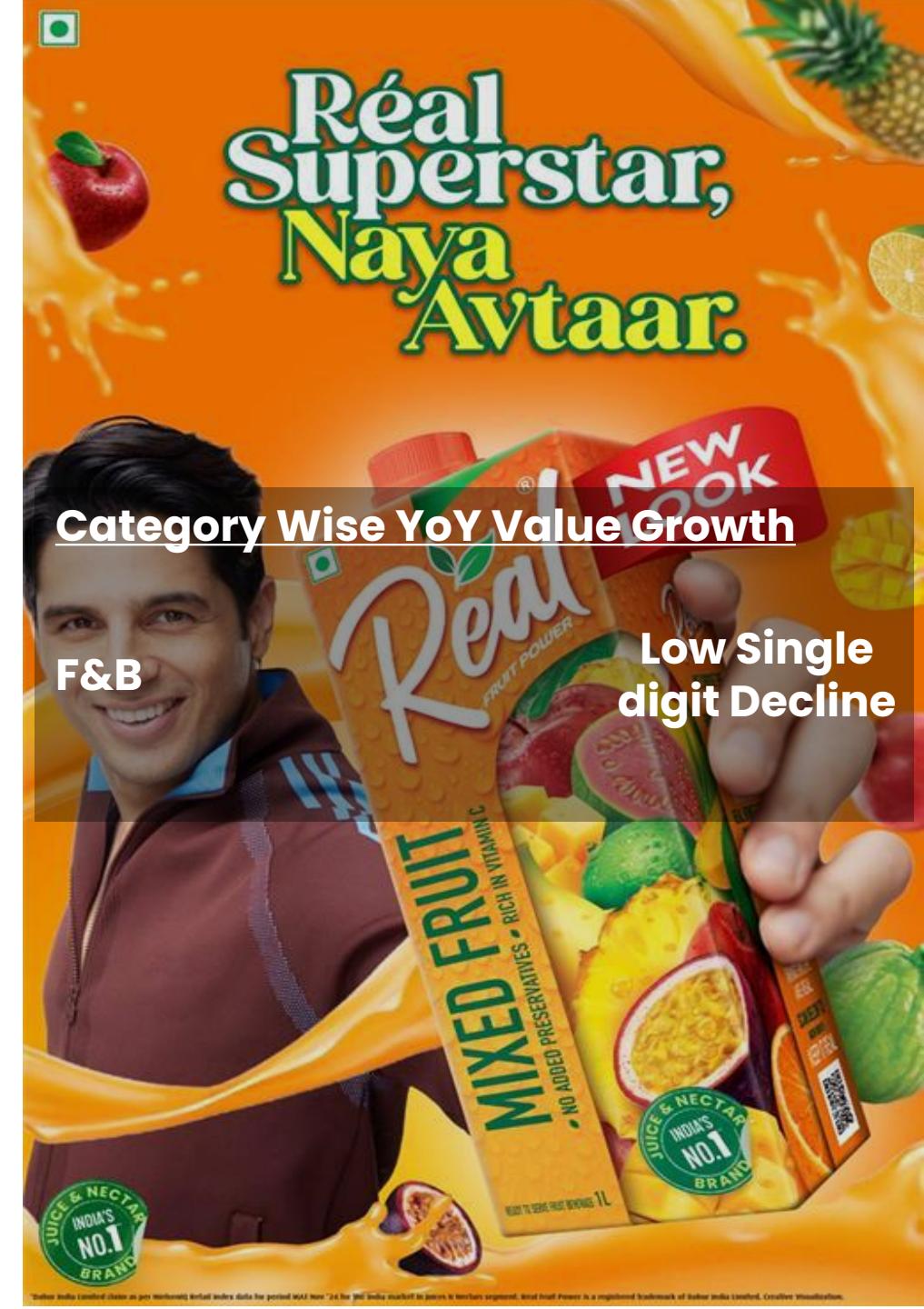
OTC & Ethicals

- Dabur Honitus recorded strong double digit growth on back of a favourable season
- Health juices sustained its strong double-digit growth momentum
- The segment growth was impacted by 120 bps on account of discontinuation of Diapers – Baby Super pants



Foods & Beverages

- Culinary portfolio grew in double-digits led by strong growth in Coconut milk, Edible Oils & Fats.
- Badshah business performed well with domestic business growing in high-single digits
- Activ range, including Juices and Coconut water, maintained its strong double-digit growth momentum
- Despite the headwinds during Q3, we outperformed category growth and registered market share gain of 195 bps in Nectars and 650 bps in Activ Juices



Impactful Advertising With Differentiated Positioning

Dabur Amla: “Hair Washing Se Pehle Oiling”



Impactful Advertising With Differentiated Positioning

Dabur Chyawanprash – “Taiyaar ya Beemaar?” Campaign



Impactful Advertising With Differentiated Positioning

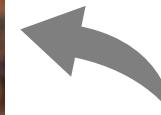
Badshah – “Swaad Sugandh Ka Raja, Badshah Masala” Campaign



Leveraging Influencer And Digital Campaigns



Dabur Chyawanprash X Health ki SIP



Dabur Honey AI based Digital Content



Dabur Amla x Sai Godbole



Oxylife x Tanya Sharma

Activ Coconut Water x Abhinay Gupta

Dia Control Juice

Dabur Herb'l Charcoal x Sana Makbul



she uses Dabur Herb'l Charcoal

Leveraging Print Media

Leveraging Regional Insights for On-Ground activations

MELAS



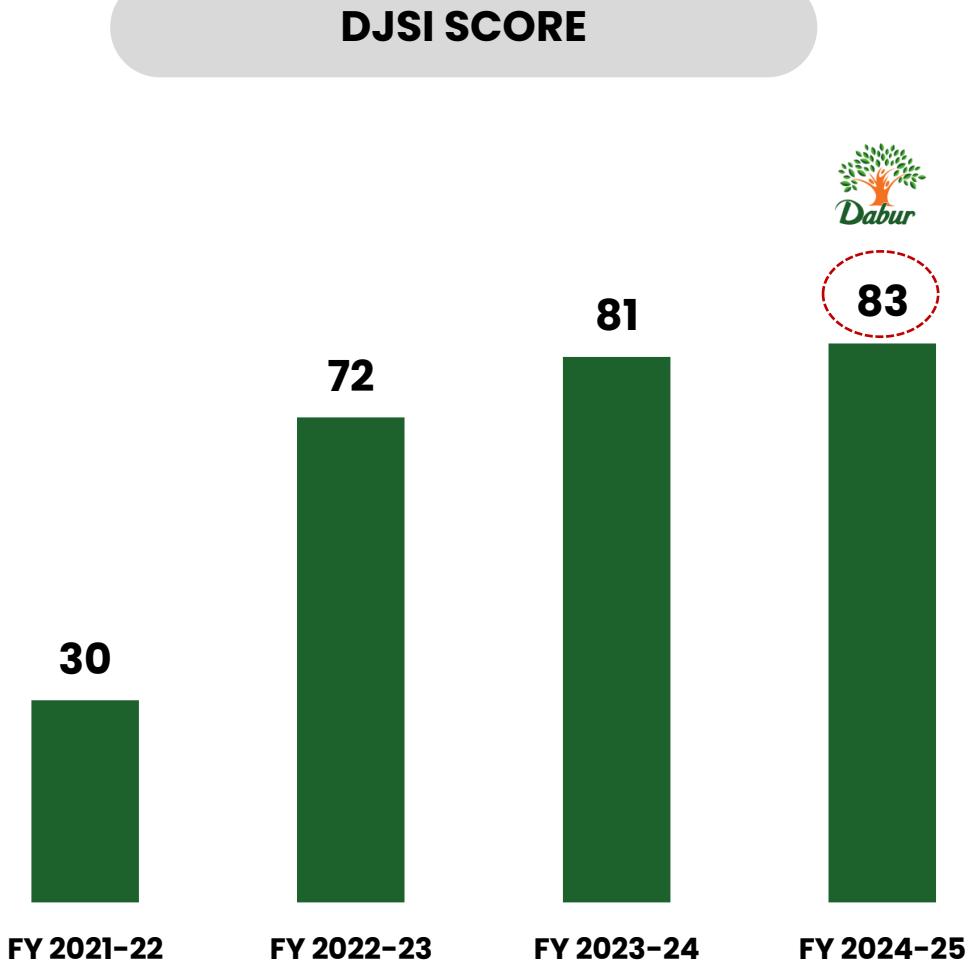
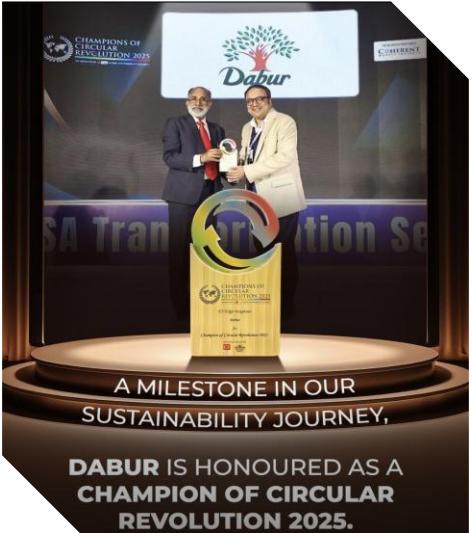
FESTIVALS



TRADE FAIRS AND ELECTIONS



Dabur's sustainability efforts winning accolades and driving ESG scores



4

PROFIT & LOSS STATEMENTS

Q3 FY26 CONSOLIDATED P&L

In INR crores	Q3 FY26	Q3 FY25	Y-o-Y (%)
Revenue from operations	3,558.6	3,355.2	6.1%
Material Cost	1,836.9	1,742.8	5.4%
Employee expense	351.8	335.2	5.0%
Advertisement and publicity	238.0	226.7	5.0%
Other Expenses	397.8	368.6	7.9%
Operating Profit	734.1	681.9	7.7%
% of Revenue	20.6%	20.3%	-
EBITDA (inc Other income)	874.8	809.9	8.0%
% of Revenue	24.6%	24.1%	-
Reported Net profit for the period/year (after minority)	560.0	522.4	7.2%
% of Revenue	15.7%	15.6%	-
Net profit for the period/year (after minority) (before exceptional item*)	575.0	522.4	10.1%
% of Revenue	16.2%	15.6%	

Q3 FY26 STANDALONE P&L

In INR crores	Q3 FY26	Q3 FY25	Y-o-Y (%)
Revenue from operations	2,547.4	2,448.3	4.0%
Material Cost	1,355.6	1,327.0	2.2%
Employee expense	214.6	206.0	4.2%
Advertisement and publicity	174.2	166.0	4.9%
Other Expenses	247.7	226.7	9.3%
Operating Profit	555.3	522.5	6.3%
% of Revenue	21.8%	21.3%	45.5
EBITDA (inc Other income)	663	627.9	5.6%
% of Revenue	26.0%	25.6%	
Reported Net profit for the period/year (after minority)	439.4	418.1	5.1%
% of Revenue	17.2%	17.1%	
Net profit for the period/year (after minority) (before exceptional item*)	454.5	418.1	8.7%
% of Revenue	17.8%	17.1%	

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>**