



Ref: SEC/SE/2025-26
Date: January 29, 2026

To,
Corporate Relations Department
BSE Ltd.
Phiroze Jeejeebhoy Towers
Dalal Street,
Mumbai- 400001

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

BSE Scrip Code: 500096

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

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DABUR INDIA LIMITED

January 29, 2026



INVESTOR PRESENTATION

QUARTER ENDED 31st DECEMBER 2025

AGENDA FOR TODAY

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KEY HIGHLIGHTS

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FINANCIAL HIGHLIGHTS – Q3 FY26

3

BUSINESS PERFORMANCE – Q3 FY26

4

PROFIT & LOSS STATEMENTS

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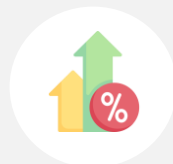
KEY HIGHLIGHTS

Key Positives and Operating Headwinds in Q3

Key Positives



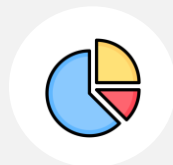
HPC registered strong double-digit growth



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

+30 bps
Margin Expansion

Profit After Tax *(before exceptional items)*

+10.1%
YoY Growth

+60 bps
Margin Expansion

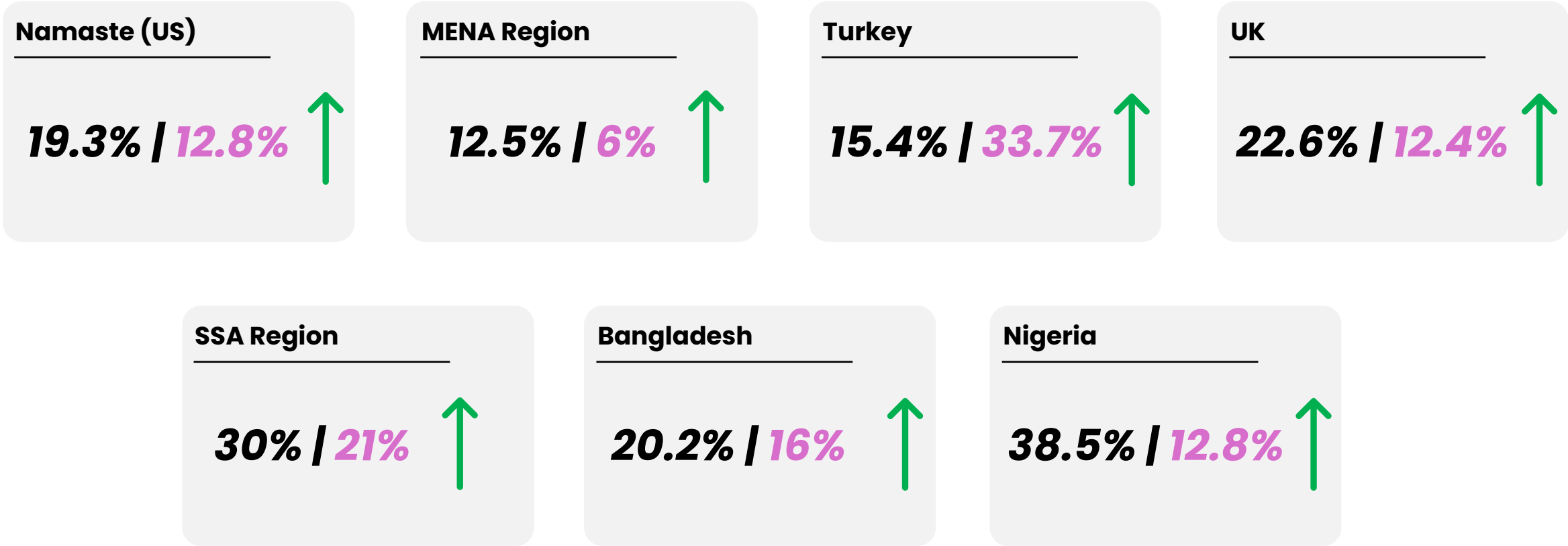
Q3 Business Performance – Domestic & International

Domestic Business				
	HPC	HEALTHCARE	F&B	INTERNATIONAL
YoY Growth	+10.6%	+3.3%* <i>Reported: 2.7%</i>	(1.1%)	11.1% <i>+7.5% CC growth</i>
Revenue (INR Cr.)	1,228	896	317	941
Contribution (%)	50% <i>(% Domestic)</i>	37% <i>(% Domestic)</i>	13% <i>(% Domestic)</i>	26.6% <i>(% Consolidated)</i>

Key International markets sustaining their growth momentum

Region Wise Growth in Q3 FY26

INR / CC
Growth



A large, light grey number '3' is positioned on the left side of the slide, partially overlapping the title text.

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

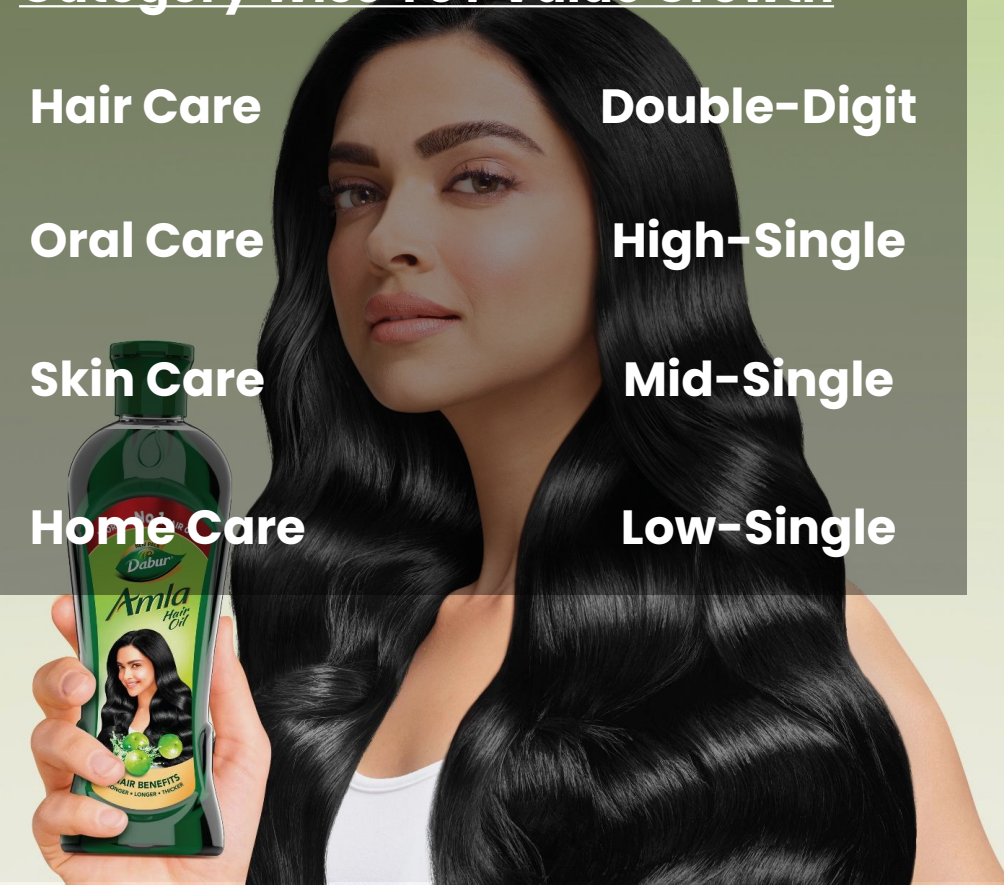
High-Single

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 Ratnaprash recorded strong growth
 - Continued market share gains during the quarter

Digestives

- Hajmola franchise grew in high-single digit driven by good growth in candies
- Pudín 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

Dabur
Chyawanprash

**BADALTE MAUSAM MEIN RAKHE
ANDAR SE STRONG**

Category Wise YoY Value Growth

Category	Growth
Health Supplements	Low-Single
Digestives	Mid-Single
OTC & Ethicals	Mid-Single

At the bottom of the advertisement, several jars of Dabur products are displayed: Ratnaprash, Dabur Kesarprash, Chyawanprash (Sugarfree), Chyawanprash (Gur), and Khajurprash.

[illegible]

- 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

Category Wise YoY Value Growth

F&B

Low Single digit Decline

Impactful Advertising With Differentiated Positioning

Dabur Amla: “Hair Washing Se Pehle Oiling”



Impactful Advertising With Differentiated Positioning

Dabur Chyawanprash – “Taiyaar ya Beemaar?” Campaign



The advertisement features a man with a beard and a brown jacket, smiling and holding a jar of Dabur Chyawanprash. He is standing in a sports field with children in the background. The Dabur Chyawanprash logo is visible in the top left corner of the image.

रचनात्मक चित्रण। आयुर्वेदिक औषधि। डाबर द्वारा निर्मित च्यवनप्राश एक शास्त्रीय औषधि है। प्रयोग हेतु, मात्रा और निर्देश के लिए पैक देखें। '3X इम्युनिटी एक्शन वैज्ञानिक अध्ययन के आधार पर। (CTRI/2015/02/005574; Indian Journal of Experimental Biology Vol. 53, March 2015). 'बीमारियों से लड़ने की शक्ति च्यवनप्राश पर आयुर्वेद के शास्त्रीय ग्रंथों पर आधारित।

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



OxyLife x Tanya Sharma



Activ Coconut Water x Abhinay Gupta



Dia Control Juice

Dabur Herb'l Charcoal x Sana Makbul



Dabur Amla x Sai Godbole

Leveraging Print Media

याद रखना, सस्ता आंवला, बालों को महंगा पड़ेगा

डाबर आंवला तेल का उत्तम माइक्रान बालों में समाए और उन्हें बनाए मजबूत

10x मजबूत*

अपनी आंवला, डाबर आंवला

सस्ता आंवला

इस सदी, 72 घंटे की नमी पाएँ

गुलाबारी के साथ, त्वचा खिलखिलाए।

कोल्ड क्रीम 50g @ ₹49 | बॉडी लोशन 400ml @ ₹280

स्किन करें, छूट पाएँ

नया अवतार वही भरोसेमंद फॉर्मूला

देश में बना, देश का हक!

गर्व से सदैवशी.

Dabur RED

10 CLINICALLY PROVEN BENEFITS

10 BENEFITS

आयुर्वेदिक विज्ञान की शक्ति

च्यवनप्राश

बदलते मौसम में खूबे अंदर से चढ़ाएँ

और दे खी, खीली जैसे खिंचेले प्रोफेशनल से सुदृढ़

इसलिए रोज़ खींचिए 2 बजमच डाबर च्यवनप्राश

जिसकी है खींचल, अलगाव जैसे 40 से लफ़ट हवाई, जो नंदर से खींच करके खींचसिं प्रत्येक घन ग ज़ाहो

इसकी वैश्विक रंग

चय श्री उपलब्ध

इंडिया की नं. 1 मॉस्किटो रिपेलेंट कीम, ODOMOS. अब लिक्विड वेपोराइज़र में.

45ml x 1N + Machine x 1N

80% ज़्यादा राक्षसाली

सभी मशीनों में फिट हो जाए

मुपर सेवर ऑफ़र

1kg डाबर हनी खरीदें और पाएँ ₹108 का 1kg इंडिया गेट बासमती चावल मुफ्त

डाबर हनी की छुट्टीदारी में ही है समझदारी

Real

सुपरस्टार, नया अवतार!

आज ही हाई करें Real रंग के न्यूसेस एवं बेवरेजेस।

कोई प्रिज़र्वेटिव मिलाया हुआ नहीं | विटामिन C से भरपूर | 9 फलों की अच्छाई

BREATHING DURING SMOG IS EQUIVALENT TO SMOKING MANY CIGARETTES A DAY

SCAN TO KNOW HOW TO STAY PROTECTED FROM PM 2.5

DABUR CHYAWANPRASH IS SCIENTIFICALLY TESTED TO HELP PROTECT YOUR LUNGS FROM PM 2.5

Buy at daburshop.com | Also available on: amazon | Flipkart | blinkit | zepto

DABUR CARES: CALL OR WRITE 9/1, ASAF ALI ROAD, NEW DELHI-110001 | E-MAIL: daburcare@dabur.com | Website: dabur.com | TOLL FREE 1800-103-1644

Leveraging Regional Insights for On-Ground activations

MELAS



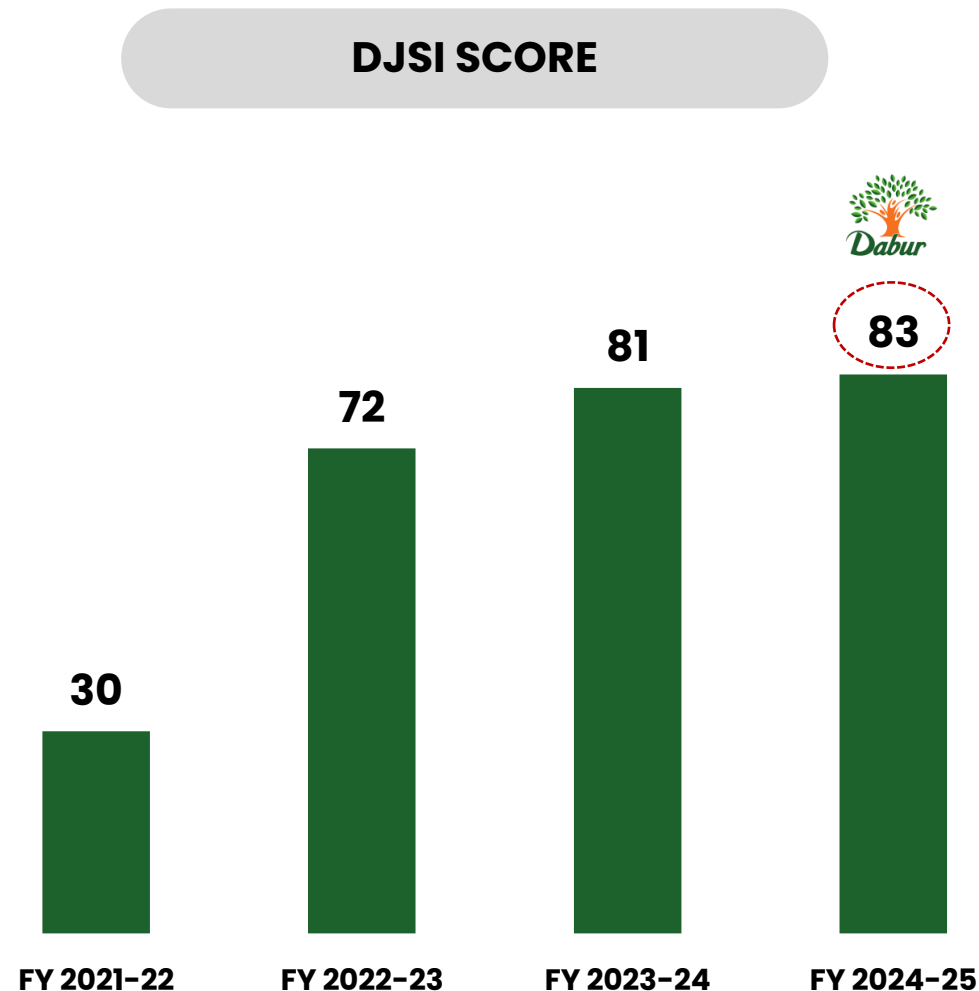
FESTIVALS



TRADE FAIRS AND ELECTIONS



Dabur's sustainability efforts winning accolades and driving ESG scores



4 PROFIT & LOSS STATEMENTS

Q3 FY26 CONSOLIDATED P&L

<i>In INR crores</i>	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

<i>In INR crores</i>	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>