



Ref: SEC/SE/2025-26

Date: May 07, 2025

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 Communication

Dear Sir/Madam,

In compliance with SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are pleased to enclose a copy of Investor Communication being issued by the Company today.

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

Q4 FY24-25

7th May 2025





**FINANCIAL
HIGHLIGHTS**



**BUSINESS
HIGHLIGHTS**



STRATEGY REFRESH



P&L UPDATE

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**FINANCIAL
HIGHLIGHTS**



**BUSINESS
HIGHLIGHTS**



STRATEGY REFRESH



P&L UPDATE

CONSOLIDATED

Revenue

INR
12,563 Cr

1.3%
Y-o-y growth

Operating profit

INR
2,316 Cr

(3.5%)
Y-o-y

INTERNATIONAL

Revenue

INR
3,281 Cr

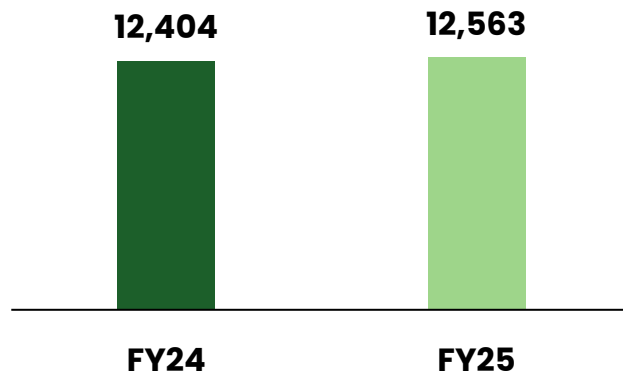
CC 17.2%
Y-o-y growth

Muted growth on account of one time inventory correction taken in Q2 to support partner ROIs in GT channel

FY25 Financial Highlights

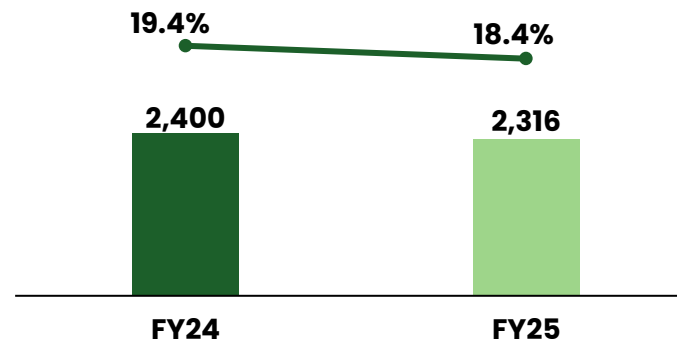


Revenue from Operations



3.6% CC growth
1.3% INR growth

Operating Profit



(3.5%) YoY

Profit After Tax

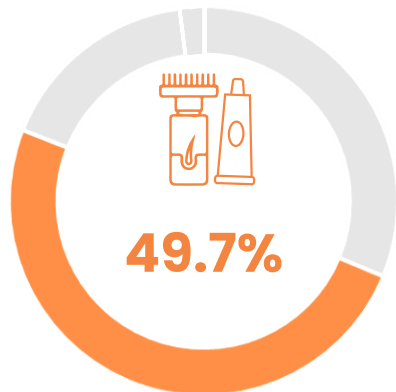


(4.1%) YoY

Verticals Contribution To Domestic FMCG Business in FY25



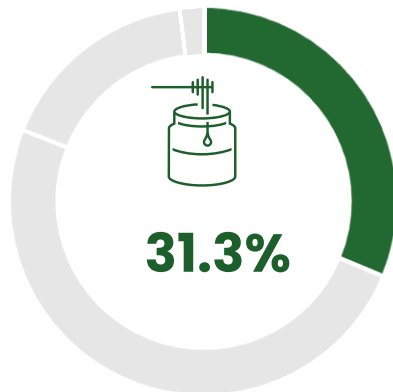
Home & Personal Care



INR 4,179 Cr

0.5% YoY

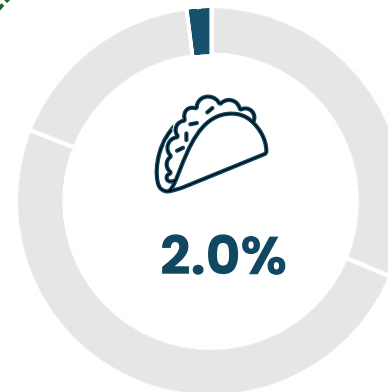
Health Care



INR 2,631 Cr

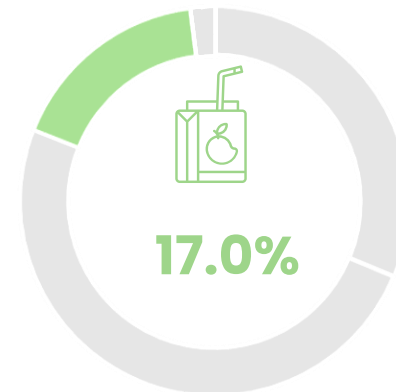
(2.2%) YoY

Foods & Beverages



INR 165 Cr

18.4% YoY



INR 1,433 Cr

(8.8%) YoY

FY25 | International Business Highlights



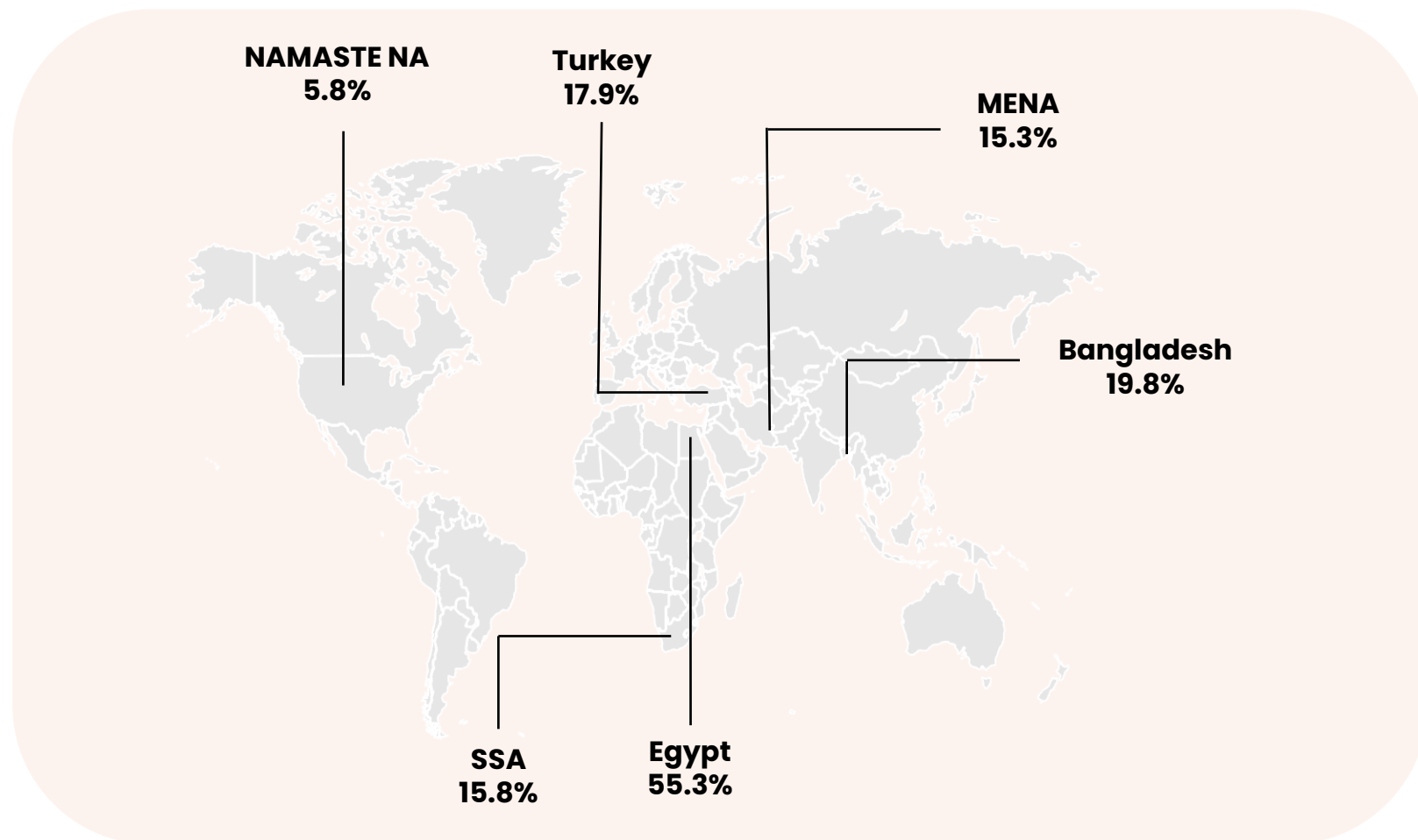
INR 3,281 Crore

Revenue from International Markets

**~26% contribution to
overall sales**

**CC Growth: 17.2%
INR Growth: 7.7%**

(CC growth)



Q4 FY25 snapshot



CONSOLIDATED

Revenue

INR
2,830 Cr

0.6%
Y-o-y growth

Operating profit

INR
427 Cr

(8.5%)
Y-o-y

INTERNATIONAL

Revenue

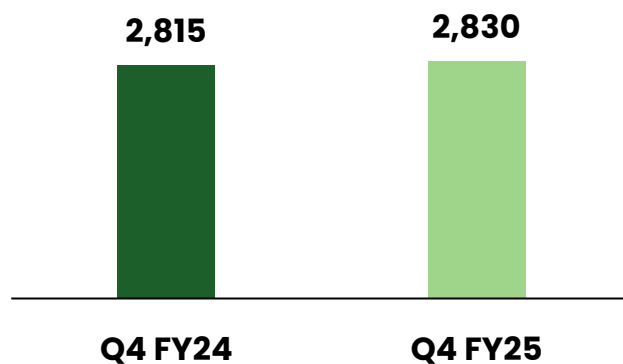
INR
814 Cr

CC 19.3%
Y-o-y growth

Q4 FY25 Financial Highlights

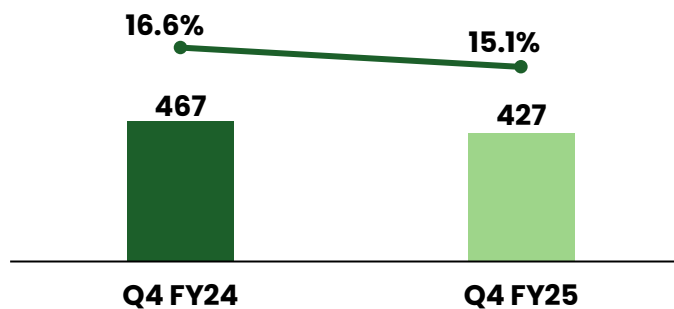


Revenue from Operations



2.1% CC growth
0.6% INR growth

Operating Profit



(8.5%) YoY

Profit After Tax

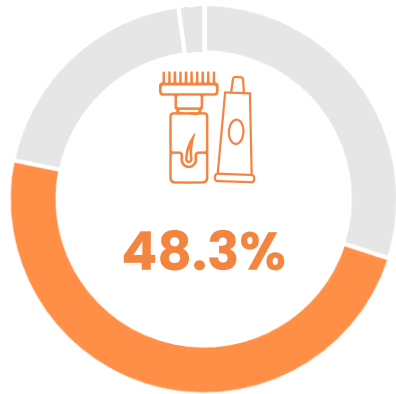


(8.4%) YoY

Verticals Contribution To Domestic FMCG Business in Q4 FY25



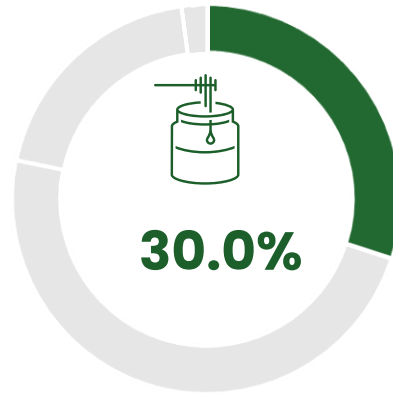
Home & Personal Care



INR 863 Cr

(3.3%) YoY

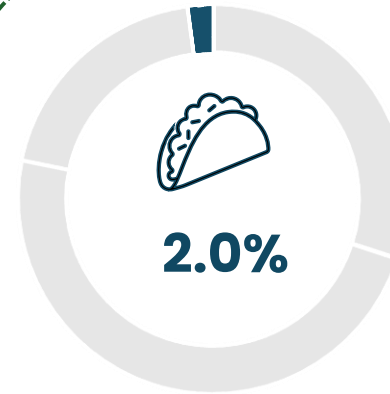
Health Care



INR 536 Cr

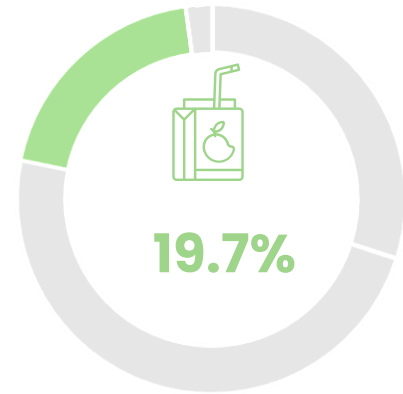
(4.7%) YoY

Foods & Beverages



INR 37 Cr

14.2% YoY



INR 352 Cr

(9.2%) YoY

Note: Foods excludes Badshah

Q4 FY25 | International Business Highlights



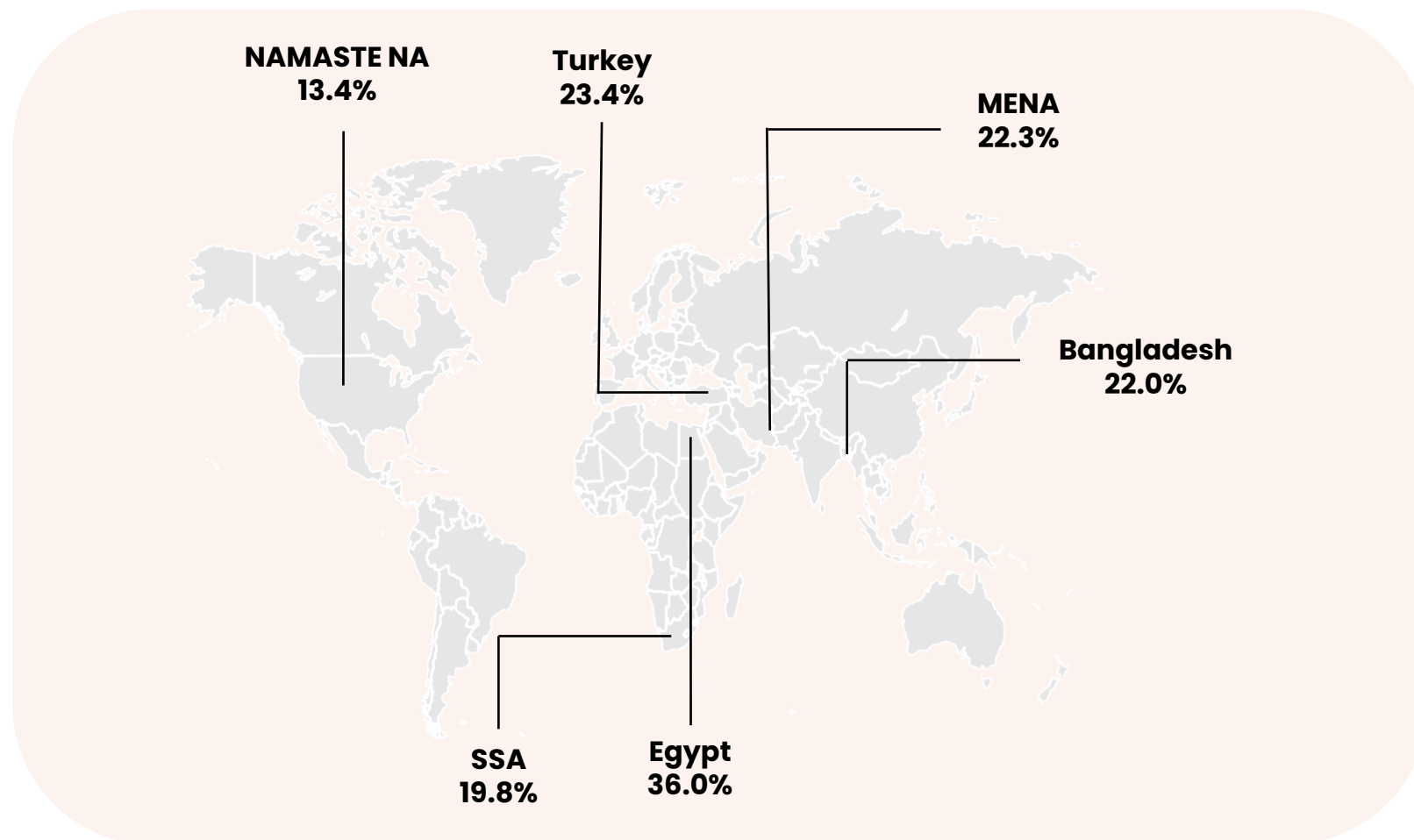
(CC growth)

INR 814 Crore

Revenue from International Markets

**~29% contribution to
overall sales**

CC Growth: 19.3%
INR Growth: 13.4%



Dividend Update



	Interim Dividend	Final dividend	Total dividend
Dividend per share (INR)	2.75	5.25	8.00
Dividend %	275%	525%	800%
Total Dividend (INR Cr)	487.39	930.47	1,417.86

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**FINANCIAL
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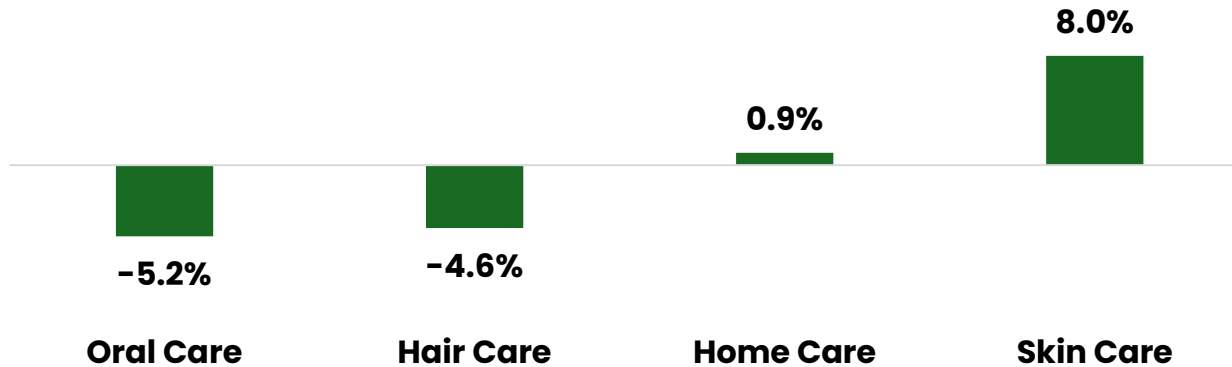
STRATEGY REFRESH



P&L UPDATE

Home & Personal Care

Value growth Q4



Oral care

- Impacted on account of higher base effect (22% growth in Q4FY24);
- Meswak and Dabur Herb'l portfolio performed well

Hair care

- Shampoo has grown in mid single digit; 20 bps market share gain
- Hair oils grew ahead of the category; gain of 196 bps

Homecare

- Odonil grew in mid single digit; Aerosol and Gel pockets reported strong double-digit growth
- Odomos reported muted performance on account of high base effect; market share gain of 386 bps in the MRC category

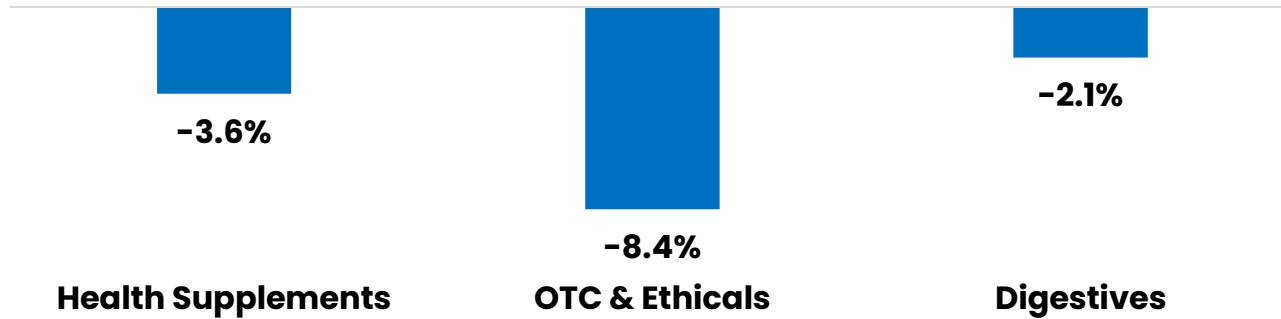
Skincare

- Strong performance driven by double digit growth in Gulabari franchise



Healthcare

Value growth Q4



Health Supplements

- Glucose registered 10% growth; gained 112 bps in market share
- Delayed and contracted winters impacted Chyawanprash and Honey

OTC & Ethicals

- Health juices continued growth momentum with 25% + growth y-y
- Winter centric products such as Lal tail, Honitus reported muted performance

Digestives

- Low single digit growth in Hajmola; Market share gain of 233 bps
- Hajmola candies recorded strong double digit growth



Foods & Beverages

Value growth Q4



Beverages:

- Real gained 260 bps market share in the J&N category
- Premium portfolio comprising Real Activ range and coconut water grew in double digits

Foods:

- Foods sustained its strong growth momentum with 14.2% growth y-o-y
- Strong performance across Hommade coconut milk, Lemoneez etc

Badshah:

- Volume growth of 11%; Entered new markets of Rajasthan and Madhya Pradesh
- Product portfolio expansion planned based on regional tastes & preferences



Brand Building Initiatives



Superior Claims



India's 1st Ayurvedic Toothpaste accepted by IDA



Dabur Honey – new campaign on weight management



New Communications



Dabur Khajurprash



Glucoplus C



Meswak



Cool King Talc



Real Fizzin



Real Mango

Ground Activations and Visibility



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**FINANCIAL
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STRATEGY REFRESH



P&L UPDATE

Accelerate profitable growth

- 1 Continued confidence & investment in core brands**
- 2 Premiumization and contemporization across categories**
- 3 Bold bets across Health & Wellness spaces**
- 4 Streamlined portfolio** – Rationalisation of underperforming products/SKUs, releasing capital to focus on big bets
- 5 GTM 2.0** – Distributor consolidation, optimizing cost to serve, double down on emerging channels and coverage expansion
- 6 Strategic M&A** – Creating a future fit portfolio (e.g. new age healthcare, wellness foods, premium personal care)
- 7 Operating model refinement** – Optimize for cost, efficiency, agility and digitization across value chain



**FINANCIAL
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**BUSINESS
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STRATEGY REFRESH



P&L UPDATE

Q4 FY25 and FY25 | Consolidated P&L



<i>In INR crores</i>	Q4 FY25	Q4 FY24	Y-o-Y (%)	FY25	FY24	Y-o-Y (%)
Revenue from operations	2,830.1	2,814.6	0.6%	12,563.1	12,404.0	1.3%
Material Cost	1,509.1	1,446.8	4.3%	6,534.9	6,447.0	1.4%
Employee expense	294.3	316.2	-6.9%	1,291.2	1,239.6	4.2%
Advertisement and publicity	176.4	183.7	-4.0%	864.6	849.1	1.8%
Other Expenses	423.4	401.2	5.5%	1,556.0	1,468.2	6.0%
Operating Profit	426.9	466.8	-8.5%	2,316.4	2,400.2	-3.5%
% of Revenue	15.1%	16.6%		18.4%	19.4%	
EBITDA (inc Other income)	568.1	595.7	-4.6%	2,866.5	2,882.6	-0.6%
% of Revenue	20.1%	21.2%		22.8%	23.2%	
Net profit for the period/year (after minority)	320.2	349.5	-8.4%	1,767.7	1,842.7	-4.1%
% of Revenue	11.3%	12.4%		14.1%	14.9%	

Q4 FY25 and FY25 | Standalone P&L



<i>In INR crores</i>	Q4 FY25	Q4 FY24	Y-o-Y (%)	FY25	FY24	Y-o-Y (%)
Revenue from operations	1,964.7	2,039.5	-3.7%	9,070.7	9,135.6	-0.7%
Material Cost	1,110.9	1,102.9	0.7%	4,962.0	4,928.5	0.7%
Employee expense	160.2	194.3	-17.5%	776.9	782.1	-0.7%
Advertisement and publicity	131.1	145.9	-10.1%	650.7	676.0	-3.7%
Other Expenses	278.2	259.8	7.1%	974.2	909.9	7.1%
Operating Profit	284.2	336.6	-15.6%	1,706.9	1,839.1	-7.2%
% of Revenue	14.5%	16.5%		18.8%	20.1%	
EBITDA (inc Other income)	402.8	450.8	-10.6%	2,158.8	2,256.7	-4.3%
% of Revenue	20.5%	22.1%		23.8%	24.7%	
Net profit for the period	250.6	283.2	-11.5%	1,403.2	1,509.2	-7.0%
% of Revenue	12.8%	13.9%		15.5%	16.5%	

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.