Dabur
India Ltd.

Ref: SEC/SE/2025-26
Date: October 30, 2025

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, 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

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: 2025.10.30 16:08:36 +05'30'

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

Encl: as above

DABUR INDIA LIMITED

October 30, 2025

INVESTOR PRESENTATION

QUARTER ENDED 30TH SEPTEMBER 2025

AGENDA FOR TODAY

1 KEY HIGHLIGHTS

2 FINANCIAL HIGHLIGHTS – Q2 & H1 FY26

3 BUSINESS PERFORMANCE – Q2 FY26

4 PROFIT & LOSS STATEMENTS

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KEY HIGHLIGHTS

Key Positives and Operating Headwinds in Q2

Key Positives

95% of the Portfolio gained market share

Rural markets continue to outpace urban

Premium Portfolio growing faster than Core

Operating margin expansion inspite of inflation

GST rate reductions in ~66% of the India portfolio likely to boost consumption

Operating Headwinds

Trade witnessed temporary disruptions post GST reforms announcement

Heavy rainfall & floods impacted consumption of Beverages

Input cost escalation in key raw materials

GST Reforms: *"Lighter on the Pocket, Brighter for the Future"*

Key Categories benefitted ▶ Juices | Toothpaste | Hair Oils | Ayur Proprietary | Shampoo | Glucose

66% portfolio benefitted from GST rate reduction

20% + **66%** = **~86%**

No Change (5% GST)	GST cut from 12/18% to 5%	Now at *"5% tax"* bracket

- **Passed on the benefit of reduced GST rates to consumers**
- **Complied with all statutory guidelines**

FINANCIAL HIGHLIGHTS – Q2 & H1 FY26

Q2 FY26 Financial Highlights

Revenue Growth

Consolidated Revenue

5.4% ↑

YoY Growth

India FMCG*

5.7% ↑

YoY Growth

2% India Volume Growth

International

7.7% ↑

YoY Growth in INR Terms

5.5% YoY CC Growth

Operating Profit and PAT Growth

Operating Profit

+6.4% *YoY Growth*

+20 bps *Margin Expansion*

Profit After Tax

+6.5% *YoY Growth*

+20 bps *Margin Expansion*

* India FMCG business excludes Badshah Business

Q2 Business Performance – Domestic & International

	Domestic Business			
	HPC	**HEALTHCARE**	**F&B**	**INTERNATIONAL**
YoY Growth	+8.9%	+1.3%	+1.7%	7.7% *+5.5% CC growth*
Revenue (INR Cr.)	1,123	603	323	912
Contribution (%)	55% *(% Domestic)*	29% *(% Domestic)*	16% *(% Domestic)*	29% *(% Consolidated)*

Key International markets sustaining their growth momentum; Nepal impacted on account of political unrest

Region Wise Constant Currency Growth in Q2 FY26

Namaste (US)	10.5% ↑
MENA Region	11.6% ↑
Turkey	37% ↑
UK	37% ↑
SSA Region	7.2% ↑
Bangladesh	13.4% ↑
Nigeria	9.7% ↑
Nepal	(15%) ↓

Dividend Update

	Interim Dividend
Dividend per share (INR)	2.75
Dividend %	275%
Total Dividend (INR Cr)	487.8

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BUSINESS PERFORMANCE – Q2 FY26

Home & Personal Care

Oral Care

- Toothpastes recorded ~14% growth y-y
- Continue to outpace category growth in toothpastes and gained market share
- Both Dabur Red Toothpaste and Meswak sustained their strong growth trajectory

Skin Care

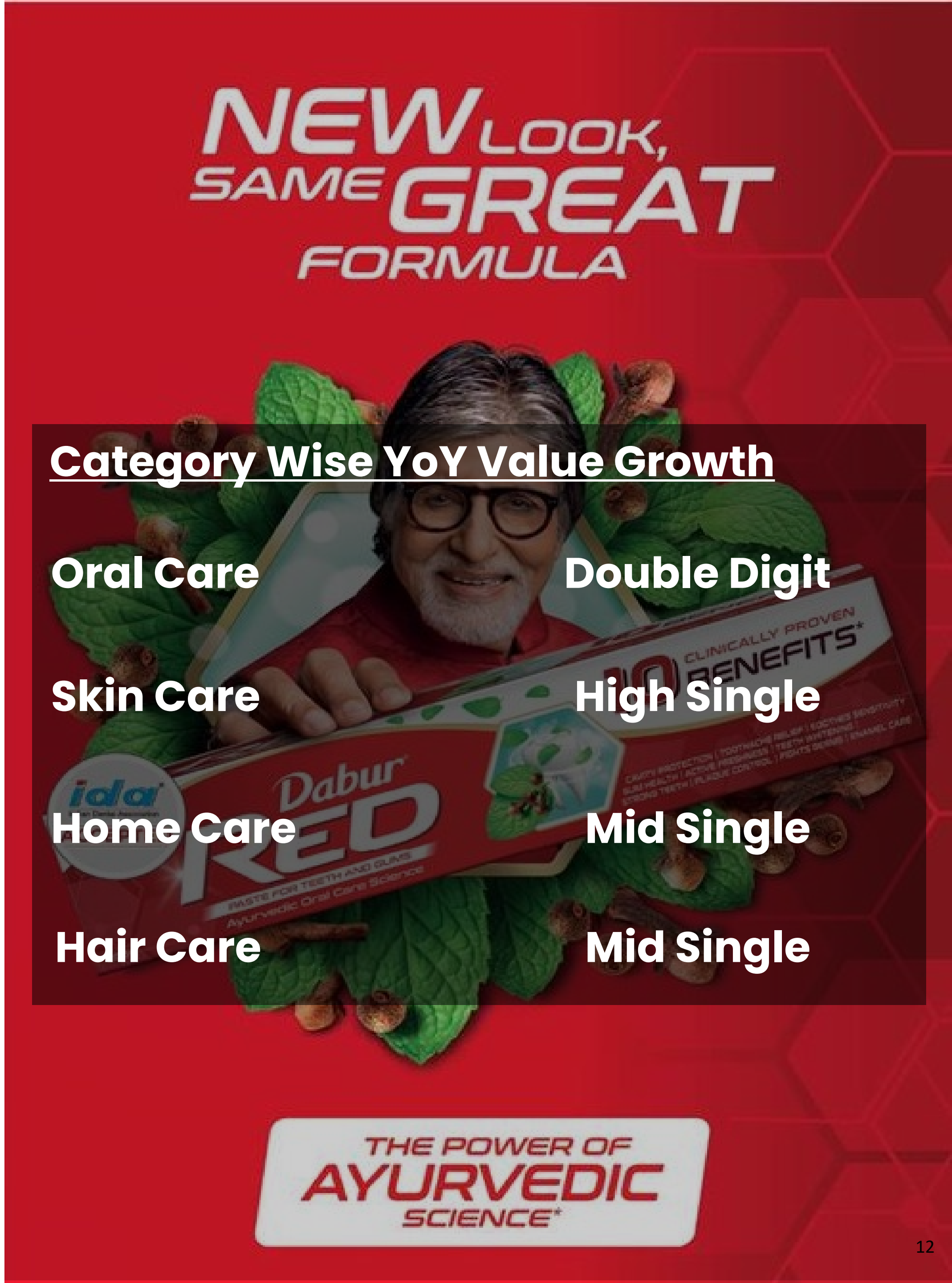
- High single digit growth in the "Gulabari" franchise driven by the flagship product Gulabari Rose Water and Face fresheners
- Fem and Oxy performed well during the quarter

Home Care

- Odonil sustained its double-digit growth trajectory on the back of robust growth in gels and aerosol formats; market share gains in air freshener category
- Sanifresh performed well and grew in high-single digits

Hair Care

- Shampoo category registered high-single digit growth and market share gains
- Hair oils grew ahead of the category and registered market share gains



Category Wise YoY Value Growth

Oral Care	Double Digit
Skin Care	High Single
Home Care	Mid Single
Hair Care	Mid Single

Healthcare

Health Supplements

- Dabur Honey reported double-digit growth in high twenties
- Dabur Chyawanprash maintained its leadership position by gaining 234 bps market share on the back of focused media initiatives

Digestives

- Hajmola franchise grew in double-digits and further strengthened its leadership position by registering market share gain in the Digestives category
- Pudin Hara fizz received good response led by focused advertising campaign

OTC & Ethicals

- Honitus recorded strong double digit growth
- Health juices sustained its strong double-digit growth momentum
- The segment was impacted due to discontinuation of Diaper Baby Super pants and temporary disruption in trade due to GST transition

Category Wise YoY Value Growth

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

Foods & Beverages

- Foods portfolio grew in double-digits led by strong growth in Coconut milk, Edible Oils & Fats
- Activ range, including Juices and Coconut water, maintained its strong double-digit growth momentum
- 'Real Juices' portfolio was impacted during the quarter on account of heavy rainfalls, floods and landslides.
- Recent GST rate cut from 12% to 5% in juices will help improve consumption going forward
- Despite the headwinds during Q2, we performed better than the category; gained 115 bps market share in the nectars category and 1074 bps in 100% Juices.

Category Wise YoY Value Growth

F&B	Low Single

Impactful Advertising With Differentiated Positioning

Dabur Amla: *“Hair Washing Se Pehle Oiling”*

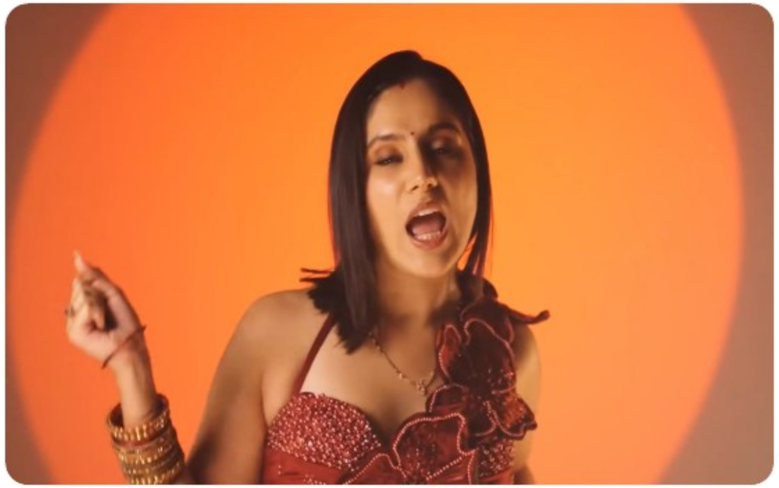
Impactful Advertising With Differentiated Positioning

Dabur Chyawanprash – Daily Two Spoons for Monsoon

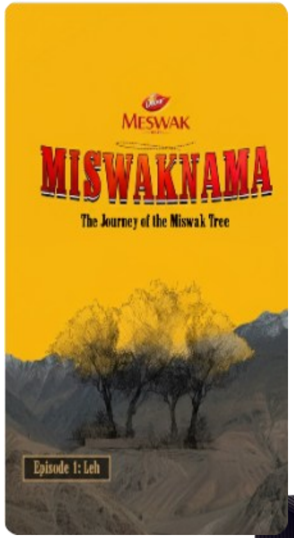
Impactful Advertising With Differentiated Positioning

Pudin Hara – Cooling On, Acidity Gone

Leveraging Influencer And Digital Campaigns



Fem x Karvachauth



Short format Series launched: Meswaknama

Keep It Real, with Real Greetings - Rakhi Campaign

Chetan Goel x Odonil Gel Pocket

Dabur Amla x Teacher's Day (AI Campaign)

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PROFIT & LOSS STATEMENTS

Q2 FY26 CONSOLIDATED P&L

In INR crores	Q2 FY26	Q2 FY25	Y-o-Y (%)
Revenue from operations	**3,191.3**	**3,028.6**	**5.4%**
Material Cost	1,613.5	1,534.3	5.2%
Employee expense	347.9	338.8	2.7%
Advertisement and publicity	233.6	225.6	3.5%
Other Expenses	408.3	377.3	8.2%
Operating Profit	**588.1**	**552.6**	**6.4%**
% of Revenue	***18.4%***	***18.2%***	
EBITDA (inc Other income)	**728.2**	**704.1**	**3.4%**
% of Revenue	***22.8%***	***23.2%***	
Net profit for the period/year (after minority)	**452.6**	**425.0**	**6.5%**
% of Revenue	***14.2%***	***14.0%***	

Q2 FY26 STANDALONE P&L

In INR crores	Q2 FY26	Q2 FY25	Y-o-Y (%)
Revenue from operations	**2,234.8**	**2,143.6**	**4.3%**
Material Cost	1,179.7	1,143.7	3.1%
Employee expense	213.4	208.1	2.6%
Advertisement and publicity	172.2	164.9	4.4%
Other Expenses	245.5	223.8	9.7%
Operating Profit	**424.0**	**403.2**	**5.2%**
% of Revenue	***19.0%***	***18.8%***	
EBITDA (inc Other income)	**530**	**521.7**	**1.7%**
% of Revenue	***23.7%***	***24.3%***	
Net profit for the period	**348.7**	**329.2**	**5.9%**
% of Revenue	***15.6%***	***15.4%***	

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

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http://www.Dabur.Com/in/en-us/investor