



Ref: SEC/SE/2026-27
Date: May 07, 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 April 17, 2026 and May 04, 2026, regarding Investors' Conference Call scheduled to be held today i.e. Thursday, May 07, 2026, at 05:00 p.m. IST, we are pleased to enclose a copy of Investor Presentation 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



DABUR INDIA LIMITED

May 07, 2026

Pure Promise,
Purest Honey!

Dabur
Honey

ORGANIC HONEY
ORGANIC CERTIFIED

Dabur
RED
MULTI-PURPOSE TOOTH PASTE
AYURVEDIC ORAL CARE SCIENCE

10 CLINICALLY PROVEN
BENEFITS*

THE POWER OF
AYURVEDIC SCIENCE

ida
ACCEPTED

Real
Pure
activ

REAL REFRESHMENT:
100% TENDER COCONUT WATER,
NOTHING ELSE!

100% TENDER COCONUT WATER

Naturally beautiful
hair with natural vitamin

Dabur
Amla
Hair Oil

World's No.1 use oil

HAIR BENEFITS

40+ herbs in every spoon of
Dabur Chyawanprash that
help fight 100+ illnesses.
#StockUpOnImmunity

Dabur
Chyawanprash

3x
IMMUNITY
ACTION

CLINICALLY TESTED

PROTECTING YOUR BLOOD

INVESTOR PRESENTATION

QUARTER ENDED 31ST MARCH 2026

AGENDA FOR TODAY

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KEY HIGHLIGHTS

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FINANCIAL HIGHLIGHTS – Q4 FY26

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BUSINESS PERFORMANCE – Q4 FY26

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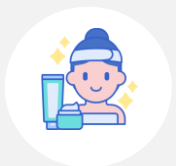
PROFIT & LOSS STATEMENTS

1

KEY HIGHLIGHTS

Key Positives and Operating Headwinds in Q4

Key Positives



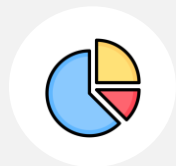
HPC registered strong double-digit growth



Operating profit and PAT growth ahead of the topline; PAT grew in double-digits



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



Continued gain in market shares across key categories

Operating Headwinds

Middle east business impacted amidst geo political disturbances

Unseasonal rains in March-2026 impacted summer portfolio business

FINANCIAL HIGHLIGHTS – Q4 FY26

Q4 FY26 Financial Highlights

Consolidated Revenue Growth

Consolidated Revenue

7.3%

YoY Growth



India FMCG

9.5%

YoY Growth
6% India Volume Growth



International

2.5%

YoY Growth in INR Terms



Consolidated Operating Profit and PAT Growth

Operating Profit

+8.2%

YoY Growth

+12 bps

Margin Expansion

Profit After Tax

+15.1%

YoY Growth
(+10.1% YoY Growth)*

+82 bps

Margin Expansion

* PAT after excluding one-time gain on sale of asset

Q4 Business Performance – Domestic & International

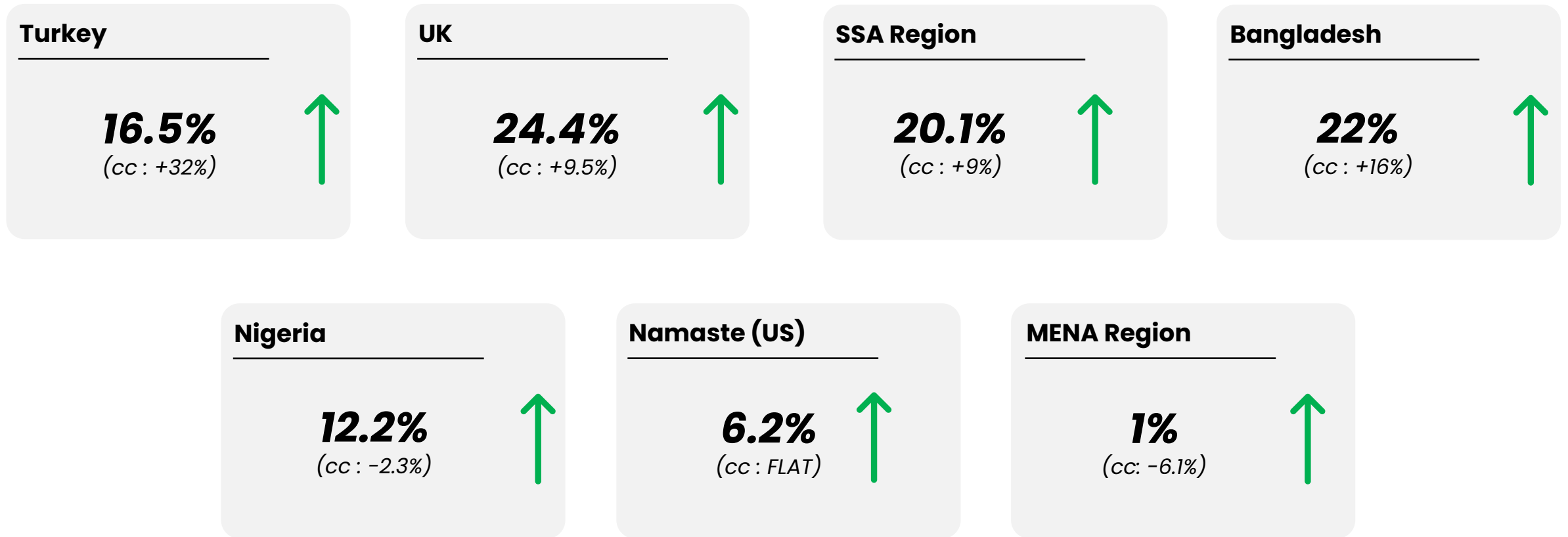
Domestic Business

	HPC	HEALTHCARE	F&B	INTERNATIONAL
YoY Growth	+16.8%	+3.6%* <i>Reported: 2.2%</i>	3.2%	2.5%
Revenue (INR Cr.)	1,008	545	404	834
Contribution (%)	51% <i>(% Domestic)</i>	28% <i>(% Domestic)</i>	21% <i>(% Domestic)</i>	28% <i>(% Consolidated)</i>

* Excludes impact of Discontinued brands – Baby Super Pants and Vedic Tea

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

Region Wise INR Growth in Q4 FY26



Dividend Update

	Interim Dividend	Final Dividend	Total Dividend
Dividend per share (INR)	2.75	5.50	8.25
Dividend %	275%	550%	825%
Total Dividend (INR Cr)	487.8	975.5	1463.3

BUSINESS PERFORMANCE – Q4 FY26

Home & Personal Care

Hair Care

- Hair oils sustained its growth momentum and grew in twenties; driven by Amla franchise, Dabur Almond and Anmol coconut
- Continued investments in the campaign “Hair washing se pehle Oiling Ji” featuring Deepika Padukone helped in driving consumption for Dabur Amla franchise
- Hair oils portfolio registered market share gains
- Shampoo category registered growth in early twenties and market share gains

Oral Care

- Toothpastes recorded high single growth
- Dabur Red, Meswak and Dabur Herb’l were key growth drivers
- Continue to outpace category growth in toothpastes and gained market share

Home Care

- Odonil grew in mid twenties supported by strong growth momentum in aerosols and new premium fragrances in blocks. Portfolio continued to strengthen its position and gained market share
- Sanifresh and Odomos both performed well and grew in strong double digits

Skin Care

- Dabur Gulabari franchise ended the quarter on strong footing; grew by double digits in Q4
- Facial kit portfolio continued its robust growth momentum in Q4 as well



DUNIYA KA
No.1 HAIR OIL
ASLI AMLA DABUR AMLA

Category Wise YoY Value Growth

Hair Care **Mid-Twenties**

Oral Care **Mid-Single**

Home Care **Mid-Twenties**

Skin Care **Low-Double**



Healthcare

Health Supplements

- Dabur Honey reported double-digit growth in twenties
- Dabur Glucose sales impacted on account of un-seasonal rains in March-2026, however continued to gain market share

Digestives

- Hajmola franchise grew in double digits and gained market share
- Pudín Hara grew in mid single digit; fizz continued to perform well underpinned by focused brand communication

OTC & Ethicals

- Dabur Lal Tail grew in double digit during the quarter on the back of focused interventions and media spending
- Dabur Honitus continued its strong double digit growth aided by the differentiated positioning around quicker and faster relief from cough with giving drowsy effect
- Health juices sustained its strong double-digit growth momentum

* Excludes impact of Discontinued brands – Baby Super Pants

Dabur Honey

WORLD'S NO.1 HONEY BRAND

Category Wise YoY Value Growth

Category	YoY Value Growth
Health Supplements	Mid-Single digit decline
Digestives	Mid-Double
OTC & Ethicals	Double-Digit*

File per global syndicate study report of Honey category 2021-2024 by a market research agency. Dabur Honey is the highest selling honey brand volume in the world.

Foods & Beverages

Culinary

- Culinary portfolio accelerated its growth momentum during the quarter and reported growth in twenties with broad-based growth across brands

Beverage

- Activ range, including Juices and Coconut water, maintained its strong double-digit growth momentum
- Strong on-ground execution and consumer-led initiatives for driving engagement and offtakes led to market gain in Nectars, Real Activ juices and coconut water

Badshah

- Badshah business performed well with business growing in double digits

INDIA'S No.1
JUICE AND NECTAR BRAND

Real
Fruit Power
activ
Coconut Water

REFRESHING HYDRATION WITH NO ADDED SUGARS*

Category Wise YoY Value Growth

F&B Low Single

Real
Fruit Power
activ
100% NO ADDED SUGARS*
Coconut Water
LOW CALORIE JUICE

Naturally present Electrolytes
Supports Hydration

FRUIT JUICE

Impactful Advertising With Differentiated Positioning

Dabur Amla: “Hair Washing Se Pehle Oiling”



Impactful Advertising With Differentiated Positioning

Dabur Red Toothpaste: "10 Clinically Proven Benefits"



Impactful Advertising With Differentiated Positioning

Dabur Chyawanprash – “Taiyaar ya Beemaar?” Campaign



The advertisement shows a man with a beard and a brown jacket, smiling and holding a jar of Dabur Chyawanprash. He is standing in a stadium with children in the background. The Dabur Chyawanprash logo is visible in the top left corner of the ad. The jar he is holding is labeled 'Dabur Chyawanprash 3x IMMUNITY'.

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

Dabur Honey – “Helps Reduce Waist Size in 90 Days” Campaign



Impactful Advertising With Differentiated Positioning

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



Leveraging Influencer And Digital Campaigns



Chyawanprash Gummies x Nilofar & Alia Anwar



Dabur Honey x Chalo Odisha



Siens x Pooja Saraf



Dabur Gulabari x Valentines Day



Aur Beautiful Honge Ji



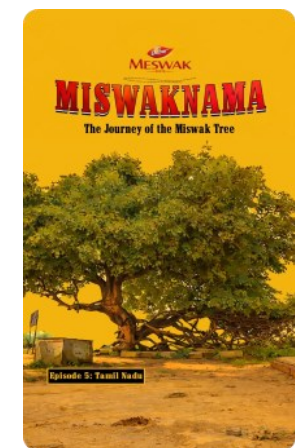
Dabur Amla x Sai Godbole



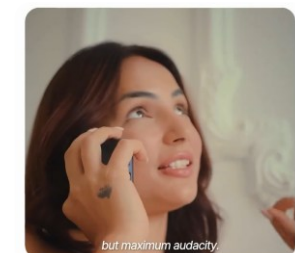
Real



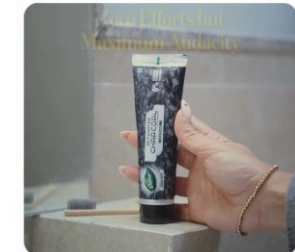
Dabur Hommade x Agsy



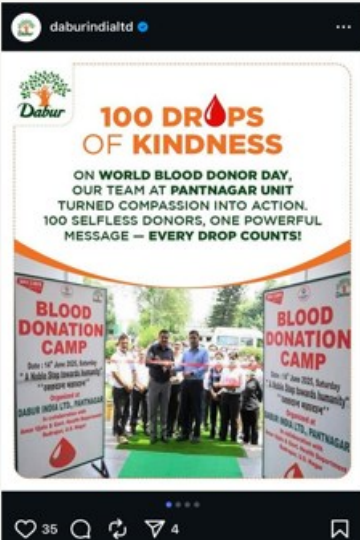
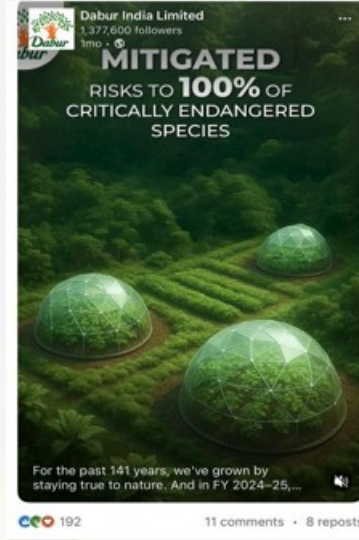
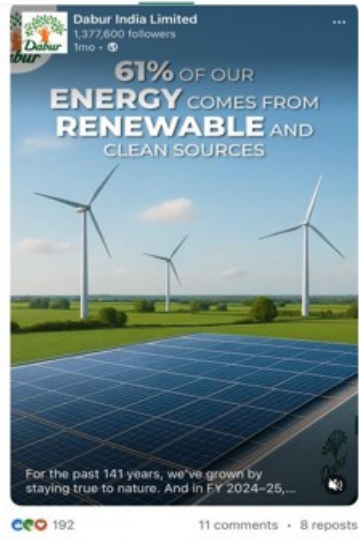
Dabur Meswak X Miswakhnama Digital Series



Dabur Herb'l Charcoal x Kat Kristian



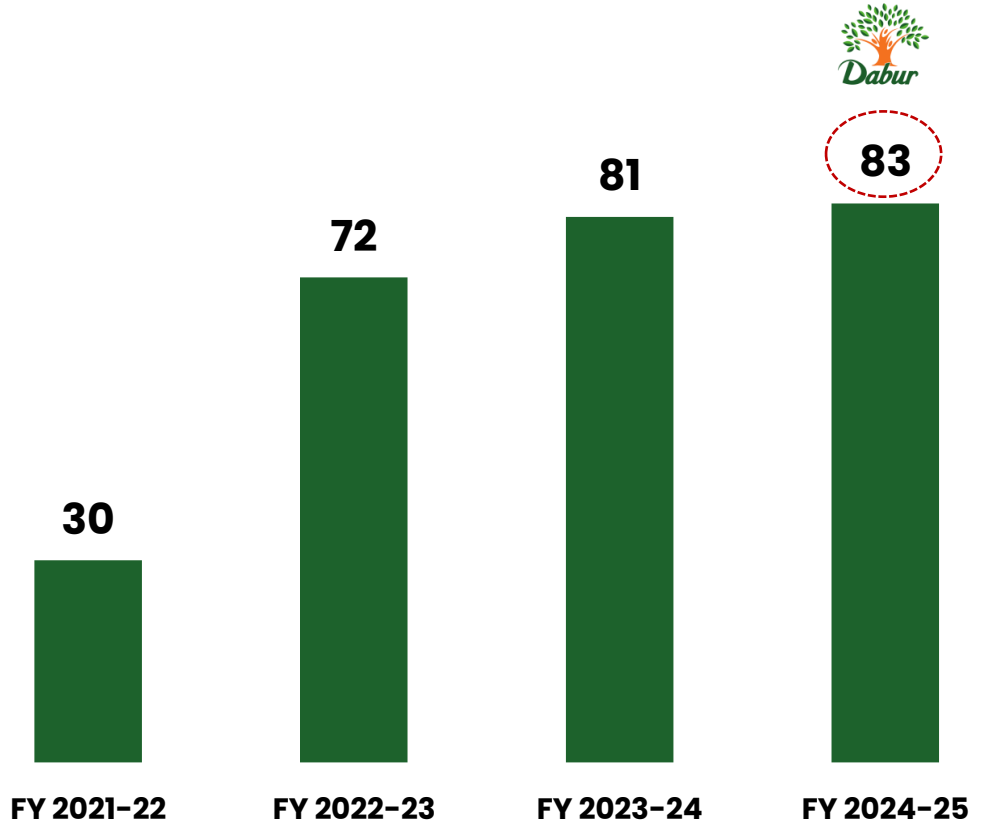
ESG Communication on Social Media (LinkedIn & Instagram)



Dabur's sustainability efforts winning accolades and driving ESG scores



DJSI SCORE



4

PROFIT & LOSS STATEMENTS

Q4 FY26 CONSOLIDATED P&L

<i>In INR crores</i>	Q4 FY26	Q4 FY25	Y-o-Y (%)
Revenue from operations	3,038.0	2,830.1	7.3%
Material Cost	1,570.1	1,509.1	4.0%
Employee expense	338.2	294.4	14.9%
Advertisement and publicity	214.5	176.4	21.6%
Other Expenses	453.4	423.4	7.1%
Operating Profit	461.8	426.9	8.2%
% of Revenue	15.2%	15.1%	12 bps
EBITDA (inc Other income)	636.9	568	12.1%
% of Revenue	21.0%	20.1%	90 bps
Reported Net profit for the period/year (after minority)	368.6	320.1	15.1%
% of Revenue	12.1%	11.3%	80 bps

Q4 FY26 STANDALONE P&L

<i>In INR crores</i>	Q4 FY26	Q4 FY25	Y-o-Y (%)
Revenue from operations	2,131.7	1,964.7	8.5%
Material Cost	1,172.1	1,110.9	5.5%
Employee expense	179.9	160.2	12.3%
Advertisement and publicity	149.1	131.1	13.7%
Other Expenses	314	278.2	12.9%
Operating Profit	316.6	284.2	11.4%
% of Revenue	14.9%	14.5%	40 bps
EBITDA (inc Other income)	464.0	402.8	15.2%
% of Revenue	21.8%	20.5%	130 bps
Reported Net profit for the period/year (after minority)	295.6	250.5	18.0%
% of Revenue	13.9%	12.8%	110 bps

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

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