



Ref: SEC/SE/2026-27
Date: August 06, 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: Presentation made at 51st Annual General Meeting (AGM) of the Company

Dear Sir/Madam,

With reference to the captioned subject, please find enclosed herewith copy of the presentation made to Shareholders at the 51st AGM of the Company held today i.e. August 06, 2026. The presentation is also available on the website of the Company at www.dabur.com.

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



51st AGM

Presentation by
Mohit Malhotra, CEO

August 2026



KEY AGENDAS FOR TODAY



DABUR OVERVIEW



**FY26 PERFORMANCE
HIGHLIGHTS**



STRATEGIC PILLARS



**Q1 FY27
PERFORMANCE
HIGHLIGHTS**

1



DABUR OVERVIEW



**FY26 PERFORMANCE
HIGHLIGHTS**



STRATEGIC PILLARS



**Q1 FY27
PERFORMANCE
HIGHLIGHTS**

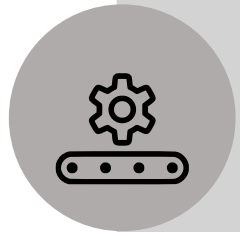
Dabur – A Leader in Ayurveda and Natural Healthcare



**AMONG TOP 4 FMCG
COMPANIES IN INDIA**



**8 out of 10 Households
consuming Dabur
Products**



**21 MANUFACTURING
FACILITIES**



**ONE OF THE LARGEST
DISTRIBUTION ~ 8.5 MN
OUTLETS**

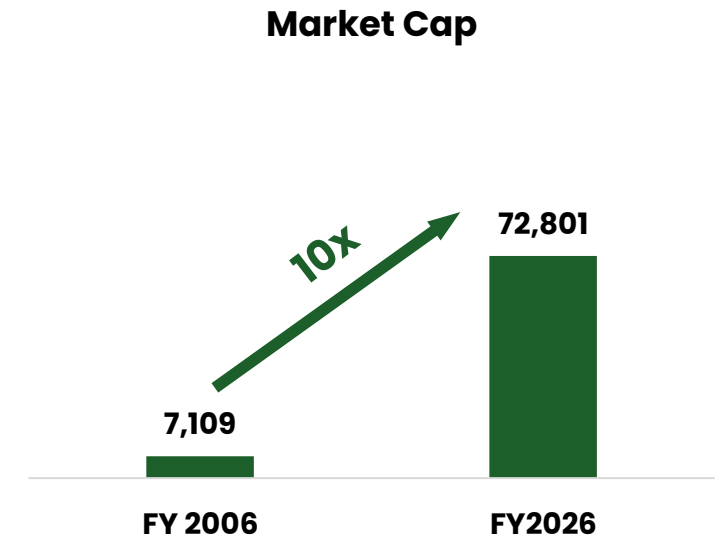
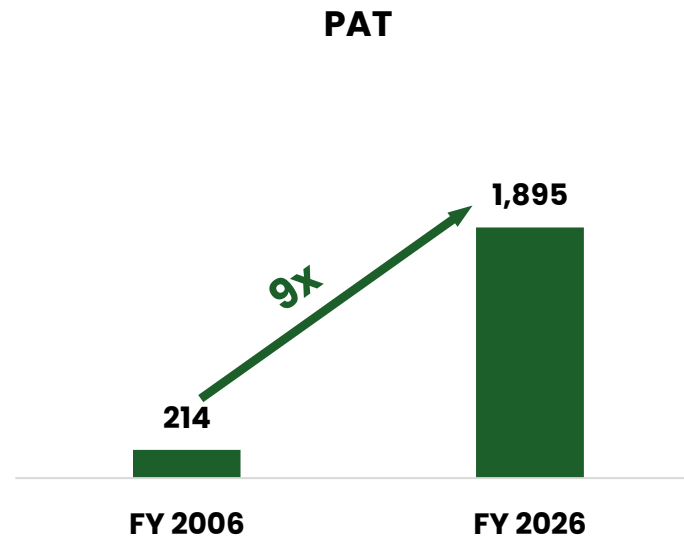
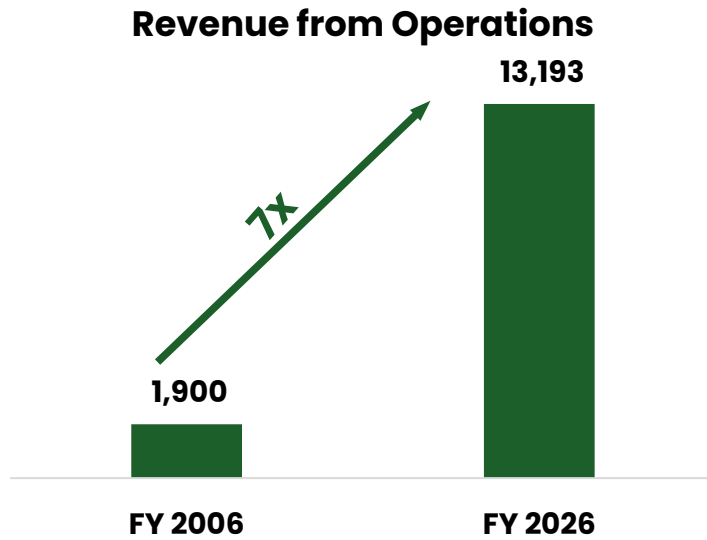


**STRONG OVERSEAS
PRESENCE WITH 27%
SALIENCY**



- **FY26 SALES: INR 13,193 Cr**
- **FY26 PAT: INR 1,895 Cr**

Consistent Financial Upside Across Key Financial Metrics



Revenue from Operations

10%

20 Year CAGR

PAT

11.5%

20 Year CAGR

Market Capitalization

10x

In last 20 Years

KEY BRANDS

		Key Brands							
DOMESTIC (73%)	Healthcare (28%)	  		 		 			
		Health Supplements		Digestives		OTC		Ethicals	
	Home & Personal Care (51%)	  		  		 		 	
		Hair Care		Oral Care		Home Care		Skin Care	
	Food & Beverages (21%)								
		Beverages		Foods					
International (27%)		 						 	

INR 1 billion club brands

Revenue (INR)	Brands
>1,500 Cr	
1,000–1,500 Cr	  
500–1,000 Cr	  
100–500 Cr	                     



Market Leadership in Domestic Business

Leading position in key categories across verticals

#1 Player



Juices & Nectars



Chyawanprash



Honey



MRC



Bleaches



Hair Oils*

#2 Player



Oral care



Air Fresheners



Glucose

*: in Value Added Hair Oils

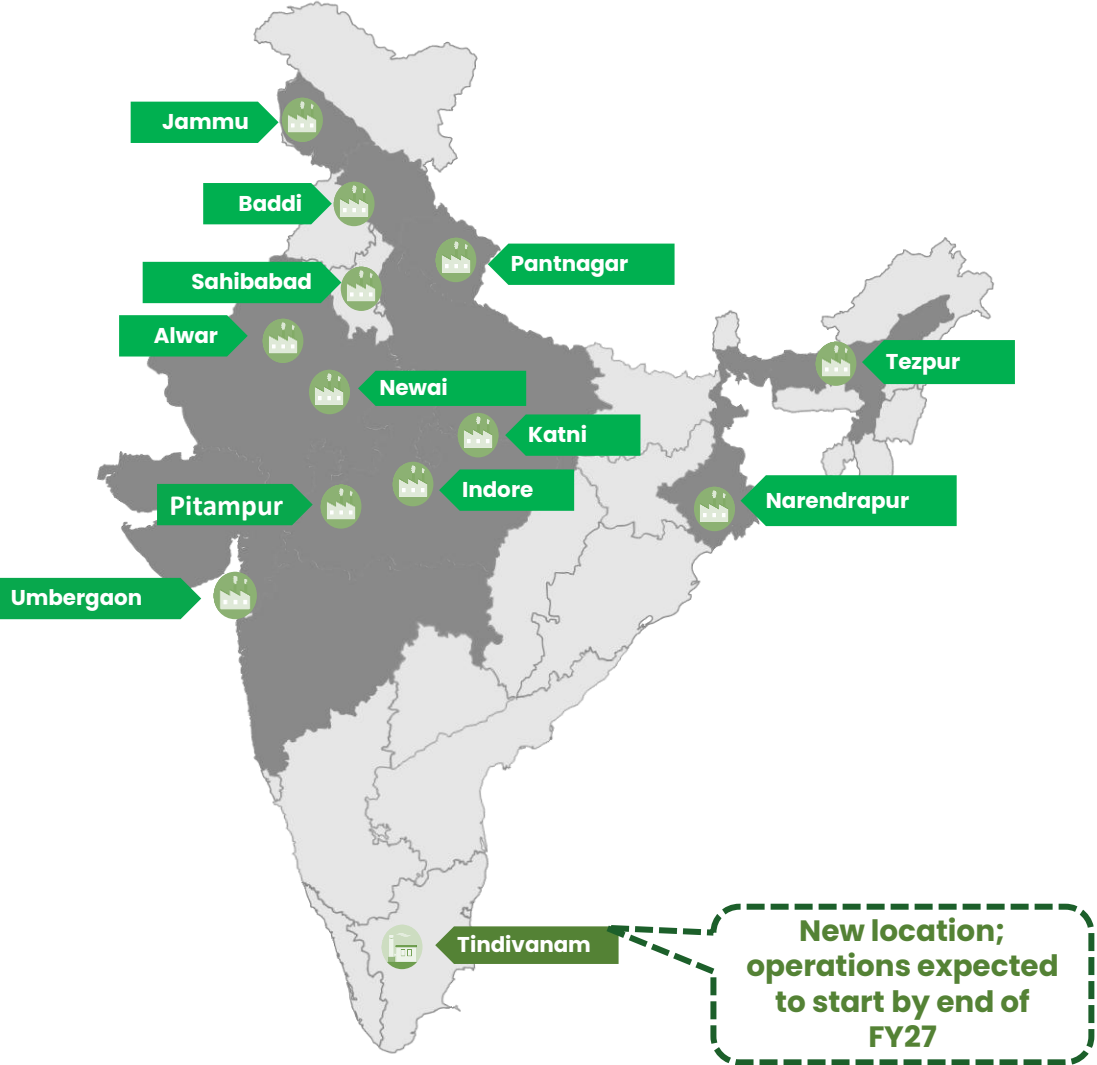


Market Leadership in International Business

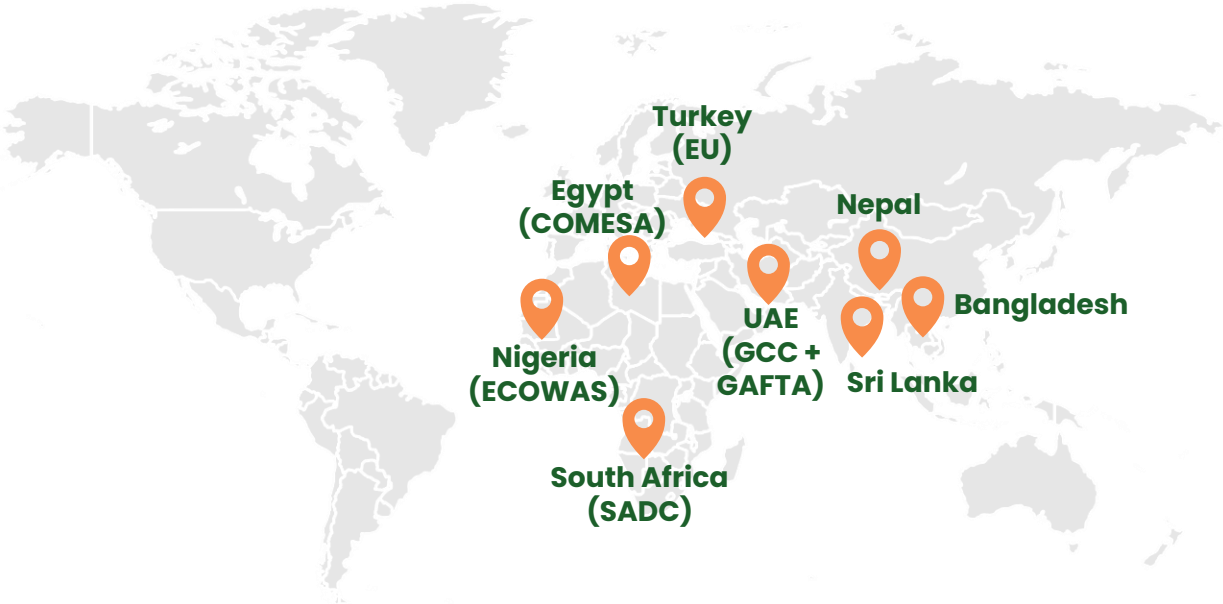
	 Saudi Arabia	 Egypt	 United Arab Emirates
 Hair Oils	#1	#1	#1
 Hair Cream	#1	#1	#1
 Hair Gel	#1	#3	#2
 Hair Mask	#1	#1	#1
 Hair Serum	#3	#3	#2
 Toothpastes	#5	#4	#5

Diverse Manufacturing Locations

12 Locations in India



8 International Locations



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DABUR OVERVIEW



**FY26 PERFORMANCE
HIGHLIGHTS**



STRATEGIC PILLARS



**Q1 FY27
PERFORMANCE
HIGHLIGHTS**

FY26 Summary

Quality Growth across all levers

INR 13,193 Cr

Consolidated Revenue

INR 2,452 Cr

Operating Profit

INR 1,895 Cr

Profit After Tax

90%

Portfolio gained market shares

18.6%

Operating Profit Margin

14.4%

PAT Margin

Supported by Strong Balance Sheet

INR 84 Bn

Net Cash as on 31st March 26

INR 118 Bn

Net Worth

42%

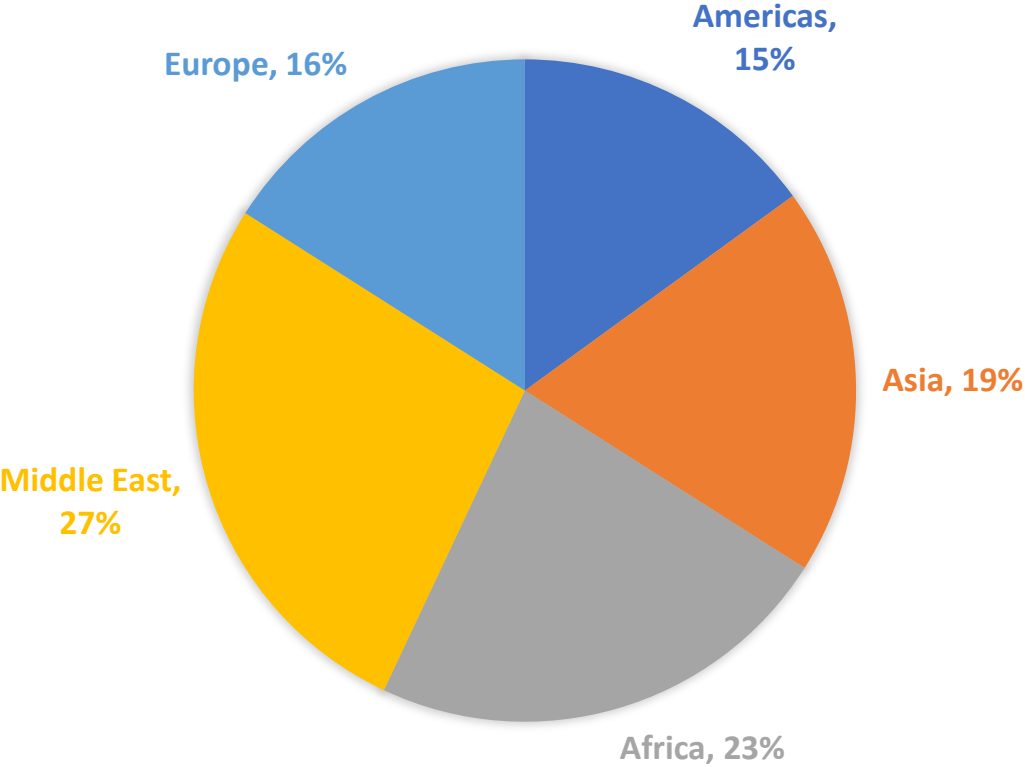
Return on Invested Capital

INR 14.6 Bn

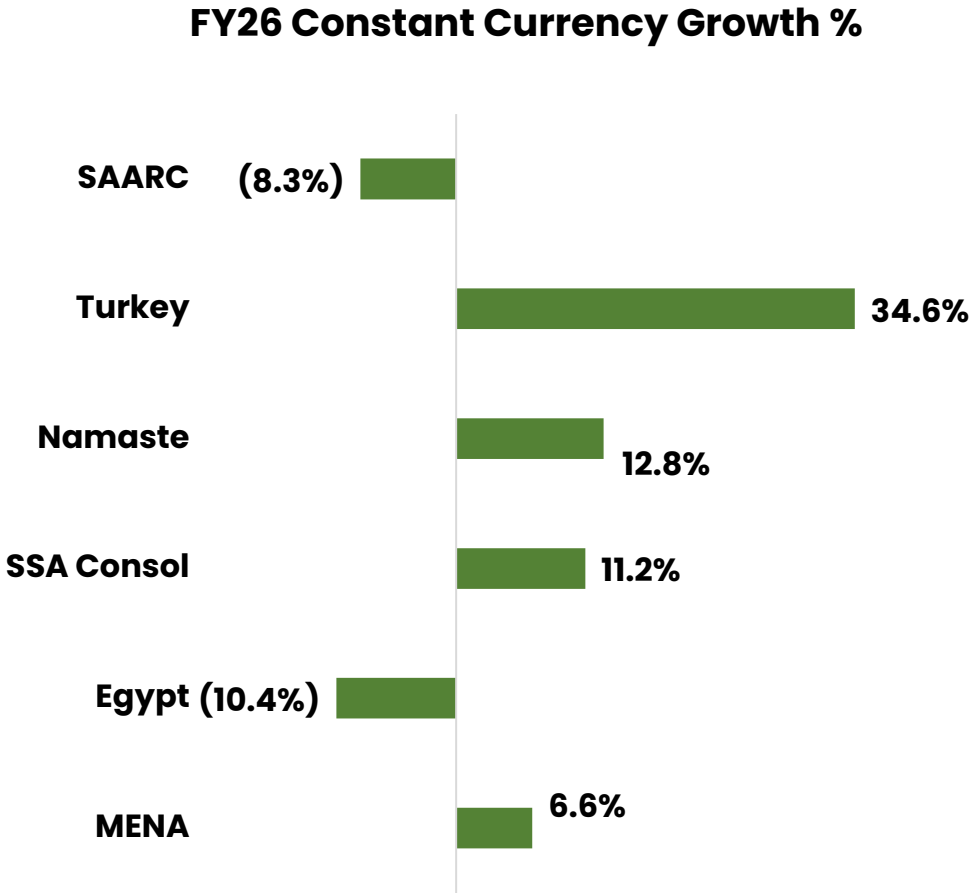
Dividend paid (Dividend Payout Ratio – 77%)

FY26 | International Business – Performance Overview

International Business FY26 Revenue Breakdown



International Business grew by 6.2% in CC terms



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DABUR OVERVIEW



FY26 PERFORMANCE
HIGHLIGHTS



STRATEGIC PILLARS



Q1 FY25
PERFORMANCE
HIGHLIGHTS

FY26 | Strategic Pillars

1. Strengthening Brand Franchise

Increasing the addressable markets through digital media, premiumization & Innovation

3. Leveraging AI Capabilities

Drive efficiency, agility, and smarter decision making.'

01

02

03

04

2. Distribution Expansion & New Age Channels Focus

8.5 Mn Outlet Reach
New Age Channels now contributing 21% of Sales

4. Sustainability

ESG Score at 83
Crisil upgraded category to 'Strong'

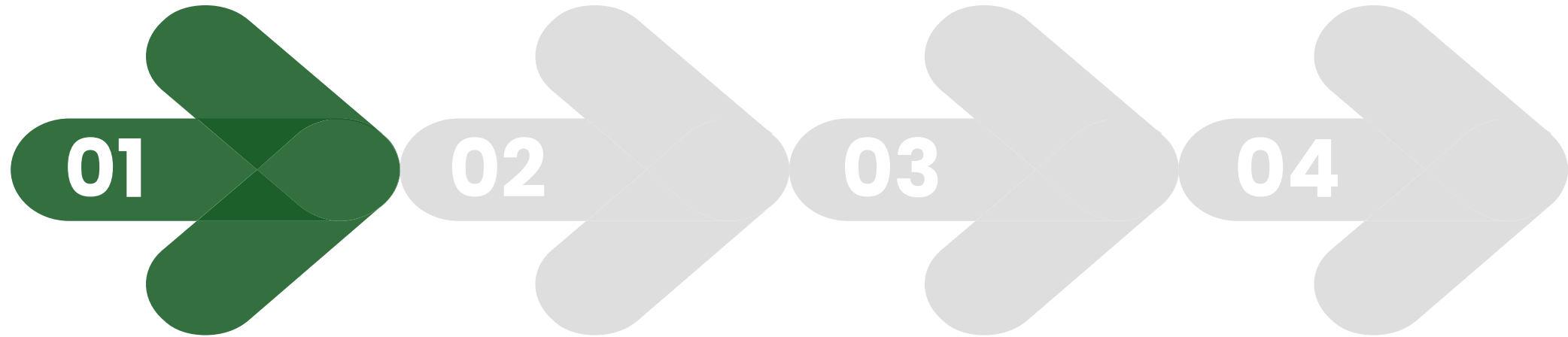
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FY 26 | Digital continues to Gain Prominence

Spends towards digital increased to

36%

Vs 23% LY

Digital Content

8.5+ bn

Impressions

Vs 4 Bn LY

Influencers

Partnering with

1,500+

influencers

Vs 450 LY

E-commerce
business

built up in last few years, contributing to

~9% of the business *(best in industry)*

Digital Content

1.5+ bn Views

vs 855 Mn LY

Influencers

1.4 Bn Views

Vs 400 Mn LY

Digital Campaigns in FY26

Vs 194 campaigns LY

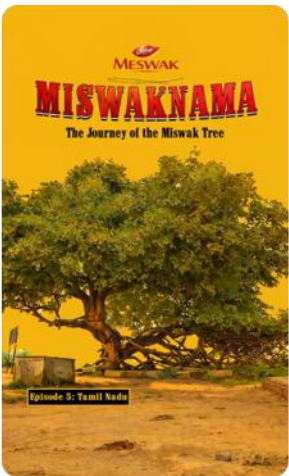
290

35 Awards

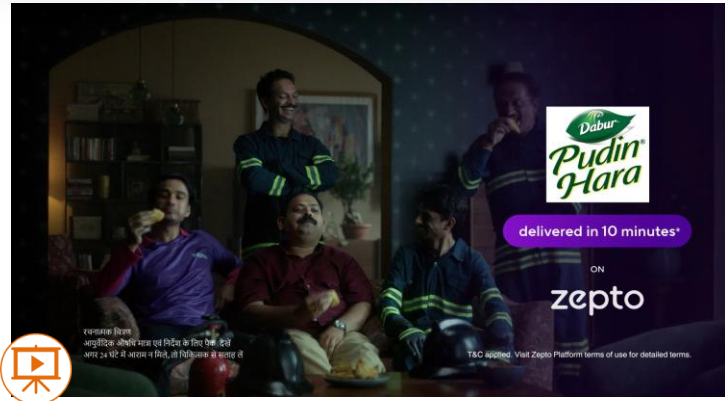
in FY26



Leveraging Influencers and AI



Key Campaigns in India



Key Campaigns (IBD)



Vatika Hair Cream Egypt



Dabur Amla Oil



Dabur Amla Oil



Dabur Meswak



Vatika Shampoo



Fem HRC



Clove Gel

Building Brands Through Local Events

MELAS



FESTIVALS



Durga Puja



Ramleela Event

TRADE FAIRS AND ELECTIONS



Boosting visibility through print media and wall painting

Print Media

पाद रखना,
सस्ता आँवला, बालों को महँगा पड़ेगा

डाबर आँवला तेल
का उत्तम गाढ़ापन बालों में समाए
और उन्हें बनाए मज़बूत

10x मज़बूत.

असली आँवला,
असल आँवला

सस्ता आँवला



नया अवतार
वही भरोसेमंद फॉर्मूला

देश में बना,
देश का ठाक!
गर्व से स्पष्ट है.

10 CLINICALLY PROVEN BENEFITS

Dabur RED

10 BENEFITS

- कैल्शियम से युक्त
- दाँतों से खराब
- संक्रांतिरोधी से असल
- खराब मसूढ़
- जखों की खर
- दाँतों की खर
- दाँतों की खर
- दाँतों की खर
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आयुर्वेदिक विज्ञान की शक्ति

अधिक जानकारी के लिए कॉल करें 1800-103-1644 या लॉग ऑन करें www.daburdentacare.com पर। Email: daburcares@dabur.com

amazon | Flipkart | Zomato | Swiggy | Dabur

ODOMOS

इंडिया की नं. 1 मॉस्टिकलो रिपेलेंट क्रीम,
ODOMOS, अब लिवितव वेपोराइज़र में.

पर से
माइक्रोबी 100%
रुद्धता

80% ज्यादा
संवेदनशीलता

सभी मशीन में फिट हो जाए

45ml x 1N + Machine x 1N



Real

नया लुक

Real सुपरस्टार, नया अवतार।

Real

MIXED FRUIT

आज ही ट्राई करें Real रेंज के ज्यूस एवं बेवरेजेंस।

कोई प्रिज़र्वेटिव मिलाया हुआ नहीं

विटामिन C से भरपूर

9 फलों की अकड़ाई



Wall Painting

सब्स

सरसों आँवला
केश-तेल

सरसों और आँवला का पोषण
बिना चिपचिपाहट

FREE
34ml Extra
worth ₹10

सोर्स: 2024 की गॉडरेट

GPS Map



Babool

किस कारण
मांसक प्रसिद्ध

60

GPS Map Camera

Arambag, West Bengal, India
Court Road, Arambag, West Bengal 712601, India
Lat 22.883259° Long 87.782143°
24/08/2025 12:23 PM GMT +05:30



पंचायत भवन

दाँतों और मसूड़ों को स्वस्थ रखें

Dabur RED



FY26 | Packaging Refresh across brands



FY26 | Packaging Refresh across brands



FY26 | Packaging Refresh across brands

Dabur
Gulabari



Vatika
Naturals

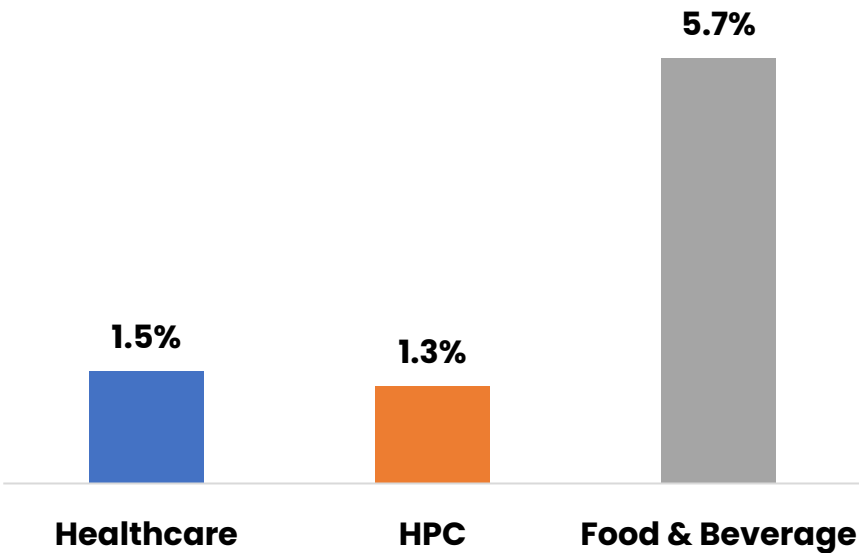


FY26 | Innovation Contribution at 2.1%

NPD % to Sales



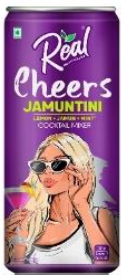
NPD % to Sales – Vertical Wise in FY26



Select NPDs launched during the Year



Oxylife Detan



Real Cheers



A2 Cow Ghee



Dia Control Juice



ChawanShakti Gummies



Imli Soft Chews



FY26 | New Product Development in IBD



Batana Hair Oil



Bodywash – Glow & Shine



Vatika Rosemary Range



Vatika Body Wash



Miswak Mint Toothpaste



Herbolene Body Lotion



Miswak Clove



Menz Hair Cream



Ayurveda Range



Vatika Rosemary



Hobby Milk Crush Range

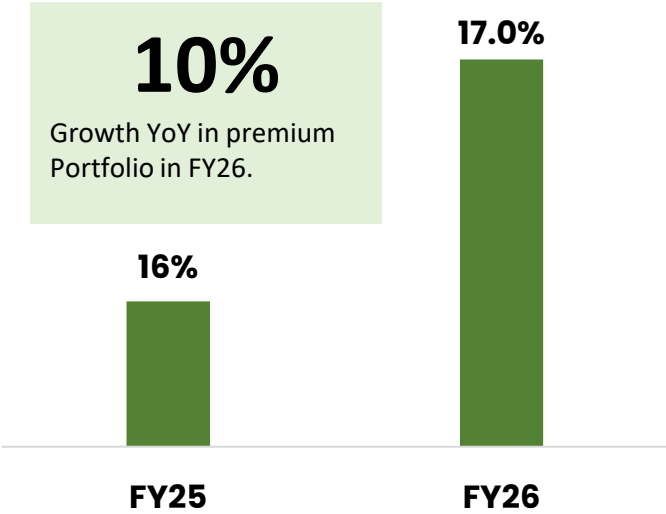


Pink Himalayan Salt

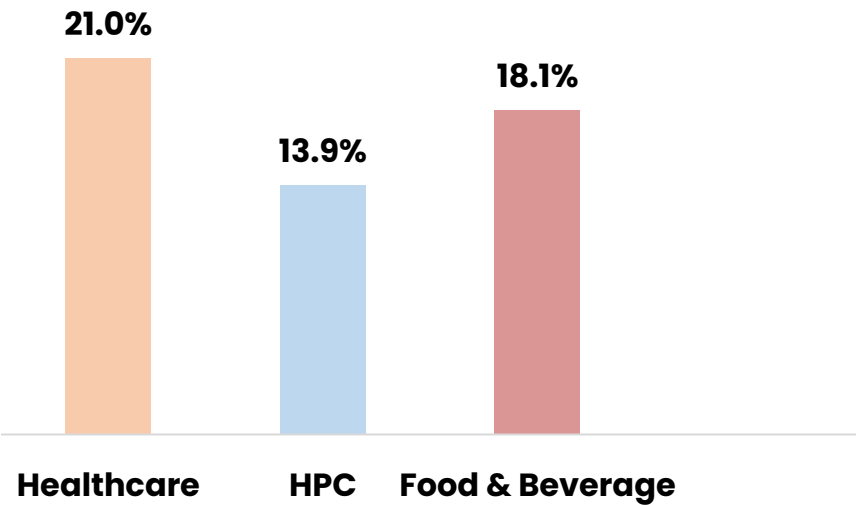


FY26 | Premiumization ; PREMIUM PORTFOLIO GREW 3X OF CORE

Premiumisation % to Sales



Premiumisation % to Sales – Vertical Wise in FY26



Premium Products



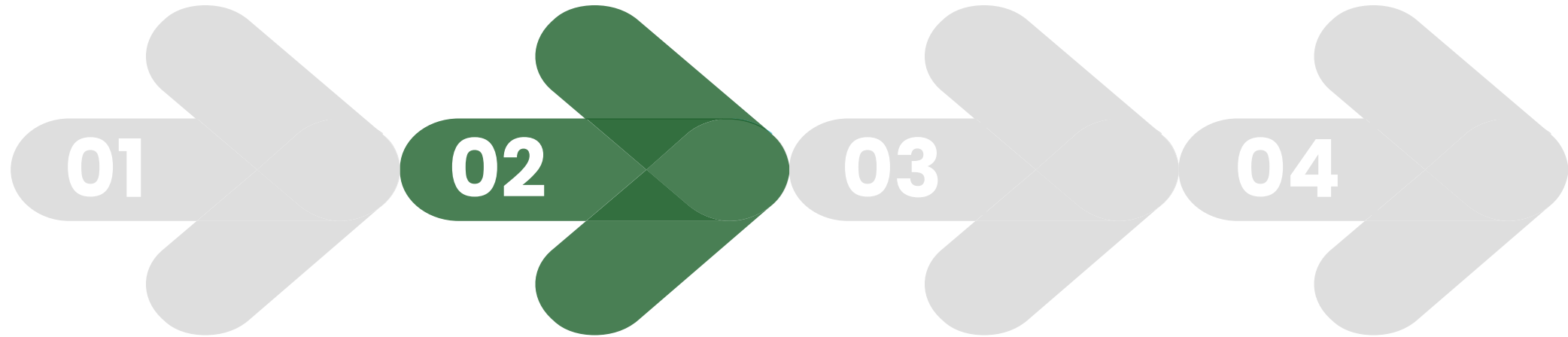
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Drive efficiency, agility, and smarter decision making.'



2. Distribution Expansion & New Age Channels Focus

8.5 Mn Outlet Reach
New Age Channels now contributing 21% of Sales

4. Sustainability

ESG Score at 83
Crisil upgraded category to 'Strong'

FY26 | Distribution Expansion

DIRECT REACH



1.52 Mn

VILLAGE COVERAGE



1.33 lakhs

YODDHAS



20,422

CHEMIST



2.91 lakhs

FY26 | NEW-AGE CHANNEL DRIVING GROWTH

Modern Trade



11%

Primary Sales Growth

E-Commerce



35%

Primary Sales Growth

Quick Commerce— growing strongly

blinkit zepto

SWIGGY
instamart

55.6%

Sales Growth of
Quick Commerce

(make up 75% of
E-commerce in FY26)

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Leveraging AI across Dabur Value Chain



INTRODUCING DABUR GPT

DaburGPT: Empowering Smarter Decisions Across Functions

- Enhances productivity: AI-enabled insights, automation, and collaboration
- Supports faster decision-making

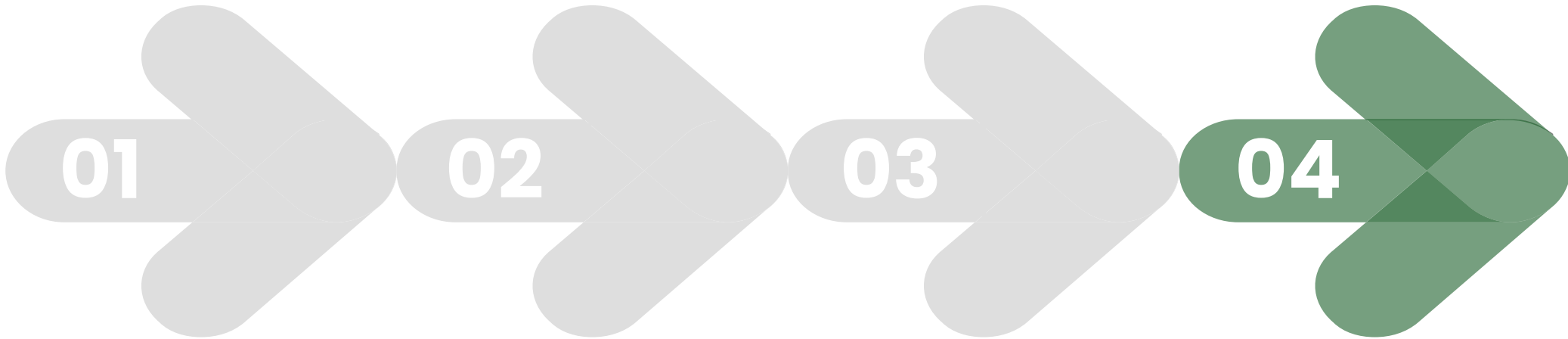
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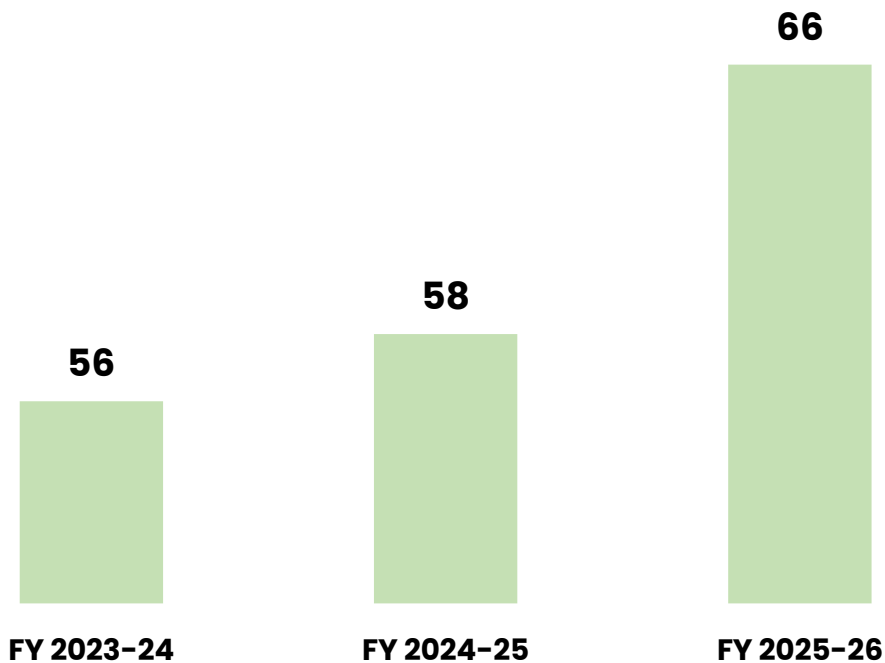
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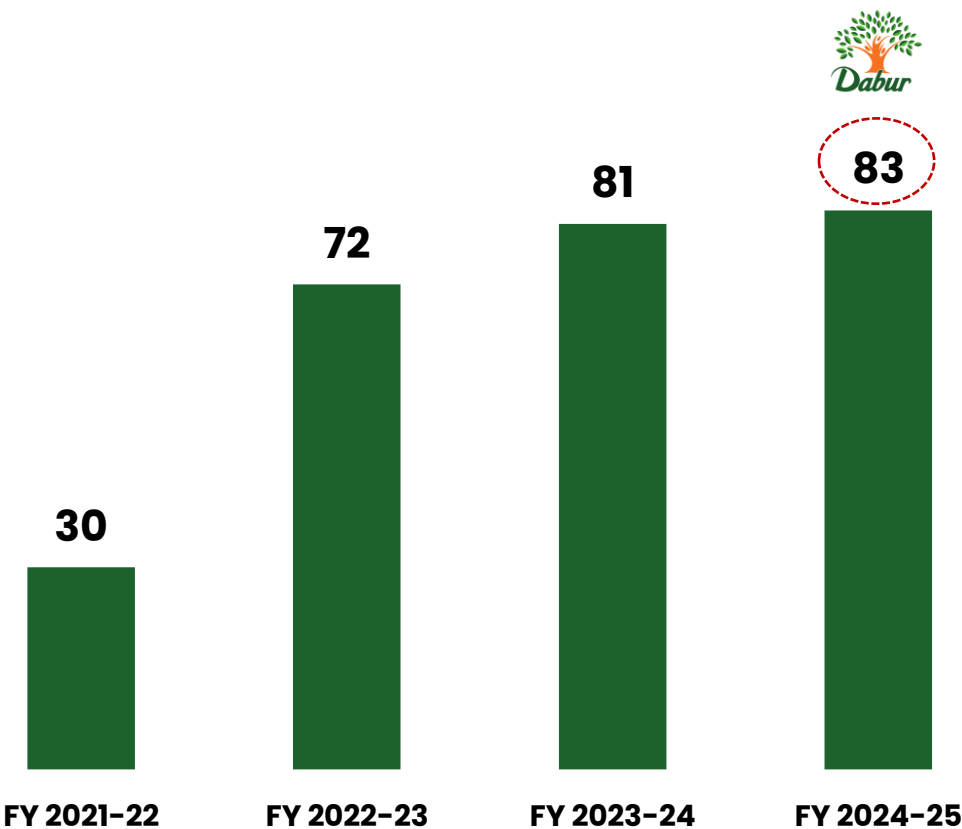
Dabur's sustainability efforts driving ESG scores

CRISIL SCORE

Dabur has been updated to **'Strong'** category from **'Adequate'** category



DJSI SCORE



Dabur's sustainability efforts winning accolades



Champion Of Circular Revolution
ET Edge



Prithvi Award
ESG Research Foundation



Clean & Biodiversity Champion
Financial Express



Most Sustainable Company (FMCG)
Business Today



Golden Peacock Award
Institute of Directors



Sustainability Yearbook
S&P Capital



DABUR OVERVIEW



FY26 PERFORMANCE
HIGHLIGHTS



STRATEGIC PILLARS



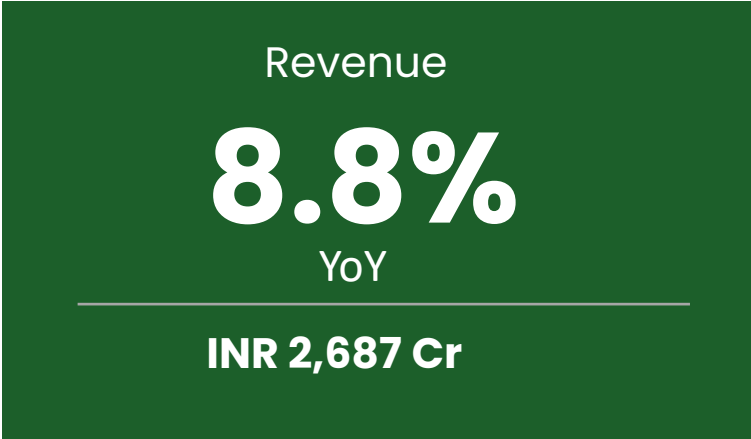
Q1 FY27
PERFORMANCE
HIGHLIGHTS

Q1 FY27 | Performance Highlights

CONSOLIDATED



DABUR INDIA LIMITED (STANDALONE)




Dabur
Thank You




**Pudin[®]
Hara**



Dabur
Honitus[®]


RED
TOOTHPASTE




Odonil
Air Freshener




Gulabari




Real[®]
FRUIT POWER