

REPORT ON CORPORATE GOVERNANCE

Dabur India Limited ("Dabur" or the "Company") defines Corporate Governance as a set of rules, practices and systematic processes that provides highest standards of ethical and responsible conduct of sustainable business covering areas of environmental and social, ethical behaviour, strategic and risk management to maximize the stakeholder value while ensuring fairness, transparency and accountability to every stakeholder viz. customers, employees, investors, lenders, vendor-partners, the government and community at large.

Governance at Dabur with legacy of 142 years of glorious culture and value base enhances the confidence, trust and enthusiasm of its stakeholders. It works diligently to promote corporate culture with an aim to fulfill the responsibilities of a good corporate citizen and benefitting its various stakeholders. Besides complying with the legal framework of corporate governance practices, Dabur has voluntarily adopted and evolved various practices of governance conforming to highest ethical and responsible standards of business, globally benchmarked in compliance with the sound corporate governance practices including those as enumerated in the Securities and Exchange Board of India ("SEBI") (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"). In past, the Institute of Company Secretaries of India had awarded Dabur as Best Governed Company with National Awards for Excellence in Corporate Governance.

The Report on Corporate Governance, along with Integrated Report, Management Discussion & Analysis and Additional Shareholders Information, reports, *inter-alia*, Dabur's compliances of Listing Regulations highlighting its sustainable initiatives in line with international best practices.

CORPORATE GOVERNANCE PHILOSOPHY

Good governance practices are the established norm at Dabur. The Company is committed to focusing on long term value creation and protecting

stakeholders' interests by applying proper care, skill and diligence to business decisions. The Company has established systems, procedures and policies to ensure that its stakeholders are well informed and well equipped to discharge their overall responsibilities and provide the strategic direction catering to exigency of long-term stakeholders' value. Returns from strong governance practices have been in the sphere of valuations, stakeholders' confidence, market capitalization, uninterrupted dividend payments and high credit ratings in positive context apart from obtaining awards from appropriate authorities for its brands, products, environmental and social impacts, etc.

BOARD OF DIRECTORS

Dabur's corporate governance practices are shaped by its Board of Directors. The Board is committed to protect the long-term interests of all Company's stakeholders, and considering this, it provides objective and prudent guidance to the management. Information related to the procedures, composition, committees, etc. of the Board is provided below:

Board Effectiveness

Dabur has laid down a clear policy defining the structure and role of Board members. The policy of the Company is to have a Non-Executive Chairman – presently Mr. Mohit Burman, Chief Executive Officer (CEO) – presently Mr. Mohit Malhotra (redesignated as Global Chief Executive Officer w.e.f. February 17, 2026) and an optimum combination of Executive and Non-Executive Promoter/ Independent Directors. The duties of Board members as a Director have been enumerated in Listing Regulations, Section 166 of the Companies Act, 2013 ("the Act") and Schedule IV of the Act, the last being Independent Directors specific. There is a clear demarcation of responsibility and authority amongst the following Board Members.

- **The Chairman** is primarily responsible to provide leadership to the Board in achieving goals of the Company in accordance with the charter approved by the Board. He is entrusted

with the responsibility of transforming the Company into a world-class organization. Also, as the Chairman of the Board, he is responsible for all the Board matters. He is responsible, *inter-alia*, for the working of the Board ensuring that all relevant issues are placed before the Board and that all directors are encouraged to provide their expert guidance on the relevant issues raised in the meetings of the Board. He is also responsible for formulating the corporate strategy along with other members of the Board of Directors. His role, *inter alia*, includes:

- Provide leadership to the Board & preside over all Board & general meetings.
- Achieve goals in accordance with Company's overall vision.
- Ensure that Board decisions are aligned with Company's strategic policy.
- Oversee and evaluate the overall performance of Board and its members.
- Ensure to place all relevant matters before the Board and encourage healthy participation by all Directors to enable them to provide their expert guidance.
- Monitor the core management team.
- **The CEO and Executive Directors** are responsible for implementation of corporate strategy, brand equity planning, external contacts and other management matters which are approved by the Board. They are also responsible for achieving the annual and long-term business plans. Their role, *inter alia*, includes:
 - Implementation of vision and business strategies of the Company.
 - Clear understanding and accomplishment of Board set goals.
 - Responsible for overall performance of the Company in terms of revenues & profits and goodwill.
 - Acts as a link between Board and Management.

- Ensure compliance with statutory provisions under multiple regulatory enactments.

- **Non-Executive Directors (including Independent Directors)** play a critical role in balancing the functioning of the Board by providing independent judgements on various issues raised in the Board meetings like formulation of business strategies, monitoring of performances, etc. Their role, *inter alia*, includes:

- Impart balance to the board by providing independent judgement.
- Evaluation of Company's strategy and performance.
- Provide recommendations for further improvements.

Composition of the Board

As at March 31, 2026, Dabur's Board consists of 12 members. Besides the Chairman, who is a Non-Executive Promoter Director, the Board comprises of three Non-Executive Promoter Directors, two Executive Directors and six Non-Executive Independent Directors (including one Woman Independent Director). Brief profile of Directors is available at Company's website at www.dabur.com. The composition of the Board is in conformity with the Act and Listing Regulations enjoining specified combination of Executive and Non-Executive Directors with at least one-Woman Independent Director and not less than fifty per cent of the Board comprising of Independent Directors as laid down for a Board chaired by Non-Executive Promoter Director.

Classification of the Board

Category	Number of Director	% to total number of Director
Executive Directors	2	17
Non-Executive Independent Directors (including Woman director)	6	50
Other Non-Executive Promoter Directors	4	33
Total	12	100

Board Membership Criteria

The Nomination and Remuneration Committee and the Board of Directors have devised a 'Policy on Appointment of Board Members' to provide a framework for appointment of Board members and bring diversity in the Board in line with the requirements under the Listing Regulations, as amended from time to time, and the Act. The selection of Board members is based on recommendations of the Nomination and Remuneration Committee.

Constitution & Size

Members

- Chairman
- Promoter Family nominee(s)
- Executive members
- Independent members

Profile

- Board should ideally comprise of 12 members
- 50% of members should be independent
- The Chairman should be elected by the Board and should be Non-Executive
- Not more than 4 nominees from the Promoter's family including Chairman

The skill profile of independent Board members will be driven by the key tasks defined by the Board for them as follows:-

- Independent Corporate Governance
- Guiding strategy and Enhancing Shareholders Value
- Monitoring Performance, Management Development & Compensation
- Control & Compliance

Skill profile of Board members (multiple skills could be combined in one individual)

Key Skill Area/Qualification	Essential/Positive Attributes	Desirable Attributes	Amit Burman	Mohit Burman	Saket Burman	Aditya Burman	P D Narang	Mohit Malhotra	Ajit Mohan Sharan	Mukesh Hari Butani	Rajiv Mehrishi	Satyavati Berera	Romesh Sobti	Ravi Kapoor
Strategy / Leadership	Business 2-3 years' experience as a FMCG CEO, preferably of an MNC experience in India		Y	Y	Y	Y	Y	Y	Y			Y	Y	
Corporate Consultant	Strategy Consultant/Academician with experience in FMCG Industry and business strategy	Basic understanding of Finance	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Sales and Experience	Marketing At least 10 years' experience in sales and marketing	Experience with FMCG or other consumer products	Y				Y						Y	
	Good understanding of commercial processes		Y	Y	Y	Y	Y	Y	Y			Y	Y	Y
	2-3 years' as head of sales or marketing		Y				Y						Y	
	E-Commerce/ Digital Transactions Specialist													

Key Skill Area/Qualification	Essential/Positive Attributes	Desirable Attributes	Amit Burman	Mohit Burman	Saket Burman	Aditya Burman	P D Narang	Mohit Malhotra	Ajit Mohan Sharan	Mukesh Hari Butani	Rajiv Mehrishi	Satyavati Berera	Romesh Sobti	Ravi Kapoor
Governance	Expert knowledge of Corporate Law	Experience in - trade/ consumer related laws - ESG-related issues - Enterprise Risk Management - Cyber Security & Information Technology Management					Y			Y	Y	Y	Y	Y
Finance	At least 5 years as a CFO FMCG or as head of a merchant banking operation. At least 20 years of experience as a chartered accountant						Y			Y		Y	Y	Y
Trade Policy & Economics	Expert Knowledge of Trade & Economic Policies	FMCG experience					Y	Y	Y	Y	Y	Y	Y	Y
Administration & Government Relations	Retired Bureaucrat	Basic understanding of Finance and Business							Y		Y			
Ayurvedic specialist (till Ayurvedic specialities Business is part of FMCG business)	Ayurvedic doctor with a minimum of 20 years' experience as a practitioner/ researcher	Basic understanding of Finance and Business												

Note: There may be some skills/expertise/competencies not appearing against a Director's name, however, the said Director possesses basic knowledge or understanding about such matter(s).

Other Directors could be based on Company's priority at a particular time:

- Knowledge of export markets that Dabur is focusing on
- Commodity procurement expert

Independent Directors

The Independent Directors have confirmed that they meet the criteria of independence laid down under Section 149(6) read with Schedule IV of the Act and Regulation 16(1)(b) of the Listing Regulations

and that they are not aware of any circumstance or situation, which exist or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective independent judgment and without any external influence. The Board of Directors have taken on record the declaration and confirmation submitted by the independent directors after undertaking due assessment of the veracity of the same and is of the opinion that they fulfil the conditions specified in the Act and the Listing Regulations and that they are independent of the management.

Maximum Tenure of Independent Directors

In accordance with Section 149(10) & (11) of the Act, the tenure of Independent Directors is as under:

1. Mr. Ajit Mohan Sharan - second term of 5 consecutive years w.e.f. January 31, 2024;
2. Mr. Mukesh Hari Butani - second term of 5 consecutive years w.e.f. January 01, 2026; (However, Mr. Mukesh Hari Butani vide his letter dated April 15, 2026 has requested to reduce his second term of re-appointment from 5 consecutive years to 1 year i.e. from January 01, 2026 till December 31, 2026. This proposal forms part of the AGM notice for requisite approval of the shareholders of the Company).
3. Mr. Rajiv Mehrishi - first term of 5 consecutive years w.e.f. September 01, 2021 (Mr. Rajiv Mehrishi is eligible for re-appointment as Independent Director. The Board of Directors of the Company at its meeting held on May 07, 2026, on the recommendation of the Nomination and Remuneration Committee, recommended for approval of the Members, re-appointment of Mr. Rajiv Mehrishi as Non-Executive Independent Director of the Company for a second term of 5 (five) consecutive years, with effect from September 01, 2026, in terms of Section 149 read with Schedule IV of the Act, and Regulation 17 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015. This proposal forms part of the AGM notice for requisite approval of the shareholders of the Company).
4. Mrs. Satyavati Berera - first term of 5 consecutive years w.e.f. June 01, 2023;
5. Mr. Romesh Sobti - first term of 5 consecutive years w.e.f. April 01, 2024; and
6. Mr. Ravi Kapoor - first term of 5 consecutive years w.e.f. June 25, 2024.

Terms and conditions of appointment of Independent Directors

The terms and conditions of appointment of Independent Directors have been disclosed on the website of the Company - www.dabur.com.

Separate Meeting of Independent Directors

Independent Directors of the Company met separately on May 26, 2025, without the presence of Non-Independent Directors, to consider and recommend the Scheme of Amalgamation of Sesa Care Private Limited with the Company and their respective creditors and shareholders ("Scheme"). In this meeting, the Independent Directors considered the draft Scheme, Valuation report, Fairness opinion and certificates from Statutory Auditors of the Company. They also noted the rationale, benefits and the impact of the Scheme on stakeholders and noted that the Scheme is not detrimental to the stakeholders of the Company and recommended the Scheme to the Board of Directors of the Company for approval.

Thereafter, they met again separately on March 25, 2026, without the presence of Non-Independent Directors and members of Management. In accordance with the Regulation 25(3) of Listing Regulations, read with Section 149 (8) and Schedule-IV of the Act, following matters were, *inter alia*, reviewed and discussed at the aforesaid meeting:

- Performance of Non-Independent Directors and the Board of Directors as a whole;
- Performance of the Chairman of the Company taking into consideration the views of Executive and Non-Executive Directors;

- Assessment of the quality, quantity and timeliness of flow of information between the Company Management and the Board which is necessary for the Board to effectively and reasonably perform their duties.

Familiarization Program for Independent Directors

The Company conducts familiarization programmes, from time to time, for the Independent Directors to enable them to familiarize with the Company, its management and its operations so as to gain a clear understanding of their roles, rights and responsibilities for the purpose of contributing significantly towards the growth of the Company. They are given full opportunity to interact with senior management personnel and are provided with all the documents required and/or sought by them to have a good understanding of the Company, its business model and various operations and the industry of which it is a part.

The initiatives undertaken by the Company in this respect has been disclosed on the website of the Company at www.dabur.com at weblink <https://www.dabur.com/Investors/Corporate%20Governance/Independent%20Directors/Familiarization-Programme-New.pdf>

The Independent Directors attended eleven programmes and spent approximately 11 hours during the financial year ended March 31, 2026 (FY 2025-26) which included visits to Company's R&D Centre and Manufacturing Unit.

Directors and Officers insurance

The Company has undertaken Directors and Officers insurance ("D and O insurance") for all its Directors, including Independent Directors, for a quantum and risks as determined by the Board of Directors of the Company.

Performance Evaluation of the Board, its Committees and Individual Directors, including Independent Directors

Pursuant to applicable provisions of the Act and the Listing Regulations, the Board, in consultation with its Nomination & Remuneration Committee,

has formulated a framework containing, *inter-alia*, the process, format, attributes and criteria for performance evaluation of the entire Board of the Company, its Committees and Individual Directors, including Independent Directors. The framework is monitored, reviewed and updated by the Board, in consultation with the Nomination and Remuneration Committee, based on need and new compliance requirements.

Evaluation of the Board and its Committees is based on various aspects of their functioning, such as, adequacy of the constitution and composition of the Board and its Committees, matters addressed in the meetings, processes followed at the meeting, Board's focus, regulatory compliances and corporate governance, etc. Similarly, for evaluation of individual director's performance, various parameters like director's profile, contribution in Board and Committee meetings, execution and performance of specific duties, obligations, regulatory compliances and governance, etc. are considered.

Further, the performance of Chairman, Executive Directors and Independent Directors are evaluated on certain additional parameters depending upon their roles and responsibilities. For the Chairman, the criteria include leadership, relationship with stakeholders etc., for the Executive Directors, the criteria include execution of business plans, risk management, achievement of business targets, development of plans and policies aligned to the vision and mission of the company, etc. Similarly, criteria for evaluation of Independent Directors include effective deployment of knowledge and expertise, commitment to his/her role towards the Company and various stakeholders, willingness to devote time and efforts towards his/her role, high ethical standards, adherence to applicable codes and policies, effective participation and application of objective independent judgement during meetings, etc. On the basis of performance evaluation done by the Board, it determines whether to extend or continue their term of appointment.

The Independent Directors had met separately on March 25, 2026 without the presence of Non-Independent Directors and the Members of Management and discussed, *inter-alia*, the performance of Non-Independent Directors and Board as a whole and the performance of the Chairman of the Company after taking into consideration the

views of Executive and Non- Executive Directors.

Accordingly, the annual performance evaluation of the Board, its Committees and each Director was carried out for FY 2025-26 by the Board by way of a detailed written questionnaire followed by personal interaction. This included performance evaluation of all the Independent Directors by the entire Board of Directors excluding the Director being evaluated.

Based on the evaluation feedback provided by the Directors, the Chairman apprised the Board that the performance of the Board, its various Committees and all the individual Directors has been very good.

Information supplied to the Board

The Board has complete access to all information available with the Company. All Board meetings are governed by a structured agenda which is backed by comprehensive background information. Since the year 2011-12, as a part of green initiative, the Company is holding and convening all its Board and Committee meetings on I-pad, in paperless form. All agenda papers are uploaded in a web-based programme for information, perusal and comments, etc. of the Board/ Committee members. Video conferencing facility is provided to facilitate Directors to participate in the meetings.

The information pertaining to mandatory items

as specified in the Act, the Listing Regulations and other applicable laws, along with other business issues, is regularly provided to the Board, as part of the agenda papers at least 2 weeks in advance of the Board meetings (except for certain unpublished price sensitive information which is circulated at a shorter notice).

Post meeting follow up system: The Company has an effective post board meeting follow up procedure. Action taken report on the decisions taken in a meeting is placed at the immediately succeeding meeting for information of the Board.

The Board has established procedures to periodically review compliance report pertaining to all laws applicable to the Company as well as steps taken by the Company to rectify instances of non-compliance, if any.

Succession Plan: A presentation on the succession plans of the Company is made before the Board on an annual basis. The Board is satisfied that plans are in place for orderly succession for appointment to the Board of Directors and Senior Management.

Remuneration paid to Directors

Details of remuneration paid/to be paid to Directors during FY 2025-26 are as under:

(Amount in Rs.)

Name of the Director	Sitting Fees	Salary & Perquisites	Performance linked Incentive/ Bonus	Retiral Benefits	Commission [#]	Total
Mr. Amit Burman	-	-	-	-	-	-
Mr. Mohit Burman	-	-	-	-	-	-
Mr. Saket Burman	-	-	-	-	-	-
Mr. Aditya Burman	-	-	-	-	-	-
Mr. P D Narang	-	12,89,93,355	1,77,00,000	2,42,55,601	-	17,09,48,956
Mr. Mohit Malhotra	-	12,91,83,937	1,62,50,000	80,88,092	-	15,35,22,029
Mr. Ajit Mohan Sharan	13,80,000	-	-	-	27,60,000	41,40,000
Mr. Mukesh Hari Butani	13,00,000	-	-	-	26,00,000	39,00,000
Mr. Rajiv Mehrishi	12,00,000	-	-	-	24,00,000	36,00,000

Name of the Director	Sitting Fees	Salary & Perquisites	Performance linked Incentive/ Bonus	Retiral Benefits	Commission [#]	Total
Mrs. Satyavati Berera	14,40,000	-	-	-	28,80,000	43,20,000
Mr. Romesh Sobti	8,00,000	-	-	-	16,00,000	24,00,000
Mr. Ravi Kapoor	12,40,000	-	-	-	24,80,000	37,20,000
Total	73,60,000	25,81,77,292	3,39,50,000	3,23,43,693	1,47,20,000	34,65,50,985

[#]Commission for FY 2025-26 has been approved by the Board of Directors upon recommendation of Nomination and Remuneration Committee and will be paid after the adoption of Annual Financial Statements for FY 2025-26 at the ensuing AGM.

The Company did not have any pecuniary relationship or transactions with the Non-Executive Directors of the Company other than payment of the sitting fees for attending meetings and commission as specified above and payment of dividend on shares held by them.

Performance linked incentives are payable to Executive Directors being employees of the Company as per Company policy.

Mr. P D Narang and Mr. Mohit Malhotra are holding the office of Whole-time Directors of the Company, based on approval of shareholders, and their

present term is for a period of five years w.e.f. April 01, 2023 and January 31, 2024, respectively. Their notice period is of three months.

During FY 2025-26, 12,58,950 stock options were granted to Mr. P D Narang and 7,75,500 stock options were granted to Mr. Mohit Malhotra. During the year, 5,72,174 stock options were exercised by Mr. P D Narang at par value of Re.1/- each and 3,52,453 stock options were exercised by Mr. Mohit Malhotra at par value of Re.1/- each. As at March 31, 2026, following options are outstanding to be exercised by them:

S. No.	Name of Director	No. of Options outstanding	Vesting Period	Period over which exercisable
1	Mr. P D Narang	12,58,950	1-3 years from date of grant	Within 3 years of vesting date
2	Mr. Mohit Malhotra	7,75,500	1-3 years from date of grant	Within 3 years of vesting date

Further, the Non-Executive Directors and Independent Directors are not entitled to any stock options.

Pursuant to the approval accorded by shareholders, certain directors are entitled to post separation fee on cessation of their employment and directorship with the Company as per their terms and conditions of appointment.

The Company has not issued any convertible instruments; hence no such instruments are being held by Non-Executive Directors.

During FY 2025-26, the Company did not advance any loan to its directors.

Further, no loans and advances in the nature of loans to firms/companies in which directors are interested was given by the Company and its subsidiaries.

Remuneration Policy

The remuneration paid to Executive Directors of the Company is approved by the Board of Directors on the recommendation of Nomination and Remuneration Committee. The Company's remuneration strategy is market-driven and aims at attracting and retaining high calibre talent. The strategy is in consonance with the existing industry practice and is directed towards rewarding performance, based on review of achievements, on a periodical basis.

1. Non-Executive Directors (including Independent Directors)

The Non-Executive Independent Directors are entitled for sitting fees for attending meetings of the board/committees thereof. The Company pays sitting fees of Rs.1,00,000/- per meeting to its Non-Executive Independent Directors for attending the meetings of Board and Audit Committee and Rs. 20,000/- per meeting for attending the remaining committees of the Board. Besides sitting fees, the Non-Executive Independent Directors are also entitled to remuneration, including profit related commission, by whatever named called, out of the profits of the Company, at a rate not exceeding 1% of the net profits per annum of the Company, in terms of provisions of Section 197 of the Act and computed in manner referred to in Section 198 of the Act, for a period not exceeding 5 financial years commencing from April 01, 2024 as may be approved by the Board and within the overall limits prescribed by the Act.

2. Executive Directors

Remuneration of the Executive Directors consists of a fixed component and a variable performance incentive. The Nomination and Remuneration Committee conducts annual appraisal of the performance of the Executive Directors based on a detailed performance evaluation, and recommends the compensation payable to them, within the parameters approved by the shareholders, to the Board for their approval.

In accordance with the relevant provisions of the Act and the Listing Regulations, the following Policies/ Framework have been adopted by the Board upon recommendation of the Nomination and Remuneration Committee:

- (a) Policy on appointment of Board Members.
- (b) Remuneration Policy relating to remuneration of Directors, Key Managerial Personnel and other employees.
- (c) Framework for evaluation of the Board, its committees and individual Board members including Independent Directors.

The Remuneration Policy and Policy on appointment of Board Members have been disclosed in the Directors' Report which forms part of the Annual Report. The manner of annual evaluation of the Board, its committees and individual directors has been disclosed elsewhere in this report.

Number of Board Meetings

Minimum four prescheduled Board meetings are held every year (at least one meeting in every calendar quarter). Additional meetings are held to address specific needs of the Company. In case of any exigency/ emergency, resolutions are passed by circulation. During FY 2025-26, the Board of Directors met seven times on April 01, 2025, May 07, 2025, May 26, 2025, July 31, 2025, October 30, 2025, January 29, 2026 and March 25, 2026. The maximum gap between any two consecutive meetings was less than one hundred and twenty days, as stipulated under the Act, Listing Regulations and Secretarial Standards. Necessary quorum was present in all the Board meetings.

Details of Directors Attendance, Shareholding, and other Directorships/ Committee Memberships and Chairmanships

As mandated by Regulation 26 of the Listing Regulations, none of the Directors is a member of more than ten Board level Committees or Chairperson of more than five Committees (considering only Audit Committee and Stakeholders' Relationship Committee) across all public limited companies (listed or unlisted) in which he/she is a Director. Also, in terms of Regulation 17A of the Listing Regulations, no Director of the Company serves as Director in more than seven listed companies and, in case he/she is serving as a Whole-Time Director/ Managing Director in any listed company, does not hold the position of Independent Director in more than three listed companies. Further, all Directors have informed about their Directorships, Committee memberships/ chairmanships including any changes in their positions. None of the Directors of the Company are related inter-se, in terms of Section 2(77) of

the Act including Rules thereunder. Relevant details of the Board of Directors as on March 31, 2026 are given in subsequent paragraphs. Details of other Board Directorships, Committee Memberships and Chairmanships are separately mentioned in Annexure 1 of this report.

COMPOSITION OF THE BOARD AND ITS COMMITTEES

Dabur has seven Board level Committees:

- A) Audit Committee
- B) Nomination and Remuneration Committee (NRC)

- C) Corporate Social Responsibility Committee (CSR Committee)
- D) Risk Management Committee (RMC)
- E) Stakeholders Relationship Committee (SRC)
- F) ESG (Environment, Social and Governance) Committee
- G) Reorganisation, Merger & Acquisition Advisory Committee (constituted on May 07, 2025)

Details of composition of Board and its Committees, name of its Members and Chairperson, number of meetings held during the year and attendance of Members in these meetings, are mentioned in Table 'A' and 'B' below:

A. Composition of the Board and its Committees as on March 31, 2026

Name of the Director and others	DIN of the Director	Category	Audit Committee	NRC	CSR Committee	RMC	SRC	ESG Committee	Reorganisation, Merger & Acquisition Advisory Committee [#]
Mr. Mohit Burman	00021963	Chairman/ PD / NED	-	Member	-	Member	-	-	Chairman
Mr. Saket Burman	05208674	Vice Chairman/PD/NED	-	-	-	-	-	-	-
Mr. Amit Burman	00042050	PD/NED	-	-	-	Member	Member	-	-
Mr. Aditya Burman	00042277	PD/NED	-	-	-	-	-	-	Member
Mr. P D Narang	00021581	ED (WTD)	-	-	Member	Member	Member	Member	Member
Mr. Mohit Malhotra	08346826	ED/ Global CEO (WTD)	-	-	Member	Member	Member	Chairman	Member
Mr. Ajit Mohan Sharan	02458844	ID	Member [^]	Chairman	Chairman	Member	-	-	-
Mr. Mukesh Hari Butani	01452839	ID	Chairman [^]	-	-	-	-	Member	Member
Mr. Rajiv Mehrishi	00208189	ID	Member	-	-	-	-	-	-
Mrs. Satyavati Berera	05002709	ID	Member	Member	-	Chairperson	Chairperson	-	-
Mr. Romesh Sobti	00031034	ID	Member	-	-	-	-	-	-
Mr. Ravi Kapoor	00185981	ID	Member	-	-	-	-	-	Member
Mr. Ashok Kumar Jain	NA	EVP (Finance) & Group Company Secretary, Chief Compliance Officer and Joint Chief Risk Officer	-	-	-	Member	-	Member	-
Mr. Ankush Jain	NA	Chief Financial Officer and Joint Chief Risk Officer	-	-	-	Member	-	Member	-
Mr. Saurabhkumar Narendra Lal	NA	Head of Operations	-	-	-	-	-	Member	-
Mr. Biplab Baksi	NA	Head of Human Resources	-	-	-	-	-	Member	-
Mr. Byas Anand	NA	Head of CSR	-	-	-	-	-	Member	-
Mr. Abhinav Dhall	NA	Executive Director – Group Corporate Strategy	-	-	-	-	-	-	Member
Total Strength of the Committee			6	3	3	8	4	8	7
Number of Independent Directors in the Committee			6	2	1	2	1	1	2
Number of Non-Independent Directors in the Committee			-	1	2	4	3	2	4
Members of Senior Management in the Committee			-	-	-	2	-	5	1

*PD – Promoter Director; NED – Non-Executive Director; ID – Non-Executive Independent Director; ED – Executive Director, Global CEO – Global Chief Executive Officer, WTD- Whole Time Director.

*Mr. Ajit Mohan Sharan has been appointed as Chairman of the Audit Committee w.e.f. April 1, 2026 for a period of 2 years in place of Mr. Mukesh Hari Butani who continues as member of the Audit Committee w.e.f. April 01, 2026.

*Reorganisation, Merger & Acquisition Advisory Committee of the Board of Directors of Dabur India Limited was constituted on May 07, 2025.

Mr. Saket Gupta, Company Secretary, is the Secretary of all the Board Committees. He is also responsible for redressing investor grievances.

The Board Committees play a crucial role in the governance structure of the Company and have been constituted to deal with specific areas of concern for the Company and need a closer review. The Board is responsible for constituting, assigning, co-opting and fixing the terms of reference of various committees. Details on the role and composition of these committees, including the number of meetings held during the financial year and the related attendance, are provided below.

B. Attendance of the Board and its Committees (including other details) during FY 2025-26

Type of Meetings	Board	Audit Committee	NRC	CSR Committee	RMC	SRC	ESG Committee	*Reorganisation, Merger & Acquisition Advisory Committee	Independent Directors	AGM	Shareholding in the Company (Eq. shs. of Re.1/- each)**
Number of Meetings held	7	5	4	4	4	4	4	2	2	1	
Attendance of Directors	Attended/ Entitled to Attend									Yes/ No/NA	
Mr. Mohit Burman**	7/7	NA	4/4	NA	4/4	1/1	NA	2/2	NA	Yes	80,000
Mr. Saket Burman	7/7	NA	NA	NA	NA	NA	NA	NA	NA	Yes	3,00,000
Mr. Amit Burman	7/7	NA	NA	NA	1/4	1/4	NA	NA	NA	Yes	Nil
Mr. Aditya Burman	7/7	NA	NA	NA	NA	NA	NA	2/2	NA	Yes	Nil
Mr. P D Narang	7/7	NA	NA	4/4	4/4	4/4	4/4	2/2	NA	Yes	29,68,149
Mr. Mohit Malhotra***	7/7	NA	NA	4/4	4/4	0/0	4/4	2/2	NA	Yes	18,15,816
Mr. Ajit Mohan Sharan^	7/7	5/5	4/4	4/4	1/1	NA	NA	NA	2/2	Yes	Nil
Mr. Mukesh Hari Butani	7/7	5/5	NA	NA	NA	NA	3/4	2/2	2/2	Yes	2,872
Mr. Rajiv Mehrishi	7/7	5/5	NA	NA	NA	NA	NA	NA	2/2	Yes	Nil
Mrs. Satyavati Berera	7/7	5/5	4/4	NA	4/4	4/4	NA	NA	2/2	Yes	Nil
Mr. Romesh Sobti	5/7	3/5	NA	NA	NA	NA	NA	NA	2/2	Yes	Nil
Mr. Ravi Kapoor	7/7	5/5	NA	NA	NA	NA	NA	2/2	2/2	Yes	Nil
Mr. Ashok Kumar Jain [§]	NA	NA	NA	NA	3/4	NA	3/4	2/2	NA	Yes	3,40,516
Mr. Ankush Jain [§]	NA	NA	NA	NA	4/4	NA	4/4	2/2	NA	Yes	33,566
Mr. Saurabhkumar Narendra Lal	NA	NA	NA	NA	NA	NA	4/4	NA	NA	NA	NA
Mr. Biplab Baksi	NA	NA	NA	NA	NA	NA	4/4	NA	NA	NA	NA
Mr. Byas Anand	NA	NA	NA	NA	NA	NA	4/4	NA	NA	NA	NA
Mr. Abhinav Dhall	NA	NA	NA	NA	NA	NA	NA	2/2	NA	NA	NA
Ms. Isha Lamba [§]	NA	NA	NA	NA	NA	NA	NA	2/2	NA	NA	NA
Ms. Gagan Ahluwalia [§]	NA	NA	NA	NA	NA	NA	NA	2/2	NA	NA	NA

*Reorganisation, Merger & Acquisition Advisory Committee of the Board of Directors of the Company was constituted on May 07, 2025, with following members:

1. Mr. Mohit Burman, Director
2. Mr. Aditya Burman, Director
3. Mr. Ravi Kapoor, Director
4. Mr. Mukesh Hari Butani, Director
5. Mr. P D Narang, Director
6. Mr. Mohit Malhotra, Director
7. Mr. Abhinav Dhall, ED – Group Corporate Strategy

8. Mr. Ashok Kumar Jain, EVP (Finance), Group Company Secretary & Chief Compliance Officer

9. Mr. Ankush Jain, CFO

10. Ms. Isha Lamba, Head – Investor Relations and M&A

11. Mrs. Gagan Ahluwalia

**Mr. Mohit Burman ceased to be a member of the Stakeholders and Relationship Committee of the Board of Directors of the Company w.e.f. May 08, 2025

***Mr. Mohit Malhotra was appointed as a member of Stakeholders Relationship Committee of the Board of Directors of the Company w.e.f. January 30, 2026.

[^]Mr. Ajit Mohan Sharan was appointed as member of the Risk Management Committee of the Board of Directors of the Company w.e.f. October 31, 2025.

[§]Mr. Ashok Kumar Jain, Mr. Ankush Jain, Ms. Isha Lamba and Mrs. Gagan Ahluwalia ceased to be the members of Re-organisation, Merger & Acquisition Advisory Committee of the Board of Directors of the Company w.e.f. February 01, 2026.

^{^^}This shareholding reflects direct holding in their own name as on March 31, 2026.

Notes:

- 'NA' indicates not a member of the Committee.
- The maximum gap between any two Board Meetings and Audit Committee Meetings did not exceed 120 days during the year.
- Leave of absence was granted to the Directors whenever they could not be present for the Board/ Committee meeting and had requested for the same.
- Board meetings were held on April 01, 2025, May 07, 2025, May 26, 2025, July 31, 2025, October 30, 2025, and January 29, 2026, and March 25, 2026.
- Audit Committee meetings were held on May 07, 2025, May 26, 2025, July 31, 2025, October 30, 2025, and January 29, 2026.
- Nomination and Remuneration Committee meetings were held on May 02, 2025, July 29, 2025, October 28, 2025, and January 27, 2026.
- Corporate Social Responsibility Committee meetings were held on May 02, 2025, July 29, 2025, October 28, 2025, and January 27, 2026.
- Stakeholders' Relationship Committee meetings were held on May 07, 2025, July 29, 2025, October 28, 2025, and January 27, 2026.
- Risk Management Committee meetings were held on May 02, 2025, July 29, 2025, October 28, 2025, and January 27, 2026.
- ESG Committee meetings were held on May 05, 2025, July 29, 2025, October 28, 2025, and January 27, 2026.
- Reorganisation, Merger & Acquisition Advisory Committee meetings were held on October 23, 2025, and January 28, 2026.

- Independent Directors meetings were held on May 26, 2025, and March 25, 2026.
- Annual General Meeting was held on August 07, 2025.

TERMS OF REFERENCE FOR BOARD COMMITTEES

A) AUDIT COMMITTEE

The role of Audit Committee includes the matters specified in Section 177 of the Companies Act, 2013 as well as Part C of Schedule II of the Listing Regulations, which are as under:

1. Oversight of the Company's financial reporting process and disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible;
2. Recommending to the Board the appointment, re-appointment, terms of appointment/ reappointment and, if required, the replacement or removal of the statutory auditors and the fixation of audit fees/remuneration;
3. Approval of payment to statutory auditors for any other services rendered by the statutory auditors;
4. Reviewing, with the Management, the annual financial statements and auditor's report thereon before submission to the Board for approval, with particular reference to:
 - ◆ Matters required to be included in the Director's Responsibility Statement to be included in the Board's report in terms of sub section (5) of section 134 of the Companies Act, 2013;
 - ◆ Changes, if any, in accounting policies and practices and reasons for the same;
 - ◆ Major accounting entries involving estimates based on the exercise of judgement by the Management;
 - ◆ Significant adjustments made in the financial statements arising out of audit findings;

- ◆ Compliance with listing and other legal requirements relating to financial statements;
 - ◆ Disclosure of any related party transactions;
 - ◆ Modified opinion(s) in the draft audit report.
5. Review/examine, with the Management, the quarterly/year to date financial statements and auditor's report thereon, before submission to the Board for approval;
 6. Reviewing with the Management, the financial statements of subsidiaries and in particular the investments made by each of them;
 7. Reviewing/Monitoring, with the Management, the statement of uses/application/end use of funds raised through an issue (public issue, rights issue, preferential issue, etc.) and related matters, the statement of funds utilized for purposes other than those stated in the offer document/prospectus/notice and the report submitted by the monitoring agency monitoring the utilization of the proceeds of a public issue or rights issue or preferential issue or qualified institutions placement, and making appropriate recommendations to the Board to take up steps in this matter;
 8. Reviewing/evaluating, with the Management, performance of statutory and internal auditors, internal financial controls, risk management system and adequacy of the internal control systems;
 9. Reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit;
 10. Discussion with internal auditors any significant findings and follow-ups there on;
 11. Reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board;
 12. Discussion with statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern;
 13. To look into the reasons for substantial defaults in payment to the depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors;
 14. To review the functioning of the Whistle-Blower mechanism;
 15. Approval for appointment of CFO (i.e. the whole-time Finance Director or any other person heading the finance function or discharging that function) after assessing the qualifications, experience and background, etc. of the candidate;
 16. Carrying out any other function as is mentioned in the terms of reference of the Audit Committee;
 17. Review and monitor the Auditor's independence, performance and effectiveness of Audit process;
 18. Approval or any subsequent Modification of transactions of the company with related parties;
 19. Scrutiny of inter- corporate loans and investments;
 20. Valuation of undertakings or assets of the Company, wherever it is necessary;
 21. Reviewing the utilization of loans and/ or advances from/ investment by the holding company in the subsidiary exceeding rupees 100 crore or 10% of the asset size of the subsidiary, whichever is lower including existing loans/ advances/ investments;
 22. Reviewing compliance with the provisions of SEBI (Prohibition of Insider Trading) Regulations, 2015 at least once in a financial year and verifying that the systems

for internal control are adequate and are operating effectively;

23. Consider and comment on rationale, cost-benefits and impact of schemes involving merger, demerger, amalgamation, etc., on the listed entity and its shareholders; and
24. Such other role as may be prescribed under the Rules, Regulations, Notifications, etc. as may be issued by relevant statutory authorities, from time to time.

Further, the Audit Committee is empowered to investigate any activity within its terms of reference, seek information it requires from any employee, obtain outside legal or other independent professional advice and secure attendance of outsiders with relevant expertise, if considered necessary. Apart from the above, the Audit Committee also exercises the role and powers entrusted upon it by the Board of Directors from time to time.

Dabur has systems and procedures in place to ensure that the Audit Committee mandatorily reviews:

- Management discussion and analysis of financial conditions and results of operations;
- Statement of significant related party transactions (as defined by the Audit Committee), submitted by management;
- Management letters / letters of internal control weaknesses issued by the statutory auditors;
- Internal audit reports relating to internal control weaknesses;
- Appointment, removal and terms of remuneration of the Chief Internal Auditor;
- Statement of deviations:
 - a) Quarterly statement of deviation(s) including report of monitoring agency, if applicable, submitted to stock exchanges(s) in terms of Regulation 32(1) of the Listing Regulations (whenever applicable);
 - b) Annual statement of funds utilized for purposes other than those stated in the offer document/ prospectus/ notice in terms of Regulation 32(7) of Listing Regulations (whenever applicable).

The Director responsible for the finance function, the head of Internal Audit and the representative of the Statutory Auditors and Internal Auditors are permanent invitees to the Audit Committee meetings.

Audit Committee Report for FY 2025-26

To,
The Board of Directors,
Dabur India Limited

The Committee comprises of six Independent Directors. The management is responsible for the Company's internal financial controls and financial reporting process. The independent auditors are responsible for performing an independent audit of the Company's financial statements in accordance with the Indian Accounting Standards (Ind AS) and for issuing a report thereon. The Committee is responsible for overseeing the processes related to financial reporting and information dissemination.

In this regard, the management presented to the Committee the Company's financial statements and also presented that the Company's financial statements had been drawn in accordance with the Ind AS.

Based on its review and discussions conducted with the management and the independent auditors, the Audit committee believes that the Company's financial statements are presented in conformity with Ind AS in all material aspects.

The Committee had reviewed Statement of contingent liabilities, Management discussion and analysis, Financial statements of subsidiary companies, Investments made by subsidiary companies, Directors' responsibility statement, Financial results and draft audit/ limited review report thereon, financial statements and draft auditor's report thereon, approval (including modification/ratification, if any) and review of

Related Party Transactions and scrutinized inter corporate loans and investments of the Company. The Company's Policy on Related Party Transactions was also reviewed and recommended by the Committee to the Board for approval.

The Committee evaluated the risk management systems. The Committee also reviewed the Cost Audit Report for FY 2024-25. The Committee reviewed compliances with the provisions of SEBI (Prohibition of Insider Trading) Regulations, 2015 and verified that the systems for internal controls are adequate and operating effectively. Complaints received under Whistle-Blower Policy/ Vigil Mechanism were also monitored by the Committee. During FY 2025-26, sixteen (16) complaints received under the Whistle Blower Policy of the Company were presented before the Committee which were duly reviewed by it. The Committee affirms that in compliance with the Whistle-Blower Policy/ Vigil Mechanism, no personnel had been denied access to the Audit Committee. The Committee inter-alia noted the declaration received from promoters along with persons acting in concert in compliance with Regulation 31(4) & (5) of SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 2011.

The Committee approved the Internal Audit Plan for FY 2025-26 as prepared by PricewaterhouseCoopers Services LLP, Internal Auditors in consultation with the management for FY 2025-26. The Committee re-appointed M/s PriceWaterhouseCoopers Services LLP as internal auditors of the Company for the FY 2026-27. The internal auditors also presented to the Committee, a report on Internal Financial Controls. The Committee reviewed the internal audit reports, along with implementation status thereof, submitted by internal auditors. Further, the Committee re-appointed M/s Ramanath Iyer & Company, as cost auditors to audit the cost records maintained by the Company in respect of certain products for FY 2025-26, approved their scope of work and their remuneration. The Committee approved the remuneration of Statutory Auditors for

FY 2024-25 and Statutory Audit Plan for FY 2025-26.

The Committee recommended amalgamation of Sesa Care Private Limited with the Company and their respective shareholders and creditors. Further, the Committee appointed M/s Finvox Analytics, Registered Valuer Entity (RVEN: IBBI/ RV-E/06/2020/120) as the Registered Valuer for the purpose of carrying out valuation of the equity shares of the Company required for the purpose of amalgamation of Sesa Care Private Limited with the Company, in accordance with the Companies (Registered Valuers and Valuation) Rules, 2017, and the relevant valuation standards.

The Committee evaluated the Risk Management System prevalent in the Company and expressed satisfaction with the same.

The Committee also interacted with the officials of ICRA Limited and responded to their queries in respect of the credit rating issued by them for Non-Convertible Debentures of the Company.

In conclusion, the Committee is sufficiently satisfied that it has complied with the responsibilities as outlined in the Audit Committee's responsibility statement.

Place: New Delhi

Ajit Mohan Sharan

Date: May 07, 2026

Chairman, Audit Committee

B) NOMINATION AND REMUNERATION COMMITTEE

Upon recommendation of Nomination and Remuneration Committee, the Board of Directors have devised an evaluation framework in line with the applicable provisions of the Act and the Listing Regulations and has laid down the process, format, attributes and criteria for performance evaluation of the Board, its Committees and the individual Board members (including Independent Directors), to be carried out only by the Board of the Company.

The Performance evaluation criteria for independent directors include effective deployment of knowledge and expertise, commitment to his/her role towards the company

and various stakeholders, willingness to devote time and efforts towards his/her role, high ethical standards, adherence to applicable codes and policies, effective participation and application of objective independent judgement during meetings, etc. On the basis of performance evaluation of Independent Directors, it is determined whether to extend or continue their term of appointment.

The performance evaluation of the Board of the Company, its committees and the individual Board members (including Independent Directors) for FY 2025-26 has been carried out by the Board in accordance with the Evaluation Framework adopted by the Company.

Terms of reference

The roles and responsibilities of the Committee covers the area as specified in the Act, the Listing Regulations and other applicable laws, if any, besides other role and powers entrusted upon it by the Board of Directors from time to time. The roles and responsibilities of the Committee include the following:

1. Formulate the criteria for determining qualifications, positive attributes and independence of a Director;
2. Identifying persons who are qualified to become directors and who may be appointed in senior management in accordance with the criteria laid down, recommend to the Board their appointment and removal;
3. Formulate the criteria for evaluation of director's and Board's performance;
4. Devising a policy on Board diversity;
5. To engage the services of consultants and seek their help in the process of identifying suitable person for appointments to the Board;
6. To decide the remuneration of consultants engaged by the Committee;
7. Framing, recommending to the Board and implementing, on behalf of the Board and on behalf of the Shareholders, policy on remuneration of Directors, Key Managerial Persons (KMP) & other Employees, including ESOP, pension rights and any other compensation payment;
8. To ensure that the level and composition of remuneration is reasonable and sufficient to attract, retain and motivate directors and KMP of the quality required to run the company successfully;
9. To ensure that Relationship of remuneration to performance is clear and meets appropriate performance benchmarks;
10. To ensure that Remuneration to directors, key managerial personnel and senior management involves a balance between fixed and incentive pay reflecting short and long-term performance objectives appropriate to the working of the company and its goals;
11. Considering, approving and recommending to the Board changes in designation and increase in salary of the Directors, KMP and other employees;
12. Framing the Employees Share Purchase Scheme / Employees Stock Option Scheme and recommending the same to the Board/ shareholders for their approval and implementing/administering the scheme approved by the shareholders;
13. Suggesting to Board/ shareholders changes in the ESPS/ ESOS;
14. Deciding the terms and conditions of ESPS and ESOS which, inter-alia, include the following:
 - ◆ Quantum of options to be granted under the Scheme per employee and in aggregate;
 - ◆ Vesting Period and criteria of Vesting;
 - ◆ Conditions under which option vested in employees may lapse in case of termination of employment for misconduct;
 - ◆ Exercise period within which the employee should exercise the option

- and that option would lapse on failure to exercise the option within the exercise period;
- ◆ Specified time period within which the employee shall exercise the vested options in the event of termination or resignation of employee;
 - ◆ Right of an employee to exercise all the options vested in him at one time or at various points of time within the exercise period;
 - ◆ Procedure for making a fair and reasonable adjustment to the number of options, entitlement of shares against each option and to the exercise price in case of rights issues, bonus issues and other corporate actions;
 - ◆ Grant, vest and exercise of option in case of employees who are on long leave;
 - ◆ Procedure for cashless exercise of options;
 - ◆ Forfeiture/ cancellation of options granted;
 - ◆ All other issues incidental to the implementation of ESOPs/ESOS;
 - ◆ To issue grant/ award letters;
 - ◆ To allot shares upon exercise of vested options.
15. Recommend to the Board, all remuneration, in whatever form, payable to senior management;
16. For every appointment of an Independent Director, the Committee shall evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an independent director. The person recommended to the Board for appointment as an Independent Director shall have the capabilities identified in such description. For the purpose of identifying suitable candidates, the Committee may:
- a. use the services of external agencies, if required;

- b. consider candidates from a wide range of backgrounds, having due regard to diversity;
- c. consider the time commitments of the candidates.

17. Such other role as may be prescribed under the Rules, Regulations, Notifications, etc. as may be issued by relevant statutory authorities, from time to time.

Nomination and Remuneration Committee Report for FY 2025-26

To,
The Board of directors,
Dabur India Limited,

As at March 31, 2026, the Nomination and Remuneration Committee comprises of two Independent Directors and a Non-Executive Promoter Director. The main responsibility of the Committee is to incentivize and reward executive performance that will lead to long-term enhancement of shareholder performance. Further, the Committee is also responsible for formulating policies as to remuneration, performance evaluation, board diversity, etc. in line with Companies Act, 2013 and SEBI Listing Regulations.

During the year, the Committee approved the amendment in vesting criteria and noted the status of achievement of targets for vesting of options for FY 2024-25 and accordingly, approved or cancelled the vesting of options, as the case may be; noted targets for vesting of stock options for FY 2025-26, approved grant of stock options to employees under the ESOP Scheme of the Company, approved forfeiture and cancellation of certain ESOPs granted earlier and approved allotment of equity shares upon exercise of stock options. The Committee recommended to the Board:

- i) Re-appointment of Mr. Mohit Burman as Director liable to retire by rotation,
- ii) Appointment of Mr. Mukesh Hari Butani as Independent Director of the Company for a period of 5 years w.e.f. January 01, 2026, and

- iii) Appointment of Mr. Sriram Padmanabhan with effect from April 07, 2025 as 'Head of Health Care Business' and Mr. Herjit S. Bhalla as 'Chief Executive Officer- India Business', in the category of Senior Management Personnel of the Company.

Further, the Committee reviewed and approved the increase/revision in remuneration of Executive Directors and Senior Management Personnel of the Company w.e.f. July 01, 2025.

The Committee also recommended to the Board, payment of commission (apart from sitting fee) to non-executive independent directors of the Company, for FY 2024-25, being 100% of sitting fee paid during FY 2024-25, within the maximum of 1% of net profits of the Company in line with approval of shareholders.

In conclusion, the Committee is sufficiently satisfied that it has complied with the responsibilities as outlined in the responsibility statement.

Ajit Mohan Sharan

Place: New Delhi Chairman, Nomination and
Date: May 07, 2026 Remuneration Committee

C) CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

Terms of reference

The roles and responsibilities of the Committee include the following:

1. Formulate and recommend to the Board, a CSR Policy which shall indicate the activities to be undertaken by the Company in compliance with the Companies Act, 2013 and rules made thereunder;
2. Recommend the amount of expenditure to be incurred on the activities as above;
3. Monitor the CSR Policy of the Company from time to time; and
4. Such other role as may be prescribed under the Rules, Regulations, Notifications,

etc. as may be issued by relevant statutory authorities, from time to time.

CSR Policy of the Company

The Company has formulated a CSR Policy in line with Schedule VII of the Act. The CSR activities shall be focused not just around the plants and offices of the Company, but also in other geographies based on the needs of the communities at large. During the year, the five focus areas where special Community Development programmes were conducted are:

- (a) Eradicating hunger, poverty and malnutrition;
- (b) Promoting Health care including preventive health care;
- (c) Ensuring environmental sustainability;
- (d) Promotion of Education; and
- (e) Promotion of Ayurveda

During the financial year CSR programmes were also identified and conducted in areas of:

- (f) Vocational Training and Women empowerment; and
- (g) Promotion of Sports.

The CSR policy of the Company is available on the website of the Company www.dabur.com at the link https://www.dabur.com/sites/default/files/2021-05/1136-Dabur-India-Ltd-CSR-Policy-2020_0.pdf

CSR Committee Report for FY 2025-26

To,
The Board of directors,
Dabur India Limited,

The CSR Committee comprises of one Independent Director and two Executive Directors.

The main responsibility of the Committee is to formulate and recommend to the Board, a CSR Policy indicating activities to be undertaken by the Company as specified in Companies Act,

2013, recommending the expenditure on CSR activities & monitoring the activities undertaken from time to time.

The Company has in place a CSR Policy formulated by the Committee and approved by the Board of Directors.

During FY 2025-26, the Committee approved the CSR activities, CSR Annual Report for FY 2024-25 and monitored the progress on CSR activities undertaken by the Company on quarterly basis. Further, the Committee reviewed the CSR activities undertaken by the Company on its own and through SUNDESH and Jivanti Welfare & Charitable Trust (promoted by Dabur) in compliance of CSR Policy of the Company. The Committee recommended to the Board budget and Annual Action Plan for CSR activities including ad-hoc budget. It also noted the impact assessment reports with respect to projects undertaken during the FY 2022-23. The Committee noted that the Company has been able to spend the mandatory 2% of average net profits of immediately preceding 3 years on various CSR activities, the details of which are given in the Annual Report on Corporate Social Responsibility Activities approved by the Committee and attached to the Directors' Report.

The Committee is sufficiently satisfied with the CSR compliances undertaken on the part of the Company.

Place: New Delhi

Ajit Mohan Sharan

Date: May 07, 2026

Chairman, CSR Committee

D) RISK MANAGEMENT COMMITTEE

Terms of Reference

The role of the Risk Management Committee is as under:

1. To formulate a detailed risk management policy which shall include:
 - (a) A framework for identification of internal and external risks specifically faced by the listed entity, in particular including financial, operational, sectoral, sustainability (particularly, ESG related risks), Information Technology,

cyber security risks or any other risk as may be determined by the Committee;

- (b) Measures for risk mitigation including systems and processes for internal control of identified risks;

- (c) Business continuity plan;

2. To ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company;
3. To monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems;
4. To periodically review the risk management policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity;
5. To keep the Board of Directors informed about the nature and content of its discussions, recommendations and actions to be taken;
6. The appointment, removal and terms of remuneration of the Chief Risk Officer (if any) shall be subject to review by the Risk Management Committee; and
7. Such other role as may be prescribed under the Rules, Regulations, Notifications, etc. as may be issued by relevant statutory authorities, from time to time.

Further, the Risk Management Committee shall coordinate its activities with other Committees, in instances where there is any overlap with activities of such committees, as per the framework laid down by the Board of Directors.

Risk Management Committee Report for FY 2025-26

To,
The Board of Directors,
Dabur India Limited,

The Committee consists of two Independent Directors, two Executive Directors, two Non-Executive Promoter Directors and two Key

Managerial Personnel being non-board members.

The primary responsibility of the Committee is to prepare the Risk Management Policy of the Company and to review and monitor the same on a regular basis.

During FY 2025-26, the Committee identified and assessed the risks faced by the Company and procedures to mitigate the same. The risks were assessed categorically under the broad heads of high, medium and low risks with high and medium risks sub categorized as critical and low risks as non-critical. The Committee also reviewed risks faced by the international subsidiaries of the Company. During the year, risk managements systems were evaluated for recommendation to the Audit Committee. Further, the Committee noted the Risk Benchmarking and Enterprise Risk Management (ERM) Framework Assessment carried out by PwC.

In conclusion, the Committee is sufficiently satisfied with the Risk Management framework adopted by the Company.

Satyavati Berera

Place: New Delhi Chairperson
Date: May 07, 2026 Risk Management Committee

E) STAKEHOLDERS' RELATIONSHIP COMMITTEE

The Committee ensures cordial investor relations, oversees the mechanism for redressal of investors' grievances and specifically looks into various aspects of interest of shareholders. The Committee specifically looks into redressing shareholders'/ investors' complaints/ grievances pertaining to share transfers/ transmission, non-receipts of annual reports, non- receipt of declared dividend and other allied complaints.

Terms of Reference

The role of the Committee is in accordance with the Act and the Listing Regulations. It performs the following functions:

1. Transfer/ transmission of shares;
2. Split up/ sub-division and consolidation of shares;

3. Dematerialization/ rematerialization of shares;
4. Issue of new and duplicate share certificates (*as per SEBI Regulations, Letter of confirmation is issued for such share certificates*);
5. Transfer of shares to IEPF Authority;
6. Release of shares from unclaimed suspense account of the Company;
7. Registration of Power of Attorneys, Probate, Letters of transmission or similar other documents;
8. To open/ close bank account(s) of the Company for depositing share/ debenture applications, allotment and call monies, authorize operation of such account(s) and issue instructions to the Bank from time to time in this regard;
9. To look into redressal of shareholders' and investors' complaints relating to transfer/ transmission of shares, non- receipt of annual report, non- receipt of declared dividends, issue of new /duplicate share certificates, general meetings, etc.;
10. Any allied matter(s) out of and incidental to these functions and not herein above specifically provided for;
11. Review of measures taken for effective exercise of voting rights by shareholders;
12. Review of adherence to the service standards adopted by the listed entity in respect of various services being rendered by the Registrars to an Issue and Share Transfer Agents.
13. Review of various measures and initiatives taken by the listed entity for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/ annual reports/ statutory notices by the shareholders of the Company;
14. Issue and allot Non-Convertible Debentures (NCDs);
15. Resolving grievances of debenture holders related to creation of charge, payment of

interest/principal, maintenance of security cover and any other covenants.

16. Any allied matters incidental to NCDs, like – fixing the maturity period, Payment of Interest, redressal of grievance, etc.; and
17. Such other role as may be prescribed under the Rules, Regulations, Notifications,

etc. as may be issued by relevant statutory authorities, from time to time.

Investor Grievance Redressal

Details of complaints received and resolved to the satisfaction of the Shareholders by the Company during FY 2025-26 are given below:

Nature of Complaint	Pending as on April 01, 2025	Received during FY 2025-26	Disposed of during FY 2025-26	Pending as on March 31, 2026
Non receipt of letter of credit against request lodged for Transfer / Transmission, issue of Duplicate shares, non-receipt of bonus shares	-	24	23	01*
Non-receipt of Dividend	-	15	15	-
Dematerialization of shares	-	-	-	-
Others (POA/ change of signatures/ address etc.)	01	04	05	-
Total	01	43	43	01

*Complaint received on March 31, 2026 and resolved on April 01, 2026.

In order to provide efficient services to investors, and for speedy redressal of the complaints, the Committee has delegated the power of approving transmission of shares and other matters like split up / sub-division and consolidation of shares, issue of duplicate certificates/ letter of confirmation on sub-division, consolidation and exchange, subject to a maximum of 10,000 shares for shares held in physical form and up to 40,000 shares for shares held in dematerialised form jointly to the Company officials.

Mr. Ashok Kumar Jain, Executive Vice President (Finance) & Group Company Secretary & Chief Compliance Officer is the Compliance Officer, Mr. Saket Gupta, Company Secretary is the Nodal Officer and Ms. Kumud Pahuja, DGM - Secretarial is the Deputy Nodal Officer to ensure compliance with the IEPF rules.

Stakeholders' Relationship Committee Report for FY 2025-26

To,
The Board of directors,
Dabur India Limited,

The Stakeholders' Relationship Committee comprises of one Independent Director, one Non-Executive Promoter Director and two Executive Directors.

The main responsibility of the Committee is to ensure cordial investor relations and supervise the mechanism for redressal of investor grievances pertaining to non-receipt of annual report, non-receipt of declared dividends etc. It performs the functions of transmission/ demat/ split-up/ sub-division and consolidation of shares, Letter of confirmations towards issue of duplicate share certificates and allied matter(s). The Committee is also responsible to specifically look into various aspects of interest of shareholders like effective exercise of voting rights by shareholders, service standards of Registrar to an Issue & Share Transfer Agents (RTA), etc. and for issue and allotment of Non-Convertible Debentures (NCDs) and allied matters incidental to NCDs, like – fixing the maturity period, payment of Interest, redressal of grievance.

The Committee noted that during FY 2025-26, 9 cases of transmission, 8 cases of physical transfer of shares processed pursuant to special window for lodgement of physical transfer opened by SEBI, 224 cases of dematerialization, 10 cases of change of name, 4 cases of name deletion, 25 cases of issue of duplicate share certificates/letter of confirmation, 67 cases of release of shares from IEPF and 30 cases of release of shares from unclaimed suspense

account were approved by the Company. The Committee has also jointly authorised to facilitate the issuance of duplicate share certificates/letter of confirmation and transmission/ consolidation/ sub- division within the prescribed timelines, subject to a maximum of 10,000 shares per case for shares held in physical form and upto 40,000 shares per case incase shares are held in demat form. The Committee also reviewed the status of investors' grievances on a quarterly basis. The Company received 43 complaints during the year and at the close of the financial year, there was 1 complaint pending for redressal. During the year, the Committee had also approved transfer of 2,12,964 equity shares to the Investor Education and Protection Fund Authority (IEPFA) of the Central Government.

In conclusion, the Committee is sufficiently satisfied with the responsibilities outlined.

Satyavati Berera

Place: New Delhi Chairperson, Stakeholders
Date: May 07, 2026 Relationship Committee

F) ESG (ENVIRONMENT, SOCIAL AND GOVERNANCE) COMMITTEE

Terms of Reference

The role of ESG Committee is as under:

- (i) Oversight on Company's and Value Chain Partners ESG matters;
- (ii) To formulate and review with executive management framework, strategies, activities and programs of the Company regarding sustainability including environment, social and governance (ESG) related matters;
- (iii) To periodically review and approve Company's key ESG Policies and Standard Operating Procedures (SOPs);
- (iv) Examine the ESG Framework, contribute insights for continuous enhancement, and guide Dabur's actions on material ESG aspects, including climate change, packaging, water management, responsible sourcing, human rights, diversity, cybersecurity, health and safety.
- (v) To provide directions to measure and monitor progress and oversee the implementation of appropriate policies and supporting measures relating to ESG;
- (vi) To review the Company's stated goals and its performance with respect to ESG matters and monitor the Company's progress towards these measurable goals;
- (vii) To review Company's stakeholder engagement plan around material ESG issues identified by the management;
- (viii) To receive and discuss periodic updates from management on ESG trends and key initiatives;
- (ix) To discuss the current and emerging topics relating to ESG matters;
- (x) To review and evaluate ESG risks and opportunities that may arise in connection with the Company's activities and advise the Risk Management Committee / Board on such risks and opportunities that may materially affect the Company's Enterprise Risk Management (ERM) program;
- (xi) To review the Business Responsibility & Sustainability Report of the Company;
- (xii) To periodically review and monitor Company's ESG ratings / scores from ESG rating agencies, devise and implement improvement plan thereto;
- (xiii) To frame and review ESG Governance framework over Supply Chain/ third parties and audit schedule for the Company's specific ESG compliances over third parties;
- (xiv) To review ESG related feedback from key Suppliers and Customers;
- (xv) To appoint experts, advisors and consultants in relation to ESG initiatives of the Company;
- (xvi) To provide assurance to Board in relation to sustainability initiatives undertaken by the Committee; and
- (xvii) To undertake any other matter related to sustainability and ESG as entrusted by the Board from time to time."

ESG Committee Report for FY 2025-26

To,
The Board of directors,
Dabur India Limited

The Committee comprises of one Independent Director, two Executive Directors and five senior management personnel being non-board members.

The primary responsibility of the Committee is to look into Environment (E), Social (S) and Governance (G) related matters of the organization.

During FY 2025-26, the Committee:

- (i) approved Public Advocacy Policy;
- (ii) reviewed the status of ESG implementation in the organization; and
- (iii) approved the Business Responsibility and Sustainability Report for FY 2024-25.

In conclusion, the Committee is sufficiently satisfied about the responsibilities outlined.

Mohit Malhotra

Place: New Delhi
Date: May 07, 2026

Chairman
ESG Committee

G) REORGANISATION, MERGER & ACQUISITION ADVISORY COMMITTEE:

Terms of Reference

The role of Reorganisation, Merger & Acquisition Advisory Committee is as under:

- (i) To review acquisition strategy of the Company.
- (ii) To identify potential opportunities, review and evaluate proposed mergers, acquisitions, investments, or divestments that are presented to the Committee, including how such transaction fits with the Company's strategic plans and acquisition strategy.
- (iii) To seek such information, as may be necessary, from executives of the Company

which may be deemed necessary to evaluate a proposed transaction.

- (iv) To assess the strategic rationale, financial impact, risk factors, and potential synergies of proposed transactions.
- (v) To examine key terms, conditions, and structure of proposed deals and ensure alignment with shareholder interests.
- (vi) To recommend relevant opportunities to the Board of Directors as it may deem appropriate.
- (vii) To oversee the risks and due diligence processes associated with such transactions and review the reports prepared by internal teams or independent external advisors, if appointed.
- (viii) To invite such executives and independent advisors, as it considers appropriate to be present at the meetings of the Committee.
- (ix) To monitor status of approvals and permissions required for completion of the transactions.
- (x) To monitor post-transaction integration planning and execution, including performance tracking and realization of synergies.
- (xi) To review reports on the effectiveness and outcomes of completed transactions.

Reorganisation, Merger & Acquisition Advisory Committee Report for FY 2025-26

To,
The Board of directors,
Dabur India Limited

As on the date of this report, the Committee comprises of two Independent Directors, two Executive Directors, two Non-Executive Directors and one senior management personnel being non-board member.

During FY 2025-26, the Committee:

- i. Noted its composition and terms of reference

- ii. Approved Investment in Ras Beauty Private Limited and setting up of an investment platform of the Company namely “Dabur Ventures” to undertake strategic and/or minority investments in digital first early-stage and/or growth-stage consumer start-ups and investment in venture capital funds primarily focused on consumer sectors etc.

In conclusion, the Committee is sufficiently satisfied with the responsibilities outlined.

Mohit Burman

Chairman, Reorganisation,

Place: New Delhi

Merger & Acquisition

Date: May 07, 2026

Advisory Committee

SUBSIDIARY COMPANIES - MONITORING FRAMEWORK

All subsidiaries of the Company are managed by their respective Boards (wherever applicable) having rights and obligations in accordance with applicable laws. The Company monitors performance of its subsidiaries, *inter-alia*, by the following means:

- i) The Audit committee reviews financial statements of the subsidiary companies, along with investments made by them, on a quarterly basis.
- ii) The Board of Directors reviews the Board meeting minutes and statements of all significant transactions and arrangements, if any, of subsidiary companies.
- iii) Appointment of an independent Director of the Company on the Board of Directors of unlisted material subsidiary.

The Company has formulated a policy for determining its ‘Material Subsidiaries’ and the same is available on the website of the Company- www.dabur.com. The weblink for the same is <https://www.dabur.com/sites/default/files/2021-05/167-policy-on-material-subsiadiary-31.1.2019.pdf>

During FY 2025-26, Dabur International Limited, a wholly owned subsidiary, incorporated outside India on November 01, 1989 at Isle of Man, was a material subsidiary of the Company. Additionally,

with effect from April 1, 2025, Dabur International FZE incorporated outside India on December 07, 2023 at Dubai, United Arab Emirates also became a material subsidiary of the Company. On April 01, 2025, PKF Accountants & Business Advisers, Chartered Accountants, Dubai were appointed as Statutory Auditors of Dabur International Limited and Dabur International FZE for the financial year ended March 31, 2026.

Further, Dabur India Ltd. does not have any unlisted material subsidiary, incorporated in India.

(Under the Listing Regulations, a “material subsidiary” shall mean a subsidiary, whose turnover or net worth exceeds ten percent [for appointment of independent director of the Company on the board of material subsidiary (refer iii) above - twenty percent] of the consolidated turnover or net worth respectively, of the listed entity and its subsidiaries in the immediately preceding accounting year).

The Company does not have a listed subsidiary.

Policy on Group Governance

Upon recommendation of Kotak Committee on Corporate Governance, SEBI had issued a circular dated May 10, 2018, for implementation of Group Governance Unit where the listed entity has a large number of unlisted subsidiaries. Accordingly, during FY 2019-20, the Company had adopted a Board approved Policy on Group Governance to monitor governance of its unlisted subsidiaries across the globe.

The Chief Executive Officer of the overseas business confirms compliance with the Group Governance Policy on an annual basis to the Board of Directors of your Company.

MANAGEMENT COMMITTEE

The CEO and Executive Directors, supported by the Management Committee, is responsible for ensuring delivery on the Company's strategy, business plans and financial performance. The Management Committee believes in growing business responsibly and sustainably and ensure that code of business principle is adhered by all the employees.

Senior Management

As at March 31, 2026, the Senior Management of the Company comprised of following members:

Sl. No.	Names	Designation
1	Mr. Abhinav Dhall	Executive Director – Group Corporate Strategy
2	Mr. Abhishek Dinesh Jugran	Director – HPC & Foods
3	Mr. Ankush Jain	Chief Financial Officer
4	Mr. Ashok Kumar Jain	EVP (Finance) & Group Company Secretary & Chief Compliance Officer
5	Mr. Biplab Baksi	Executive Director – Human Resources
6	Ms. Isha Lamba*	Head – Investor relations and M&A
7	Mr. Sriram Padmanabhan	Director - Healthcare
8	Mr. Rehan Hasan	Executive VP - Sales
9	Mr. Saket Gupta	Company Secretary
10	Mr. Saurabhkumar Narendra Lal	Executive Director – Operations

* Ms. Isha Lamba resigned from the Company w.e.f. close of business hours of May 01, 2026. Mr. Rahul Sarawagi joined as Additional General Manager- IR & M&A in the category of Senior Management Personnel w.e.f. April 28, 2026.

During FY 2025-26, following changes took place in the Senior Management Personnel:

1. Mr. Philippe Joseph Haydon, Head of Healthcare business ceased as Senior Management Personnel due to superannuation from the Company w.e.f. close of business hours of July 01, 2025.
2. Mr. Sriram Padmanabhan was appointed as Head of Health Care Business in the category of Senior Management Personnel of the Company with effect from April 07, 2025.

Following changes took place after the close of FY 2025-26 till the date of this report:

1. Mr. Herjit S. Bhalla was appointed as Chief Executive Officer – India Business in the category of Senior Management Personnel of the Company with effect from April 23, 2026.
2. Ms. Isha Lamba, Head-Investor Relations and M&A resigned from the Company with effect

from the close of business hours of May 01, 2026, and therefore, ceased as Senior Management Personnel of the Company.

3. Mr. Rahul Sarawagi has been appointed as Additional General Manager - IR & M&A in the category of Senior Management Personnel of the Company with effect from April 28, 2026.

Integrated Report and Management Discussion & Analysis

The Annual Report has a detailed chapter on Integrated Report and Management Discussion & Analysis, which forms part of this report.

POLICIES, AFFIRMATIONS AND DISCLOSURES

Code of Conduct

Dabur believes commitment to ethical professional conduct is a must for every employee, including Board members and senior management personnel. The Code is intended to serve as a basis for ethical decision-making in conduct of professional work. The Code of Conduct enjoins that each individual in the organization must know and respect existing laws, accept and provide appropriate professional views, and be upright in his conduct and observe corporate discipline. The duties of Directors including duties as an Independent Director also forms part of the Code of Conduct.

The Code of Conduct is available on the website of the Company www.dabur.com. All Board members and Senior Management Personnel affirm compliance with the Code of Conduct annually. A declaration signed by the Global Chief Executive Officer (CEO) to this effect is annexed as Annexure 2 at the end of this Report.

Related Party Transactions

Dabur has formulated a Policy on materiality of Related Party Transactions for bringing transparency while dealing with Related Party Transactions. The Policy is reviewed periodically in line with the amendments in the Listing Regulations. The

updated policy is available on the website at www.dabur.com at weblink <https://www.dabur.com/Investors/Corporate%20Governance/Policies%20Related%20Documents/Policy%20on%20Related%20Party%20Transactions.pdf>

All Related Party Transactions are approved by the Audit Committee prior to entering into the transaction. The Audit Committee has, after obtaining approval of the Board of Directors, laid down the criteria for granting omnibus approval which also forms part of the Policy. Related Party Transactions of repetitive nature are approved by the Audit Committee on omnibus basis at the beginning of financial year. The Audit Committee satisfies itself regarding the need for omnibus approval and that such approval is in the interest of the company and ensures compliance with the requirements of the Act and the Listing Regulations. All omnibus approvals are reviewed by the Audit Committee on a quarterly basis.

Further, there were no materially significant related party transactions that may have potential conflict with the interests of the company at large.

The Related Party Transactions as per requirements of IND AS 24 are disclosed in Note No. 54 to the audited standalone financial statements. A statement of these transactions were also placed before the Audit Committee and Board meetings from time to time.

Disclosure of related party transactions on a consolidated basis is also sent to the Stock Exchanges on the date of publication of standalone and consolidated financial results for half year.

Disclosures by Board Members & Senior Management

The Board members and senior management personnel make disclosures to the Board of Directors periodically regarding:

- their dealings in the Company's shares; and
- all material, financial and commercial transactions, if any; any, where they have personal interest that may have potential conflict with the interests of the Company at large.

Disclosure of accounting treatment in preparation of financial statements

Dabur has followed accounting principles generally accepted in India, including the Indian Accounting Standards ("Ind AS") specified under Section 133 of the Act and other relevant provisions of the Act. The Company has uniformly applied the accounting policies except for those mandated under statute during the periods presented. Kindly refer to Note Nos. 5 and 6 of the notes to standalone and consolidated financial statements, respectively, for material and other accounting policies adopted by the Company.

Details of non-compliance by the Company

Dabur has complied with all the requirements of regulatory authorities. No penalties/strictures were imposed on the Company by Stock Exchanges or SEBI or any statutory authority on any matter related to capital markets during the last three years.

Disclosure on compliance with Corporate Governance Requirements specified in the Listing Regulations

Dabur has complied with the requirements of sub-paras (2) to (10) of Part C (corporate governance report) of Schedule V of the Listing Regulations.

Dabur has complied with corporate governance requirements specified in Regulation 17 to 27, clauses (b) to (i) of sub-regulation (2) of Regulation 46 and Regulation 62 of the Listing Regulations and necessary disclosures thereof have been made in this corporate governance report.

Disclosure on Commodity price risks or foreign exchange risks and hedging activities

(i) Commodity price risk and hedging activities

The Company has in place a Risk Management Policy with respect to Commodities including through hedging, in line with the Listing Regulations. Disclosure in the format required vide SEBI Master Circular issued on July 11, 2023 (last updated on January 30, 2026) is as under:

- Exposure of the Company to commodity and commodity risks faced by it throughout the year (FY 2025-26):

b) Exposure to various commodities:

Commodity Name	Exposure towards the particular commodity	Exposure in quantity terms towards the particular commodity	% of such exposure hedged through commodity derivatives				Total
			Domestic market		International market		
			INR Crores	Metric Tons	OTC	Exchange	
Edible Oil & its derivatives	652	36,216	Nil	Nil	Nil	Nil	Nil
Crude Based	448	52,164	Nil	Nil	Nil	Nil	Nil
Other Agricultural Items (Fruits, Sugar, Honey, Spices, Herbs, Guar & Psyllium)	1,051	1,45,016	Nil	Nil	Nil	Nil	Nil
Gold	78	65 Kg	Nil	Nil	Nil	Nil	Nil
Silver	4	216 kg	Nil	Nil	Nil	Nil	Nil

- c) Commodity risks faced by the Company during the year and how they have been managed**

Dabur typically manages two main types of commodity risks it faces—availability risk and price volatility risk. To address these challenges, Dabur has established robust sourcing and risk management protocols that help navigate the complexities of the commodities market.

For commodities like Gold, Dabur benefits from the ability to transfer price volatility directly to end consumers through price adjustments, a common practice among gold retailers in India. This means Dabur avoids taking on unnecessary commodity price risk exposure in the gold market.

However, when it comes to other agro-commodities where availability and price risks can be more unpredictable, Dabur takes a more nuanced approach. The Company combines weather forecasting, technical analysis, and fundamental analysis—such as conducting field surveys—to make informed decisions. Based on these insights, Dabur secures forward positions with reputable suppliers, ensuring both quality and reliability.

For certain products like jaggery, Dabur even goes a step further by purchasing and storing the commodity in cold storage. This proactive

- a) Total exposure of the Company to commodities is Rs. 2,234 Crores.**

measure ensures that high-quality products are secured during the season, guaranteeing availability and effectively mitigating price fluctuations.

Overall, Dabur's strategic approach allows it to maintain a steady supply of quality commodities while minimizing risk and ensuring stability for both the company and its customers.

(ii) Foreign Exchange Risk and hedging activities

As regards foreign exchange risks, keeping in view the position of rupee in the market vis-a-vis foreign currency, the Company has been taking forward cover for foreign currency exports and imports from time to time and in case of any foreign currency borrowings, the loans are fully hedged at the time of inception itself as per the Forex policy framework of the company.

Code for Prevention of Insider Trading Practices

In accordance with SEBI (Prohibition of Insider Trading) Regulations, 2015, the Company has in place the following policies/codes which are revised from time to time according to applicable laws or as per need:

- Code of Conduct for Prevention of Insider Trading;

- Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information (UPSI). Policy for determination of “legitimate purposes” forms part of this Code; and
- Policy and procedures for inquiry in case of leak of UPSI/ suspected leak of UPSI.

All compliances relating to the Code of Conduct for Prevention of Insider Trading are being managed through a web-based portal. This code lays down guidelines advising the management, staff and other connected persons, on procedures to be followed and disclosures to be made by them while dealing with the shares of Dabur, and while handling any UPSI, cautioning them of the consequences of violations. The Executive Vice President (Finance) and Group Company Secretary has been appointed as the Chief Compliance Officer.

WHISTLE BLOWER POLICY / VIGIL MECHANISM

Dabur promotes ethical behaviour in all its businesses in line with the best international governance practices, Dabur has established a system through which directors, employees and business associates may report unethical behavior, malpractices, wrongful conduct, fraud, violation of Company's code of conduct without fear of reprisal. Reporting of instances of leak/ suspected leak of any UPSI is allowed through this vigil mechanism and the Company has made its employees aware of the same. The Company has set up a Direct Touch initiative, under which all directors, employees / business associates have direct access to the Chairman of the Audit Committee, and also to a three-member direct touch team established for this purpose. The direct touch team comprises of one senior woman member so that women employees of the Company feel free and secure while lodging their complaints under the policy. The Whistle-Blower Protection Policy aims to:

- Allow and encourage stakeholders to bring to the management notice concerns about unethical behavior, malpractice, wrongful conduct, actual or suspected fraud or violation of policies and leak or suspected leak of any UPSI.

- Ensure timely and consistent organizational response.
- Build and strengthen a culture of transparency and trust.
- Provide protection against victimization.

The above mechanism has been appropriately communicated within the Company across all levels and has been displayed on the Company's intranet as well as on the Company's website www.dabur.com. Web link for the same is https://www.dabur.com/Investors/Corporate%20Governance/Policies%20Related%20Documents/237.21-%20Direct%20Touch%20Policy_Amended.pdf

The Audit Committee periodically reviews the existence and functioning of the mechanism. It reviews the status of complaints received under this policy on a quarterly basis. The Committee has, in its report, affirmed that sixteen complaints have been received during the year which were under investigation and has also affirmed that no personnel have been denied access to the Audit Committee.

DISCLOSURES IN RELATION TO THE SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013

Kindly refer to relevant disclosures in the Directors' Report which form part of the Annual Report 2025-26.

DIVIDEND DISTRIBUTION POLICY

To bring transparency in the matter of declaration of dividend and to protect the interests of investors, Dabur has in place a Dividend Policy since long which is in line with Regulation 43A of the Listing Regulations and the Act. The Policy has been displayed on the Company's website www.dabur.com at weblink https://www.dabur.com/sites/default/files/2021-05/166-Dividend-Distribution-Policy_0.pdf and is also available in the Directors' Report which forms part of this Annual Report.

CEO/ CFO CERTIFICATION

In terms of Regulation 17(8) of the Listing Regulations, the CEO and CFO have certified to the Board of Directors of the Company at their meeting held on May 07, 2026, with regard to the financial statements and other matters specified in the said regulation, for FY 2025-26.

LEGAL COMPLIANCE REPORTING

The Board of Directors reviews in detail, on a quarterly basis, the report of compliance with respect to all laws and regulations applicable to the Company. The Company has developed a very comprehensive Legal Compliance System, which drills down from the CEO to the executive-level person (who is primarily responsible for compliance) within the Company. The process of compliance reporting is fully automated, using the "e-nforce" compliance tool. System-based alerts are generated until the user submits the monthly compliance report, with provision for escalation to the higher-ups in the hierarchy. Any non-compliance is seriously taken up by the Board, with fixation of accountability and reporting of steps taken for rectification of non-compliance.

Utilization of funds raised through preferential allotment or qualified institutions placement

During the year, the Company has not raised any funds through preferential allotment or qualified

institutions placement and also there are no unutilized funds, therefore, disclosure under Regulation 32(7A) of the Listing Regulations is not applicable.

Certificate from Company Secretary in Practice regarding disqualification of Directors

The Secretarial Auditors of the Company, M/s Chandrasekaran Associates have issued a certificate that none of the directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as directors by the Securities and Exchange Board of India/ Ministry of Corporate Affairs or any such statutory authority. The same is annexed as Annexure 3 at the end of this report.

Recommendations of Committee(s) of the Board of Directors

During the year, all recommendations of the Committee(s) of Board of Directors, were accepted by the Board.

Total fees paid/ payable to statutory auditors and all entities in the network

Details of total fees for all services paid by the Company and its subsidiaries (on a consolidated basis) during FY 2025-26, to the Statutory Auditors and all entities in the network firm/network entity of which the statutory auditor is a part, are as under:

Sl. No.	Company Name	Fee paid/payable (Rs. In crores)		
		Statutory Audit and limited review	Certification and other services	Reimbursement of expenses
1	Dabur India Ltd.	0.80	0.10	0.40
2	H&B Stores Limited, wholly owned subsidiary	0.0175	0	0
3	Badshah Masala Private Limited, subsidiary	0.03	0	0.0181

Credit Ratings

For all credit ratings obtained by the Company along with any revisions thereto during FY 2025-26, kindly refer to relevant disclosures in the Directors' Report which forms part of this Annual Report.

Disclosure of certain types of agreements binding listed entities under Clause 5A to

Para A of Part A of Schedule III of the Listing Regulations

The Company ensures timely disclosure of all information required to be disclosed as per the provisions of the Listing Regulations.

Disclosure regarding the agreement entered into between certain Promoter entities of the company on October 26, 2005 (as amended from time to

time), was filed with Stock Exchanges during FY 2023-24.

The details of the said subsisting agreement under Clause 5A to Para A of Part A of Schedule III of the Listing Regulations have, accordingly, been made available on the website of the Company at weblink <https://www.dabur.com/sites/default/files/2023-08/Shareholders%20Agreement%20-%2011.08.2023.pdf>.

SHAREHOLDERS

Changes and appointment/ re-appointment of Directors

For information in this regard, kindly refer to the section 'Directors' contained in Directors'

Report which forms part of the Annual Report 2025-26.

MEANS OF COMMUNICATION WITH SHAREHOLDERS

Dabur recognizes communication as a key element of the overall Corporate Governance framework, and therefore, emphasizes on prompt, continuous, efficient and relevant communication to all external constituencies.

Financial Results: The quarterly/annual financial results are normally published in newspapers as per the requirements of applicable laws. Details of publication of financial results for the year under review are given below:

Description	Date	Newspaper publication
Unaudited Financial Results for the quarter ended June 30, 2025	August 01, 2025	All editions of Mint (English newspaper) and Deshbandhu (Hindi newspaper)
Unaudited Financial Results for the quarter/ half year ended September 30, 2025	October 31, 2025	All editions of Mint (English newspaper) and Deshbandhu (Hindi newspaper)
Unaudited Financial Results for the quarter/ nine months ended December 31, 2025	January 30, 2026	All editions Mint (English newspaper), all editions of The Aaj (Hindi newspaper) and Shah Times (Hindi newspaper)
Audited Financial Results for the quarter/ financial year ended March 31, 2026	May 08, 2026 (tentative)	All editions of Mint (English newspaper) and all editions of Deshbandhu (Hindi newspaper)

The consolidated financial results are also sent electronically to all the shareholders possessing email ids. Shareholders who had not yet provided their email address to the Company / its Registrar, are requested to provide the same at the earliest in order to receive regular updated from the Company.

Annual Report: Annual Report for FY 2024-25 containing inter-alia, audited Financial Statements, Directors' Report (including Integrated Reporting and Management Discussion & Analysis, Corporate Governance Report) was sent via email to all shareholders who had provided their email ids and is also available at the Company's website at www.dabur.com. Physical copies of the Annual Report was sent to such shareholders who had requested for the same.

In compliance with Regulation 36(1)(b) of the Listing Regulations, a letter providing the web-link, including the exact path, where complete details of

the aforesaid documents are available, is being sent to those shareholders who have not so registered their email IDs.

News Releases/ Presentations: Official press releases, presentations made to the media, analysts, institutional investors, etc. are displayed on the Company's website www.dabur.com

Website: The Company's website www.dabur.com contains a separate section 'Investors' for dissemination of information for use of investors. The quarterly, half yearly and annual financial results, official news releases and presentations made to institutional investors and to analysts are promptly and prominently displayed on the website. Annual Reports, Quarterly Corporate Governance Report, Shareholding Pattern and other Corporate Communications made to the Stock Exchanges are also available on the website. Financial Statements of subsidiary companies are also posted on the website.

The 'Investors' section also provides information on various topics related to Shareholder Services viz. registration of PAN, KYC details or changes/ updation thereof, transfer/transmission of shares, dematerialization, nomination, loss of share certificates, dividend, etc. The details of unclaimed dividends for dividends declared up to the financial year ended March 31, 2026 [up to FY 2025-26 (Interim)] are also available in this section, to help shareholders to claim the same. In addition, various downloadable forms required to be executed by the shareholders have also been provided on the website.

On-line Annual Reports and Share price tools are also provided in 'Investors' section. Share price tools includes, inter alia, share graphs, historical share price data, share series and investment calculator.

Communication to shareholders on email:

Documents like Notices, Annual Reports, various KYC advice for dividends, etc. are sent to the shareholders at their email address, as registered with their Depository Participants/ Company/ Registrars to an Issue and Share Transfer Agents (RTA). This helps in prompt delivery of document, reduce paper consumption, save trees and avoid loss of documents in transit.

The Company shall send documents like shareholders' meeting notice/ other notices, audited financial statements, Directors' report, Auditor's report or any other document, to its members in electronic form at the email addresses provided by them and/or made available to the company by their depositories. Members who have not yet registered their email id (including those who wish to change their already registered email id) may get the same registered/ updated either with their depositories or by writing to the Company. Format of request letter (Form ISR-1) is available in the 'Investors' Section under 'Shareholder Services' of the Company's website www.dabur.com

Reminders to shareholders: Reminders for claiming unclaimed shares and unclaimed dividends lying with the Company which are liable to be transferred to the Investor Education and Protection Fund Authority are sent to the shareholders.

NEAPS (NSE Electronic Application Processing System) and BSE Listing centre: NSE and BSE have developed web-based applications for

corporates. All compliances like Financial Results, Shareholding Pattern and Corporate Governance Report, etc. are filed electronically on NEAPS/ BSE Listing Centre.

SCORES (SEBI complaints redressal system):

SEBI processes investor complaints in a centralized web-based complaints redressal system i.e. SCORES. Through this system a shareholder can lodge complaint against a company for his grievance. The company uploads the action taken on the complaint which can be viewed by the shareholder. The company and shareholder can seek and provide clarifications online through SEBI.

Exclusive email ID for investors: The Company has designated the email id investors@dabur.com exclusively for investor servicing, and the same is prominently displayed on the Company's website www.dabur.com.

Dedicated email ID for communication with Investor Education and Protection Fund (IEPF)

Authority: The Company has a dedicated email id of Nodal Officer – saket.gupta@dabur.com and Deputy Nodal Officer - kumud.pahuja@dabur.com for communication with the IEPF Authorities.

Arbitration Mechanism (ODR Mechanism)

SEBI has vide circular no. SEBI/HO/OIAE/OIAE_IAD-3/P/CIR/2023/195 dated July 31, 2023 (updated as on December 20, 2023), established a common Online Dispute Resolution Portal ("ODR Portal") which harnesses online conciliation and online arbitration for resolution of disputes arising in the Indian Securities Market. This information along with SEBI circular is uploaded on the website of the Company at www.dabur.com for the shareholders' information and reference.

INVESTOR RELATIONS

Investor Relations at Dabur is focused on fostering transparent, consistent, and two-way engagement with the global investment community. The function serves as a critical interface between the Company and its stakeholders, ensuring the timely and accurate disclosure of business performance, strategic priorities, and key developments in line with all applicable regulatory requirements.

The team actively engages with a broad spectrum of investors across geographies and investment styles, with the objective of maintaining a well-diversified and high-quality shareholder base. Investor feedback is systematically captured and shared with the leadership team, where it informs ongoing strategic discussions and long-term decision-making. The IR team interacts with all classes of investors to ensure a diversified shareholder base in terms of geographical location, investment strategy, and investment horizon.

IR calendar for the year includes:

- Quarterly updates about the performance of the Company immediately after the release of quarterly results on the stock exchanges
- Investor Conference call is held post quarterly results, where all members of the investor community are invited to participate in the Q&A session with the Company's management. The key highlights are discussed, and investor/

analyst queries are addressed in this forum. A webcast, recording and transcript of the same are provided on the Company's website for the benefit of those who could not attend the call.

- Meetings are held from time to time with investors to brief them about the Company's ongoing performance / initiatives and respond to their queries and concerns.
- The Company participates in investor conferences in India and abroad, organized by leading institutional brokerage houses. During FY 2025-26, the Company attended investor conferences hosted by leading institutions such as Jefferies, JP Morgan, Bank of America, Axis, Nuvama Institutional Equities etc.

All historical and latest information updates are promptly available on the 'Investors' section of the Company's website for reference. The website also provides real-time updates on the stock price, comparative performance, and shareholder returns.

GENERAL BODY MEETINGS

Details of the last three general body meetings held are given below:

Financial Year	Category	Location of the meeting	Date	Time
2022-23	AGM	Held through video conferencing (Deemed venue of the meeting: Registered Office)	August 10, 2023	03:00 PM
2023-24	AGM	Held through video conferencing (Deemed venue of the meeting: Registered Office)	August 08, 2024	03:00 PM
2024-25	AGM	Held through video conferencing (Deemed venue of the meeting: Registered Office)	August 07, 2025	03:00 PM

Special resolutions taken up in the last three AGMs and passed with requisite majority are mentioned hereunder:

Date of AGM	Special Resolutions passed
August 10, 2023	1. Appointment of Mrs. Satyavati Berera (DIN: 05002709), as a Non-Executive Independent Director of the Company for a term of five consecutive years w.e.f. June 01, 2023 to May 31, 2028. 2. Re-appointment of Mr. Ajit Mohan Sharan (DIN: 02458844), as a Non-Executive Independent Director of the Company for a second term of five consecutive years w.e.f. January 31, 2024 to January 30, 2029. 3. Re-appointment of Mr. Mohit Malhotra (DIN: 08346826) as the Whole time Director and Chief Executive Officer of the Company, for a period of five years w.e.f. January 31, 2024 to January 30, 2029, including remuneration. 4. Approval and adoption of restated Articles of Association in place of existing Articles of Association of the Company.

Date of AGM	Special Resolutions passed
August 08, 2024	1. Appointment of Mr. Ravi Kapoor (DIN: 00185981), as a Non-Executive Independent Director of the Company for a term of five consecutive years w.e.f. June 25, 2024 to June 24, 2029.
August 07, 2025	1. Re-appointment of Mr. Mukesh Hari Butani (DIN: 01452839) as a Non-Executive Independent Director of the Company for a term of five consecutive years w.e.f. January 01, 2026 to December 31, 2030.

Postal Ballot

During the financial year under review, no resolution was passed through postal ballot.

Further, no resolution is proposed to be passed through postal ballot. However, if required, the same shall be passed in compliance of provisions of the Act, the Listing Regulations and any other applicable laws.

COMPLIANCE WITH MANDATORY REQUIREMENTS

The Company has complied with all applicable mandatory requirements of the Listing Regulations during FY 2025-26. The quarterly compliance report on corporate governance, in the prescribed format duly signed by the compliance officer, is submitted regularly with the Stock Exchanges where the shares of the Company are listed.

ADOPTION OF DISCRETIONARY REQUIREMENTS

1) Maintenance of the Chairman's Office

The Company maintains the office of non-executive Chairman and provides for reimbursement of expenses incurred in performance of his duties.

2) Shareholders Rights

Quarterly Consolidated Financial Results are sent electronically to all shareholders possessing email ids. The same is also uploaded on the Company's website www.dabur.com

3) Modified opinion(s) in Audit Report

The auditors have expressed an unmodified opinion on the financial statements of the

Company.

4) Separate posts of Chairman and the Managing Director or the CEO

The Chairman of the Company is a Non-Executive Director and not related to the Managing Director or the CEO as per the definition of the term "relative" as defined under the Act.

5) Reporting of Internal Auditors

The Internal Auditors of the Company report directly to the Audit Committee.

ADDITIONAL SHAREHOLDERS INFORMATION

1) Company Registration Details

The Company is registered in New Delhi, India. The Corporate Identity Number (CIN) allotted by the Ministry of Corporate Affairs (MCA) is L24230DL1975PLC007908.

2) Annual General Meeting

Date: August 06, 2026; Time: 3:00 PM; Venue: through video conferencing/ other audio-visual means (Deemed venue of the meeting: Registered Office).

3) Financial Calendar

Financial year: April 1 to March 31

For FY 2025-26, results were announced on:

- First Quarter – July 31, 2025
- Second Quarter & Half Year – October 30, 2025
- Third Quarter & Nine months – January 29, 2026; and

- Fourth Quarter and Annual – May 07, 2026

For FY 2026-27, results will be announced tentatively (subject to change) by:

- First Quarter – July 29, 2026
- Second Quarter & Half Year – November 04, 2026
- Third Quarter & Nine months – January 29, 2027
- Fourth Quarter and Annual – May 06, 2027

Book Closure

The dates of Book Closure are from Monday, July 20, 2026, to Friday, July 24, 2026 (both days inclusive) and record date for dividend is Friday, July 17, 2026.

Dividend Payment

During FY 2025-26, an interim dividend of Rs. 2.75 per equity share fully paid up was paid on November 21, 2025. Further, a final dividend of Rs.5.5 per equity share fully paid up for FY 2025-26, has been recommended by the Board of Directors to shareholders for their approval. If approved the dividend shall be paid on or before September 04, 2026.

Dates for Transfer of Unclaimed Dividend to Investors Education and Protection Fund (IEPF)

Pursuant to Section 124 of Act, final dividend for the financial year 2017-18 and interim dividend for the financial year 2018-19 which remained unpaid /unclaimed for a period of seven years from the date it was lying in the unpaid dividend account, has been transferred by the Company to the Investors Education and Protection Fund (IEPF) of the Central Government.

The dividend for following years (see table below), which remains unclaimed for seven years from the date it is lying in the unpaid dividend account, will be transferred to the IEPF in accordance with the schedule given below. Shareholders who have

not encashed their dividend warrants relating to the dividends specified below are requested to immediately send their request for issue of duplicate warrants. The details of dividends specified below are available on the website of the Company www.dabur.com. Once unclaimed dividend is transferred to IEPF, no claim shall lie in respect thereof with the Company. However, shareholders may claim their unclaimed amount as per the procedures/guidelines issued by the Ministry of Corporate Affairs (MCA). For details, investors can visit the website of IEPF Authority viz. www.iepf.gov.in.

Dividends declared in the past

Financial year	Type of dividend	Dividend rate %	Date of declaration	Due date for transfer to IEPF
2018-19	Final	150	30/08/2019	04/10/2026
2019-20	Interim	140	05/11/2019	10/12/2026
2019-20	Final	160	03/09/2020	08/10/2027
2020-21	Interim	175	03/11/2020	09/12/2027
2020-21	Final	300	19/08/2021	20/09/2028
2021-22	Interim	250	02/11/2021	08/12/2028
2021-22	Final	270	12/08/2022	17/09/2029
2022-23	Interim	250	26/10/2022	01/12/2029
2022-23	Final	270	10/08/2023	15/09/2030
2023-24	Interim	275	02/11/2023	08/12/2030
2023-24	Final	275	08/08/2024	13/09/2031
2024-25	Interim	275	30/10/2024	30/11/2031
2024-25	Final	525	07/08/2025	08/09/2032
2025-26	Interim	275	30/10/2025	05/12/2032

Mandatory Transfer of Shares to Demat Account of Investors Education and Protection Fund Authority (IEPFA) in case of unpaid/ unclaimed dividend on shares for a consecutive period of seven years

In terms of Section 124(6) of the Act read with Rule 6 of the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, (as amended from time to time) shares on which dividend has not been paid or claimed by a shareholder for a period of seven consecutive years or more shall be credited to the Demat Account of Investor Education and Protection Fund Authority (IEPFA) within a period of thirty days of such shares becoming due to be so transferred.

Upon transfer of such shares, all benefits (like bonus, etc.), if any, accruing on such shares shall also be credited to such Demat Account and the voting rights on such shares shall remain frozen till the rightful owner claims the shares. Shares which are transferred to the Demat Account of IEPFA can be claimed back by the shareholder from IEPFA by following the procedure prescribed under the aforesaid rules. Therefore, it is in the interest of shareholders to regularly claim the dividends declared by the Company.

Consequent to the above, during the financial year 2025-26, 2,12,964 equity shares of the Company were transferred to the IEPFA. Relevant details of such shares is available on the website of the Company www.dabur.com.

Equity Shares lying with the Company in Suspense Account

As per the provisions of Regulation 39(4) read with Schedule VI of the Listing Regulations, the unclaimed shares lying in the possession of the company are required to be dematerialized and transferred into a special demat account held by

the Company. Accordingly, unclaimed shares lying with the Company have been transferred and dematerialized in 'Unclaimed Suspense Account' of the Company. This account is being held by the Company purely on behalf of the shareholders entitled for these shares. All corporate benefits accruing on these shares like bonus, split etc., if any, are also credited to the said 'Unclaimed Suspense Account' and the voting rights on these shares remain frozen until the rightful owner has claimed the shares.

Shareholders who have not yet claimed their shares are requested to immediately approach the Registrar to an Issue & Share Transfer Agents (RTA) of the Company by forwarding a request letter duly signed by all the joint holders furnishing their complete postal address along with PIN code, self-attested copies of PAN card & proof of address, and for delivery of shares in demat form - a copy of Demat Account - Client Master Report duly certified by the Depository Participant (DP) and a recent Demat Account Statement, to enable the Company to release the said shares to the rightful owner.

The status of equity shares lying in the unclaimed suspense account is given below:

Sl. No.	Particulars	No. of shareholders	No. of equity shares held
1	Aggregate number of shareholders and the outstanding shares in the suspense account lying at the beginning of the year	485	7,40,998
2	Number of shareholders along with shares held who approached the Company for transfer of shares from suspense account during the year	30	62,500
3	Number of shareholders along with shares held to whom shares were transferred from suspense account during the year	30	62,500
4	Number of shareholders along with shares held which were transferred from suspense account to Investor Education and Protection Fund Authority (IEPFA) during the year	34	77,170
5	Aggregate number of shareholders and the outstanding shares in the suspense account lying at the end of the year	421	6,01,328

Listing

At present, the equity shares of the Company are listed at:

- BSE Ltd. (BSE)**

Address: Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001.

- National Stock Exchange of India Ltd. (NSE)**

Address: Exchange Plaza, 5th Floor, Plot No. C/1, G Block, Bandra – Kurla Complex, Bandra (E), Mumbai – 400 051.

The annual listing fees for FY 2026-27 to BSE and NSE has been paid.

Dabur's Stock Exchange codes:

ISIN	INE016A01026
BSE Code	500096
NSE Code	DABUR
Bloomberg Code	
– NSE	DABUR IN
– BSE	DABUR IB
Reuters Code	
– NSE	DABU.NS
– BSE	DABU.BO

At present, the Non-Convertible Debentures (NCDs) of the Company are listed at NSE under ISIN INE016A08021 (issued and allotted on April 27, 2023).

Allotment of equity shares during the year

As at March 31, 2026, the paid-up equity share capital of the Company is Rs. 1,77,36,90,172/- divided into 1,77,36,90,172 equity shares of Re.1/-

each. During the financial year under review the Board allotted 13,71,920 equity shares of Re.1/- each on May 22, 2025 to those exercising shares under Company's ESOP scheme.

Market Capitalization

SEBI vide amendment in Listing Regulations mandated ascertainment of market capitalization basis of average market capitalization of the Company from 1st July to 31st December of that calendar year. Accordingly, the Market Capitalization of the Company as on December 31, 2025 at NSE is Rs. 90,96,651.59 lakhs, which is at 122nd position & at BSE it is Rs. 90,96,201 lakhs, which is at 121st position in the list.

Distribution of Shareholding

Details of distribution of shareholding of the equity shares of the Company by size and by ownership class on March 31, 2026 along with the top 10 shareholders of the Company is given below:

Shareholding pattern by size as at March 31, 2026

Number of equity shares held	Total number of share holders	% of shareholders	Total number of shares held	% of share holding
up to 5000	4,66,212	99.27	4,64,79,101	2.62
5001 – 10000	2,253	0.48	1,43,27,109	0.81
10001 and above	1,159	0.25	1,71,28,83,962	96.57
Total	4,69,624	100.00	1,77,36,90,172	100.00

Shareholding pattern by ownership as at March 31, 2026

Particulars	As on March 31, 2026				As on March 31, 2025			
	No. of share holders	% of share holders	No. of shares held	% of share holding	No. of share holders	% of share holders	No. of shares held	% of share holding
Promotor & Promotor Group	26	0.006	1,17,50,04,985	66.25	26	0.005	1,17,45,43,985	66.27
Foreign Portfolio Investors	655	0.139	17,69,38,775	9.98	673	0.133	22,46,57,624	12.68
Mutual Funds	35	0.007	12,59,09,430	7.10	31	0.006	11,04,97,018	6.23
Financial institutions/Banks	4	0.001	9,80,315	0.06	6	0.001	15,66,404	0.09
Insurance companies	28	0.006	17,77,20,958	10.02	24	0.005	12,82,12,562	7.23
NRI's/OCB/Foreign Nationals	10,087	2.148	49,16,851	0.27	9,961	1.970	52,71,196	0.30
Individuals (including Trusts & HUF)	4,57,840	97.491	8,01,63,422	4.52	4,93,687	97.652	8,20,61,268	4.63
Bodies Corporates (including Clearing members, QIB, Alternate Investment Funds, NBFC, IEPF)	949	0.202	3,20,55,436	1.80	1,149	0.227	4,55,08,195	2.57
Total	4,69,624	100	1,77,36,90,172	100	5,05,557	100	1,77,23,18,252	100

Top ten shareholders other than promoters as on March 31, 2026

Name of the Shareholder	No. of Shares held	% of Shareholding
Life Insurance Corporation of India	15,19,81,918	8.57
HDFC Mutual Fund	4,59,04,492	2.59
SBI Arbitrage Opportunities Fund	3,07,84,597	1.74
NPS Trust Funds	2,24,62,399	1.27
ICICI Prudential Nifty FMCG ETF	1,07,86,455	0.61
Kotak Mahindra Trustee Co Ltd	90,20,645	0.51
Vanguard Total International Stock Index Fund	87,45,315	0.49
Vanguard Emerging Markets Stock Index Fund	82,43,593	0.46
MFS International New Discovery Fund	77,08,309	0.43
MFS Emerging Markets Equity Fund	75,26,926	0.42

Dematerialization of Shares and Liquidity

Trading in equity shares of the Company in dematerialized form became mandatory from May 31, 1999. To facilitate trading in demat form in India, there are two depositories i.e. National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL). Dabur has entered into agreement with both these depositories. Shareholders can open their accounts with any of the Depository Participant registered with these depositories.

- As on March 31, 2026, 99.92% shares of the Company were held in dematerialized form.
- The equity shares of the Company are traded at BSE Ltd. and National Stock Exchange of India Ltd.

Dematerialization of Shares - Process

Shareholders who continue to hold shares in physical form are requested to dematerialize their shares at the earliest and avail the benefits of dealing in shares in demat form. For convenience of shareholders, the process of getting the shares dematerialized is given hereunder:

- Demat account should be opened with a Depository Participant (DP).
- Shareholders should submit the Dematerialization Request Form (DRF) along with share certificates in original, to their DP.
- DP will process the DRF and will generate a Dematerialization Request Number (DRN).

- DP will submit the DRF and original share certificates to the Registrars to an Issue and Share Transfer Agents (RTA), which is KFin Technologies Ltd.
- RTA will process the DRF and confirm or reject the request to DP/ depositories.
- Upon confirmation of request, the shareholder will get credit of the equivalent number of shares in his demat account maintained with the DP.

Consolidation of folios and avoidance of multiple mailing

In order to enable the Company to reduce costs and duplicity of efforts for providing services to investors, members who have more than one folio in the same order of names are requested to consolidate their holdings under one folio. Members may write to the Registrars to an Issue & Share Transfer Agents indicating the folio numbers to be consolidated along with the original shares certificates to be consolidated. Upon confirmation of such request for consolidation, RTA will issue securities to the securities holder/claimant in dematerialised form, directly in the demat account of the securities holder/claimant, within 30 days of its receipt of such request after removing objections, if any.

Outstanding GDRs/ADRs/Warrants/Options

The Company has 32,88,835 outstanding Employee Stock Options as at March 31, 2026 with vesting

period from 1 to 3 years from the date of grant. Other than the above, the Company does not have any outstanding GDRs/ADRs/Warrants or any other convertible instruments as on date.

Details of Public Funding Obtained in the last three years

The Company has also issued and allotted 25,000 unsecured, rated, listed, redeemable Non-Convertible Debentures ("NCDs") in the denomination of Rs. 1,00,000/- each on April 27, 2023, which are listed on the National Stock Exchange of India Ltd.

The proceeds of aforesaid NCDs have been fully utilized for the purpose for which it was raised by the Company in accordance with the terms of the issue. Further, the latest credit rating of the NCDs, as obtained by the Company from ICRA Limited on March 11, 2026 is as below:

Facility	Rated Amount	Amount	Remarks
NCDs	Rs. 250 Crores	[ICRA]AAA(Stable)	Reaffirmed

The contact details of the debenture trustee for the above NCDs are as follows:

AXIS TRUSTEE SERVICES LIMITED

Axis House, P B Marg, Worli, Mumbai,
Maharashtra – 400025

Telephone: 02224255206, 02262300451

Fax No. 02243253000

Email: compliance@axistrustee.in

Registrars to an Issue and Share Transfer Agents (RTA)

SEBI vide Regulation 7 of the Listing Regulations has mandated that where the total number of security holders of the company exceeds one lakh, the company shall either register with SEBI as a Category II share transfer agent for all work related to share registry or appoint a registrar to an issue and share transfer agent registered with SEBI. Dabur had appointed MCS Limited as its RTA in 1994 for both segments, physical and electronic, much before this was mandated by SEBI. During FY 2007-08, the Company appointed

Karvy Computershare Private Limited (now KFin Technologies Limited) as its RTA.

Details of the RTA are given below-

KFin Technologies Limited

305, New Delhi House, Selenium Building,
27 Barakhamba Road, Tower – B, Plot No. 31
New Delhi- 110001 & 32, Financial District,
Phone No. – Nanakramguda,
011 – 43681700, Hyderabad – 500 032,
Fax No. 011- 43681710 Telangana, India
Website - www.kfintech.com Fax No. – 040-23001153,
Phone No. +91- 40 –
67162222, Toll Free no.:
1800-3094-001, email:
einward.ris@kfintech.com;
Website - www.kfintech.com

Share Transfer System

All share transfer and other communications regarding share certificates, change of address, dividends, etc. should be addressed to the RTA.

Pursuant to SEBI Regulations, transfer of securities shall not be processed unless the securities are held in dematerialised form with a depository. Further, transmission or transposition of securities held in physical or dematerialized form shall be affected only in dematerialized form. The Stakeholders Relationship Committee has delegated authority to approve transmission of shares and other related matters to the officers of the Company. A summary of all the transmissions, consolidation, name deletion, etc. so approved by officers of the Company is placed at every Committee meeting. All such requests are completed within a statutory time limit from the date of receipt, provided the documents meet the stipulated requirement of statutory provisions in all respects.

Reconciliation of Share Capital Audit

Qualified Chartered Accountant or a Practicing Company Secretary or a Practicing Cost Accountant carries out the Reconciliation of Share Capital Audit as mandated by SEBI, and reports on the reconciliation of total issued and listed Capital with that of total share capital admitted / held in dematerialized form with NSDL and CDSL and those held in physical form. This audit is carried out on a

quarterly basis and the report thereof is submitted to the Stock Exchanges, where the Company's shares are listed and is also placed before the Stakeholders Relationship Committee of the Board.

Company's Registered Office Address:

8/3, Asaf Ali Road, New Delhi-110002; Ph: 011-23253488

PLANT LOCATIONS

Location	Address
Sahibabad	Unit I, Plot No. 22, Site IV, Sahibabad, Ghaziabad- 201 010 (Uttar Pradesh)
	Unit III Plot No. 5/1, Site IV, Sahibabad, Ghaziabad- 201 010 (Uttar Pradesh)
Baddi	Hajmola Unit Plot No.109, HPSIDC Industrial Area, Teh. Baddi, Distt Solan - 173 205 (Himachal Pradesh)
	Chyawanprash Unit Plot No. 220-221, HPSIDC Industrial Area, Teh. Baddi, Distt Solan - 173 205 (Himachal Pradesh)
	Amla/Honey Unit Village Billanwali Lavana, Teh. Baddi, Distt Solan - 173 205 (Himachal Pradesh)
	Shampoo Unit Village Billanwali Lavana, Teh. Baddi, Distt Solan - 173 205 (Himachal Pradesh)
	Toothpaste Unit Village Billanwali Lavana, Teh. Baddi, Distt Solan - 173 205 (Himachal Pradesh)
	Honitus/Nature Care Unit Plot No. 109, HPSIDC Industrial Area, Teh. Baddi, Distt Solan - 173 205 (Himachal Pradesh)
	Food Supplement Unit Plot No. 220-221, HPSIDC Industrial Area, Teh. Baddi, Distt Solan - 173 205 (Himachal Pradesh)

Location	Address
	Oral Care Unit Plot No. 601, Malkumajra, P.O. Bhud, Nalagarh Road, Teh. Baddi, Distt Solan (Himachal Pradesh)
	Green Field Unit Village Manakpur, PO Lodhimajra, Teh. Baddi, Distt Solan - 174 101 (Himachal Pradesh)
	Air Freshner Unit Village Billanwali Lavana, Teh. Baddi, Distt Solan - 173 205 (Himachal Pradesh)
	Tooth Powder Unit Village Billanwali Lavana, Teh. Baddi, Distt Solan - 173 205 (Himachal Pradesh)
	New Honey Unit Plot No. - 03, Survey No. 283- 285 & 287, Village Manakpur, Teh. Baddi, Distt Solan - 174 101 (Himachal Pradesh)
	Honey Unit Village Manakpur, Teh. Baddi, Distt Solan - 174 101 (Himachal Pradesh)
Pantnagar	Unit II Plot No.4, Sector-2, Integrated Industrial Estate, Pantnagar, Distt. Udham Singh Nagar - 263 146 (Uttarakhand)
	Unit III Plot No. 16, Sector-2, Integrated Industrial Estate, Pantnagar, Distt. Udham Singh Nagar - 263 146 (Uttarakhand)
Jammu	Unit I, II, III (Hajmola Unit), IV (Gulabari Unit) & V (Carbonated Juice) Lane No.3, Phase II, SIDCO Industrial Complex, Bari Brahmana, Dist. Samba, Jammu - 181 133 (J&K)
Katni	10.4 Mile Stone, NH -7, Village Padua, PO Piprondh, Distt. Katni- 483 442 (Madhya Pradesh)
Alwar	SP-C- 162, Matsya Industrial Area, Alwar - 301 030 (Rajasthan)

Location	Address
Pithampur	86-A, Kheda Industrial Area, Sector-3, Pithampur, Distt. - Dhar – 454 774 (Madhya Pradesh)
Narendrapur	9, Netaji Subhash Chandra Bose Road, P.O. – Narendrapur, Kolkata - 700103 (West Bengal)
Silvassa	Unit I & II Survey No. 225/4/1, Saily Village, Silvassa – 396230, Dadra & Nagar Haveli (Union Territory)

Location	Address
Newai	Plot No. G 50-59, IID Centre, NH-12, Road No.1, RIICO Industrial Area, Newai, Distt. Tonk – 304022 (Rajasthan)
Tezpur	Industrial Growth Centre (IGC) – Ballipara, Village Dhekidol, PO Ghoramari, PS Salonibari, Distt. Sonitpur – 784 105 (Assam)
Indore	Plot no - 44,45,46,47,97 Smart Industrial Park, Near Natrip, Pithampur District Dhar, Madhya Pradesh – 454774

ADDRESS FOR CORRESPONDENCE

For share transfer / dematerialisation of shares, payment of dividend and any other query relating to the shares	KFin Technologies Limited Selenium Building, Tower – B, Plot No. 31 & 32, Gachibowli, Financial District, Nanakramguda, Hyderabad – 500 032, Telangana, India Fax No. – 040-23001153, Phone No. +91- 040 – 67162222, Toll Free no.: 1800-3094-001, email: einward.ris@kfintech.com ; Website - www.kfintech.com
For queries of Analysts, FIIs, Institutions, Mutual Funds, Banks and others	Mr. Rahul Sarawagi AGM- Investor Relations and M&A Dabur Corporate Office, Kaushambi Sahibabad, Ghaziabad-201010 (U.P.), India Tel.: 0120-3962100
Chief Compliance Officer	Mr. Ashok Kumar Jain, EVP (Finance) & Group Company Secretary and Chief Compliance Officer Dabur India Limited, Ground Floor, Ashi Building, 19, Rouse Avenue, New Delhi – 110 002. Tel: 011 – 71206000
Company Secretary & Nodal Officer	Mr. Saket Gupta, Company Secretary Dabur India Limited, Ground Floor, Ashi Building, 19, Rouse Avenue, New Delhi – 110 002. Tel: 011 – 71206000

Annexure – 1

DETAILS OF OTHER DIRECTORSHIPS AND COMMITTEE MEMBERSHIPS/ CHAIRMANSIPS HELD

Name of the Director	Category*	Other Directorship	Category*	Other Committee Membership	Other Committee Chairmanship
Mr. Mohit Burman	Chairman/ PD / NED	Aviva Life Insurance Company India Limited (<i>Unlisted Co.</i>)	NED	-	-
		H&B Stores Limited (<i>Unlisted Co.</i>)	NED, Chairman	-	-
		Universal Sompo General Insurance Company Ltd. (<i>Unlisted Co.</i>)	NED	-	-
		Eveready Industries India Limited (<i>Listed Co.</i>)	NED	Audit Committee	-
Total		4	-	1	Nil
Mr. Saket Burman	Vice Chairman/ PD/NED	None	-	-	-
Total		Nil	-	Nil	Nil
Mr. Amit Burman	PD / NED	H&B Stores Limited (<i>Unlisted Co.</i>)	NED	-	-
Total		1	-	Nil	Nil
Mr. Aditya Burman	PD/ NED	Oncquest Laboratories Limited (<i>Unlisted Co.</i>)	NED	Audit Committee	-
		Eveready Industries India limited	NED	-	-
Total		2	-	1	Nil
Mr. P D Narang	ED (WTD)	H&B Stores Limited (<i>Unlisted Co.</i>)	NED	-	-
		Aviva Life Insurance Company India Limited (<i>Unlisted Co.</i>)	NED	Audit Committee [#]	-
Total		2	-	1	Nil
Mr. Mohit Malhotra	ED/ CEO (WTD)	H&B Stores Limited (<i>Unlisted Co.</i>)	NED	-	-
		Badshah Masala Private Limited (<i>Unlisted Deemed Public Co.</i>)	NED	Audit Committee	-
Total		2	-	1	Nil
Mr. Ajit Mohan Sharan	ID	Capri Global Capital Ltd. (<i>Listed Co.</i>)	ID	Audit Committee and Stakeholders' Relationship Committee	-
		OIT Infrastructure Management Limited (<i>Unlisted Co.</i>)	NED	-	-
Total		2	-	2	Nil

Name of the Director	Category*	Other Directorship	Category*	Other Committee Membership	Other Committee Chairmanship
Mr. Mukesh Hari Butani	ID	Hitachi Energy India Limited (<i>Listed Co.</i>)	ID	Stakeholders Relationship Committee & Audit Committee	Audit Committee
		Latent View Analytics Limited (<i>Listed Co.</i>)	ID	Audit Committee	Audit Committee
		United Spirits Limited (<i>Listed Co.</i>)	ID	Stakeholders Relationship Committee & Audit Committee	-
		Leela Palaces Hotels & Resorts Limited (formerly known as Schloss Bangalore Limited) (<i>Listed Co.</i>)	ID	Audit Committee	Audit Committee
		Bata India Limited (<i>Listed Co.</i>)	ID	Audit Committee	Audit Committee
Total	5		-	7	4
Mr. Rajiv Mehrishi	ID	Tata Power Company Limited (<i>Listed Co.</i>)	ID	Audit Committee	-
		Piramal Finance Limited (<i>Listed Co.</i>)	ID	Audit Committee and Stakeholders Relationship Committee	Audit Committee and Stakeholders Relationship Committee
		Reliance Retail Ventures Limited (<i>Unlisted Co.</i>)	ID	Audit Committee	-
		Infomerics Valuation and Rating Limited (<i>Unlisted Co.</i>)	ID	-	-
		Jio Financial Services Limited (<i>Listed Co.</i>)	ID	Audit Committee	Audit Committee
Total	5		-	5	3
Mrs. Satyavati Berera	ID	Birlasoft Limited (<i>Listed Co.</i>)	ID	Audit Committee	Audit Committee
		Castrol India Limited (<i>Listed Co.</i>)	ID	Audit Committee	Audit Committee
Total	2		-	2	2

Name of the Director	Category*	Other Directorship	Category*	Other Committee Membership	Other Committee Chairmanship
Mr. Romesh Sobti	ID	Kogta Financial (India) Limited (Unlisted Co.)	ID	Audit Committee	Audit Committee
		Adani Green Energy Limited (Listed Co.)	ID	Audit Committee	-
		Delhivery Limited (Listed Co.)	ID	Audit Committee & Stakeholders' Relationship Committee	Audit Committee
Total	3		-	4	2
Mr. Ravi Kapoor	ID	-	-	-	-
Total	-		-	Nil	Nil

#Ceased to be member w.e.f April 10, 2026

* PD – Promoter Director; NED – Non-Executive Director; ID – Non-Executive Independent Director; ED – Executive Director, CEO- Chief Executive Officer, WTD- Whole Time Director, MD- Managing Director.

Note:

- Details exclude private limited companies, foreign companies and companies registered as Not for Profit under Section 8 of Companies Act, 2013.
- Only two committees viz. Audit Committee and Stakeholders' Relationship Committee of public limited companies (listed and unlisted) have been considered, excluding Committees of Dabur India Limited.

Annexure – 2

DECLARATION BY CHIEF EXECUTIVE OFFICER OF THE COMPANY

I declare that all Board members and senior management personnel have affirmed compliance with the code of conduct for the financial year 2025-26.

Place: New Delhi
Date : May 07, 2026

Mohit Malhotra
Global-CEO, Dabur India Limited

Annexure – 3

CERTIFICATE FROM COMPANY SECRETARY IN PRACTICE REGARDING NON-DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the SEBI
(Listing Obligations and Disclosure Requirements) Regulations, 2015)

To
The Members
Dabur India Limited
8/3, Asaf Ali Road
New Delhi-110002

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Dabur India Limited and having CIN L24230DL1975PLC007908 and having registered office at 8/3 Asaf Ali Road, New Delhi 110002 (hereinafter referred to as 'the **Company**'), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications (including Directors Identification Number ("**DIN**") status at the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company & its officers and declarations received from respective Directors, we hereby certify that as on Financial Year ended March 31, 2026 none of the Directors on the Board of the Company as stated below have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs or any such other Statutory Authority:

Sl. No.	Name of director	DIN	Original Date of appointment in the Company
1.	Pritam Das Narang	00021581	01/04/1998
2.	Amit Burman	00042050	01/11/2001
3.	Mohit Burman	00021963	23/07/2007
4.	Saket Burman	05208674	31/01/2012
5.	Ajit Mohan Sharan	02458844	31/01/2019
6.	Mohit Malhotra	08346826	31/01/2019

Sl. No.	Name of director	DIN	Original Date of appointment in the Company
7.	Aditya Chand Burman	00042277	19/07/2019
8.	Mukesh Hari Butani	01452839	01/01/2021
9.	Rajiv Mehrishi	00208189	01/09/2021
10.	Satyavati Berera	05002709	01/06/2023
11.	Romesh Sobti	00031034	01/04/2024
12.	Ravi Kapoor	00185981	25/06/2024

Ensuring the eligibility of/ for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For **Chandrasekaran Associates**

Company Secretaries

FRN: P1988DE002500

Peer Review Certificate No.: 6689/2025

Rupesh Agarwal

Managing Partner

Membership No. A16302

Certificate of Practice No. 5673

UDIN: A016302H000300663

Place: Delhi

Date : May 07, 2026