



Ref: SEC/SE/2025-26
Date: January 29, 2026

To,
Corporate Relations Department
BSE Ltd.
Phiroze Jeejeebhoy Towers
Dalal Street,
Mumbai- 400001

BSE Scrip Code: 500096

Listing Department
National Stock Exchange of India Ltd.
Exchange Plaza, 5th Floor
Plot No. C/1, G Block, Bandra Kurla Complex
Bandra (E), Mumbai – 400051

NSE Scrip Symbol: DABUR

Sub: Unaudited Financial and Segment-wise Results for the quarter and nine months ended December 31, 2025

Dear Sir/Madam,

In compliance with Regulations 30, 33 and 52 of the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, ('Listing Regulations'), we would like to inform that the Board of Directors of the Company, in its meeting held on Thursday, January 29, 2026, had *inter-alia* considered and approved the Unaudited Financial and Segment wise results of the Company (Consolidated as well as Standalone), for the quarter and nine months ended on December 31, 2025. The said Financial Results along with Limited Review Report thereon (Consolidated as well as Standalone) issued by Statutory Auditors of the Company are enclosed herewith.

In terms of Regulation 47 of the Listing Regulations, the Quick Response Code and the details of the webpage where complete financial results of the Company for the quarter and nine months ended December 31, 2025 are accessible to the Investors, shall be published on January 30, 2026, in all editions of Mint (English newspaper), all editions of The Aaj (Hindi Newspaper) and Shah Times (Hindi newspaper).

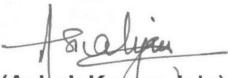
The full Consolidated and Standalone Financial Results for the quarter and nine months ended on December 31, 2025 shall be available on the websites of the Stock Exchanges where securities of the Company are listed i.e. www.nseindia.com and www.bseindia.com and on the Company's website at www.dabur.com.

The Board meeting commenced at 01:30 P.M. and concluded at 04:50 P.M.

This is for your information and records.

Thanking You,

Yours faithfully,
For Dabur India Limited


(Ashok Kumar Jain)

Ashok
Kumar Jain
Digitally signed by
Ashok Kumar Jain
Date: 2026.01.29
16:50:03 +05'30'
Group Company Secretary and Chief Compliance Officer

Encl: as above



Independent Auditor's Review Report on Unaudited Consolidated Financial Results for the Quarter and Nine Months ended on 31 December 2025

To the Board of Directors of Dabur India Limited

1. We have reviewed the accompanying statement of unaudited consolidated financial results ('the Statement') of Dabur India Limited ('the Holding Company') and its subsidiaries (the Holding Company and its subsidiaries together referred to as 'the Group') and its joint venture (refer Annexure 1 for the list of subsidiaries and joint venture included in the Statement) for the quarter ended 31 December 2025 and the consolidated year to date results for the period 01 April 2025 to 31 December 2025, being submitted by the Holding Company pursuant to the requirements of Regulation 33 and Regulation 52 read with Regulation 63 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended), including relevant circulars issued by the SEBI from time to time.
2. This Statement, which is the responsibility of the Holding Company's management and approved by the Holding Company's Board of Directors, has been prepared in accordance with the recognition and measurement principles laid down in Indian Accounting Standard 34, Interim Financial Reporting ('Ind AS 34'), prescribed under section 133 of the Companies Act, 2013 ('the Act'), and other accounting principles generally accepted in India and is in compliance with the presentation and disclosure requirements of Regulation 33 and Regulation 52 read with Regulation 63 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended), including relevant circulars issued by the SEBI from time to time. Our responsibility is to issue a report on the Statement based on our review.
3. We conducted our review of the Statement in accordance with the Standard on Review Engagements (SRE) 2410, Review of Interim Financial Information performed by the Independent Auditor of the Entity, issued by the Institute of Chartered Accountants of India. A review of interim financial information consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with the Standards on Auditing specified under section 143(10) of the Act, and consequently, does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

The performance of procedures in accordance with the SEBI Circular CIR/CFD/CMD1/44/2019 dated 29 March 2019 issued by the SEBI under Regulation 33 (8) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended), is not applicable herein considering all entities (except for the one referred to in para 5 below) under consolidation are audited by us.

4. Based on our review conducted and procedures performed as stated in paragraph 3 above, nothing has come to our attention that causes us to believe that the accompanying Statement, prepared in accordance with the recognition and measurement principles laid down in Ind AS 34, prescribed under section 133 of the Act, and other accounting principles generally accepted in India, has not disclosed the information required to be disclosed in accordance with the requirements of Regulation 33 and Regulation 52 read with Regulation 63 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended), including the manner in which it is to be disclosed, or that it contains any material misstatement.

TELEPHONE : 2212-6253, 2212-8016
FAX : 00-91-33-2212 7476
WEBSITE : www.gbasuandcompany.org
E-MAIL : s.lahiri@gbasu.in

G. BASU & CO.
CHARTERED ACCOUNTANTS

BASU HOUSE
1ST FLOOR
3, CHOWRINGHEE APPROACH
KOLKATA - 700 072

5. The Statement also includes the Group's share of net loss after tax of ₹ 0.30 crores and ₹0.80 crores, and total comprehensive loss of ₹ 0.30 crores and ₹0.80 crores for the quarter and nine months ended on 31 December 2025, in respect of a joint venture, based on their interim financial information, which have not been reviewed by their auditor, and have been furnished to us by the Holding Company's management. Our conclusion on the Statement, in so far as it relates to the amounts and disclosures included in respect of this joint venture, are based solely on such unreviewed interim financial information. According to the information and explanations given to us by the management, this interim financial information is not material to the Group. Our conclusion is not modified in respect of this matter with respect to our reliance on the financial information certified by the Board of Directors.

For G Basu & Co
Chartered Accountants
Firm Registration No: 301174E



Subroto Lahiri
Partner
Membership No. 051717

UDIN: 26051717RHGBFJ9246

Place: New Delhi
Date : 29 January 2026

TELEPHONE : 2212-6253, 2212-8016
FAX : 00-91-33-2212 7476
WEBSITE : www.gbasuandcompany.org
E-MAIL : s.lahiri@gbasu.in

G. BASU & CO.
CHARTERED ACCOUNTANTS

BASU HOUSE
1ST FLOOR
3, CHOWRINGHEE APPROACH
KOLKATA - 700 072

Annexure 1

List of entities included in the Statement

Subsidiaries:

H & B Stores Limited, Badshah Masala Private Limited, Dermoviva Skin Essentials INC, Dabur International Limited, Dabur International FZE, Naturelle LLC, Dabur Egypt Limited, African Consumer Care Limited, Dabur Nepal Private Limited, Asian Consumer Care Pakistan Private Limited, Dabur Bangladesh Private Limited, Hobi Kozmetik, RA Pazarlama, Dabur Lanka Private Limited, Namaste Laboratories LLC, Urban Laboratories International LLC, Hair Rejuvenation & Revitalization Nigeria Limited, Healing Hair Laboratories International LLC, Dabur (UK) Limited, Dabur Consumer Care Private Limited, Dabur Tunisie, Dabur Pakistan Private Limited, Dabur Pars, Dabur South Africa (PTY) Limited, D and A Cosmetics Proprietary Limited, Atlanta Body and Health Products Proprietary Limited, Excel Investments FZE and Dabur UK Trading Ltd.

Joint venture:

Forum I Aviation Private Limited.

Sl.No	Particulars	Quarter ended (31/12/2025)	Preceding quarter ended (30/09/2025)	Corresponding quarter ended (31/12/2024)	Nine months ended (31/12/2025)	Corresponding nine months ended (31/12/2024)	Previous year ended (31/03/2025)
		(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Audited)
1	Income						
	Revenue from operations	3,558.65	3,191.32	3,355.25	10,154.55	9,732.95	12,563.09
	Other income	140.64	140.13	128.03	424.74	408.95	550.10
	Total income	3,699.29	3,331.45	3,483.28	10,579.29	10,141.90	13,113.19
2	Expenses						
	Cost of materials consumed (including excise duty)	1,417.67	1,389.58	1,220.17	4,231.06	3,922.36	5,263.68
	Purchases of stock in trade	349.10	338.30	404.46	1,030.87	1,068.02	1,328.28
	Changes in inventories of finished goods, stock-in-trade and work-in-progress	70.13	(114.36)	118.21	(8.25)	35.42	(57.10)
	Employee benefits expense	351.81	347.87	335.16	1,037.45	996.87	1,291.23
	Finance costs	31.12	39.68	44.20	105.43	124.25	163.50
	Depreciation and amortisation expense	117.19	115.40	108.64	346.73	328.73	445.60
	Other expenses						
	Advertisement and publicity	238.02	233.57	226.72	673.55	688.24	864.64
	Others	397.79	408.29	368.64	1,199.85	1,132.57	1,556.02
	Total expenses	2,972.83	2,758.33	2,826.20	8,616.69	8,296.46	10,855.85
3	Profit before share of profit/(loss) from joint venture, exceptional items	726.46	573.12	657.08	1,962.60	1,845.44	2,257.34
	Share of profit / (loss) of joint venture	(0.30)	(0.10)	0.50	(0.80)	0.54	0.55
4	Profit before exceptional items and tax	726.16	573.02	657.58	1,961.80	1,845.98	2,257.89
5	Exceptional items (refer note 3)	15.05	-	-	15.05	-	-
6	Profit before tax	711.11	573.02	657.58	1,946.75	1,845.98	2,257.89
7	Tax expense						
	Current tax	154.40	125.01	138.81	430.87	409.27	499.06
	Deferred tax	3.10	3.22	2.95	9.19	9.02	18.41
8	Net profit for the period/year (A)	553.61	444.79	515.82	1,506.69	1,427.69	1,740.42
9	Other comprehensive income						
a)	Items that will not be reclassified to profit or loss	1.43	(3.17)	(1.14)	(0.56)	(3.42)	4.75
	Income tax relating to items that will not be reclassified to profit or loss	(0.50)	1.11	0.40	0.20	1.20	(1.65)
b)	Items that will be reclassified to profit or loss	(16.97)	72.83	14.96	109.72	66.65	105.09
	Income tax relating to items that will be reclassified to profit or loss	3.36	1.81	0.33	(7.10)	(12.79)	(19.10)
10	Total other comprehensive income/(loss) for the period/year (B)	(12.68)	72.58	14.55	102.26	51.64	89.09
11	Total comprehensive income for the period/year (A+B)	540.93	517.37	530.37	1,608.95	1,479.33	1,829.51
	Net profit attributable to:						
	Owners of the holding company	559.97	452.55	522.38	1,526.43	1,447.50	1,767.63
	Non-controlling interest	(6.36)	(7.76)	(6.56)	(19.74)	(19.81)	(27.21)
	Other comprehensive income attributable to:						
	Owners of the holding company	(12.68)	72.58	14.55	102.26	51.64	89.09
	Non-controlling interest	-	-	-	-	-	-
	Total comprehensive income attributable to:						
	Owners of the holding company	547.29	525.13	536.93	1,628.69	1,499.14	1,856.72
	Non-controlling interest	(6.36)	(7.76)	(6.56)	(19.74)	(19.81)	(27.21)
12	Paid-up equity share capital (Face value of ₹ 1 each)	177.37	177.37	177.23	177.37	177.23	177.23
13	Other equity						10,623.46
14	Earnings per share (Face value of ₹ 1 each) (not annualised)						
	Basic (₹)	3.16	2.55	2.95	8.61	8.17	9.97
	Diluted (₹)	3.15	2.55	2.94	8.59	8.15	9.95



Sl.No	Particulars	Quarter ended (31/12/2025)	Preceding quarter ended (30/09/2025)	Corresponding quarter ended (31/12/2024)	Nine months ended (31/12/2025)	Corresponding nine months ended (31/12/2024)	Previous year ended (31/03/2025)
		(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Audited)
1	Segment revenue						
	A. Consumer care business	3,064.46	2,650.81	2,850.34	8,420.19	7,905.12	10,160.10
	B. Food business	418.20	465.84	429.55	1,504.90	1,600.13	2,100.61
	C. Retail business	28.53	24.97	32.61	79.66	90.91	115.47
	D. Other segments	37.30	40.05	34.04	121.19	110.48	150.29
	E. Unallocated other operating revenue	10.16	9.65	8.71	28.61	26.31	36.62
	Revenue from operations	3,558.65	3,191.32	3,355.25	10,154.55	9,732.95	12,563.09
2	Segment results						
	A. Consumer care business	749.67	595.18	674.50	1,988.95	1,851.84	2,271.08
	B. Food business	46.16	56.62	58.47	183.24	207.57	267.64
	C. Retail business	(0.77)	(2.70)	0.37	(3.97)	(1.03)	(0.79)
	D. Other segments	3.37	6.36	5.00	16.57	13.04	16.85
	Sub Total	798.43	655.46	738.34	2,184.79	2,071.42	2,554.78
	Less: Finance costs	31.12	39.68	44.20	105.43	124.25	163.50
	Less: Unallocable expenditure net off unallocable income	18.98	20.79	15.19	51.15	36.12	46.46
	Less: Amortisation of intangible assets recognised on consolidation	21.87	21.87	21.87	65.61	65.61	87.48
	Profit before share of profit/(loss) from joint venture, exceptional items and tax	726.46	573.12	657.08	1,962.60	1,845.44	2,257.34
	Share of profit / (loss) of joint venture	(0.30)	(0.10)	0.50	(0.80)	0.54	0.55
	Profit before exceptional items and tax	726.16	573.02	657.58	1,961.80	1,845.98	2,257.89
	Exceptional items (refer note 3)	15.05	-	-	15.05	-	-
	Profit before tax	711.11	573.02	657.58	1,946.75	1,845.98	2,257.89
	Less: Tax expenses	157.50	128.23	141.76	440.06	418.29	517.47
	Net profit for the period/year	553.61	444.79	515.82	1,506.69	1,427.69	1,740.42
3	Segment assets						
	A. Consumer care business	5,971.85	5,859.40	5,635.49	5,971.85	5,635.49	5,707.05
	B. Food business	1,890.57	1,904.33	1,780.45	1,890.57	1,780.45	1,792.71
	C. Retail business	110.24	106.04	106.20	110.24	106.20	105.43
	D. Other segments	77.40	70.32	67.60	77.40	67.60	68.63
	E. Unallocated	9,193.56	8,736.48	8,523.37	9,193.56	8,523.37	8,558.46
	Total	17,243.62	16,676.57	16,113.11	17,243.62	16,113.11	16,232.28
4	Segment liabilities						
	A. Consumer care business	2,369.12	2,272.39	2,152.59	2,369.12	2,152.59	2,158.72
	B. Food business	812.03	848.20	770.08	812.03	770.08	786.64
	C. Retail business	95.62	94.35	136.00	95.62	136.00	137.58
	D. Other segments	33.78	33.33	33.20	33.78	33.20	31.66
	E. Unallocated	2,520.58	2,076.34	2,152.52	2,520.58	2,152.52	1,907.42
	Total	5,831.13	5,324.61	5,244.39	5,831.13	5,244.39	5,022.02



Sl.No.	Particulars	Quarter ended (31/12/2025)	Preceding quarter ended (30/09/2025)	Corresponding quarter ended (31/12/2024)	Nine months ended (31/12/2025)	Corresponding nine months ended (31/12/2024)	Previous year ended (31/03/2025)
		(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Audited)
(a)	Outstanding redeemable preference shares	-	-	-	-	-	-
(b)	Capital redemption reserve/debenture redemption reserve	-	-	-	-	-	-
(c)	Reserves (excluding revaluation/capital reserve)	10,733.43	10,659.27	10,171.97	10,733.43	10,171.97	10,511.60
(d)	Outstanding Debt [Non-current borrowings (including current maturities) + Non-current lease liabilities + Current borrowings + Current lease liabilities]	1,656.20	1,301.43	1,067.71	1,656.20	1,067.71	950.36
(e)	Securities premium	615.74	615.74	547.86	615.74	547.86	548.02
(f)	Net worth [Equity share capital + Other equity (excluding revaluation/capital reserve)]	10,910.90	10,836.64	10,349.15	10,910.90	10,349.15	10,688.83
(g)	Debt equity ratio [(Non-current borrowings (including current maturities) + Non-current lease liabilities + Current borrowings + Current lease liabilities) / Total equity]	0.15	0.12	0.10	0.15	0.10	0.09
(h)	Long term debt to working capital [(Non-current borrowings + Non-current lease liabilities (including current maturities of non-current borrowings and non-current lease liabilities)) / Current assets less current liabilities (excluding current maturities of non-current borrowing and non-current lease liabilities)]	0.13	0.13	0.30	0.13	0.30	0.23
(i)	Total debts to total assets ratio (in %) [(Non-current borrowings (including current maturities) + Non-current lease liabilities + Current borrowings + Current lease liabilities) / Total assets]	9.60%	7.80%	6.63%	9.60%	6.63%	5.85%
(j)	Debt service coverage ratio [Profit before tax, finance costs, depreciation and amortisation expense, exceptional items and Share of loss in Joint venture / {Finance costs + Principal repayment for Non-current borrowings and Non-current lease liabilities (including current maturities of non-current borrowings and non-current lease liabilities)}]	19.58	16.83	14.54	16.61	14.62	13.49
(k)	Interest service coverage ratio [Profit before tax, finance costs, depreciation and amortisation expense, exceptional items and Share of loss in Joint venture / Finance costs]	28.11	18.35	17.35	22.90	18.50	17.53
(l)	Current ratio [Current assets / Current liabilities]	1.73	1.83	1.36	1.73	1.36	1.51
(m)	Bad debts to account receivable ratio (in %) [Bad debts / Average trade receivables]	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
(n)	Current liability ratio (in %) [Current liabilities / Total liabilities]	88.29%	87.04%	87.23%	88.29%	87.23%	85.99%
(o)	Debtors turnover # [Sale of products / Average trade receivables]	13.27	11.53	10.22	13.27	10.22	13.88
(p)	Inventory turnover # [Sale of products / Average inventory of finished goods and stock in trade]	14.48	13.83	14.58	14.48	14.58	13.96
(q)	Operating margin (in %) [(Profit before tax, finance cost, depreciation and amortisation expense, exceptional items and Share of loss in Joint venture and other income) / Revenue from operations]	20.63%	18.43%	20.32%	19.60%	19.41%	18.44%
(r)	Net profit margin (in %) [Profit after tax / Revenue from operations]	15.56%	13.94%	15.06%	14.84%	14.67%	13.85%

Based on TTM (Trailing Twelve Months)



Notes :

- 1 The unaudited consolidated financial results for the quarter and nine months ended 31 December 2025 after being reviewed by the Audit Committee have been approved by the Board of Directors at its meeting held on 29 January 2026. The statutory auditors have expressed an unmodified opinion in the review report on these consolidated financial results.
- 2 Interim dividend of ₹ 2.75 per share (275 % on par value of ₹ 1 each), for the financial year 2025-26 aggregating ₹ 487.76 crores has been paid during the quarter ended 31 December 2025.
- 3 Exceptional item of ₹ 15.05 crores (net of tax of ₹ 8.08 crores) represents provision for employee benefits on account of Gratuity and Leave liability for past services applicable pursuant to notification of New Labour Codes effective from 21 November 2025.
- 4 The key standalone financial information is given below:

Particulars	Quarter ended (31/12/2025)	Preceding quarter ended (30/09/2025)	Corresponding quarter ended (31/12/2024)	Nine months ended (31/12/2025)	Corresponding nine months ended (31/12/2024)	Previous year ended (31/03/2025)
	(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Audited)
Revenue from operations	2,547.39	2,234.77	2,448.26	7,251.67	7,106.00	9,070.71
Profit before tax	559.67	446.74	535.75	1,527.08	1,491.63	1,808.34
Net profit for the period/year	439.40	348.68	418.08	1,195.49	1,152.68	1,403.22
Other comprehensive income/(loss)	(10.12)	(8.02)	(1.84)	23.01	39.89	65.95
Total comprehensive income for the period/year	429.28	340.66	416.24	1,218.50	1,192.57	1,469.17

- 5 The figures of the previous periods/year have been re-grouped/re-classified to render them comparable with the figures of the current period.

JK
SS

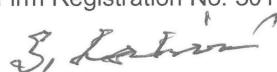
For and on behalf of Board of Directors
Mobit Burman
Chairman
DIN : 00021963
Place: New Delhi
Date: 29 January 2026

**Independent Auditor's Review Report on Unaudited Standalone Financial Results for the
Quarter and Nine Months ended on 31 December 2025**

To the Board of Directors of Dabur India Limited

1. We have reviewed the accompanying statement of unaudited standalone financial results ('the Statement') of Dabur India Limited ('the Company') for the quarter ended 31 December 2025 and the year to date results for the period from 01 April 2025 to 31 December 2025, being submitted by the Company pursuant to the requirements of Regulation 33 and Regulation 52 read with Regulation 63 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended), including relevant circulars issued by the SEBI from time to time.
2. The Statement, which is the responsibility of the Company's management and approved by the Company's Board of Directors, has been prepared in accordance with the recognition and measurement principles laid down in Indian Accounting Standard 34, Interim Financial Reporting ('Ind AS 34'), prescribed under section 133 of the Companies Act, 2013 ('the Act'), and other accounting principles generally accepted in India and is in compliance with the presentation and disclosure requirements of Regulation 33 and Regulation 52 read with Regulation 63 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended), including relevant circulars issued by the SEBI from time to time. Our responsibility is to issue a report on the Statement based on our review.
3. We conducted our review of the Statement in accordance with the Standard on Review Engagements (SRE) 2410, Review of Interim Financial Information performed by the Independent Auditor of the Entity, issued by the Institute of Chartered Accountants of India. A review of interim financial information consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with the Standards on Auditing specified under section 143(10) of the Act, and consequently, does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.
4. Based on our review conducted as above, nothing has come to our attention that causes us to believe that the accompanying Statement, prepared in accordance with the recognition and measurement principles laid down in Ind AS 34, prescribed under section 133 of the Act, and other accounting principles generally accepted in India, has not disclosed the information required to be disclosed in accordance with the requirements of Regulation 33 and Regulation 52 read with Regulation 63 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended), including the manner in which it is to be disclosed, or that it contains any material misstatement.

For G Basu & Co
Chartered Accountants
Firm Registration No: 301174E



Subroto Lahiri
Partner
Membership No. 051717

UDIN : 2605171765VAOR1254

Place : New Delhi
Date : 29 January 2026

Sl.No	Particulars	Quarter ended (31/12/2025)	Preceding quarter ended (30/09/2025)	Corresponding quarter ended (31/12/2024)	Nine months ended (31/12/2025)	Corresponding nine months ended (31/12/2024)	Previous year ended (31/03/2025)
		(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Audited)
1	Income						
	Revenue from operations	2,547.39	2,234.77	2,448.26	7,251.67	7,106.00	9,070.71
	Other income	107.85	106.46	105.31	330.23	333.39	451.94
	Total income	2,655.24	2,341.23	2,553.57	7,581.90	7,439.39	9,522.65
2	Expenses						
	Cost of materials consumed	917.66	835.60	781.80	2,673.31	2,485.41	3,270.74
	Purchases of stock in trade	372.04	424.59	445.50	1,231.60	1,336.52	1,678.41
	Changes in inventories of finished goods, stock-in-trade and work-in-progress	65.90	(80.50)	99.70	9.30	29.17	12.90
	Employee benefits expense	214.63	213.39	205.98	633.83	616.62	776.86
	Finance costs	22.16	19.60	28.33	59.04	76.74	99.58
	Depreciation and amortisation expense	66.25	64.13	63.78	193.57	187.71	250.93
	Other expenses						
	Advertisement and publicity	174.16	172.18	166.04	497.44	519.63	650.72
	Others	247.72	245.50	226.69	741.68	695.96	974.17
	Total expenses	2,080.52	1,894.49	2,017.82	6,039.77	5,947.76	7,714.31
3	Profit before exceptional items and tax	574.72	446.74	535.75	1,542.13	1,491.63	1,808.34
4	Exceptional items (refer note 3)	15.05	-	-	15.05	-	-
5	Profit before tax	559.67	446.74	535.75	1,527.08	1,491.63	1,808.34
6	Tax expense						
	Current tax	117.27	95.06	114.67	322.59	329.95	393.12
	Deferred tax	3.00	3.00	3.00	9.00	9.00	12.00
7	Net profit for the period/year (A)	439.40	348.68	418.08	1,195.49	1,152.68	1,403.22
8	Other comprehensive income						
a)	Items that will not be reclassified to profit or loss	1.43	(3.17)	(1.14)	(0.56)	(3.42)	4.71
	Income tax relating to items that will not be reclassified to profit or loss	(0.50)	1.11	0.40	0.20	1.20	(1.65)
b)	Items that will be reclassified to profit or loss	(14.41)	(7.77)	(1.43)	30.47	54.90	81.99
	Income tax relating to items that will be reclassified to profit or loss	3.36	1.81	0.33	(7.10)	(12.79)	(19.10)
9	Total other comprehensive income/(loss) for the period/year (B)	(10.12)	(8.02)	(1.84)	23.01	39.89	65.95
10	Total comprehensive income for the period/year (A+B)	429.28	340.66	416.24	1,218.50	1,192.57	1,469.17
11	Paid-up equity share capital (Face value of ₹ 1 each)	177.37	177.37	177.23	177.37	177.23	177.23
12	Other equity						7,246.06
13	Earnings per share (Face value of ₹ 1 each) (not annualised)						
	Basic (₹)	2.48	1.97	2.36	6.74	6.50	7.92
	Diluted (₹)	2.47	1.96	2.35	6.73	6.49	7.90

DS
JF

Sl.No	Particulars	Quarter ended (31/12/2025)	Preceding quarter ended (30/09/2025)	Corresponding quarter ended (31/12/2024)	Nine months ended (31/12/2025)	Corresponding nine months ended (31/12/2024)	Previous year ended (31/03/2025)
		(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Audited)
1	Segment revenue						
	A. Consumer care business	2,188.21	1,841.56	2,089.86	5,967.25	5,769.26	7,295.00
	B. Food business	314.61	346.67	319.00	1,143.12	1,208.50	1,600.54
	C. Other segments	37.30	40.05	34.04	121.19	110.48	150.29
	D. Unallocated other operating revenue	7.27	6.49	5.36	20.11	17.76	24.88
	Revenue from operations	2,547.39	2,234.77	2,448.26	7,251.67	7,106.00	9,070.71
2	Segment results						
	A. Consumer care business	586.93	449.23	549.08	1,539.68	1,486.27	1,802.99
	B. Food business	24.48	29.94	23.46	92.01	98.23	125.39
	C. Other segments	3.37	6.36	5.00	16.57	13.02	16.85
	Sub Total	614.78	485.53	577.54	1,648.26	1,597.52	1,945.23
	Less: Finance costs	22.16	19.60	28.33	59.04	76.74	99.58
	Less: Unallocable expenditure net off unallocable income	17.90	19.19	13.46	47.09	29.15	37.31
	Profit before exceptional items and tax	574.72	446.74	535.75	1,542.13	1,491.63	1,808.34
	Exceptional items (refer note 3)	15.05	-	-	15.05	-	-
	Profit before tax	559.67	446.74	535.75	1,527.08	1,491.63	1,808.34
	Less: Tax expenses	120.27	98.06	117.67	331.59	338.95	405.12
	Net profit for the period/year	439.40	348.68	418.08	1,195.49	1,152.68	1,403.22
3	Segment assets						
	A. Consumer care business	3,423.38	3,326.71	3,253.84	3,423.38	3,253.84	3,230.19
	B. Food business	838.57	872.44	801.80	838.57	801.80	810.36
	C. Other segments	63.40	62.94	59.73	63.40	59.73	60.75
	D. Unallocated	7,248.07	6,865.40	6,914.21	7,248.07	6,914.21	6,904.17
	Total	11,573.42	11,127.49	11,029.58	11,573.42	11,029.58	11,005.47
4	Segment liabilities						
	A. Consumer care business	1,765.96	1,696.21	1,605.05	1,765.96	1,605.05	1,591.07
	B. Food business	431.86	461.51	400.34	431.86	400.34	411.99
	C. Other segments	33.78	33.33	33.20	33.78	33.20	31.66
	D. Unallocated	2,106.03	1,657.62	1,826.32	2,106.03	1,826.32	1,547.46
	Total	4,337.63	3,848.67	3,864.91	4,337.63	3,864.91	3,582.18





(₹ in crores, except ratios)

Sl.No	Particulars	Quarter ended (31/12/2025)	Preceding quarter ended (30/09/2025)	Corresponding quarter ended (31/12/2024)	Nine months ended (31/12/2025)	Corresponding nine months ended (31/12/2024)	Previous year ended (31/03/2025)
		(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Audited)
(a)	Outstanding redeemable preference shares	-	-	-	-	-	-
(b)	Capital redemption reserve/debenture redemption reserve	-	-	-	-	-	-
(c)	Reserves (excluding revaluation/capital reserve)	7,031.50	7,074.53	6,960.52	7,031.50	6,960.52	7,219.14
(d)	Outstanding Debt [Non-current borrowings (including current maturities) + Non-current lease liabilities + Current borrowings + Current lease liabilities]	789.14	491.92	605.58	789.14	605.58	378.72
(e)	Securities premium	615.74	615.74	547.86	615.74	547.86	548.02
(f)	Net worth [Equity share capital + Other equity (excluding revaluation/capital reserve)]	7,208.87	7,251.90	7,137.75	7,208.87	7,137.75	7,396.37
(g)	Debt equity ratio [(Non-current borrowings (including current maturities) + Non-current lease liabilities + Current borrowings + Current lease liabilities) / Total equity]	0.11	0.07	0.08	0.11	0.08	0.05
(h)	Long term debt to working capital [(Non-current borrowings + Non-current lease liabilities (including current maturities of non-current borrowings and non-current lease liabilities)) / Current assets less current liabilities (excluding current maturities of non-current borrowing and non-current lease liabilities)]	0.16	0.16	0.61	0.16	0.61	0.39
(i)	Total debts to total assets ratio (in %) [(Non-current borrowings (including current maturities) + Non-current lease liabilities + Current borrowings + Current lease liabilities) / Total assets]	6.82%	4.42%	5.49%	6.82%	5.49%	3.44%
(j)	Debt service coverage ratio [Profit before tax, finance costs, depreciation and amortisation expense / (Finance costs + Principal repayment for Non-current borrowings and Non-current lease liabilities (including current maturities of non-current borrowings and non-current lease liabilities))]	21.88	19.20	17.89	21.78	18.33	17.14
(k)	Interest service coverage ratio [Profit before tax, finance costs, depreciation and amortisation expense / Finance costs]	29.92	27.06	22.16	30.40	22.88	21.68
(l)	Current ratio [Current assets / Current liabilities]	1.57	1.66	1.16	1.57	1.16	1.28
(m)	Bad debts to account receivable ratio (in %) [Bad debts / Average trade receivables]	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
(n)	Current liability ratio (in %) [Current liabilities / Total liabilities]	87.67%	85.86%	86.75%	87.67%	86.75%	85.50%
(o)	Debtors turnover # [Sale of products / Average trade receivables]	11.67	11.88	10.01	11.67	10.01	13.52
(p)	Inventory turnover # [Sale of products / Average inventory of finished goods and stock in trade]	17.26	14.67	17.18	17.26	17.18	16.37
(q)	Operating margin (in %) [(Profit before tax, finance cost, depreciation and amortisation expense and other income) / Revenue from operations]	21.80%	18.97%	21.34%	20.20%	20.02%	18.82%
(r)	Net profit margin (in %) [Profit after tax / Revenue from operations]	17.25%	15.60%	17.08%	16.49%	16.22%	15.47%

Based on TTM (Trailing Twelve Months)

Notes :

- 1 The unaudited standalone financial results for the quarter and nine months ended 31 December 2025 after being reviewed by the Audit Committee have been approved by the Board of Directors at its meeting held on 29 January 2026. The statutory auditors have expressed an unmodified opinion in the review report on these standalone financial results.
- 2 Interim dividend of ₹ 2.75 per share (275 % on par value of ₹ 1 each), for the financial year 2025-26 aggregating ₹ 487.76 crores has been paid during the quarter ended 31 December 2025.
- 3 Exceptional item of ₹ 15.05 crores (net of tax of ₹ 8.08 crores) represents provision for employee benefits on account of Gratuity and Leave liability for past services applicable pursuant to notification of New Labour Codes effective from 21 November 2025.
- 4 The figures of the previous periods/year have been re-grouped/re-classified to render them comparable with the figures of the current period.

For and on behalf of Board of Directors

Mohit Burman
Chairman
DIN : 00021963
Place: New Delhi
Date: 29 January 2026