ACADEMIC GROUP PROJECT · 2025

Heritage vs challenger: how exposed are Dabur and Patanjali to trade shocks?

FMCG sector analysis for PGDM Business Design coursework, WeSchool Mumbai. Team of eight; I was one of the eight authors.

The question

Dabur (founded 1884) and Patanjali (Patanjali Ayurved, founded 2006; its listed arm is Patanjali Foods) both sell Ayurvedic and everyday consumer products in India. How do their business models differ, and which is better placed when tariffs, sanctions and supply disruptions push costs up?

What we did

- Sized the global and Indian FMCG markets and placed both companies among the main players.
- Compared ownership, product mix, distribution and international footprint.
- Compared FY2025 results from the companies' published figures.
- Mapped internal and external stakeholders for each company.
- Compared import and export shipment records.
- Assessed each company before and after the 2025 US tariff changes, and drafted a staged response roadmap.

What we found

- In FY2025, Patanjali Foods reported revenue from operations of ₹34,157 crore and net profit of ₹1,300.7 crore. Dabur reported revenue of ₹12,563 crore and net profit of ₹1,768 crore. Patanjali is the larger seller; Dabur keeps far more of each rupee as profit.
- Dabur sells in more than 100 countries. That spreads its risk, but it also exposes Dabur to tariffs, currency swings and imported packaging costs.
- Patanjali sources mostly in India (94% domestic, per our deck) and sells mainly to value-conscious and rural buyers. That shields it from trade shocks but limits growth abroad.
- Our conclusion: Patanjali's home-market model is better insulated from trade shocks; Dabur's exposure abroad adds risk but also spreads it.

Why it matters for a business

Before a tariff or supply shock, a company should know which inputs and markets it depends on, and what that dependence costs when prices move. This project built that view for two listed companies from public data.

> FY2025 figures are from the companies' reported results (Dabur: revenue and net profit as reported; Patanjali Foods: revenue from operations and net profit as reported). Charts in the original deck that could not be traced to a source are not reproduced here.