Ref: SEC/SE/2021-22
Date: August 19, 2021

Scrip Symbol: NSE– DABUR, BSE Scrip Code: 500096

To,

Corporate Relation Department
BSE Ltd
Phiroze Jeejeebhoy Towers
Dalal Street, Mumbai- 400001

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

Sub: Presentation made at 46th Annual General Meetinq (AGM) of the Company

Dear Sir(s),

With reference to the captioned subject, please find attached herewith copy of the presentation made to shareholders at the 46th AGM of the Company held today i.e. 19th August, 2021. The presentation is also available on the website of the Company at www.dabur.com.

This is for your information and records.

Thanking You,

Yours faithfully,
For **Dabur India Limited**

(A K Jain)
EVP (Finance) and Company Secretary

Encl: as above

46th Annual General Meeting

Presentation by Mohit Malhotra, CEO

AGENDA

1 **Dabur**
Brief Overview

2 **FY21**
Performance Summary

3 **Strategic Priorities**
Current and Future

1 **Dabur**
Brief Overview

2 **FY21**
Performance Summary

3 **Strategic Priorities**
Current and Future

Dedicated to the health and well being of every household

Established in 1884 – 137 years of trust and heritage

20 world class manufacturing facilities

Among the Top 4 FMCG companies in India

Dabur

Key Milestones

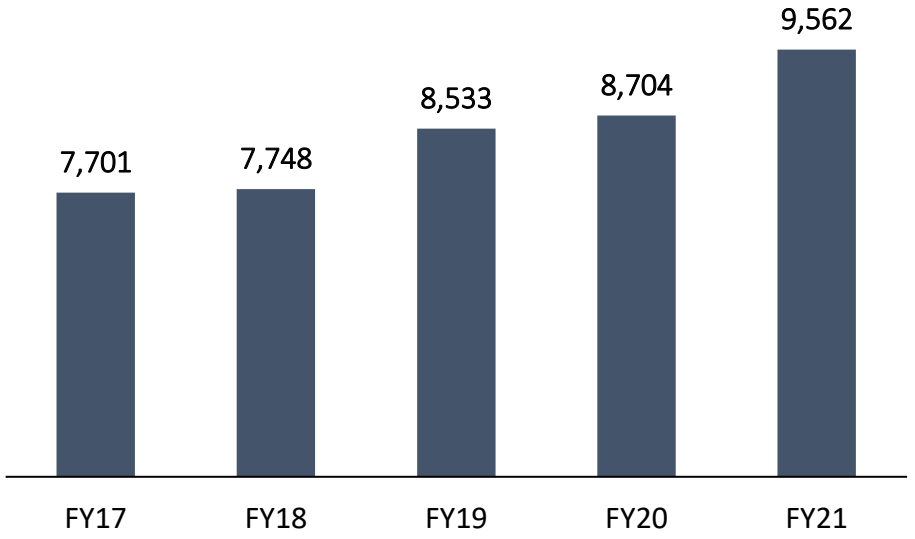
Strong overseas presence with ~26% contribution

One of the largest distribution network in India, covering ~6.9 mn outlets

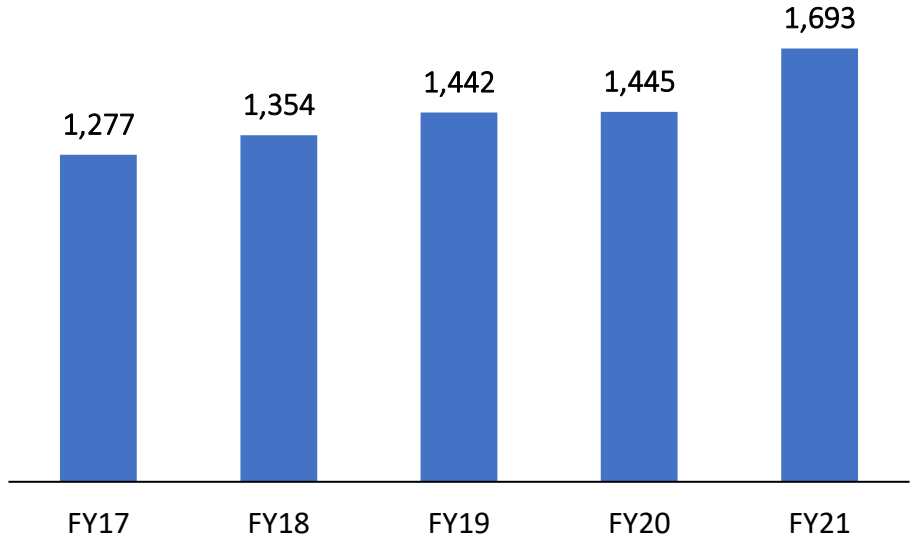
Market Cap: INR 1 lakh+ crore

Strong Financial Performance Over Last 5 years

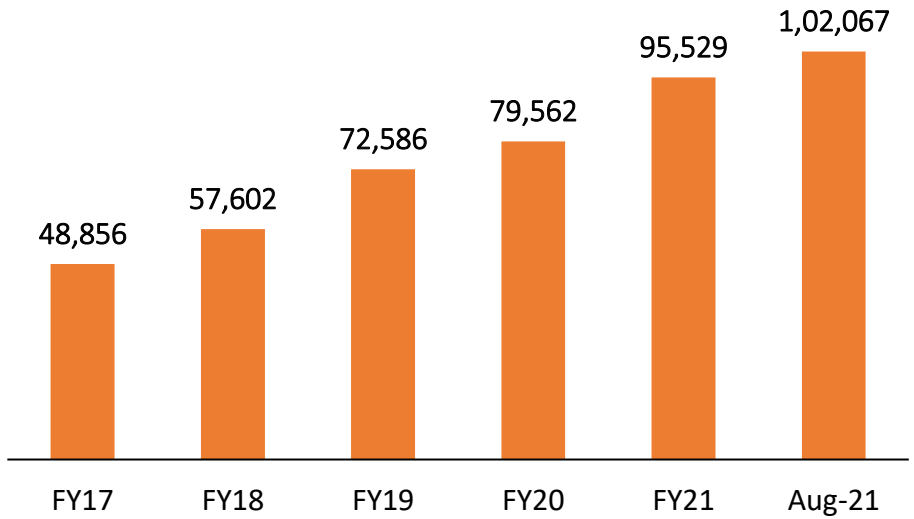
Revenue from Operations (INR cr)



Profit after Tax (INR cr)



Market Cap (INR cr)



12

Manufacturing locations in India

New factory being constructed at Indore, Madhya Pradesh

8

Manufacturing locations overseas

1 Dabur
Brief Overview

2 FY21
Performance Summary

3 Strategic Priorities
Current and Future

FY21 Performance Summary

10%
Consolidated Revenue Growth

12.4%
India FMCG Volume Growth

14.7%
India FMCG Growth

3.4%
International Business Growth

11.7%
Operating Profit Growth

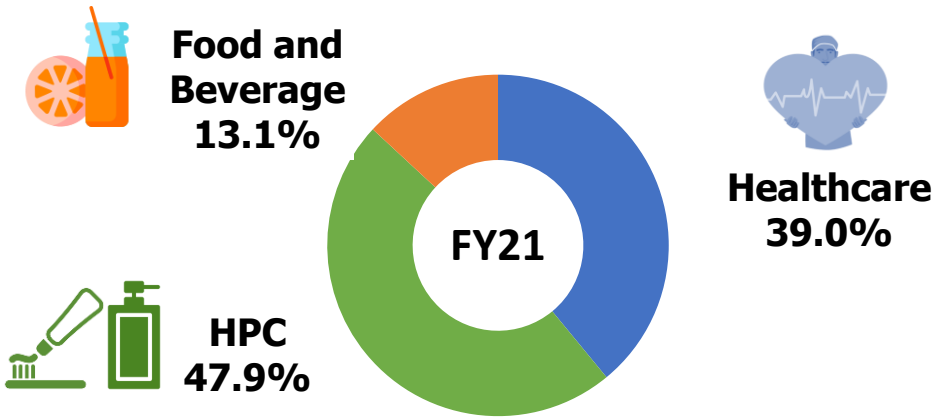
17.2%
Profit After Tax Growth

Domestic FMCG Growth

By Verticals

FY21

Sales Contribution



31.9%

Healthcare Portfolio Growth

9.5%

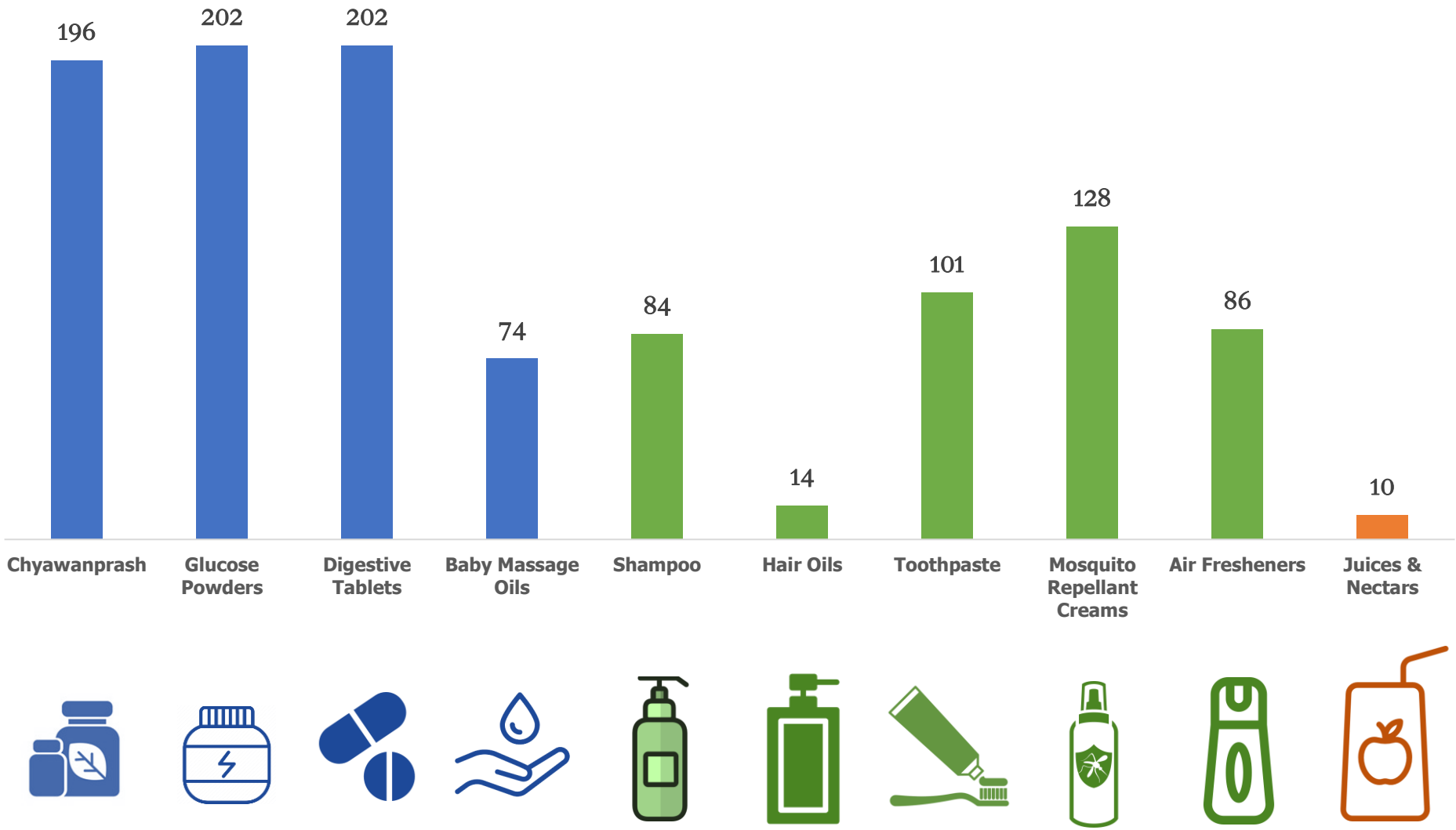
HPC Portfolio Growth

3.0%

Foods & Beverage Growth (ex-Enterprise)

Market share gains across the portfolio

Market Share Gains (as of 31st March 2021)



Source: AC Nielsen

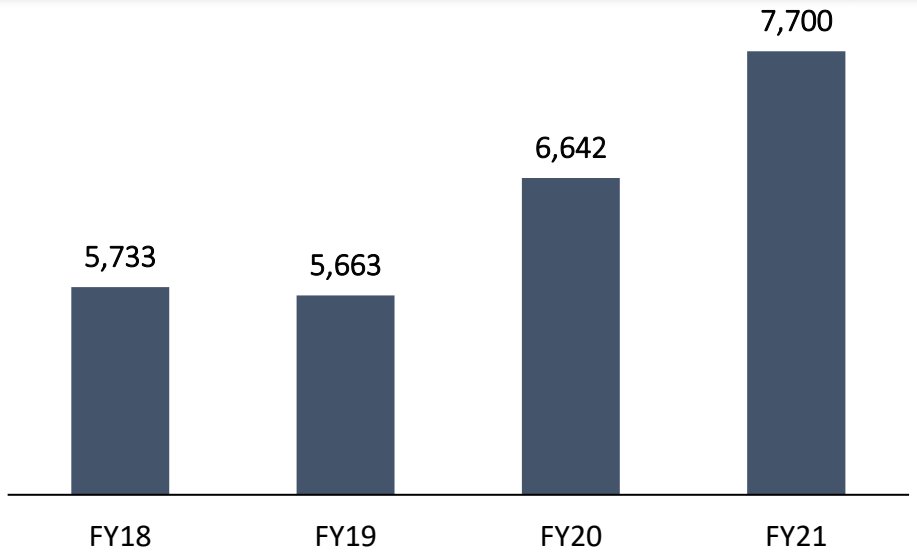
International Business

Market leading positions across categories and geographies

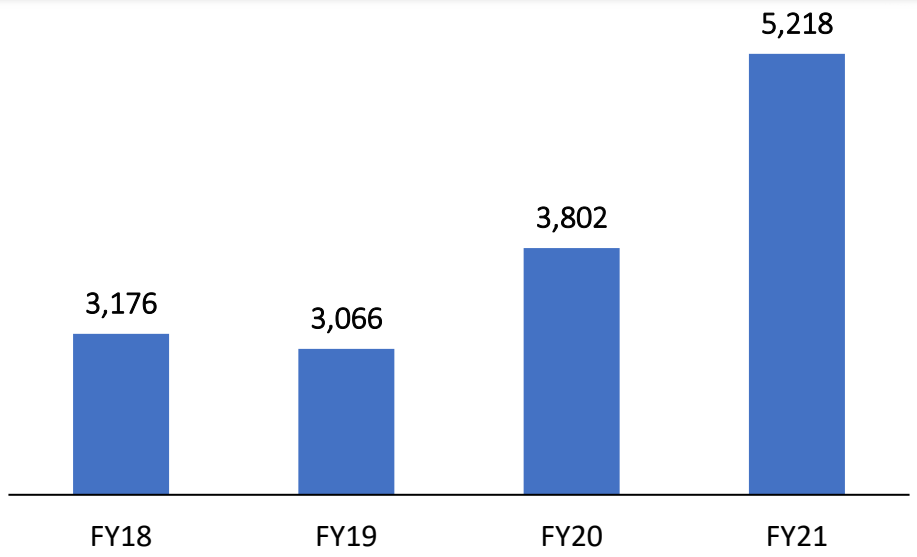
	#1	#2	#3
 Saudi Arabia	• Hair Oil • Hair Cream • Hair Gel • Hair Mask		• Hair Serums • Depilatories
 Egypt	• Hair Oil • Hair Cream • Hair Mask	• Hair Gel	• Hair Serums
 United Arab Emirates	• Hair Oils • Hair Cream • Hair Gel • Hair Mask	• Hair Serums • Depilatories	• Toothpaste

Strong balance sheet, cash flow and return metrics

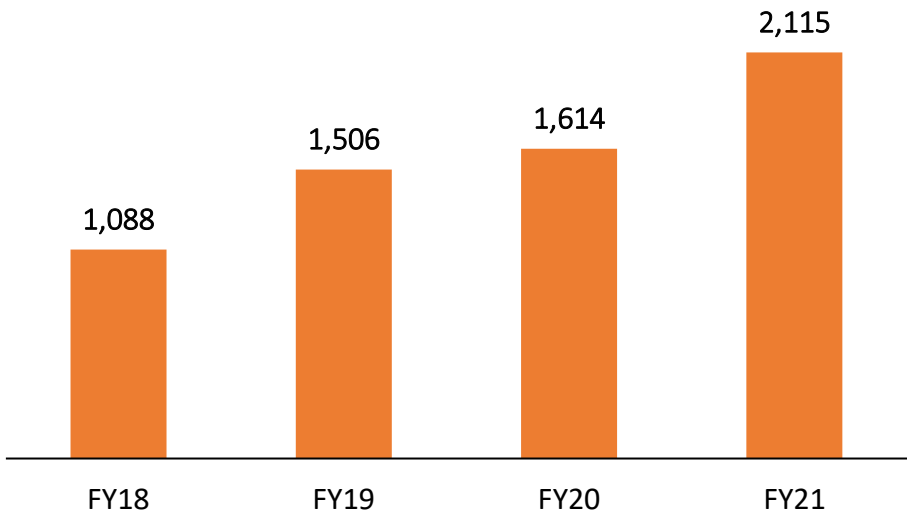
Net Worth (INR cr)



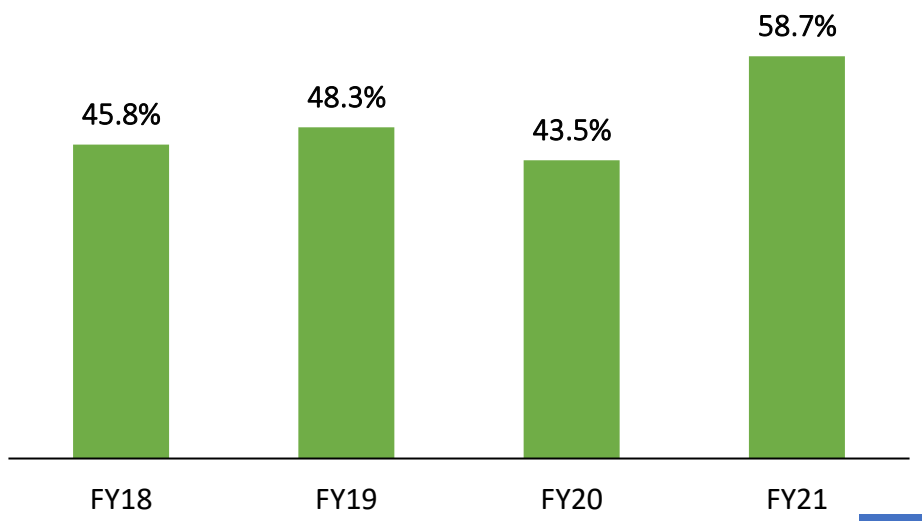
Net Cash (INR cr)



Operating Cash Flow (INR cr)



Return on Invested Capital (%)



1 **Dabur**
Brief Overview

2 **FY21**
Performance Summary

3 **Strategic Priorities**
Current and Future

Strategic Priorities

Current and Future

- Continue to focus on Power Brands
- Drive Innovation across the portfolio
- Focus on Digital
  Increase connect with millennials & Gen Z
- Distribution Expansion
  Enhance availability and accessibility of our products
- Cost Optimisation and Value Enhancement
- Supporting Employees, Community and Environment

Strategic Priorities

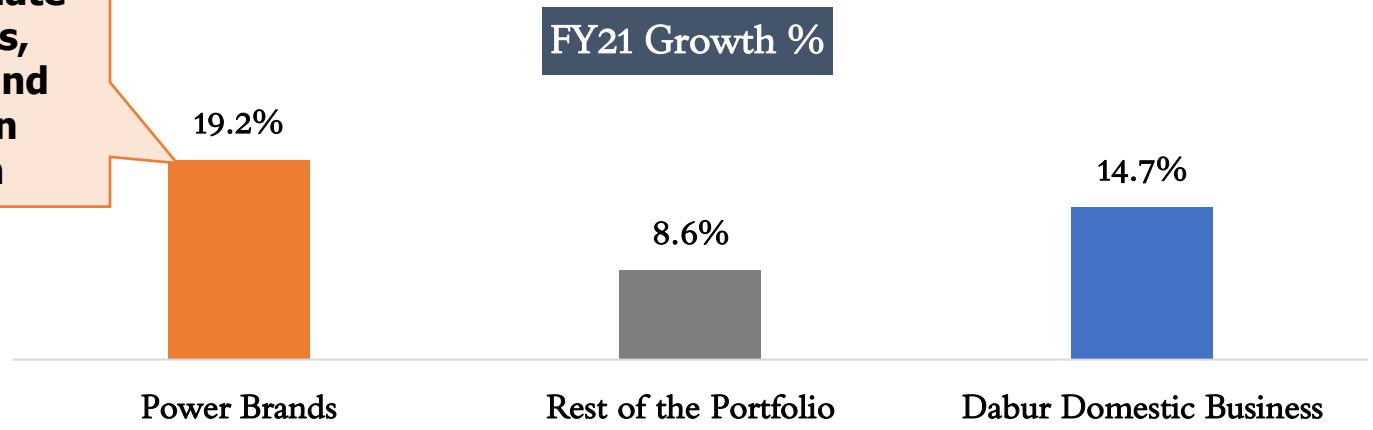
Current and Future

- **Continue to focus on Power Brands**
- **Drive Innovation across the portfolio**
- **Focus on Digital**
  Increase connect with millennials & Gen Z
- **Distribution Expansion**
  Enhance availability and accessibility of our products
- **Cost Optimisation and Value Enhancement**
- **Supporting Employees, Community and Environment**

Power Brands Strategy

Continues to yield strong results

Driven by disproportionate investments, innovation and distribution expansion



Dabur Chyawanprash | Dabur Honey | Dabur Pudin Hara *Franchise* | Dabur Lal Tail | Dabur Honitus *Franchise* | Dabur Amla Hair Oil *Franchise* | Dabur RED PASTE | Real Fruit Power *Franchise*

Added INR 500 cr of revenue in FY21

Crossed INR 1,000 cr in FY21

Strategic Priorities

Current and Future

- Continue to focus on Power Brands
- **Drive Innovation across the portfolio**
- Focus on Digital
  Increase connect with millennials & Gen Z
- Distribution Expansion
  Enhance availability and accessibility of our products
- Cost Optimisation and Value Enhancement
- Supporting Employees, Community and Environment

Innovation

Cornerstone of our growth strategy

Launched 50+ new products in FY21

Healthcare NPDs

HPC NPDs

F&B NPDs

E-comm First NPDs

International Business NPDs

Innovation

Cornerstone of our growth strategy

Healthcare NPDs

HPC NPDs

F&B NPDs

E-comm First NPDs

International Business NPDs


Your daily dose of
IMMUNITY
FROM THE HOUSE OF DABUR HONEY
Dabur
Honey
RANKED*
NO.1
New
Dabur
FROM THE HOUSE OF DABUR HONEY
RANKED*
NO.1
Honey
Tulsi
helps boost
IMMUNITY
New
Dabur
FROM THE HOUSE OF DABUR HONEY
RANKED*
NO.1
Honey
Ashwagandha
helps boost
IMMUNITY
And RELIEVE STRESS

NO ADDED^ SUGAR

ENRICHED WITH VITAMIN D

YUMMILICIOUS

Dabur

Honey Tasties

^Contains Naturally Occurring Sugar In The Form Of Honey

Creative Visualization

Suggested Usage


Dabur
VEDIC SURAKSHA TEA
Ek cup Immunity
Dabur
VEDIC SURAKSHA TEA
5 IMMUNITY
Dabur
VEDIC SURAKSHA TEA
Power of 5 Herbs
HELPS BOOST IMMUNITY
Shunthi • Tulsi • Kishmish
Daalchini • Kali Mirch
25 TEA BAGS
Green Tea with
Available in Black and Green Tea Variants


Immunity is no more a choice.
It's a necessity.
Dabur
Giloy TABLETS
Immunity Booster
Strengthens Immunity
Blood Purifier
Tulsi TABLETS
Respiratory Health
Relief in Cough & Cold
Boosts Immunity
Ashwagandha TABLETS
Immunity Booster
Immunomodulator
Antioxidant
Amla TABLETS
Health Booster
Helps protect against infections
Antioxidant
Haldi TABLETS
Health Booster
Anti-Allergic Action
Enhances Immunity
60 Tabs + 20 Tabs Free

डाबर

इम्यूनिटी बूस्टर रेंज

इम्यूनिटी की शक्ति बढ़ाओ. भारत को स्वस्थ्य बनाओ.

- इम्यूनिटी बढ़ा कर रोगों से लड़ने की शक्ति बढ़ाए
- एन्टी ऑक्सीडेंट गुणों से भरपूर
- सर्दी खांसी और जुकाम से राहत दिलाए

डाबर इम्यूनिटी बूस्टर्स

आयुर्वेदिक औषधि। मात्रा और निर्देश लेबल के अनुसार।

डाबर आरोग्यः चिकित्सक से निःशुल्क परामर्श के लिए कॉल करें, 0120-4665200 (टोल फ्री)

DABUR HEALTH JUICES RANGE

GET RELIEF FROM HEADACHE AND NASAL CONGESTION WITH Dabur ANU TAILAM

The model is being used for the illustrative purpose only.

For the use of Registered Medical Practitioner, Hospital or a Laboratory only.

NASAL CONGESTION

HEADACHE

DABUR AROGYA I CALL OR WRITE: 8/3, Asaf Ali road, New Delhi - 100 002
Email: deaburcares@feedback.dabur | **Toll Free** 1800-103-1644

KABASURA KUDINEER

IMMUNITY BOOSTER

IMMUNOMODULATOR

Modulates the immune system
Protects from various infections

Guduchi, Kalmegh, Haritaki

SORE THROAT

Beneficial in Sore Throat
Relieves Cough

Pippali, Shunthi, Vasa, Karpoorvalli

RESPIRATORY ISSUES

Helps in Respiratory infections
Improves breathing

Pippali, Shunthi, Vasa

ANTIVIRAL

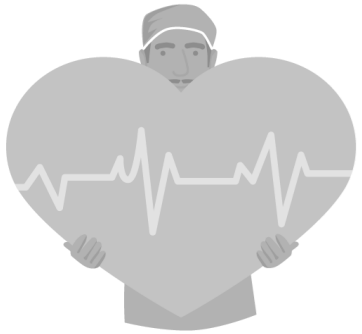
Posseses Antiviral properties
Fights against viral infections.

Kalmegh, Shunthi, Musta, Bharangi

AVAILABLE IN 100gm

Innovation

Cornerstone of our growth strategy



Healthcare NPDs

HPC NPDs

F&B NPDs

E-comm First NPDs

International Business NPDs

INTRODUCING

Dabur RED

PULLING OIL

AYURVEDIC MOUTHWASH

COMPLETE ORAL CARE WITH
KAVALA GANDUSHA AYURVEDIC THERAPY

नया

डाबर

दन्त रक्षक

आयुर्वेदिक पेस्ट

32 आयुर्वेदिक तत्वों के साथ

जर्म्स मारे ताकि दांत रहें आयुष्मान

*नियमित रूप से ब्रशिंग के लाभ

Dabur Herb'l

TOOTHPASTE RANGE

NEEM | CLOVE | TULSI

POWERFUL HERBS PROTECTION FOR YOUR ENTIRE FAMILY

Dabur Amla Hair Oil

Dabur Amla World's No.1* Hair Oil Now In A New Pack

*As per the value share reported by "Mordor Intelligence" in Global Hair Oil market report for the year 2019.


डाबर
₹10/-
डाबर
बादाम आँवला
केश तेल
लंबे और घने बाल
BADAM AMLA
HAIR OIL
FOR LONGER AND STRONGER HAIR
Double Benefit of
Badam & Amla

Dabur

Amla aloe vera

Non Sticky Hair Oil

Amla's nourishment

Aloevera's moisturization

LONG, STRONG & SHINY HAIR

NEW

Dabur Vatika

50% HAIR FALL REDUCTION
TAKE #4WEEKCHALLENGE NOW!

- 50% Hair Fall Reduction*
- Controls Dandruff**
- Prevents Dull & Damaged Hair

COCONUT +10 HERBS

*Hairfall due to breakage on basis of in-vitro data **Ingredient benefits

NEW

Dabur Vatika® Naturals

Range Of 4 Hair Oils - Choose Yours For Your Hair Problem

3X LESSER HAIRFALL!*

5X STRONGER HAIR*

3X MORE MANAGEABLE HAIR*


Dabur
GOLD
Coconut Oil
Dabur
GOLD
Coconut Oil
100% PURE
COCONUT OIL
100%
Pure Coconut Oil
with 135 years
of Dabur's Trust
QUALITY
30
CHECKS

NEW

Dabur Vatika® Protect

Germ Protection SHAMPOO

Helps To Protect Against

Germs & Corona Virus*

with Neem & Aloe Vera

*According to standard test protocol of 2 minute contact time, when tested in a USA lab. #up to 99.9% germ protection as per In-vitro study at an independent lab.

Dabur Sanitize

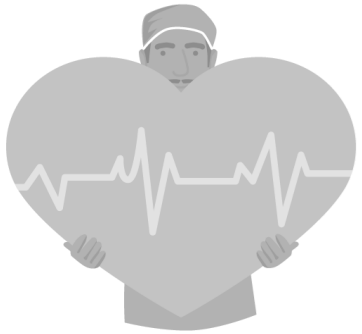
Kills 99.9% germs*

#ResumeZindagi

*Applicable on Dabur Sanitize Hand Sanitizer, Multi-purpose Surface Cleaner, Floor Cleaner and Multi-surface Disinfectant Spray.

Innovation

Cornerstone of our growth strategy



Healthcare NPDs

HPC NPDs

F&B NPDs

E-comm First NPDs

International Business NPDs


Real
Mango
FROM
INDIA'S NO. 1#
JUICE & NECTAR
BRAND
Real
Real
Fruit Power
Mango
DRINK
REAL FRUIT GOODNESS


Real
Fruit Power
Pink
Guava
100% Pink Guava Goodness
NO ADDED PRESERVATIVES
Real
Fruit Power
Alphonso
Mango Nectar
Goodness of Alphonso Mango
Real
Fruit Power
Mixed Berries
Goodness of 6 super berries
No added preservatives
Real
Fruit Power
Premium
Range
Exciting New Variants

Real
Milk Power

Frappe

THICKER & CREAMIER

Milkshake!

Real Milk Power is onlt a trademark and does not represent its true nature
30% more calcium and vitamin D2 than cow milk. Based on values as per NIN, ICMR

NEW

Dabur HOMMADE™

CHUTNEY

AISA SWAAD,
DILAYE
GHAR KI YAAD.

200 g
STARTING AT ₹55/- ONLY


Dabur
HOMMADE
WAHI PYAAR, WAHI SWAAD
chatpata
MANGO
PICKLE
khatta
LIME
PICKLE
mazedaar
MIXED
PICKLE
teekhi
GREEN
CHILLI
PICKLE


Dabur HOMMADE
Imli Sauce
It's Tangy-licious!
Dabur HOMMADE®
IMLI SAUCE
(सौंठ)
TANGY-LICIOUS
SUGGESTED USAGE
FRUIT SAUCE

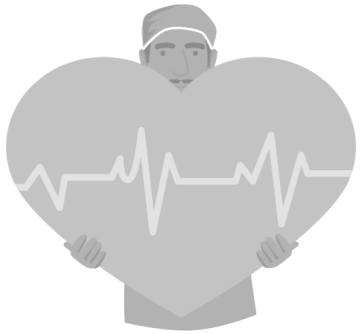

Keep Chilling
with
Real
Fruit Power
FIZZIN
Real
Fruit Power
Masala Cola
FIZZIN
Jeera
Real
Fruit Power
Apple
FIZZIN
Real
Fruit Power
Tangy
FIZZIN
Nimbu
150ml
Real Fruit Power is only a trademark and does represent its true nature.


Real
Fruit Power
FRUIT GOODNESS
NOW IN A BOTTLE
@ ₹20/-*
25% EXTRA FREE
Guava GOODNESS
Litchi GOODNESS
Mixed Fruit GOODNESS
Anar GOODNESS
Also available in 600ml bottle @ Rs.40/-
*250ml
Réal Fruit Power is only a trademark and does not represent its true nature. Creative Representation.
DABUR CARES: CALL OR WRITE - 8/3, ASAF ALI ROAD, NEW DELHI-110002 E-MAIL: daburcares@dabur.com Website: dabur.com TOLL FREE: 1800-103-1644

"Pheeki baatein,
boring Life,
Teekha banaye
Mirch ka Achaar"

Innovation

Cornerstone of our growth strategy



Healthcare NPDs

HPC NPDs

F&B NPDs

E-comm First NPDs

International Business NPDs


Dabur
Baby
Lotion
daily moisturising
Ayurvedic Herbs
Aloe Vera . Winter Cherry
Almond . Licorice
Dabur
Baby
Oil
Ayurvedic Oils
nourishing baby
massage oil
Jojoba . Olive
Almond
Dabur
Baby
Wash
gentle nourishing
Ayurvedic Herbs
Dabur
Baby
Powder
refreshing
Ayurvedic Herbs
Olive Oil . Khus .
Almond Oil
Dabur
Baby
Shampoo
gentle nourishing
Ayurvedic Herbs
Hibiscus . Gooseberry
Aloe Vera . Khus
Dabur
Baby
Wipes
moisturising
Baby
Wipes
Aloe Vera &
Amba Haldi
Ayurvedic Herbs
80 Wipes
Dabur
Baby
Soap
gentle nourishing
Ayurvedic Herbs
Dabur
Baby
Cream
daily moisturising


Dabur
COLD PRESSED
MUSTARD OIL
THE PERFECT BLEND OF
Health
Taste
Aroma
Dabur
COLD PRESSED
MUSTARD OIL
Good Ratio of Omega-3 and Omega-6
Good for Heart Health
Helps Manage Cholesterol
Aroma of Purity

COLD PRESSED

COLD PRESSED

WITH NUTRIENTS INTACT

SUGGESTED USAGE

Dabur

COLD PRESSED

SESAME OIL

A PERFECT BLEND OF

- Health
- Taste
- Aroma

Dabur

SINCE 1884

136 years of Dabur's trust

HIMALAYAN APPLE CIDER VINEGAR

- With Mother of Vinegar
- Made from 100% pure apple juice


Dabur
HIMALAYAN
ORGANIC
APPLE
CIDER
VINEGAR
With Mother of Vinegar
UNFILTERED • RAW • UNPASTEURIZED
Made from 100% PURE organic apples
500 ml
Dabur
HIMALAYAN
ORGANIC
APPLE
CIDER
VINEGAR
With Mother of Vinegar
UNFILTERED • RAW • UNPASTEURIZED
Made from 100% PURE organic apples
Dabur
HIMALAYAN
ORGANIC
APPLE CIDER
VINEGAR
With Mother of Vinegar
UNFILTERED • RAW • UNPASTEURIZED
Made from 100% PURE organic apples

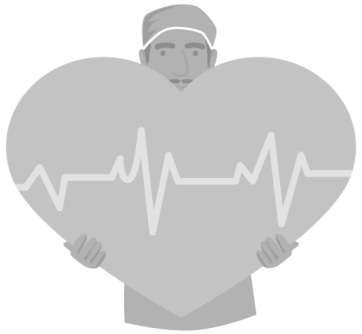

Dabur
Himalayan forest honey
Introducing,
A distinct blend from the foothills of the Himalayas
Dabur
HIMALAYAN FOREST
Honey
7 HEALTH BENEFITS
Benefits of
Dabur Himalayan Forest Honey
7
Helps in Weight Management
Strengthens Immunity
Rich in Antioxidants
Good for Heart Health
Source of Nutrition
Remedy for Cough and Cold
Boosts Energy
With
7 Key Benefits
BUY NOW


Dabur
135 YEARS OF TRUST
Experience the Goodness of Organic Dabur Honey
100% Pure and Natural
No Sugar Adulteration
Sourced from beehives of wild natural forests
Unprocessed* & Unpasteurized
FROM THE HOUSE OF DABUR HONEY
ORGANIC HONEY
ORGANIC CERTIFIED
PURITY GUARANTEED
NPOP Certified Organic Honey
*Only filtration done to remove any material impurities


Vatika Dabur SELECT
SHAMPOO
with Plant Based Actives
For damage-free nourished hair
NO Parabens Sulphate Silicones
SELECT
Red Onion Black Seed Oil
Shampoo
Hairfall Control
SELECT
Apple Cider Vinegar
Shampoo
Smooth & Shine
SELECT
Coconut Milk Extract
Shampoo
Nourish & Restore
SELECT
Moroccan Argan Oil
Shampoo
Moisturize & Smoot
Plant Based Actives
NO Parabens Sulphate Silicones
300 ml
LAUNCH OFFER
MRP: ₹449
₹225

Innovation

Cornerstone of our growth strategy



Healthcare NPDs

HPC NPDs

F&B NPDs

E-comm First NPDs

International Business NPDs

International Business

NPDs in MENA

Vatika Sanitizing Range – Body Wash, Skin Lotion & Mist

Dermoviva Anti-Bacterial Range

Dabur 100% Organic Virgin Coconut Oil

Vatika Oilfusion Range

Dabur Amla Hair Repair Solutions

Dabur Pudin Hara Pearls

Dabur Honitus Herbal Lozenges

Dabur Honitus Hot Sip

Dabur Herb'l Alpha Range

International Business

NPDs in SSA

Dabur Medimax Handwash Range

ORS Olive Oil Range

Range of ORS Hairdress (Coconut Oil, Tea Tree Oil, Jojoba Oil)

International Business

NPDs in Turkey

Hobby Antibacterial Range

Hobby Fresh Care Shower Gel Range

Hobby Marshmallow Shower Gels

Hobby Fantastic Shower Gels

Hobby Natural Extracts Shampoo Range

Hobby Natural Extracts Hair Conditioner Range

International Business

NPDs in USA

Range of ORS Olive Oil Sheen Sprays

Range of ORS HAIRepair Vital Oils

Strategic Priorities

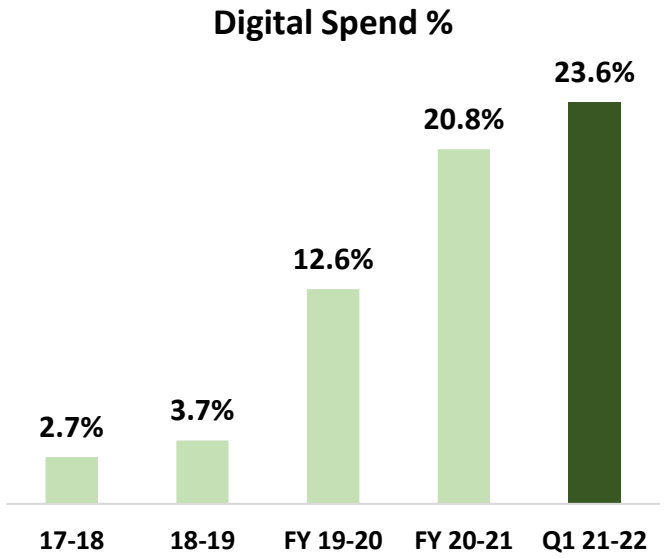
Current and Future

- Continue to focus on Power Brands
- Drive Innovation across the portfolio
- **Focus on Digital**
  Increase connect with millennials & Gen Z
- Distribution Expansion
  Enhance availability and accessibility of our products
- Cost Optimisation and Value Enhancement
- Supporting Employees, Community and Environment

Focusing on Digital

Reaching out to millennials and Gen Z

Step jump in digital spends



Campaigns

Influencers

241 influencers across the board

Moment Marketing

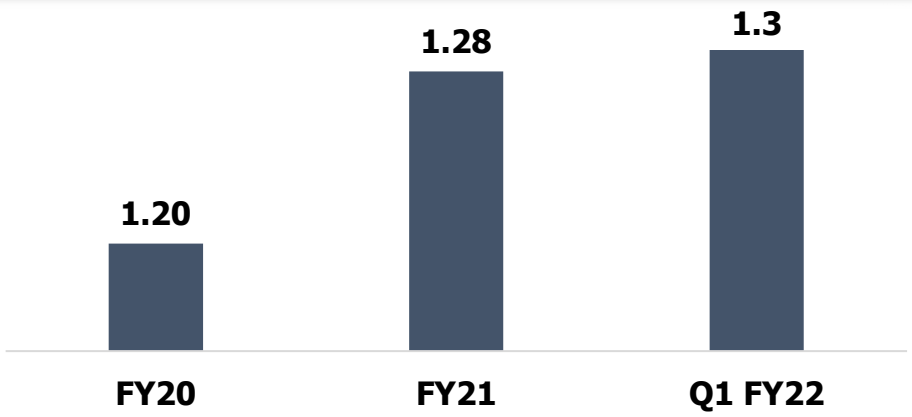
Strategic Priorities

Current and Future

- Continue to focus on Power Brands
- Drive Innovation across the portfolio
- Focus on Digital
  Increase connect with millennials & Gen Z
- **Distribution Expansion**
  Enhance availability and accessibility of our products
- Cost Optimisation and Value Enhancement
- Supporting Employees, Community and Environment

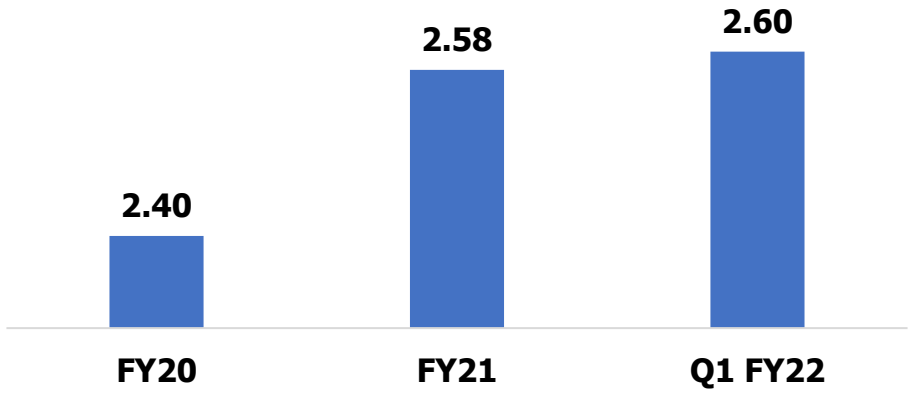
Distribution Expansion

Total Direct Reach (in mn)



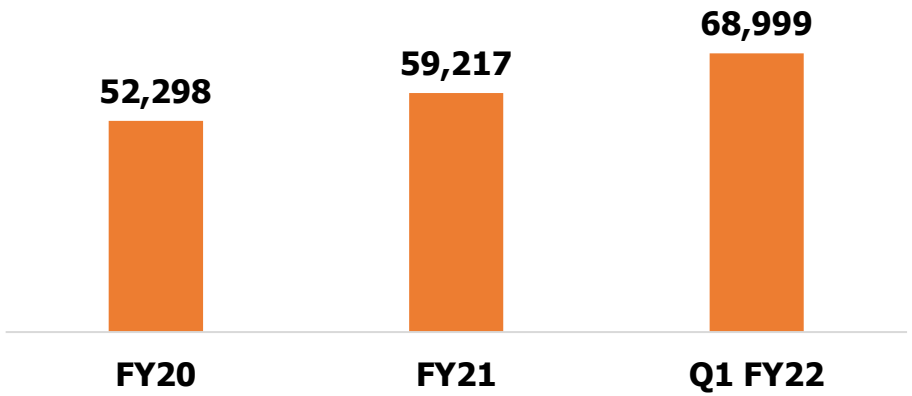
Increase of ~100,000

Chemist Outlets (in lakhs)



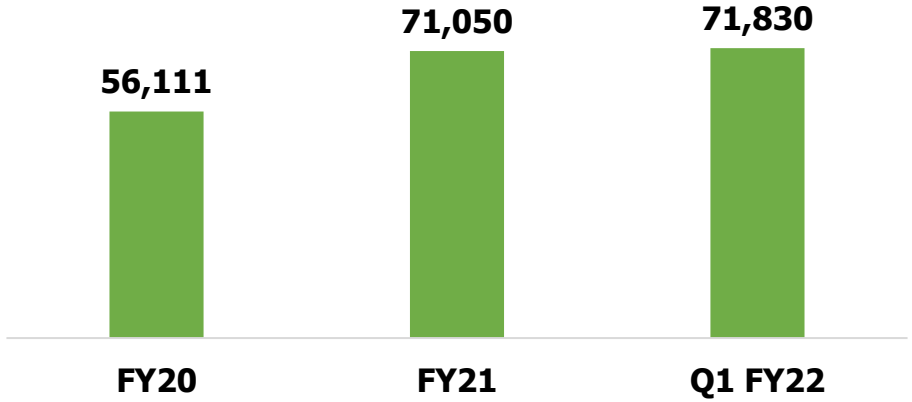
Increase of ~20,000

Village Coverage



Increase of ~16,000

Doctor Coverage



Increase of ~15,500

Appointed 4,461 Yoddhas (village level entrepreneurs)

Strategic Priorities

Current and Future

- Continue to focus on Power Brands
- Drive Innovation across the portfolio
- Focus on Digital
  Increase connect with millennials & Gen Z
- Distribution Expansion
  Enhance availability and accessibility of our products
- **Cost Optimisation and Value Enhancement**
- Supporting Employees, Community and Environment

Cost optimization

Project Samriddhi

INR

53 cr

Savings from Project Samriddhi in FY21

Initiatives across the 7 workstreams
Sourcing & VE
Marketing
Sales
Supply Chain
Overheads
Manufacturing
Manpower

Strategic Priorities

Current and Future

- Continue to focus on Power Brands
- Drive Innovation across the portfolio
- Focus on Digital
  Increase connect with millennials & Gen Z
- Distribution Expansion
  Enhance availability and accessibility of our products
- Cost Optimisation and Value Enhancement
- **Supporting Employees, Community and Environment**

Supporting Employees during Covid times

One of the first companies to transition to remote workforce model	Regular communication by senior management
Provided COVID-relevant Allopathic and Homeopathic medicines	Insurance scheme for offroll frontline Sales staff, CFA employees
COVID testing assistance – through Healthcare At Home	COVID helpline – through Healthcare At Home
24*7 Ambulance support - MEDULANCE	COVID isolation facility in Guest houses
Oxygen concentrators provided	Vaccination drives for employees & families
Medical insurance COVID leave policy Salary advance Statutory and 12 mnth sal for deceased Employee's family	Organised special webinars with renowned medical practitioners to address matters on mindfulness and mental well-being

Supporting the community in the fight against Covid

Dabur Group earmarked a fund of INR 21 Crore towards Relief efforts (5 cr to PM CARES Fund)

Supporting COVID Care Centres across India	**Supporting COVID Wards across hospitals**
Mobile COVID-Testing Vans rolled out	**Special COVID Screenings Camps were organised for Police & Personnel, community members**
Provided Protective Kits for frontline Police Personnel	**Immunity and Nutrition support to Communities and Migrant Workers**
Engaged community members in stitching face masks	 **Set up 4 Oxygen Generation Units across Varanasi, Ghaziabad, Baddi**
Awareness Camps: to spread information about protection from COVID	**Vaccination Drives in Communities**

Reducing our impact on the environment

Significant reduction in Key Environmental Indicators from Base year

25% reduction vs base year
Raw Water vs Production

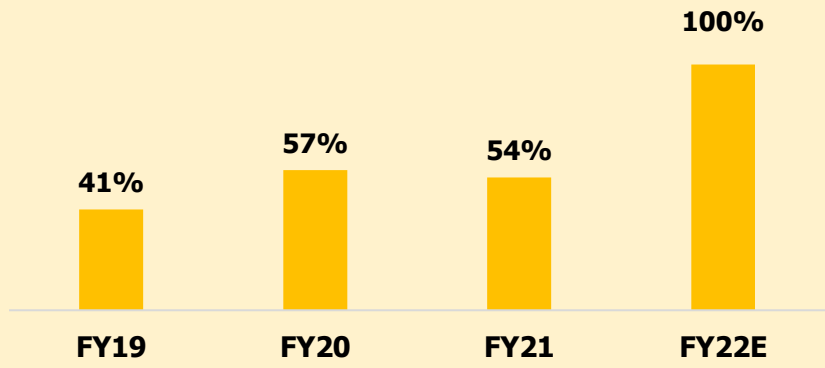
18% reduction vs base year
Effluent generation vs production

33% reduction vs base year
Hazardous Waste vs Production

58% reduction vs base year
Total SOx vs production

Targeting to become Plastic Waste Neutral in FY22

% of plastic waste that is collected, processed and recycled



Water Conservation & Management

- Ground and Rain-Water Harvesting in most of the factories
- Pond Renovation – **Newai**
- 2nd Pond Development work in Baddi



Protecting endangered species of herbs & plants

- Working with over 7,000 farmers across India, teaching them the art of cultivating rare medicinal plants and herbs
- Partnered with 12 NGOs for this initiative



Strategic Priorities

Current and Future

- Continue to focus on Power Brands
- Drive Innovation across the portfolio
- Focus on Digital
  Increase connect with millennials & Gen Z
- Distribution Expansion
  Enhance availability and accessibility of our products
- Cost Optimisation and Value Enhancement
- Supporting Employees, Community and Environment

Dabur