



Investor Presentation

Nov 2023



Agenda



Dabur – Brief Overview



FY23 & H1 FY24
Performance Overview

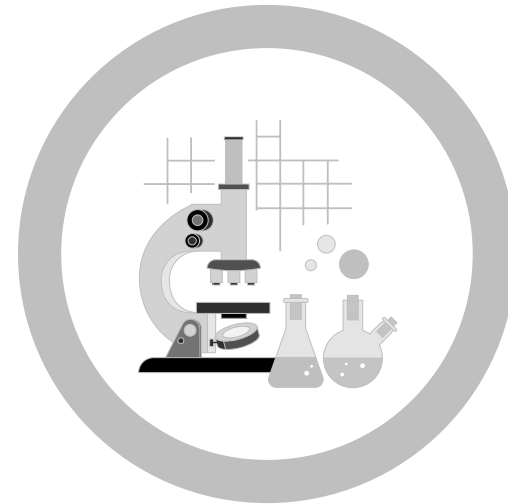


Strategic Pillars

Agenda



Dabur – Brief Overview

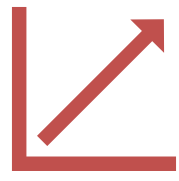


FY23 & H1 FY24
Performance Overview



Strategic Pillars

Dabur – A Leader in Ayurveda and Natural Healthcare



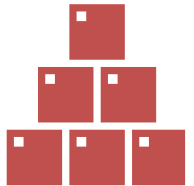
**Market Cap:
Around INR 1 tn
(USD 12 bn)**



**Established in 1884 –
139 years of trust and
heritage**



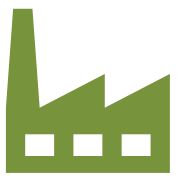
**Strong overseas presence
with ~25% contribution**



**Among the Top 4 FMCG
companies in India**



**One of the largest distribution
network in India, covering
~7.9 mn outlets**



**22 world class
manufacturing facilities**

Manufacturing Presence in India

14

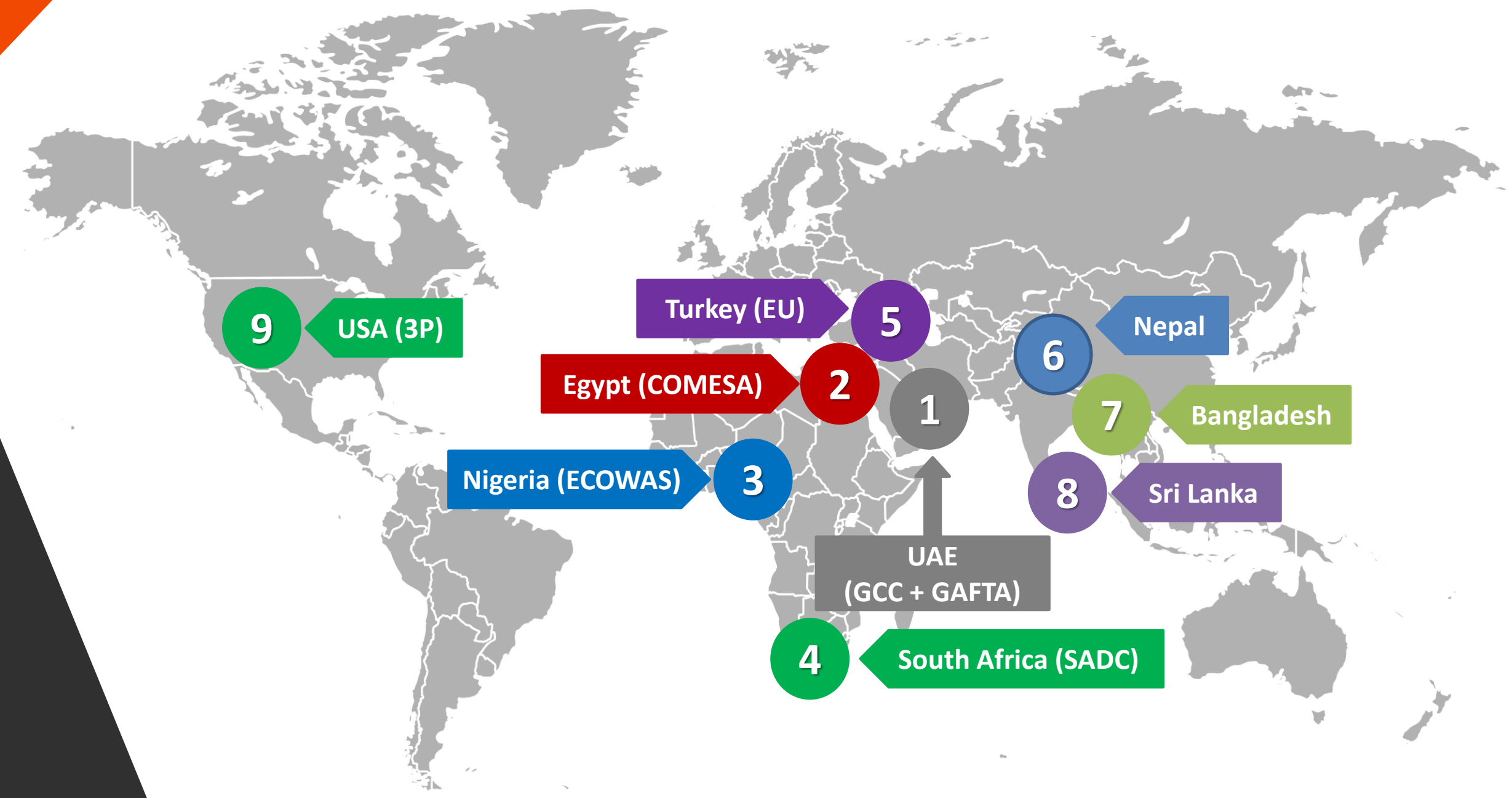
Manufacturing facilities in India



Manufacturing Presence in Overseas Markets

8

Owned Manufacturing facilities overseas



Business Structure



Domestic Business

75%

International Business

25%

Power Brands



Power Brands



Key Brands



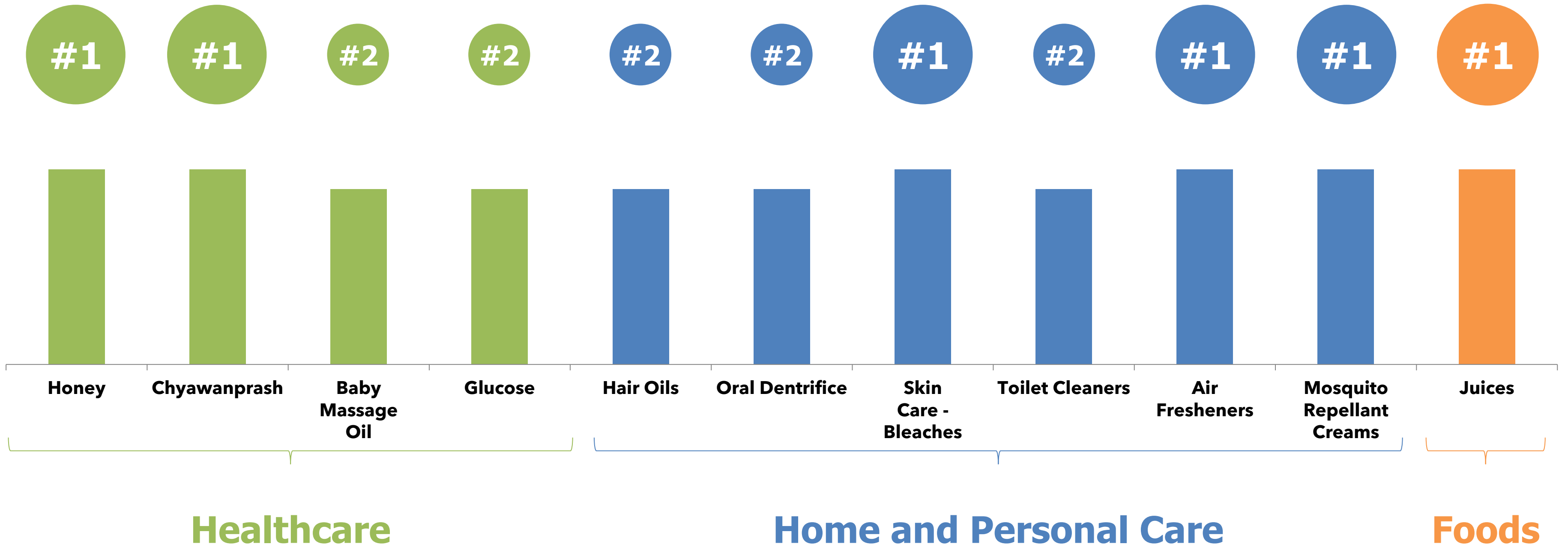
1 billion club brands

Revenue	Brands						
>1,500 cr							
1,000-1,500 cr							
500-1,000 cr							
100-500 cr (17 brands)							
							
							




Market Leadership in Domestic Business

Leading position in key categories across verticals

#Relative Competitive Position



Market Leadership in International Business

	#1	#2	#3
 <p>Saudi Arabia</p>	<p>Hair Oil Hair Cream Hair Gel Hair Mask</p>		<p>Hair Serums Depilatories</p>
 <p>Egypt</p>	<p>Hair Oil Hair Cream Hair Mask</p>	<p>Hair Gel</p>	<p>Hair Serums</p>
 <p>United Arab Emirates</p>	<p>Hair Oils Hair Cream Hair Gel Hair Mask</p>	<p>Hair Serums Depilatories</p>	<p>Toothpaste</p>

Agenda



Dabur – Brief Overview



**FY23 & H1 FY24
Performance Overview**

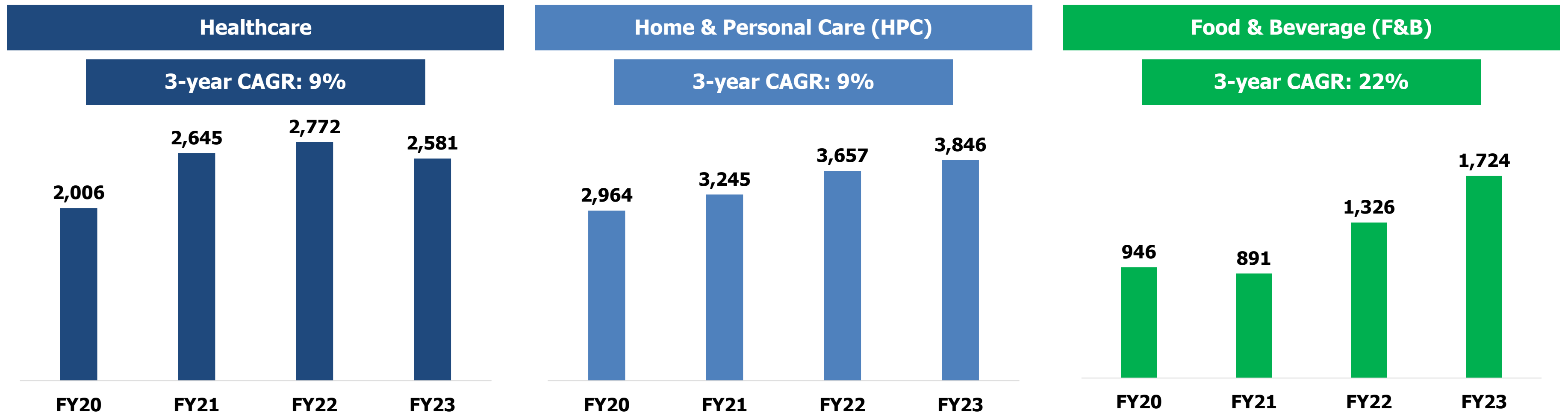
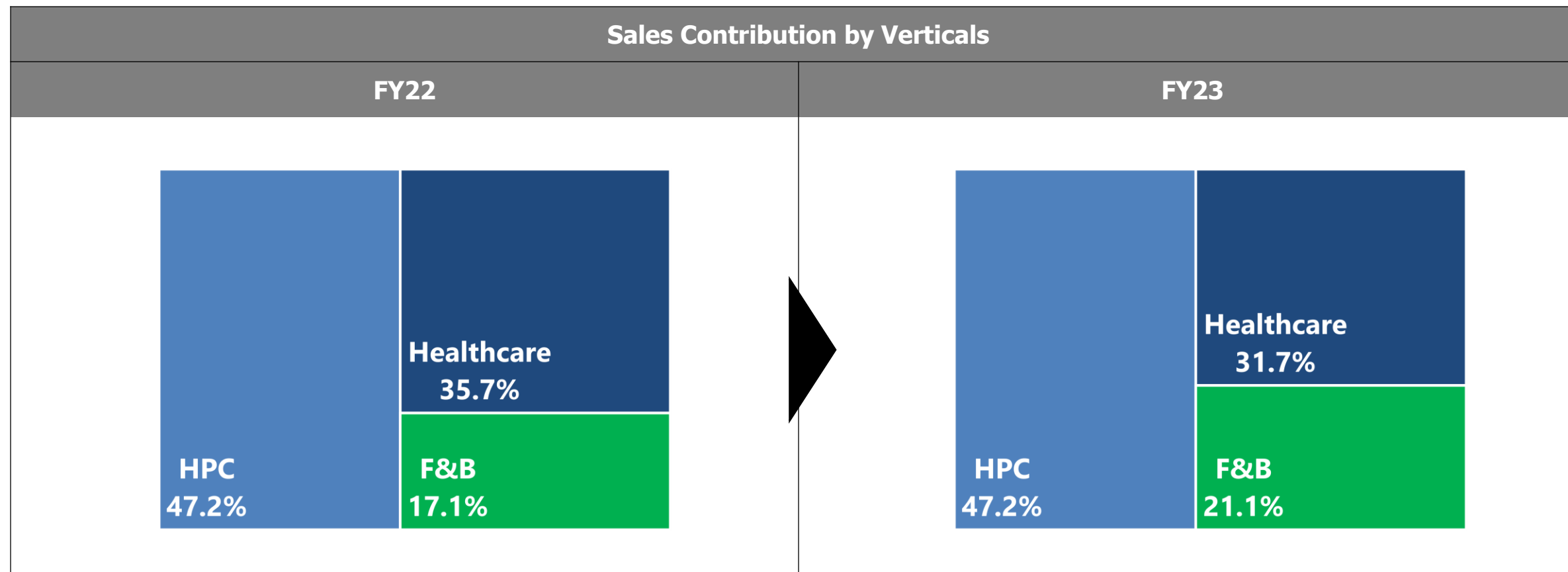


Strategic Pillars

FY23 | Performance Highlights

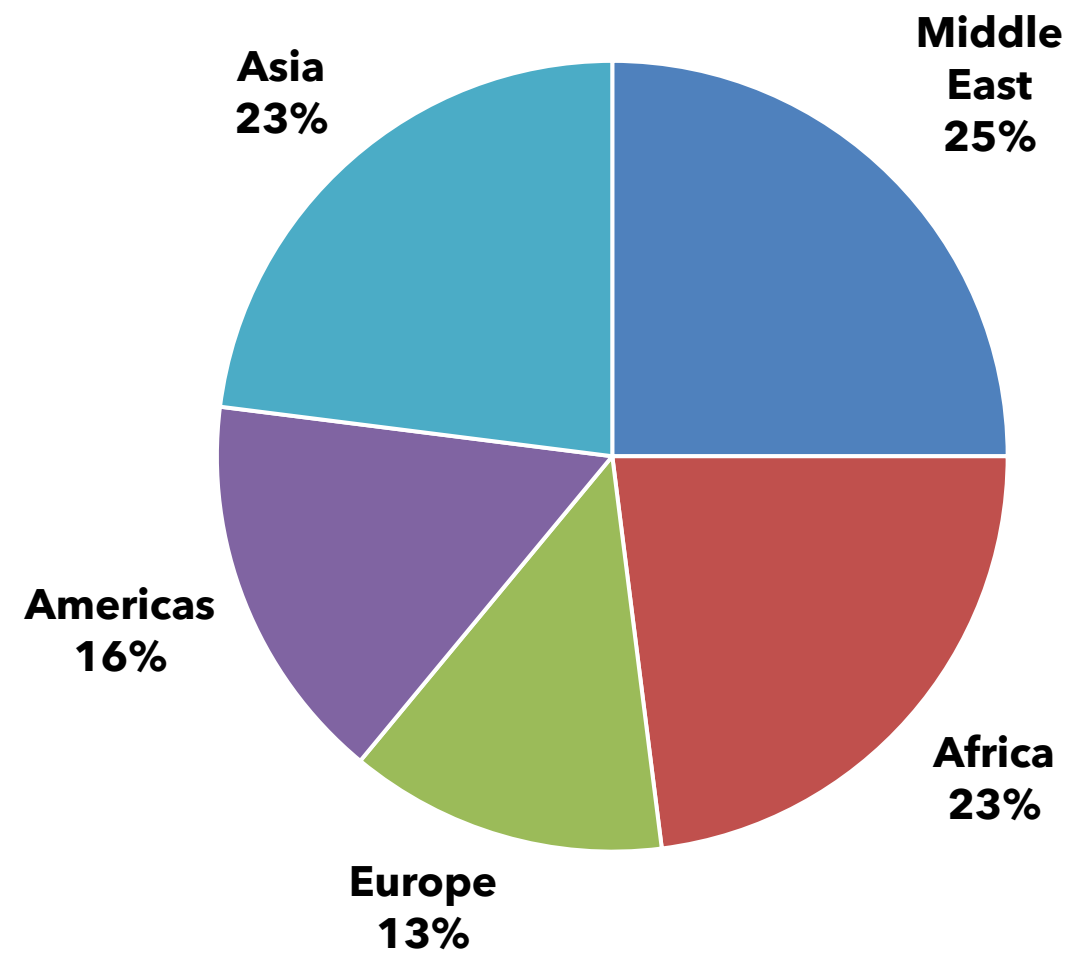
Consol Revenue crosses INR 11,000 cr to close FY23 at INR 11,530 cr	Consol Revenue Growth in FY23 5.9%	Consol Revenue 3-year CAGR 10%
India Business crosses 8,500 cr to close the FY23 at INR 8,684 cr	India Business Revenue Growth in FY23 6.2%	India Revenue 3-year CAGR 11%
Consol Operating Profit in FY23 INR 2,164 cr	Operating Profit Margin in FY23 18.8%	Consol Profit in FY23 INR 1,707 cr (PAT Margin: 14.8%)

FY23 | Domestic FMCG Business Growth – By Verticals



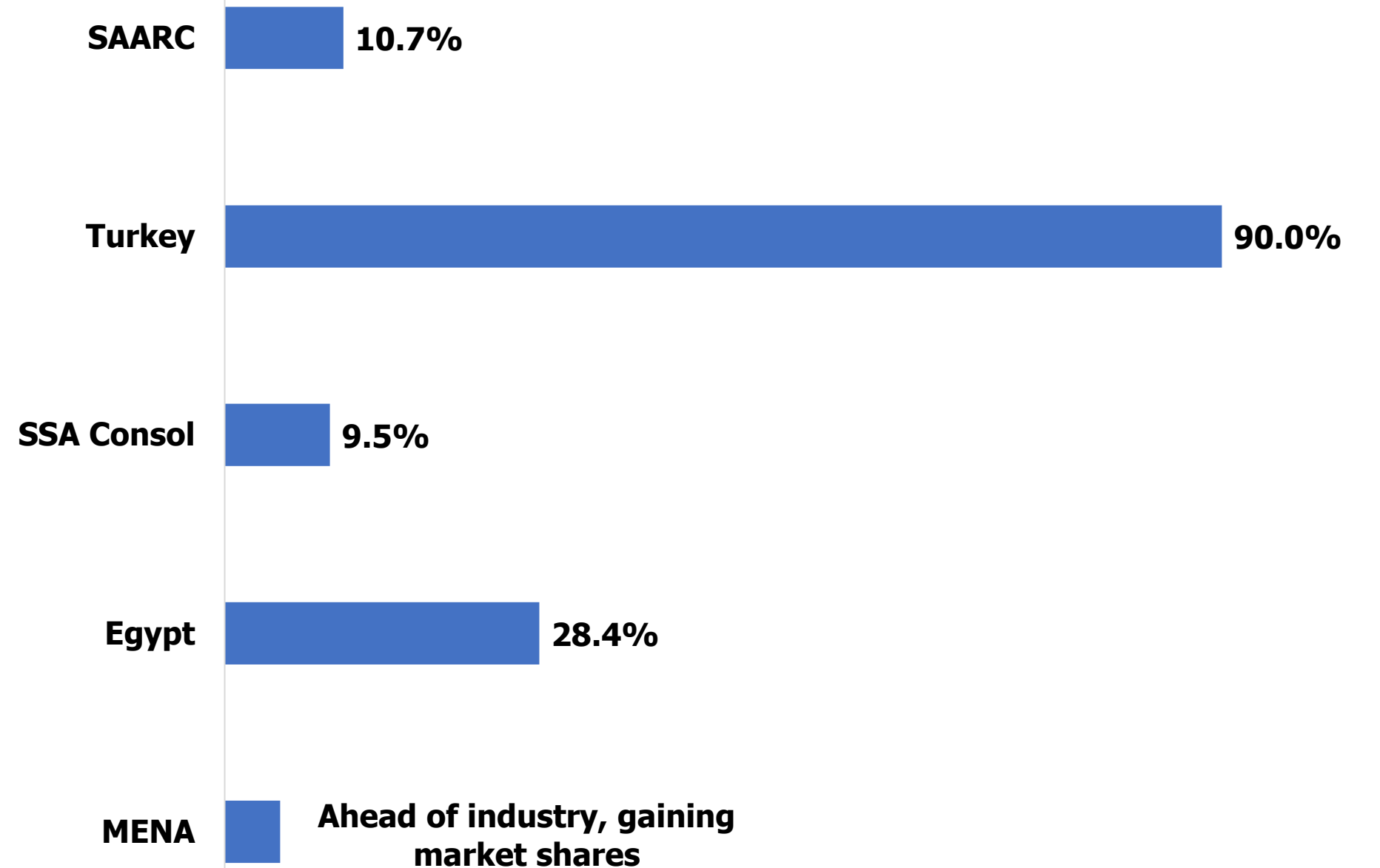
FY23 | International Business – Performance Overview

International Business
FY23 Revenue Breakdown



International Business grew by 11% in CC terms

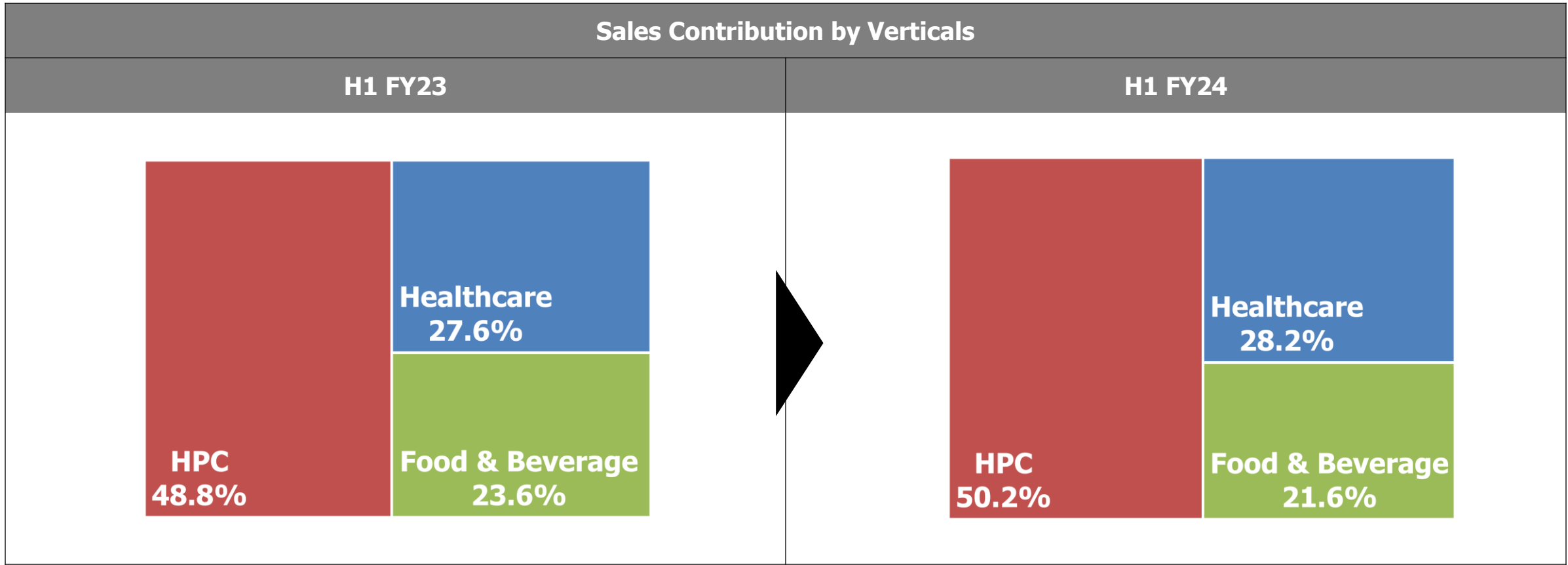
FY23 Constant Currency Growth %



H1 FY24 | Performance Highlights

Consol Revenue crosses INR 6,000 cr to close H1 at INR 6,334 cr	Consol Revenue Growth 9% (CC growth of 11.6%)	Consol Revenue 4-year CAGR 9%
India Business Revenue INR 4,682 cr	India Business Revenue Growth 5.3%	India Revenue 4-year CAGR 10%
Consol Operating Profit INR 1,266 cr	Operating Profit Growth 10.6%	Operating Profit Margin 20% (30 bps increase)
Reported PAT after Minority INR 979 cr	PAT Growth 5.2%	Ex-Legal Cost & Badshah Amortization, PAT growth of 14.4%

H1 FY24 | Domestic FMCG Business Growth – By Verticals



Healthcare

4-year CAGR: 8.7%



Gr: 8%



H1 FY23

H1 FY24

Home & Personal Care (HPC)

4-year CAGR: 8.7%



Gr: 9%



H1 FY23

H1 FY24

Food & Beverage (F&B)

4-year CAGR: 14.7%



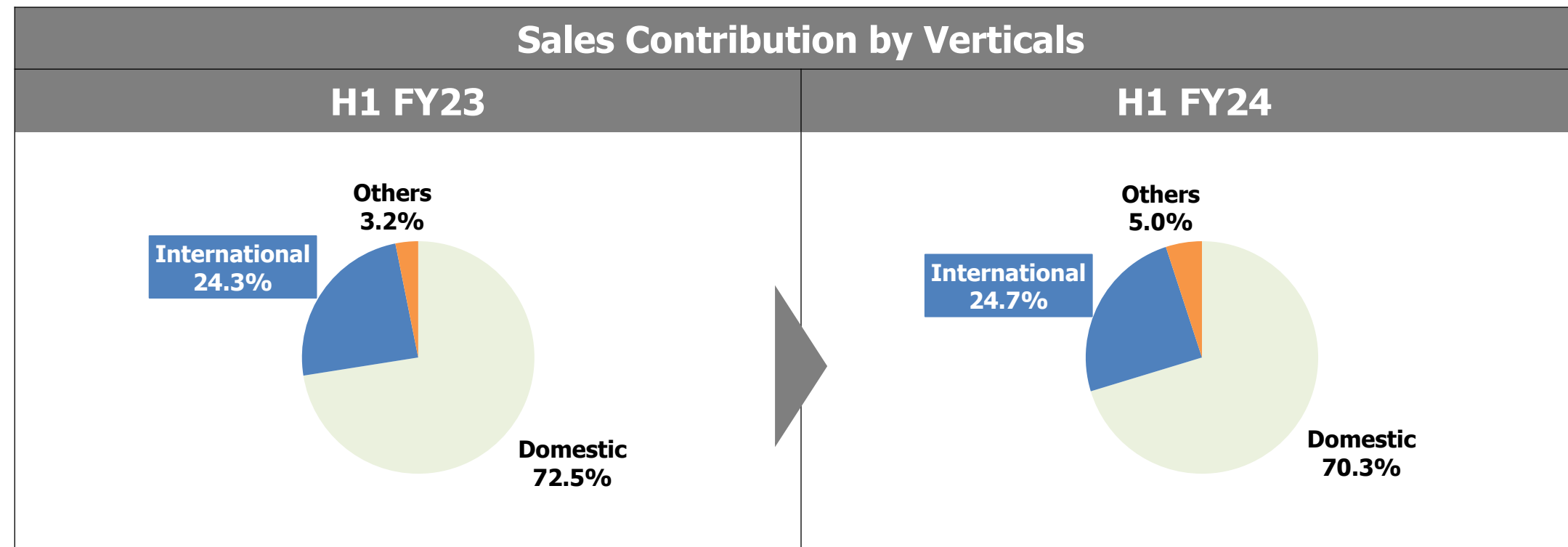
Gr: (3)%



H1 FY23

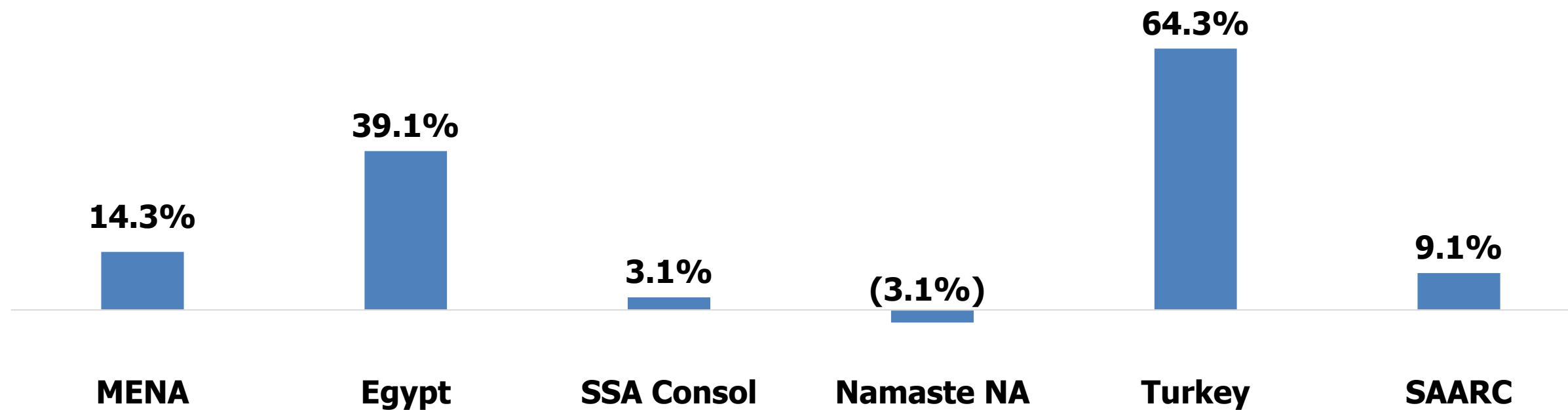
H1 FY24

H1 FY24 | International Business – Performance Overview



International Business grew by 21.7% in CC terms (10.3% in INR terms)

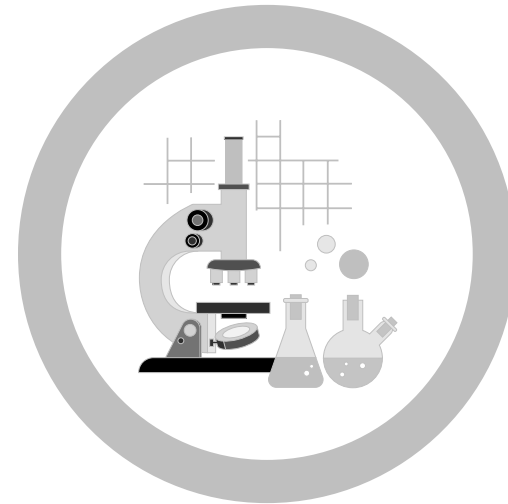
H1 FY24 Constant Currency Growth %



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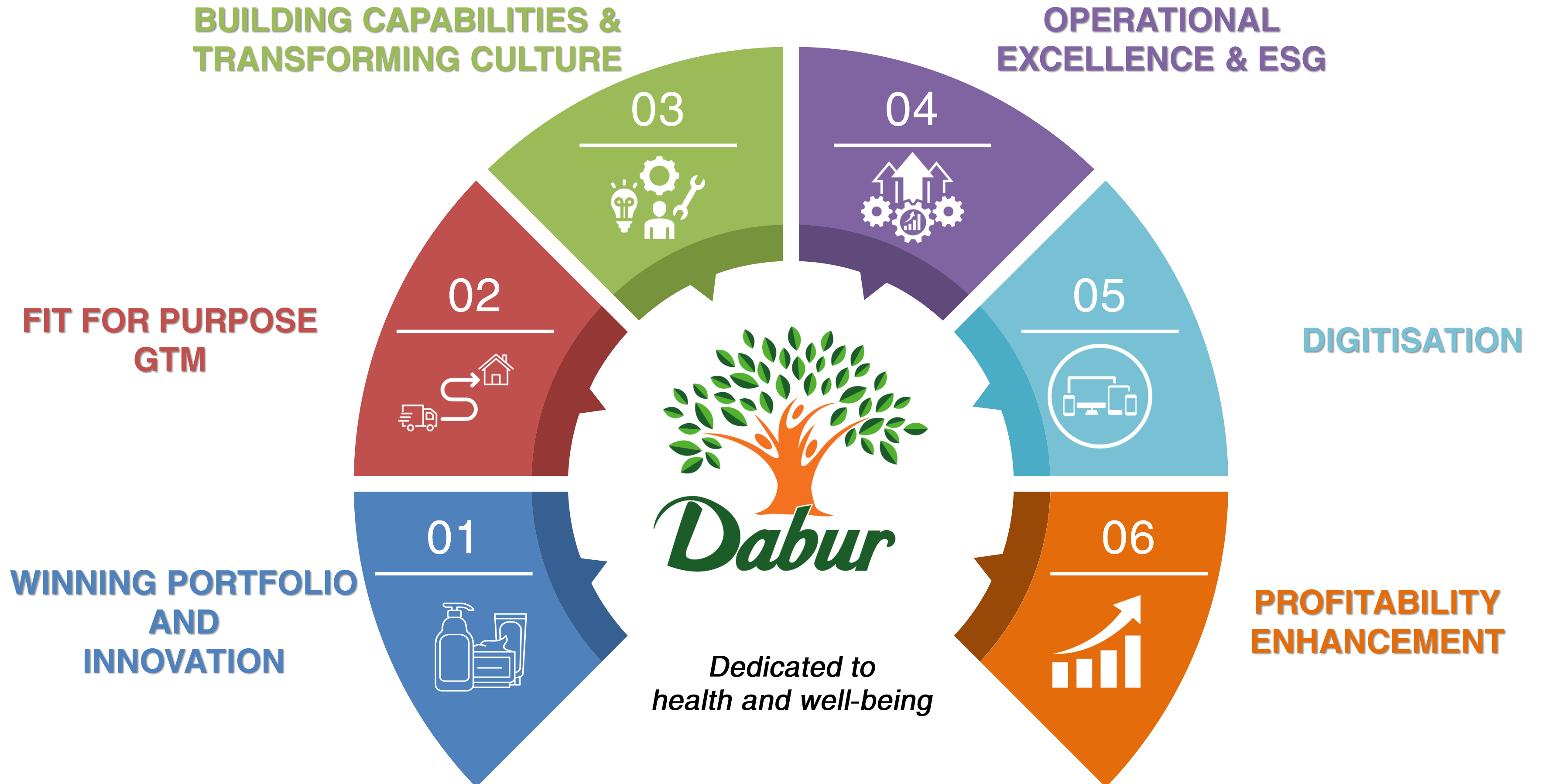


FY23 & H1 FY24
Performance Overview

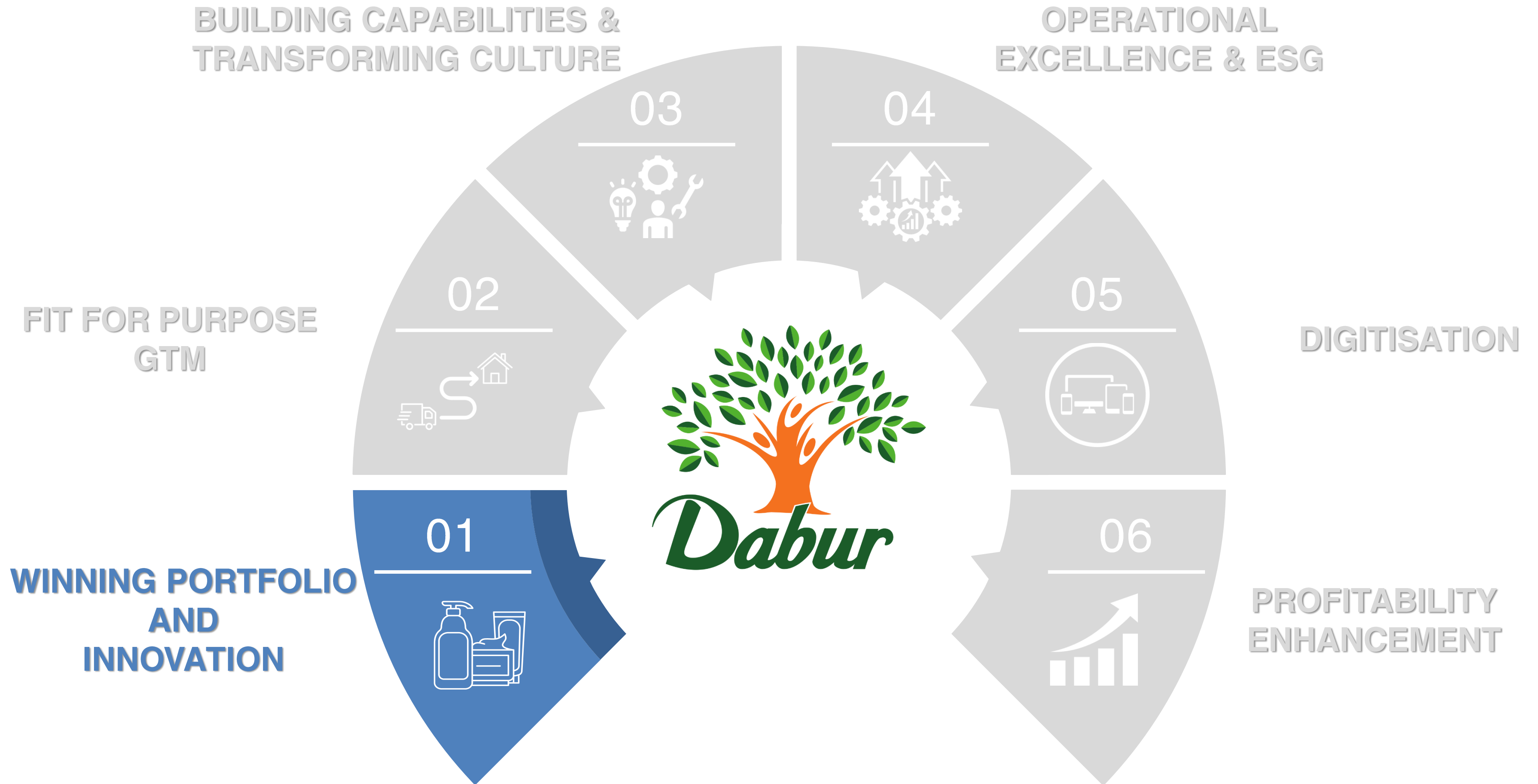


Strategic Pillars

Business **Metamorphosis** continues



Business **Metamorphosis** continues



1 WINNING PORTFOLIO AND INNOVATION FOR CHANGING INDIA

1



Restaging Core
For Younger India

2



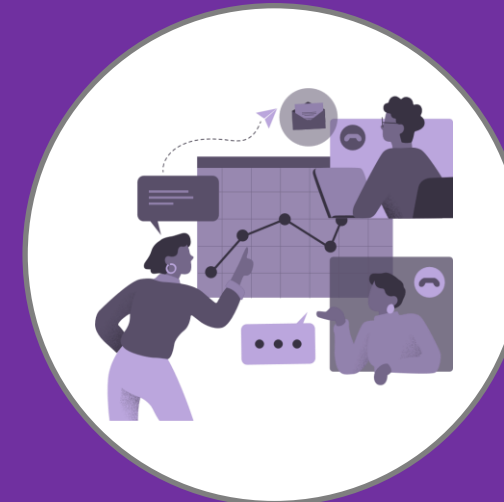
Power Brands to Power
Platforms

3



Expansion of Existing
Categories/ Entry into
Adjacencies

4



Focusing on Digital with
increasing prominence

1

Stronger Scientific Claims



Restaging Core
For Younger India

Dabur Amla:
2X Stronger Hair

World's No. 1 Hair Oil



Dabur Chyawanprash:

Strength to Fight 100+ Diseases

3x Immunity Scientifically Tested



Dabur Red Toothpaste:

3X Better Gum care, Plaque, Stain-removal



Stronger Scientific Claims

Increasing Relevance through New Age Formats

Aspirational Packaging

Dabur Lal Tail:
2X faster physical growth



Dabur Honitus:

Clinically tested Fast Relief

Starts Action on Cough from 15 mins



Odomos:
99.9% Protection



Increasing Relevance through New Age Formats

1



Restaging Core
For Younger India

Stronger Scientific Claims

Increasing Relevance through
New Age Formats

Aspirational Packaging



Format Extension

Variant Extension

Dabur Honitus®



Cough Drops



Hot Sip
(Kaadha powder)



RISE initiative
West



Blister Lozenges
Premiumisation



Tea Bags



Sugar Free
Variant

Increasing Relevance through New Age Formats

1



Restaging Core
For Younger India

Stronger Scientific Claims

Increasing Relevance through
New Age Formats

Aspirational Packaging

Format
Extension



Mosquito Repellent
Spray



Mosquito Repellent
Gels



Fabric Roll on



Mosquito Repellent
Lotions



Extension
into
Naturals



Odomos Naturals

Entry into New
age formats



Odomos LVP



Odomos
Insecticides



Odomos
Racquets

Aspirational Packaging

1



Restaging Core
For Younger India

Stronger Scientific Claims

Increasing Relevance through
New Age Formats

Aspirational Packaging



Aspirational Packaging

1



Restaging Core
For Younger India



Stronger Scientific Claims

Increasing Relevance through
New Age Formats

Aspirational Packaging



Transition from Power Brands to Power Platforms | F&B



Real Nectars – 100% Activ



Real Mango Drink

Real Nectars



Real PET

Real Vitamin Boost



Real Aloe Power

Real Masala Range



Real Plant Based Drinks



Real Fizzin



Real Milkshakes



Real Activ Coconut Water



Real Seeds/Superfoods



Real Peanut Butter

Transition from Power Brands to Power Platforms | HPC



Red Bae Fresh Gel

Red Pulling Oil



Sarson Amla

Badam Amla

Brahmi Amla

Amla Aloe Vera

Amla Kids



Premium Shampoo Range
(Onion & Olive)



Neelibhringa21 Hair Oil



International Range

Transition from Power Brands to Power Platforms | Healthcare



Health Variants



Organic Honey



Honey Tasties (Spreads)



Himalayan Honey



Chyawanprakash



DCPK Tablets



Gur Chyawanprash



Kesar Prash



Variants (Chatcola, Limcola)



Maha Candy (Albela Aam, Chulbuli Imli, ChatCola)

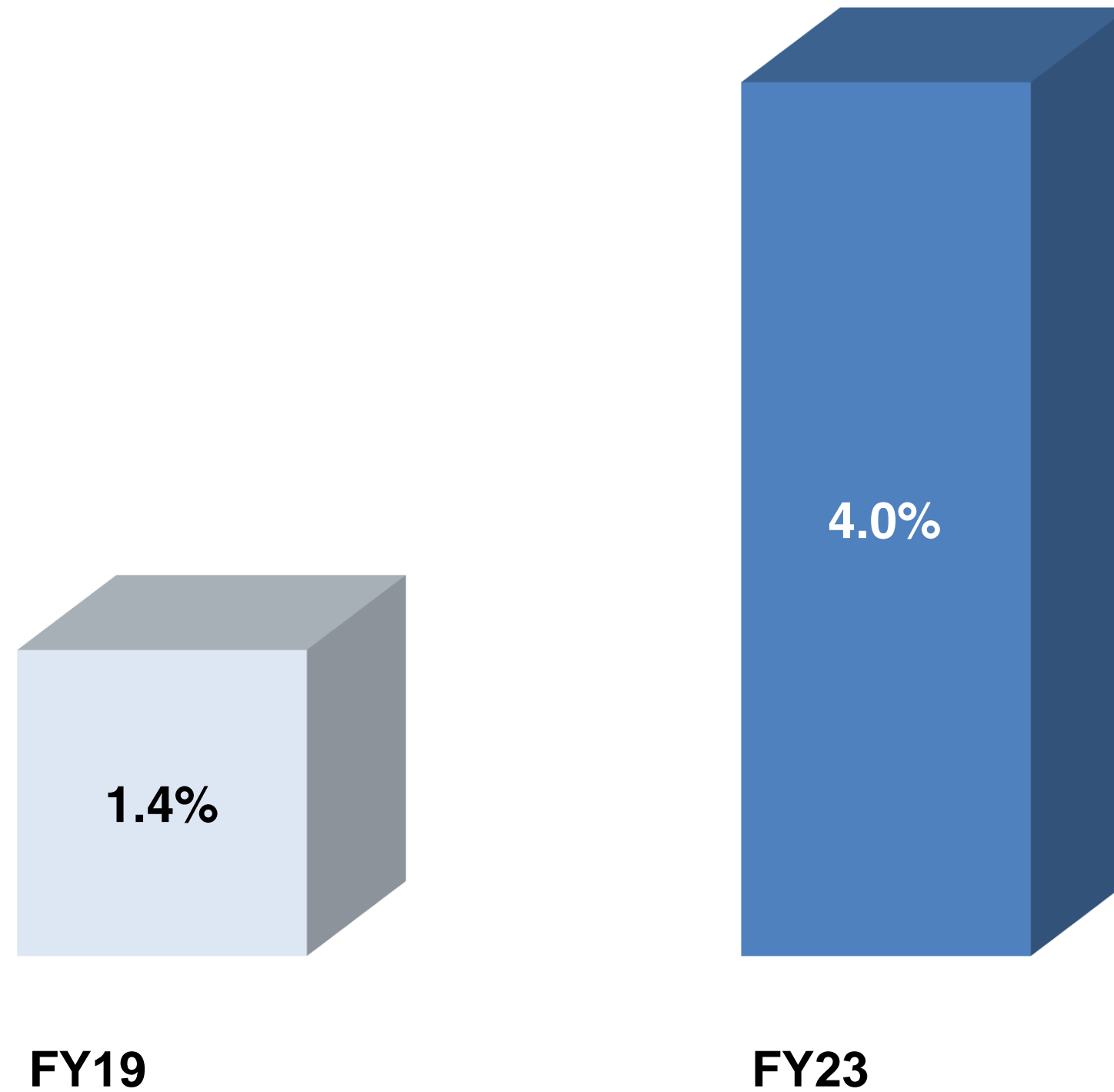


Amla Candy



Tingoli

Innovation Pace Has Picked Up



Scaling Existing Categories by Entry into New Adjacencies

Therapeutics



Baby Care



Hair Oils



Toothpastes



Tea



Foods



Badshah

Digital continues to gain prominence

Spends towards digital increased to
31%
in FY23 (vs <10% in FY18)

Building a direct connect with consumers through
DaburShop



New-age command center established for
Social Listening



E-commerce business
built up in last few years, contributing to
~9% of the business
(best in industry)

771
Digital Campaigns in
FY23
leading to
3.4 bn Impressions & 1.4 bn Views

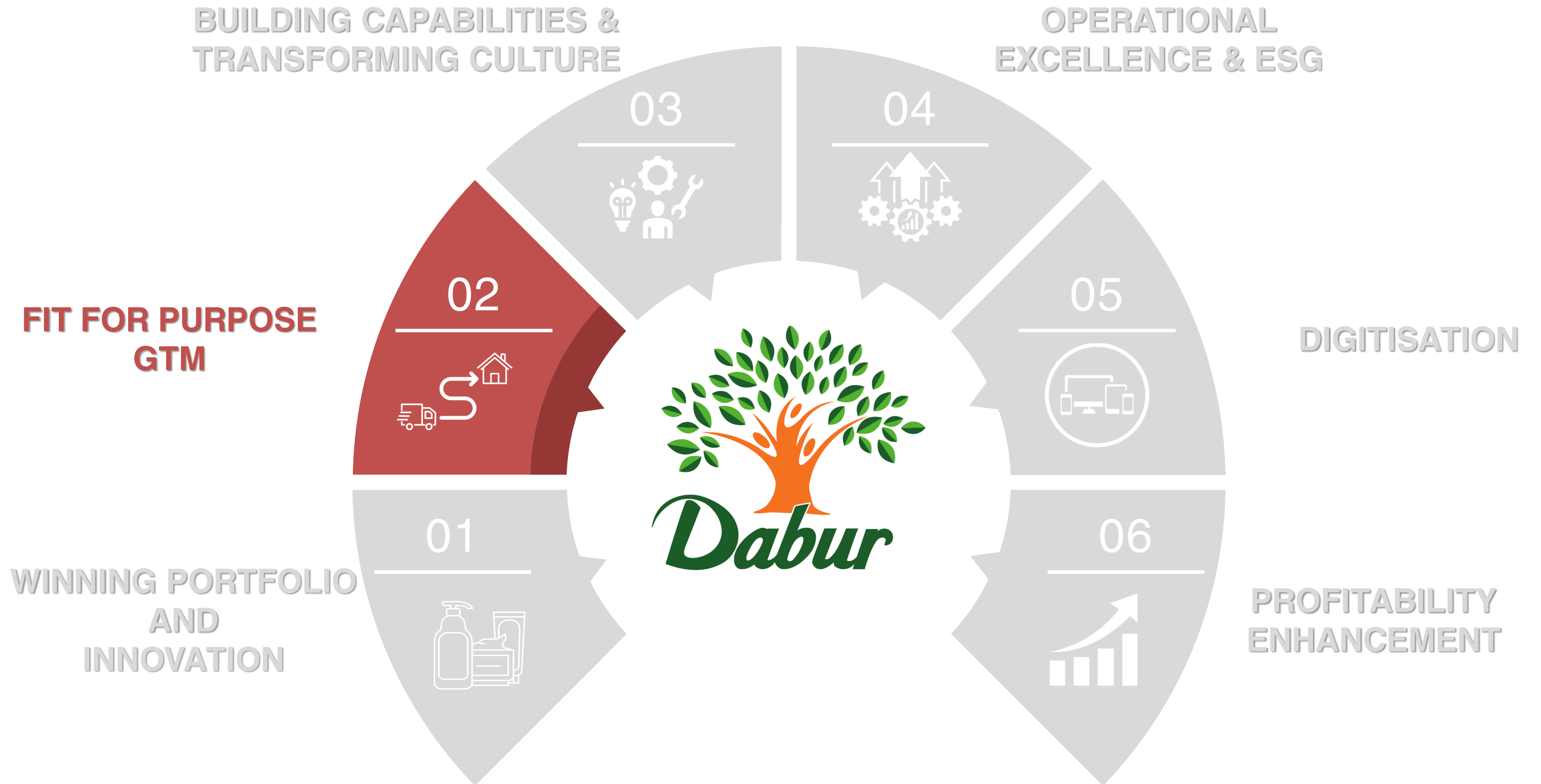
Programmatic spends at
74%
in FY23
(vs <40% in FY20)

Partnering with
2,000+
influencers
in India
(221 MN Reach, 341 MN Views in FY23)

46 Awards
in FY23



Business **Metamorphosis** continues



Fit for Purpose GTM

Ghar Ghar Dabur

Category Specific GTM

Healthcare

+Chemist Focused

AYR

Dr Detailing and

Therapeutic

Selling Arms

HPC 1

Category

HPC 2

Specific Teams

Beverages

Separate network
in P1 Geos

Salon

Channel Specific
Teams

Urban Business

Town Class level segmented
strategy on

Infrastructure



Consolidated/Quality/Split

Assortment



MSL @ Town/ Outlet

Engagement



Specific Programs
@ Channels

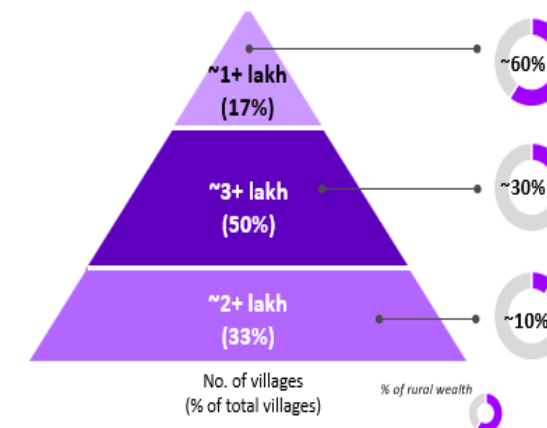
Distribution



Direct to Total
Distribution
Benchmarks

Rural Expansion and Extraction

Reaching Top 1 Lac
Villages



योद्धा VLEs for
deeper reach

11,000 Yodhas Appointed



Driving new age channels

Operation model change
to strengthen and bolster
the Channels

Alternate Channels Head

MT & E-B2C Head

E-B2B and C&C Head

Enterprise Head

Increasing Salience of
New-Age Channels

FY19

12%

FY23

20%

Become an Intelligent & Data Driven Sales Organization

Platforms at next level to
identify lead measure

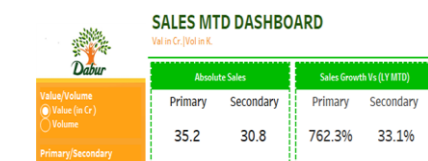
Gamification & technology
driven Capability building



Rural sales
Visibility



Retailer
Application

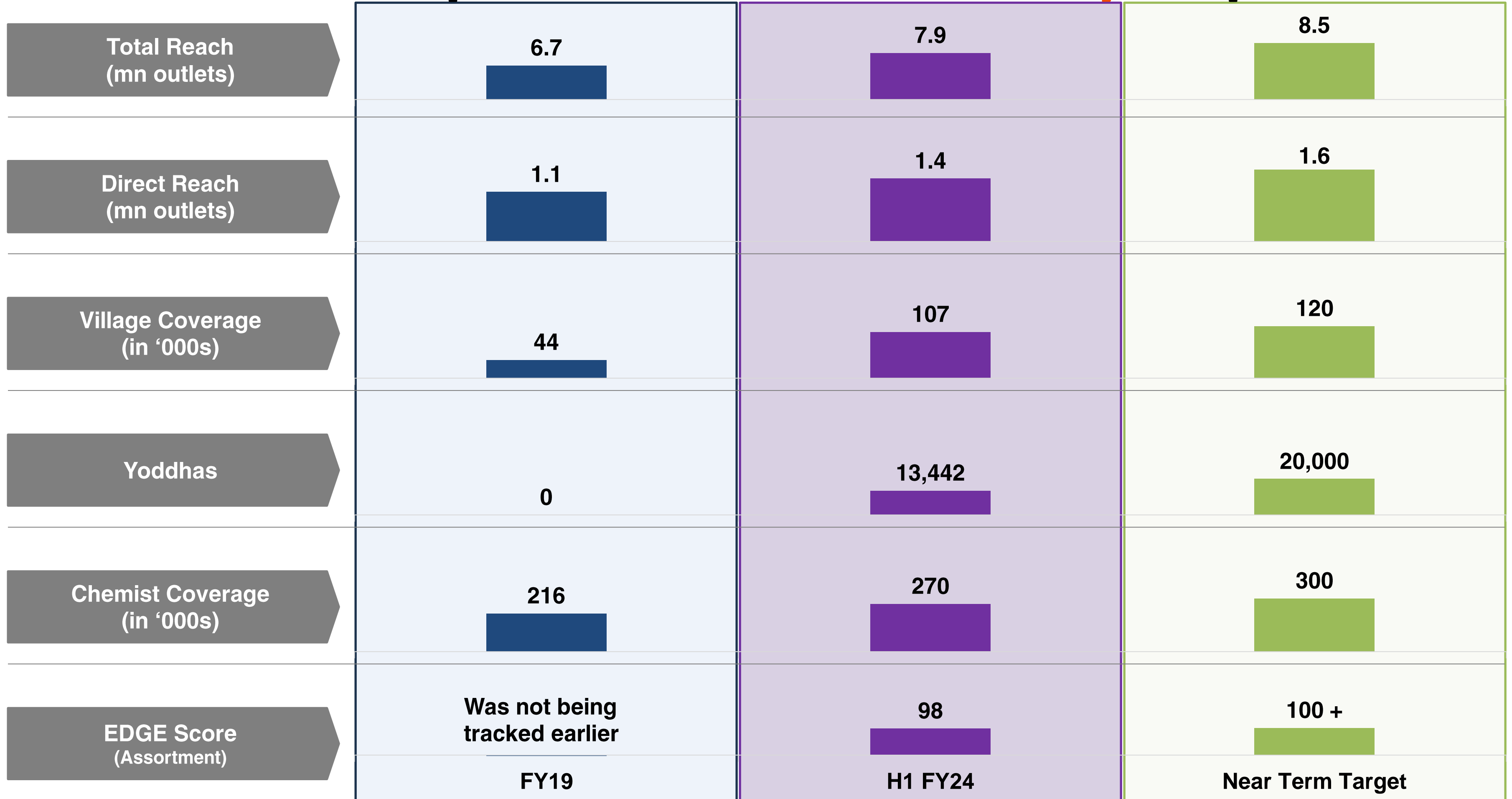


New Gen Sales Dashboards
powered by DOMO



E Gurukul

Distribution Expansion and Efficiency Improvement



Business **Metamorphosis** continues

BUILDING CAPABILITIES & TRANSFORMING CULTURE

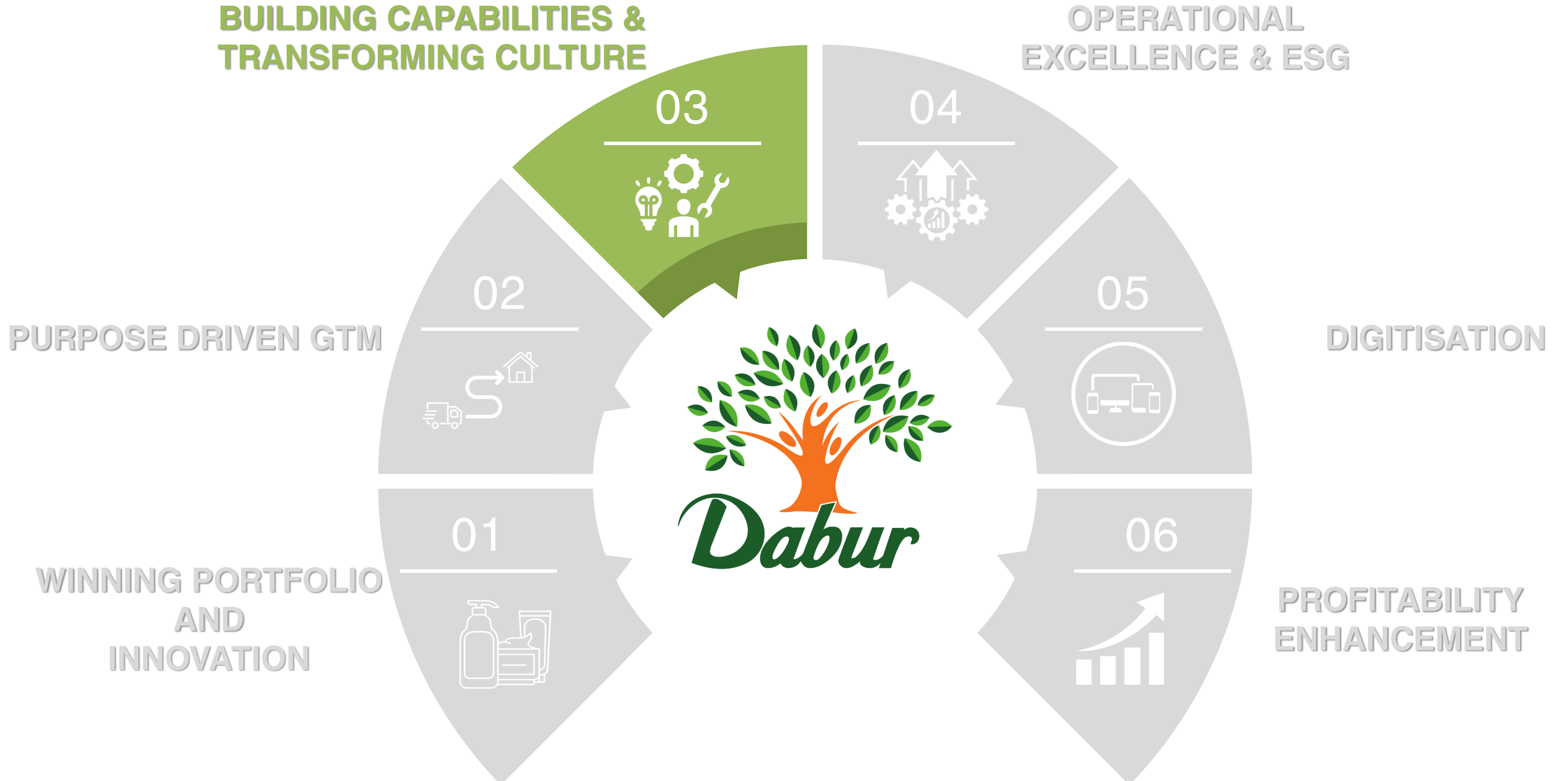
OPERATIONAL EXCELLENCE & ESG

PURPOSE DRIVEN GTM

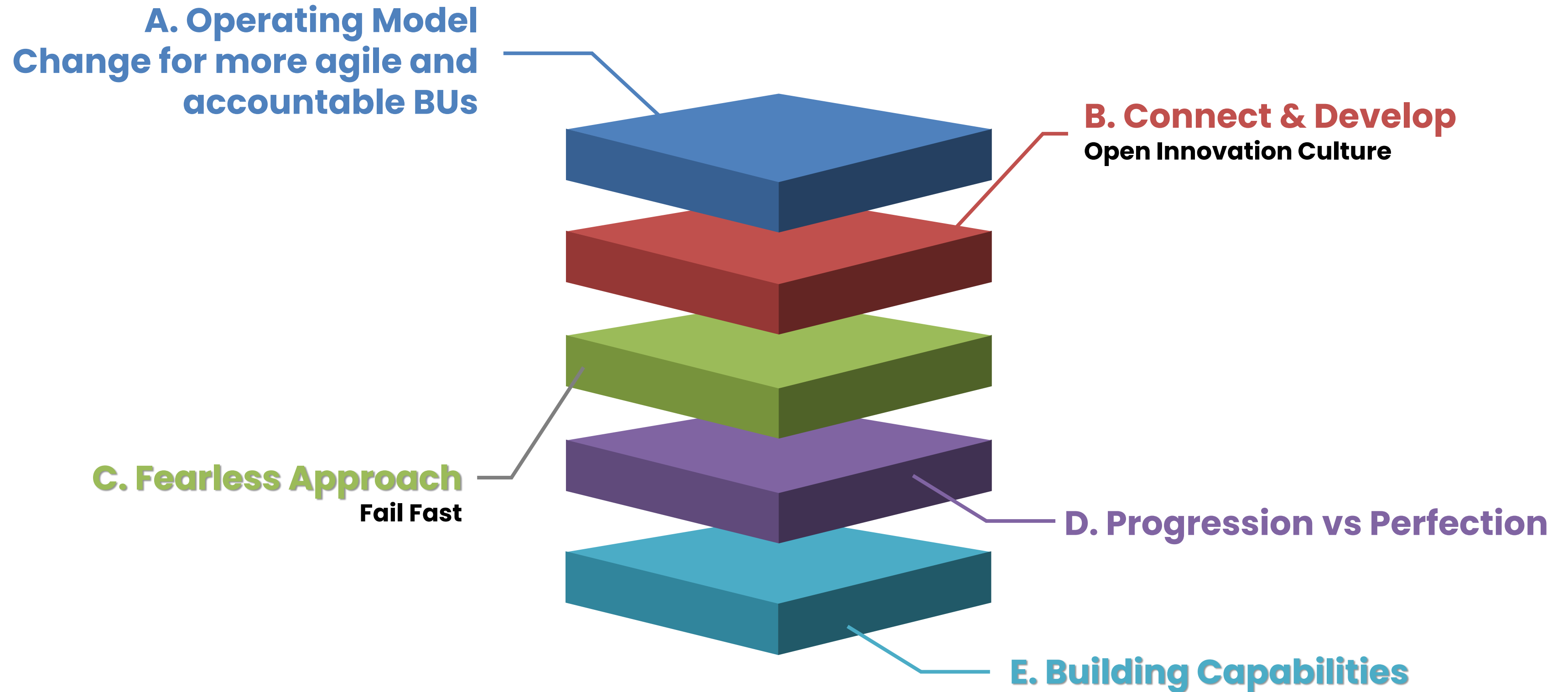
DIGITISATION

WINNING PORTFOLIO AND INNOVATION

PROFITABILITY ENHANCEMENT



Transforming Culture & Building Capabilities



Business **Metamorphosis** continues

BUILDING CAPABILITIES &
TRANSFORMING CULTURE

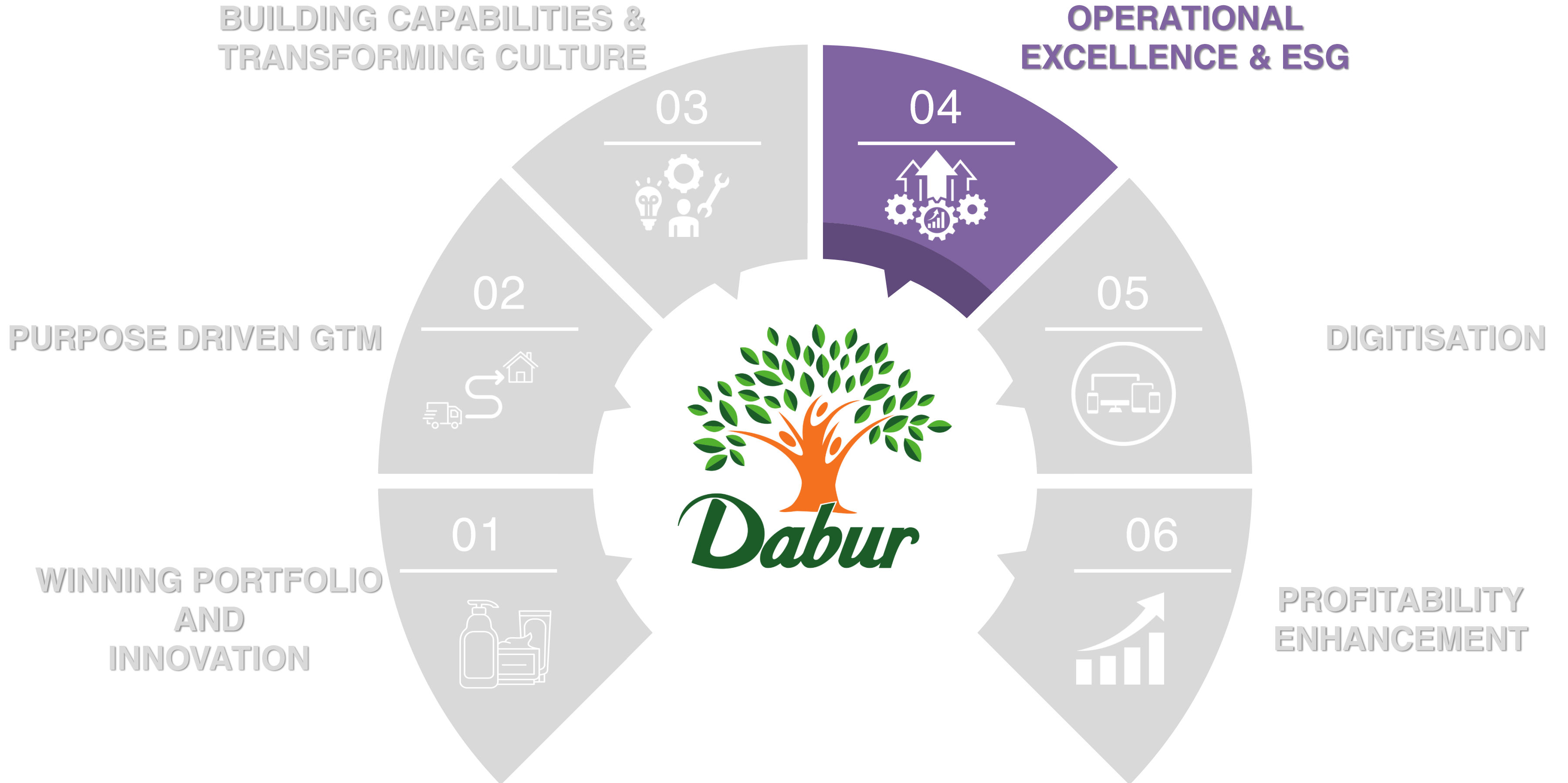
OPERATIONAL
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PURPOSE DRIVEN GTM

DIGITISATION

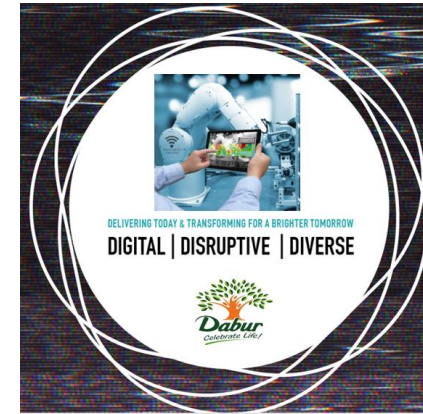
WINNING PORTFOLIO
AND
INNOVATION

PROFITABILITY
ENHANCEMENT



Dabur Operations | Digital, Disruptive, Diverse & Sustainable

Delivering Today & Transforming for a Brighter Tomorrow



Planning & Logistics

- Serving 3000+ distributors
- 8 million+ outlets
- 5000+ SKUs globally

Procurement

- Global sourcing network across 4 continents, 15 countries 3000+ suppliers,
- 9,000 unique RM/PM
- 40%+ sourcing from micro/small vendors
- Sustainable and traceable sourcing

Manufacturing

- Spread across 3 continents
- 22 own manufacturing sites
- 60 contract mfg locations
- 60 mil+ cases yearly
- 3 billion+ eaches

Packaging Development

- NPD – Speed to Market
- Innovation
- Packaging Sustainability
- Cost Savings




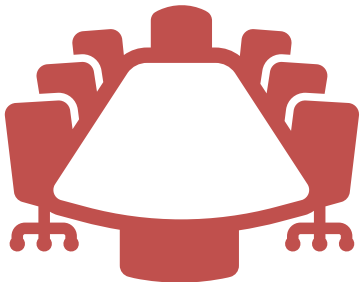



Corporate Quality Assurance

- Continuous Improvement
- Customer Focus
- First Time Right

Biodiversity

- 2 nurseries and 26 satellite nurseries in India and Nepal
- 24 million saplings annually produced
- Working with 20,000 farmers & ~8,000 acres of farm land

Among the top FMCG companies in India with 140% improvement in DJSI score

<h3>Climate & Biodiversity</h3>  <ul style="list-style-type: none"> • Achieve Net Zero by 2045 • Coal Free operations since Aug'23 • 7,731 acres under cultivation of medicinal herbs in FY23 	<h3>Circular Economy</h3>  <ul style="list-style-type: none"> • 100% Plastic positivity achieved in FY23 	<h3>Sustainable Sourcing</h3>  <ul style="list-style-type: none"> • Ensure zero deforestation of high-risk materials by FY26 	<h3>Governance</h3>  <ul style="list-style-type: none"> • 100% Independent Audit Committee • 5 out of 6 Committees are led by Independent Directors • ESG committee was formed in FY23, Independent Director inducted as member • Published Integrated Report (IR) and Business Responsibility and Sustainability Report (BRSR) of FY23 (available on website)
<h3>Energy & Water</h3>  <ul style="list-style-type: none"> • 50% of the total energy consumed in operations is from renewable sources • Reduced Water Intensity (KL/MT) by 22% vs FY19 	<h3>Diversity</h3>  <ul style="list-style-type: none"> • Board's Gender Diversity improves from 7% to 14% (2 women directors effective 1st June 2023) • Targeting 18% gender diversity at managerial levels by FY28 	<h3>Social Impact</h3>  <ul style="list-style-type: none"> • 2.76 mn beneficiaries of CSR projects in FY23 • 9,653 farmers engaged in cultivation of herbs • 11,220 beekeepers engaged 	

Business **Metamorphosis** continues

BUILDING CAPABILITIES &
TRANSFORMING CULTURE

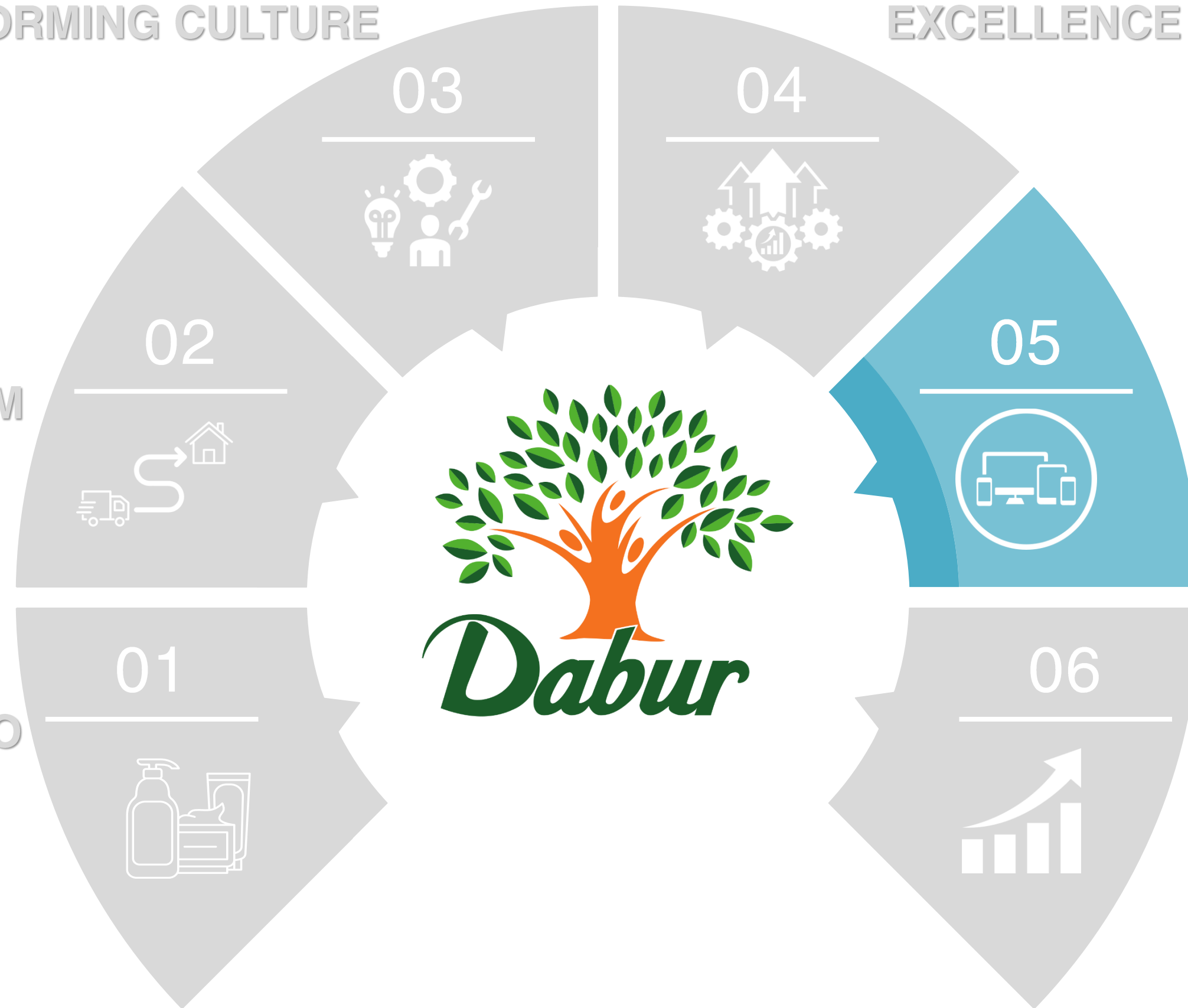
OPERATIONAL
EXCELLENCE & ESG

FIT FOR PURPOSE GTM

DIGITISATION

WINNING PORTFOLIO
AND
INNOVATION

PROFITABILITY
ENHANCEMENT



Dabur Tech for Digital Transformation

Company

Leveraging AI to capture business insights



- Using AI to get predictive and prescriptive business insights
- AI enabled supply chain planning process

Factory

Industrial IOT



- Asset Management improvement –
 - Préventive Maintenance,
 - Compliance & performance Monitoring.
- Safety first – Tech enabled safety monitoring system.

Distribution

Customer Engagement



- Drive salesmen efficiencies, Improve data visibility of Rural Sub – Stockist and PJP Compliance
- Improve Retailer engagement thru direct order taking capability, scheme visibility, gamification, real time nudges.
- Real time secondary sales data visibility to improve decision making.

Consumer

Consumer Engagement



- Decode Dabur consumers & create customized marketing campaigns to strengthen the marketing funnel..
- Streamline content creation, distribution & storage. Enhancing brand consistency, compliance, and consumer engagement.
- Boosting digital media operational efficiency and effectiveness.

Value Chain

- **Implemented Data Lake** and now generating predictive and prescriptive business insights
- **Supply chain planning process** is now leveraging AI based insights based on multivariate analysis (vs linear in the past)
- **Implemented TMS** to improve service levels, fill rates, capacity utilization and TAT

- **Preventive maintenance using AI/ML** helped in >1% improvement in OEE and VoH.
- **2.5x increase in safety reporting.** Prevent accidents and improve safe behavior
- **Implemented DFOS (Digital Factory OS)** to capture real time factory data (vs manual earlier)
- **eWMS (ASRS)** in warehouses implemented.

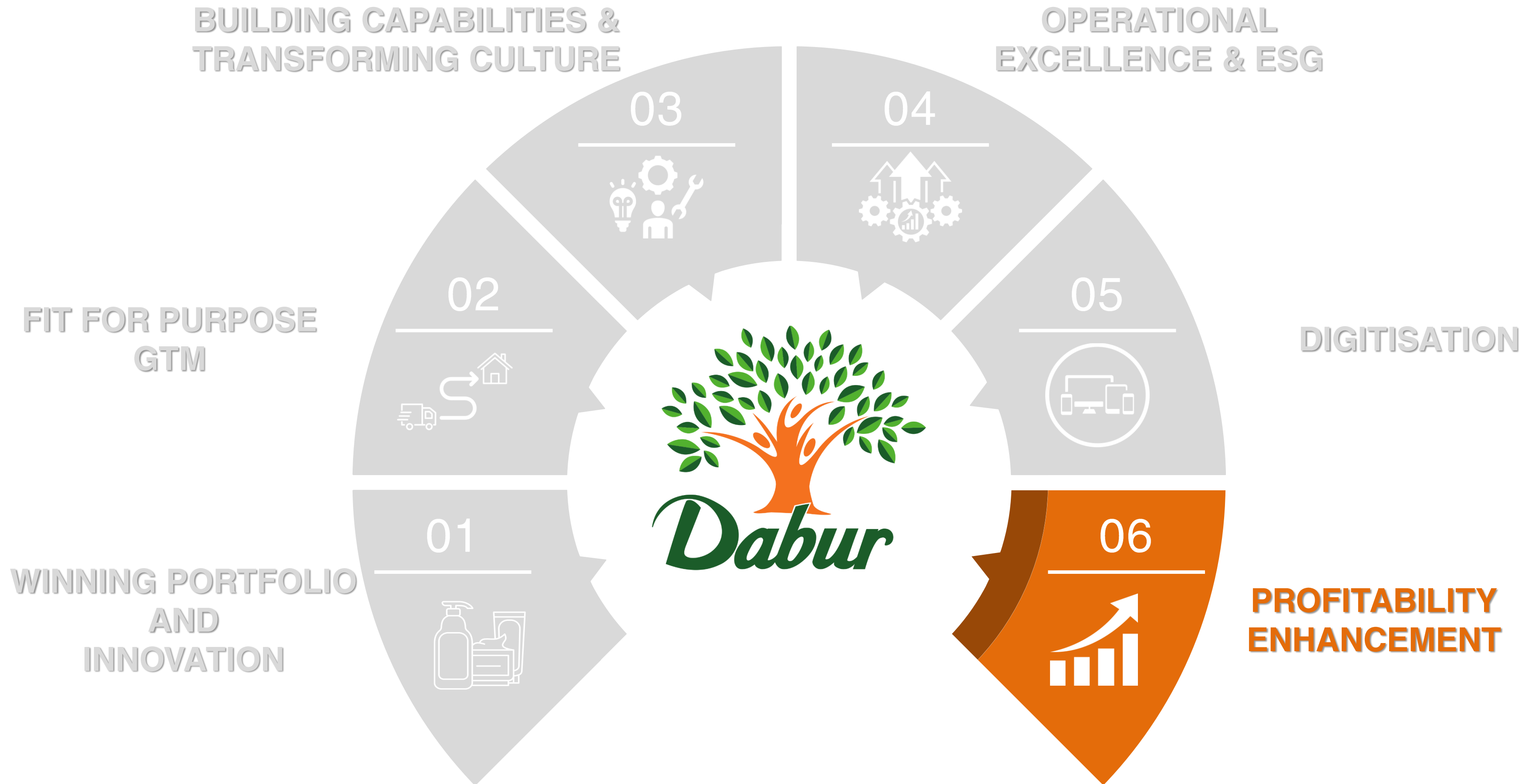
- **Sales Analytics:** Provide operational sales analytics. E.g. chain off take etc.
- **Suggested Orders:** Guided selling opportunities at store level, using secondary sales data.
- **Integrated cloud-based sales platform** for real time sec sales reporting.
- **Shelf & Display Optimization*** using image analytics (computer vision)
- **Retailer app** – Pilot at 20k retailer with 40% engagement. Target 50k by EoY.
- **Rural sales platform - SMDMS app** pilot launched for ~500 sub-stockist.

- **Programmatic spends** increased to ~70% (vs<40% in FY20)
- **Data driven consumer segmentation and target marketing** using 1P data.
- **Digital Asset 360** – creatives based on consumer behavior/ interest.
- **Digital Shelf Analytics** – actionable digital shelf intelligence.
- **Digital media management & automation** – PPC optimization at scale
- **Generative AI based platform** to discover consumer insights

Purpose

Outcomes

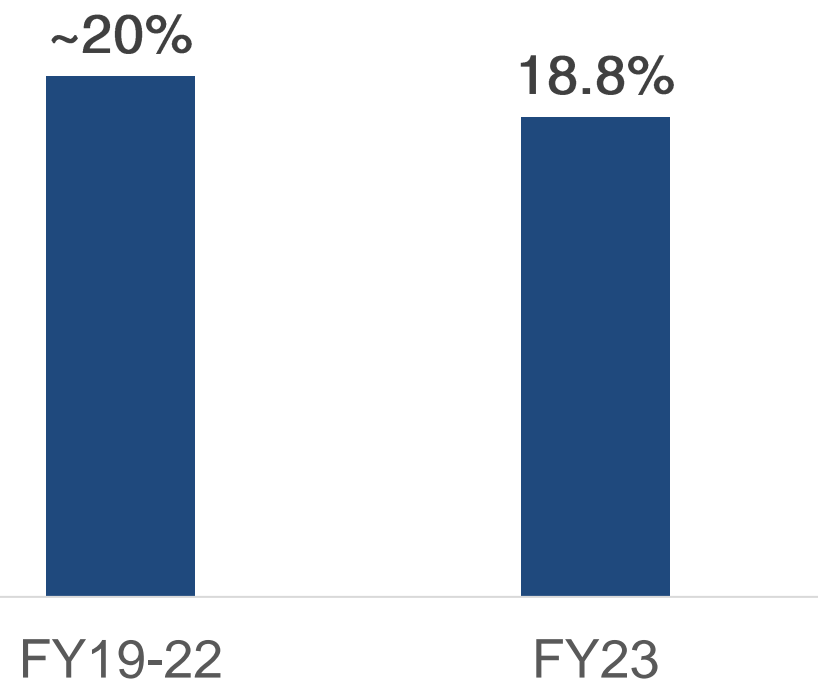
Business **Metamorphosis** continues



Profitability Enhancement

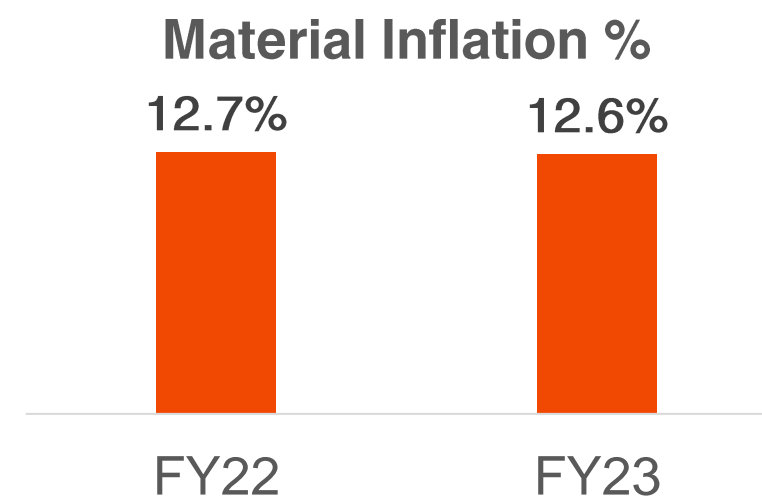
Journey from FY19 to FY23

Operating Margin



Reduction in Operating Margin in FY23 driven by two years of

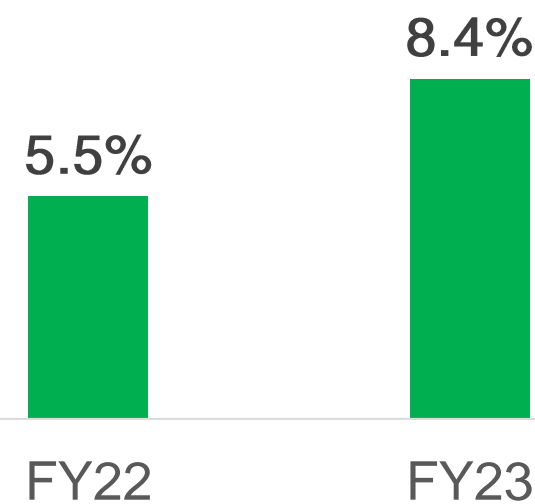
Unprecedented Material Inflation



COUNTERMEASURES

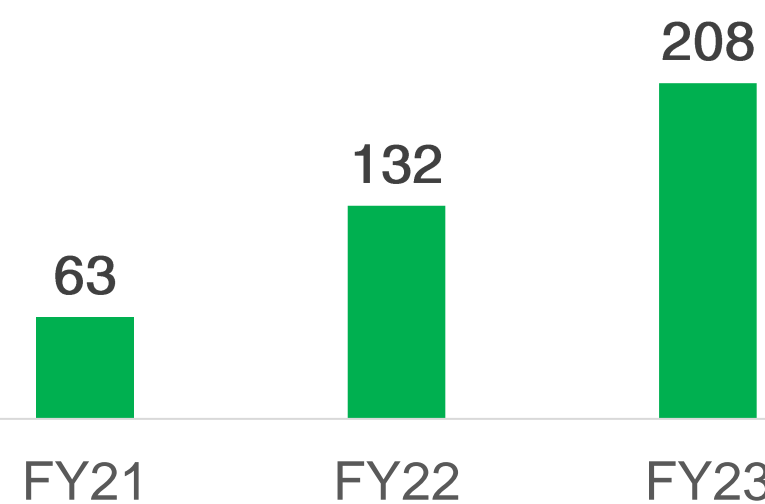
Price Increases

Price Increase (INR cr)



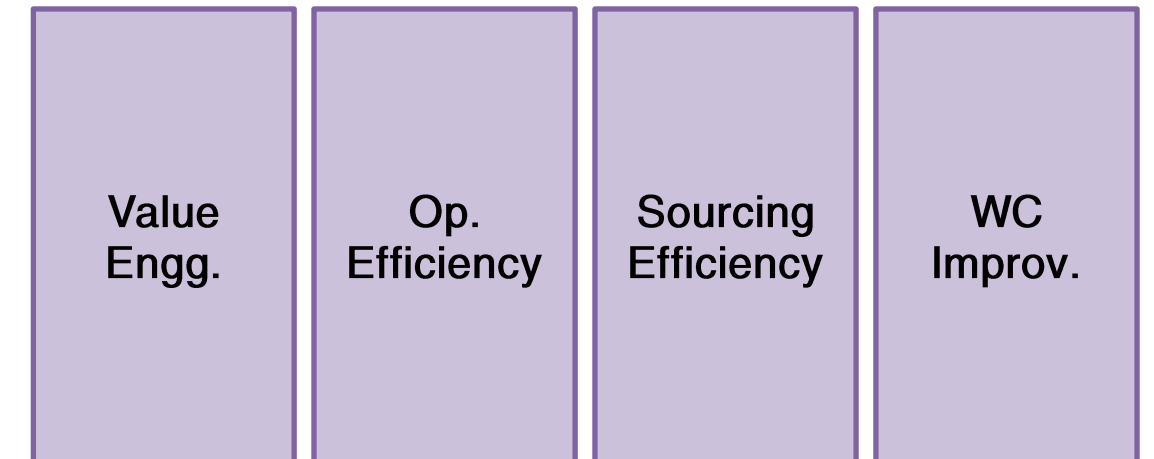
Project Samriddhi

Cumulative Savings (INR cr)



Going Forward

Gross Margin Expansion & Saving Initiatives



Brand Investments

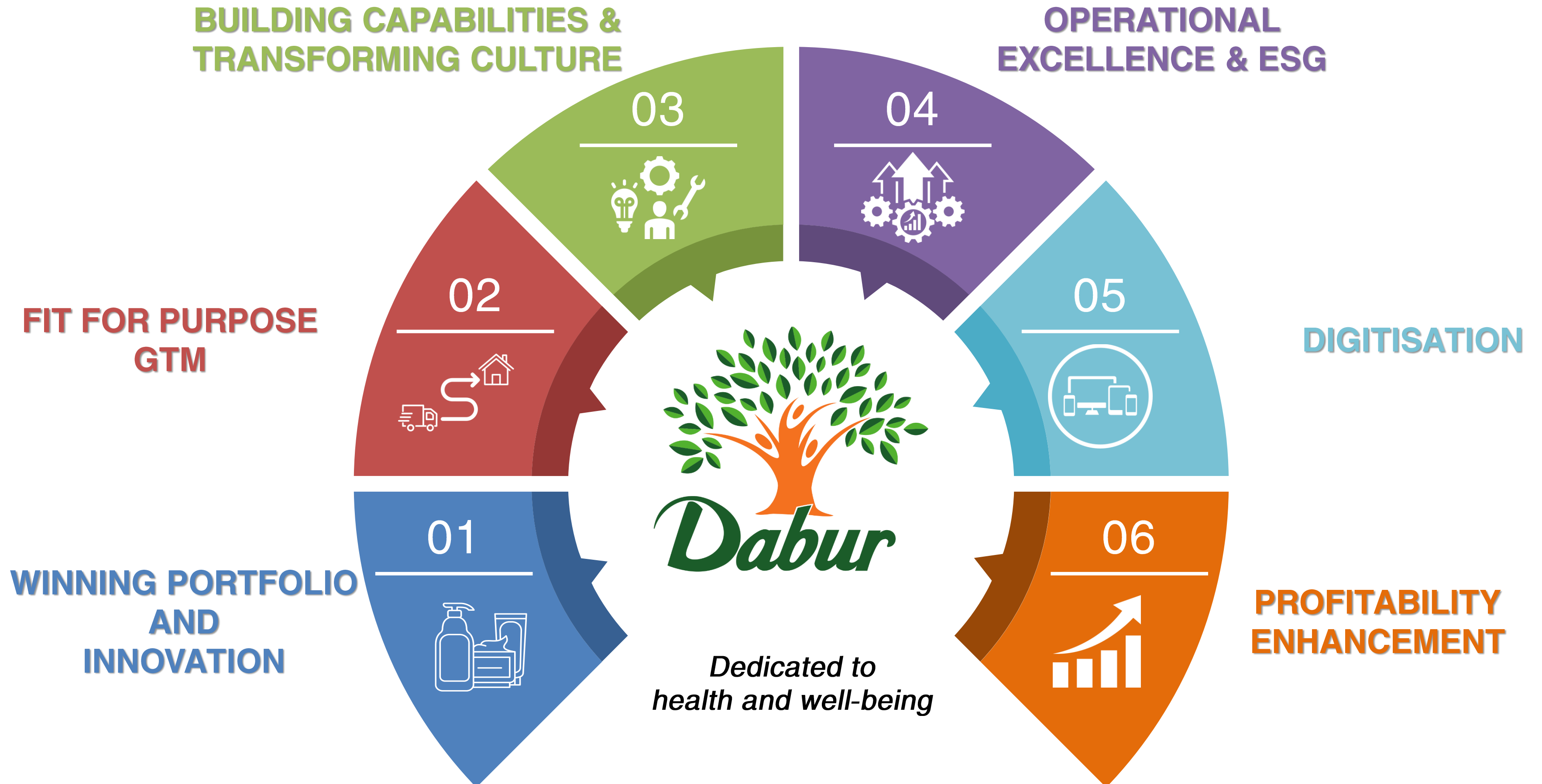
Medium to Long Term

Journey towards 20%+ Operating Margin



Adpro to revenue ratio in the 8-10% range

Business **Metamorphosis** continues



Thank You

