



Ref: SEC/SE/2023-24

Date: May 23, 2023

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

BSE Scrip Code: 500096

NSE Scrip Symbol: DABUR

Ref: Submission of information under Regulation 30 of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015

Sub: Schedule of Analyst/Institutional Investor Meet

Dear Sir/Madam,

Pursuant to provisions of Regulation 30 of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, we wish to inform you that the officials of the Company shall be attending the Jefferies India Conference on Wednesday, 24th May 2023 at The Oberoi, New Delhi.

Please find enclosed a copy of presentation to be shared with investors in the Jefferies India Conference. The aforesaid information is also available on the website of the Company at www.dabur.com.

Note: No Unpublished Price Sensitive Information will be shared at the conference.

Kindly take the same on records.

Thanking you,

Yours faithfully

For **Dabur India Limited**


(A K Jain)

EVP (Finance) and Company Secretary

Encl: as above



Great Growth Comes
From Greater Good



**Investor
Presentation**
May 2023



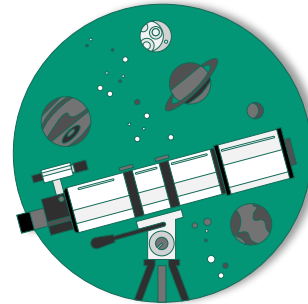
AGENDA



1. Dabur - Brief Overview



2. FY23 Performance



3. Our Strategic Pillars

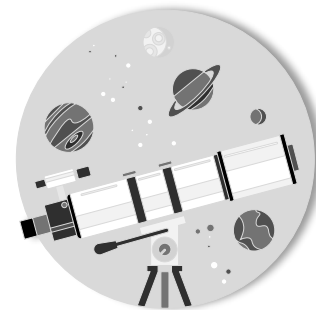
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1. Dabur - Brief Overview



2. FY23 - Performance




3. Our Strategic Pillars

 **Market Cap:**
INR 93,000 crore
(USD 11.2 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
~7.7 mn outlets

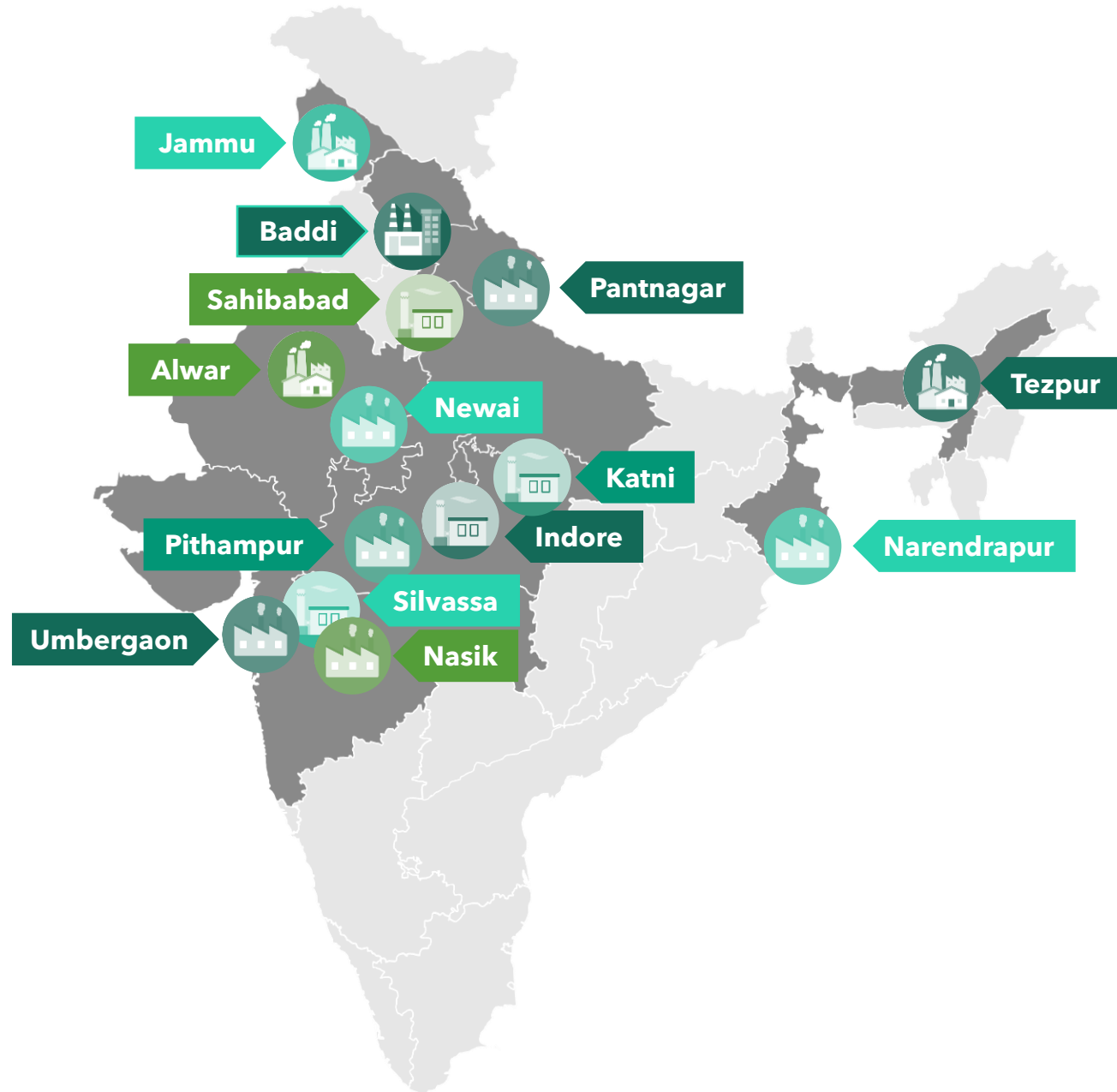
 **22 world class**
manufacturing facilities



Manufacturing Presence in India

14

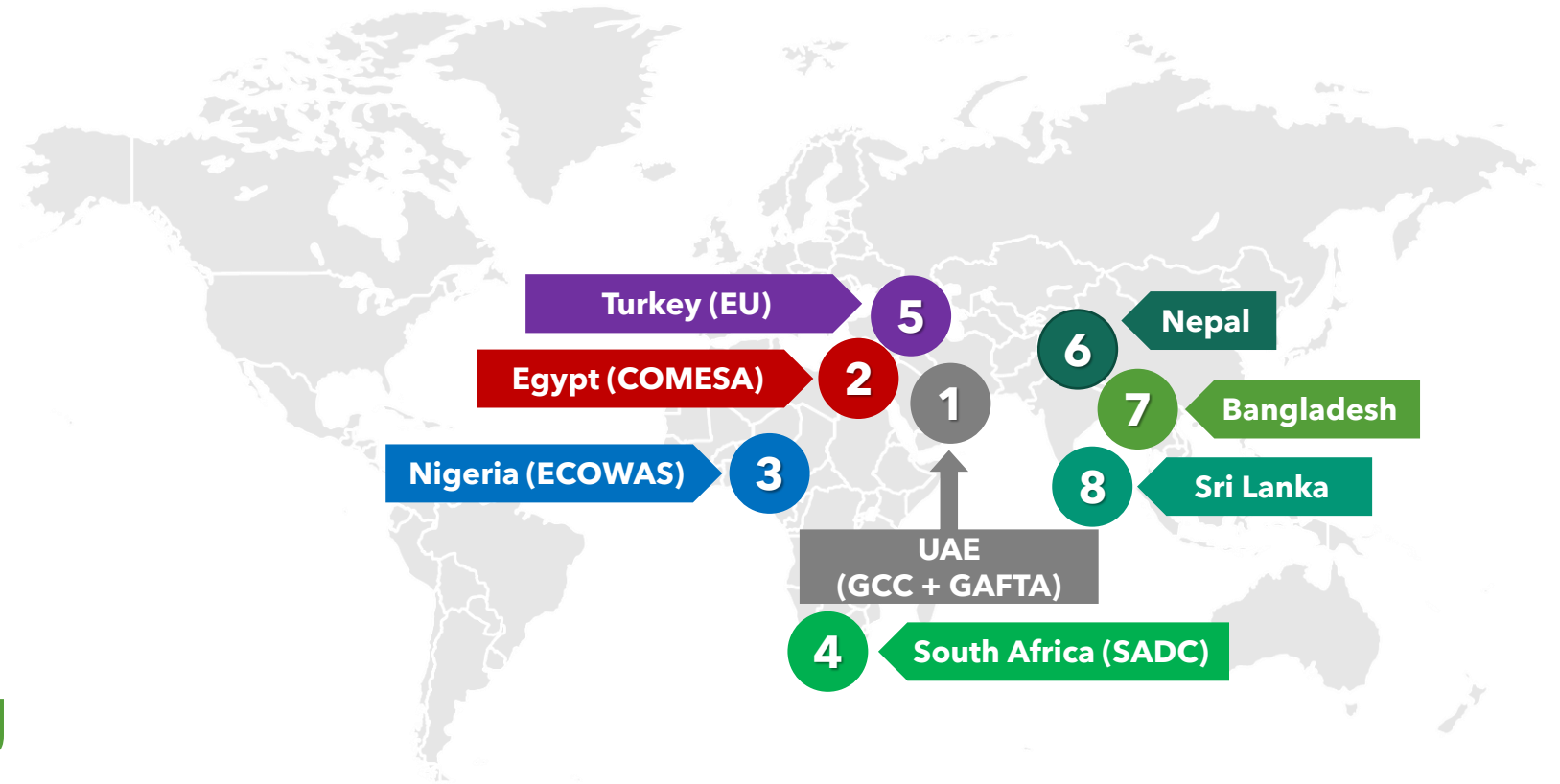
Manufacturing facilities in India



Manufacturing Presence in Overseas Markets

8

Manufacturing facilities overseas



Business Structure



Domestic Business **75%**

International Business **25%**

Power Brands

Chyawanprash, Honey, Pudim Hara, Lal Tail, Honitus, Amla Hair Oil, RED PASTE

Power Brand

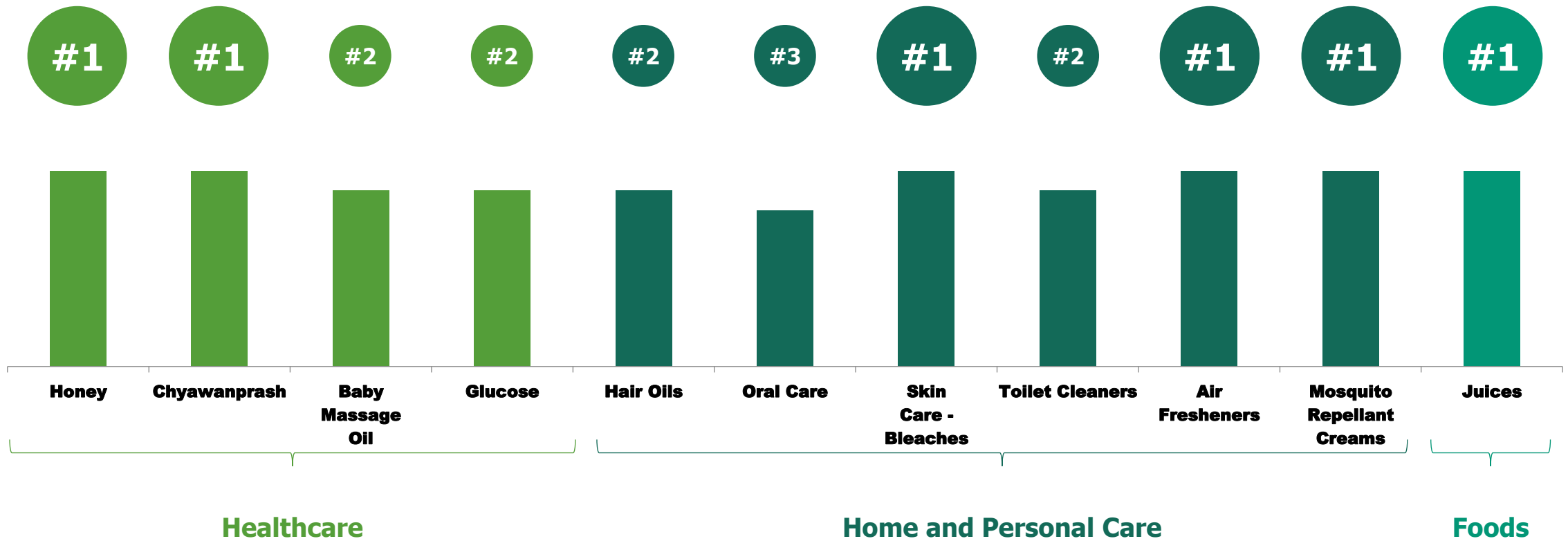
Key Brands

Amla Hair Oil, Dabur Herb 1 Toothpaste, DermoViva, HOBBY, ORS (Formerly Organic Root Stimulator)



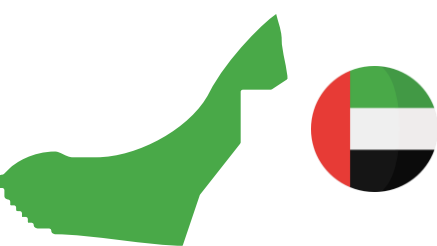
Market Leadership in Domestic Business

Leading position in key categories across verticals

#Relative Competitive Position



Market Leadership in International Business

	#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

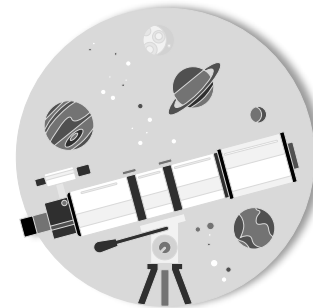
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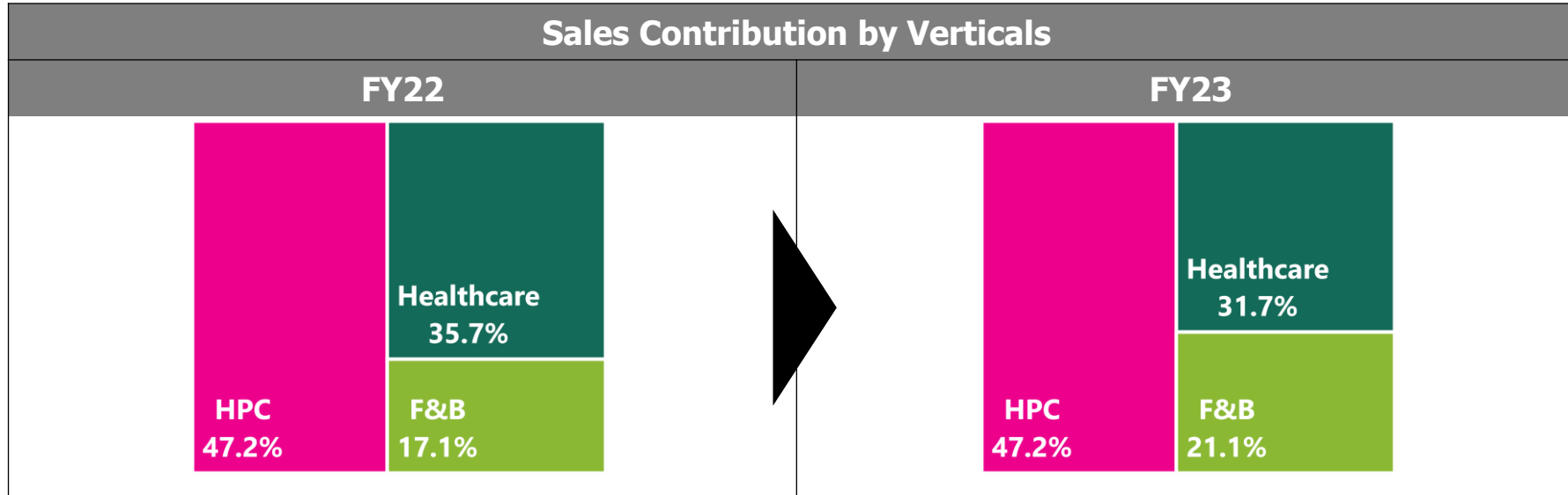
3. Our Strategic Pillars

FY23 - Performance Highlights

<p>Consol Revenue crosses INR 11,000 cr to close FY23 at</p> <p>INR 11,530 cr</p>	<p>Consol Revenue Growth in FY23</p> <p>5.9%</p>	<p>Consol Revenue 3-year CAGR</p> <p>10%</p>
<p>India Business crosses 8,500 cr to close the FY23 at</p> <p>INR 8,684 cr</p>	<p>India Business Revenue Growth in FY23</p> <p>6.2%</p>	<p>India Revenue 3-year CAGR</p> <p>11%</p>
<p>Consol Operating Profit in FY23</p> <p>INR 2,164 cr</p>	<p>Operating Profit Growth in FY23</p> <p>(4.0%)</p>	<p>Operating Profit Margin in FY23</p> <p>18.8%</p>
<p>Reported PAT after Minority in FY23</p> <p>INR 1,707 cr</p>	<p>Profit before exceptional items and amortization (Pbeia)* in FY23</p> <p>INR 1,718 cr</p>	<p>Pbeia Growth in FY23</p> <p>(5.8%)</p>

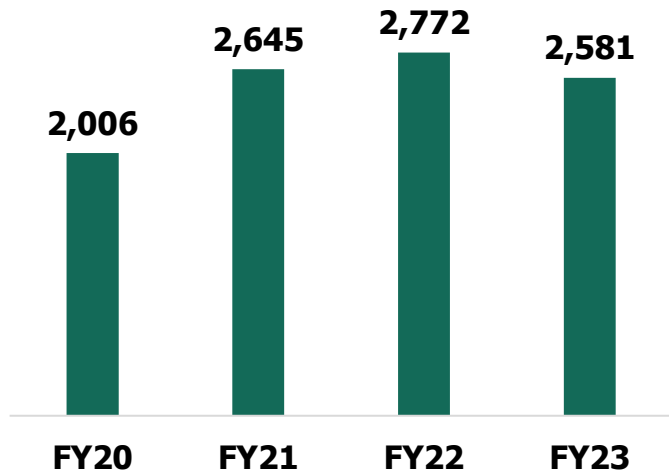
*Exceptional items and amortization: TY of INR 11 cr related to our share of amortization of Badshah Acquisition; LY of INR 85 cr relates to goodwill impairment of wholly-owned subsidiary, M/s Hobi Kozmetik

Domestic FMCG Business Growth - By Verticals



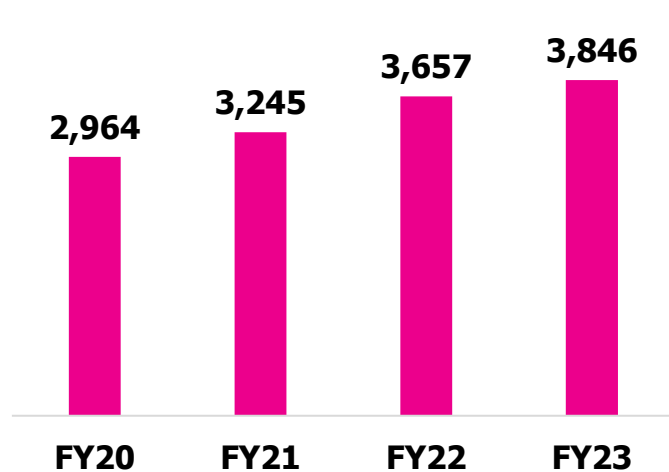
Healthcare

3-year CAGR: 9%



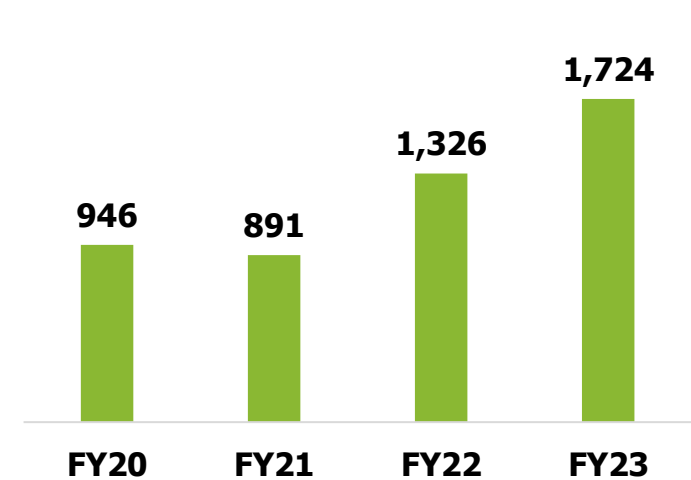
Home & Personal Care (HPC)

3-year CAGR: 9%



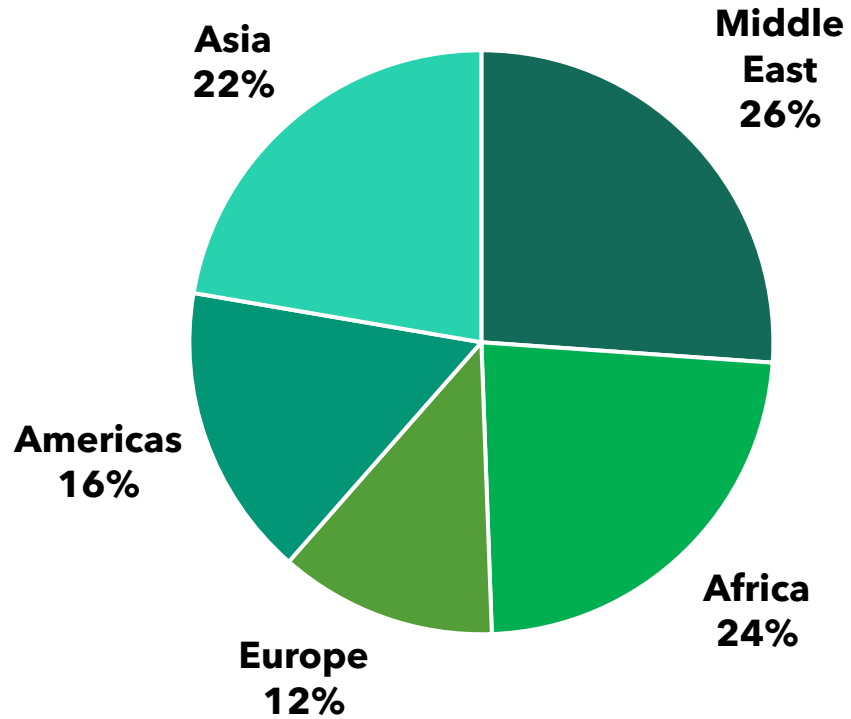
Food & Beverage (F&B)*

3-year CAGR: 22%



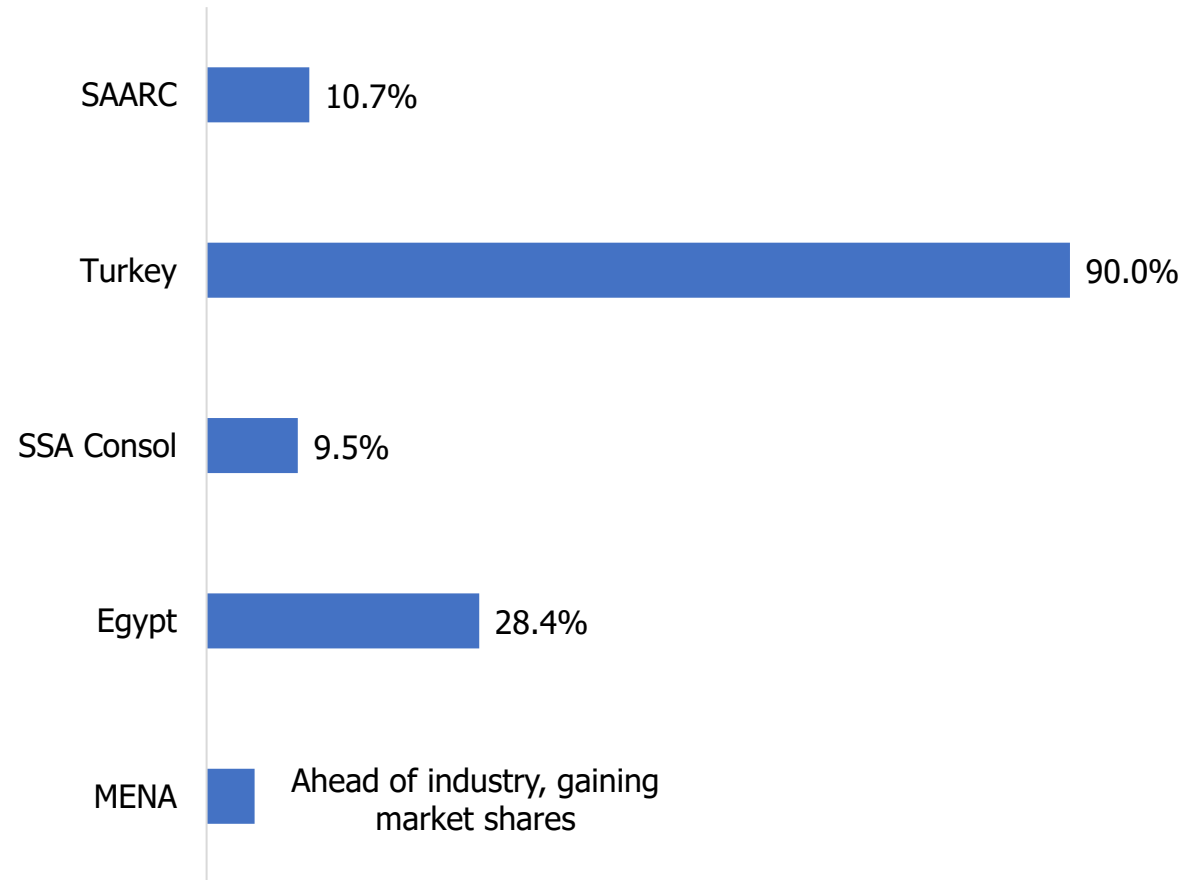
International Business - FY23 Business Performance Overview

International Business FY23 Revenue Breakdown



International Business grew by 11% in CC terms

FY23 Constant Currency Growth %



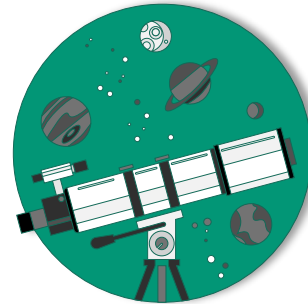
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1. Dabur - Brief Overview



2. FY23 - Performance



3. Our Strategic Pillars

Key Strategic Pillars

1

Power Brands to Power Platforms

Increasing the addressable market across our portfolio

2

Innovation continued to be the cornerstone of our strategy

Innovation contribution at ~4% in FY23

3

Digital continued to gain prominence (@31% in FY23) - targeting millennials and GenZ

4

Continued to expand distribution infra

Covering 1.4 mn outlets, ~100k+ villages

5

Operational effectiveness for cost optimization and productivity enhancement

6

Dabur - Sustainably Yours

1. Transition from Power Brands to Power Platforms | Healthcare



Health Variants



Organic Honey



Sundarbans Honey



Honey Tasties



Chyawanprakash



DCPK Tablets



Gur Chyawanprash



Kesar Prash



Variants (Chatcola, Limcola)



Maha Candy (Albela Aam, Chulbuli Imli, ChatCola)



Amla Candy



Tingoli

1. Transition from Power Brands to Power Platforms | HPC



Dabur RTP



Red Bae Fresh Gel



Dabur Amla Hair Oil



Sarson Amla



Badaam Amla



Brahmi Amla



Amla Aloe Vera



Amla Kids



Premium Shampoos



Neelibhringa21 Hair Oil



Twin Sachets

1. Transition from Power Brands to Power Platforms | F&B



Juices, Nectars & Coconut Water



Real Nectars – 100% Activ



Real Nectars



Real Vitamin Boost



Real Masala Range



Real Mango Drink



Real PET



Real Aloe Power



Real Plant Based Drinks



Real FIZZIN



Real Milkshakes



Real Activ Coconut Water

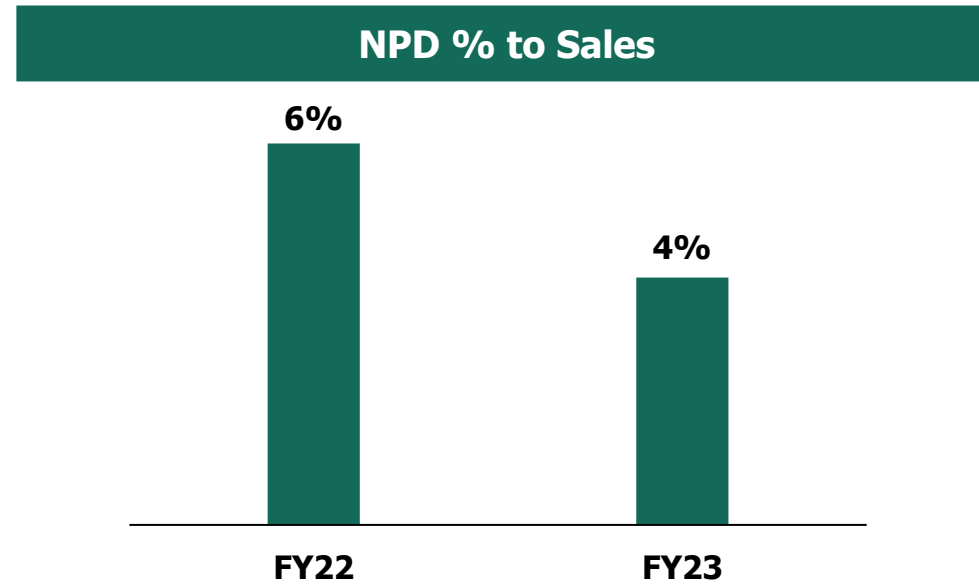


Real Seeds



Real Peanut Butter

2. Innovation continued to be the cornerstone of our strategy



Select NPDs launched during the last few years



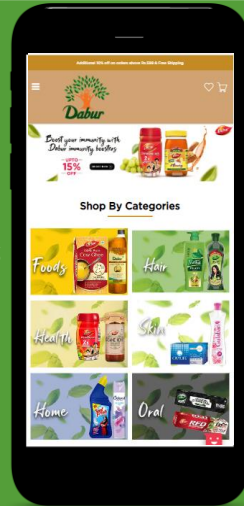
3. Digital continues to gain prominence

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



4. Continued to expand distribution infra and improve efficiency

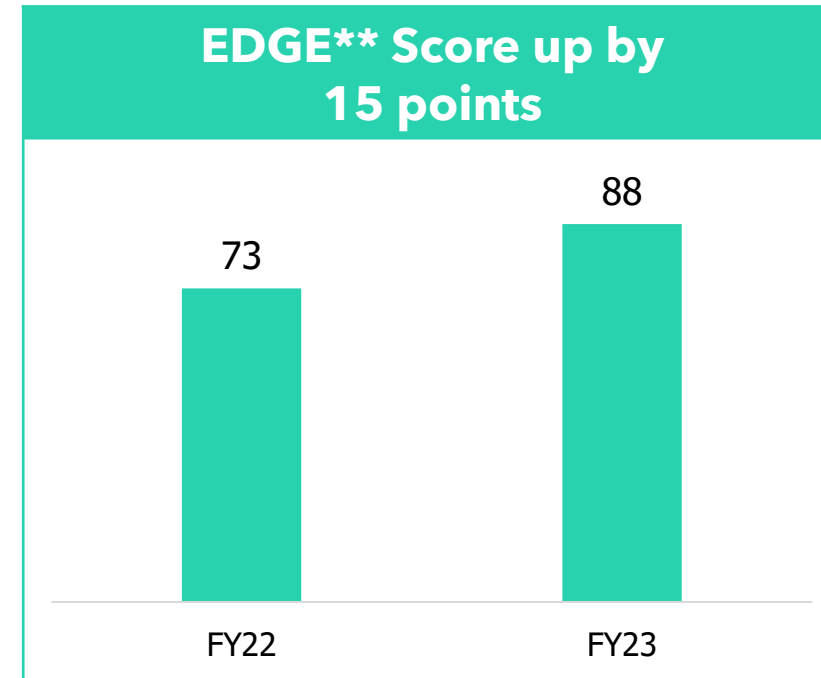


**Coverage
Expansion**



**Efficiency
Improvement**

	LY	TY	Inc.
Total O/ls	13.0 lakhs	14.0 lakhs	~1 lakh
Villages	89,840	1,00,638	10,798
Yoddha*	8,644	11,804	3,160
Chemist	2.60 Lakhs	2.70 Lakhs	~10k



Note: *Yoddhas are Village Level Entrepreneurs, **EDGE Score stands for EveryDay Great Execution Score and is calculated as Number of Lines Sold x Number of Bills Cut

5. Operational effectiveness for cost optimization and productivity improvement

Building world-class manufacturing facilities (Tezpur, Indore)



Ensuring sustainable procurement



Impacting positively through our CSR initiatives lives of

9 mn

Beneficiaries
In last 4 years

Best-in-class service with implementation of
Modern Warehouses
across the country

Cost Optimization through Project Samridhi leading to 4-year savings of
INR 300 cr

6. Dabur - Sustainably Yours



Climate & Biodiversity

- 100% of DIL's own operations are outside endangered Bio-diversity zones
- 7,731 acres under cultivation of medicinal herbs in FY23



Sustainable Sourcing

- 100% of Tetra pack laminate and paper sourcing being done from FSC-certified vendors.
- 97% of Corrugated Boxes sourced from sustainable sources



Circular Economy

- 100% Plastic positivity achieved in FY23
- 20% recycled material used in packaging



Energy & Water

- ~48% of energy (Scope 1 & 2) sourced from renewable sources
- 21% reduction in Water Intensity (KL/MT) from FY19, despite high growth in Juices portfolio which is water intensive
- 77,460 KL of water conserved since FY19 through community led initiatives



Diversity

- Board's Gender Diversity improves from 6.7% to 13.3% (2 women directors effective 1st June 2023)
- 70 bps improvement in gender diversity in permanent employees and workers



Social Impact

- 32.5 lakh saplings distributed to farmers free of cost in FY23
- 2.5 mn beneficiaries of CSR projects in FY23 (vs 2.2 mn LY)
- 4 Social impact assessments done.
- 9,653 farmers engaged in cultivation of herbs, 11,220 beekeepers engaged

ESG Committee formed during the year | Audit Committee is 100% Independent

THANK YOU

FOR MORE INFORMATION AND UPDATES, VISIT:

[HTTP://WWW.DABUR.COM/IN/EN-US/INVESTOR](http://www.dabur.com/in/en-us/investor)

