



Ref: SEC/SE/2023-24
Date: August 14, 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 the 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 following conferences –

- Nuvama India Conference 2023 on 18th August, 2023 at Hotel Conrad, Hong Kong: and
- 10th Annual Ambit India Access Conference on 21st and 22nd August, 2023 at The Fullerton Hotel, Singapore.

Please find enclosed a copy of presentation to be shared with investors in the Conferences. 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Note: No Unpublished Price Sensitive Information will be shared at the conferences.

This is for your kind information and records.

Thanking you,

Yours faithfully,

For **Dabur India Limited**

(A K Jain)
Executive V P (Finance) and Company Secretary

Encl: as above



Investor Presentation

August 2023



AGENDA



Dabur - Brief Overview



**FY23:
Performance Overview**



**FY23:
Key Highlights**



**Q1 FY24:
Performance Overview**



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Dabur - Brief Overview



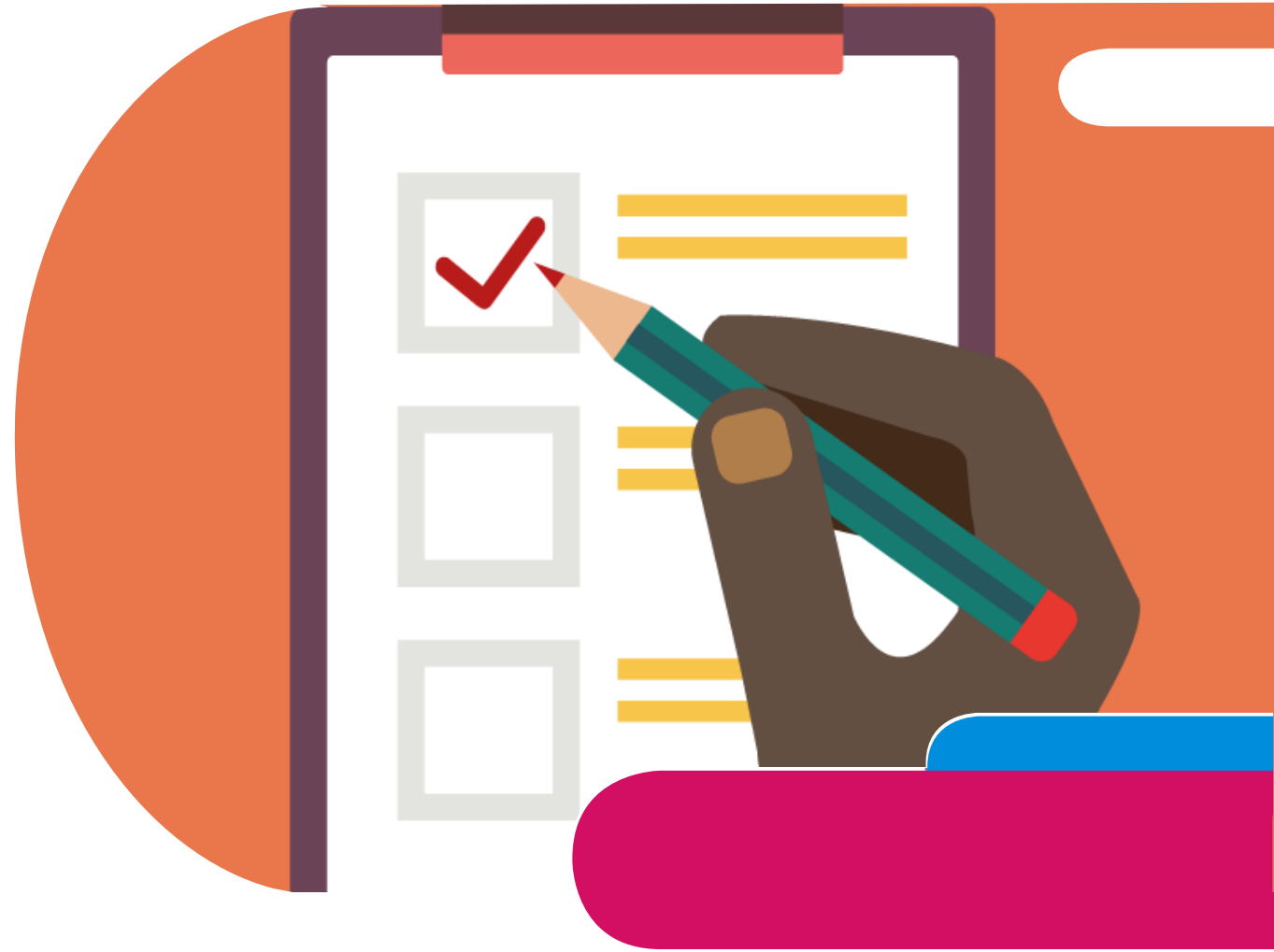
**FY23:
Performance Overview**



**FY23:
Key Highlights**



**Q1 FY24:
Performance Overview**



Dabur - Brief Overview



Market Cap:
INR 1 tn
(USD 12 bn)



Established in 1884 –
139 years of trust and
heritage



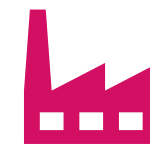
Strong overseas
presence with
~25%
contribution



Among the Top 4
FMCG companies
in India



One of the largest distribution
network in India, covering
~7.7 mn outlets



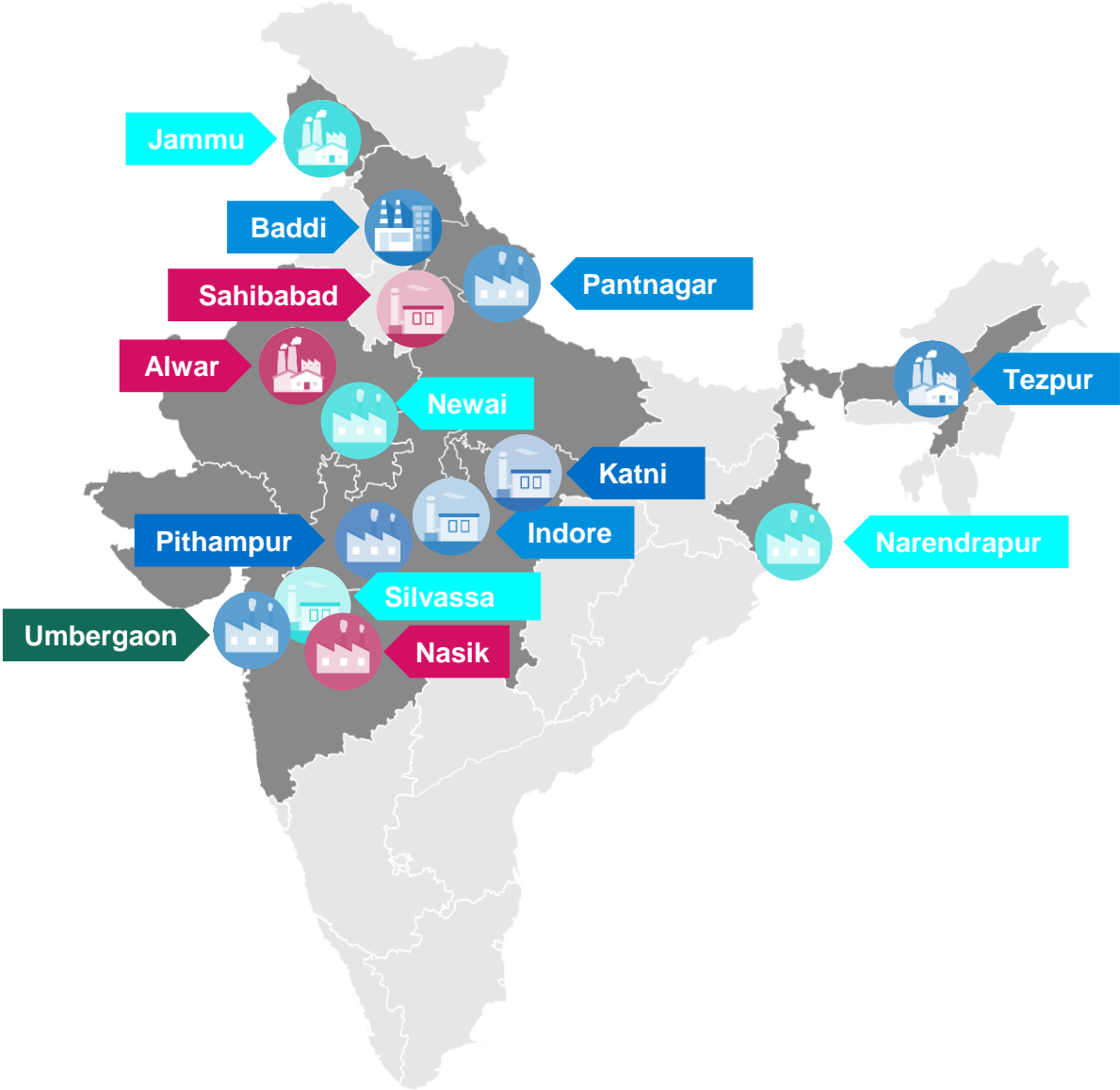
22 world class
manufacturing facilities



Manufacturing Presence in India

14

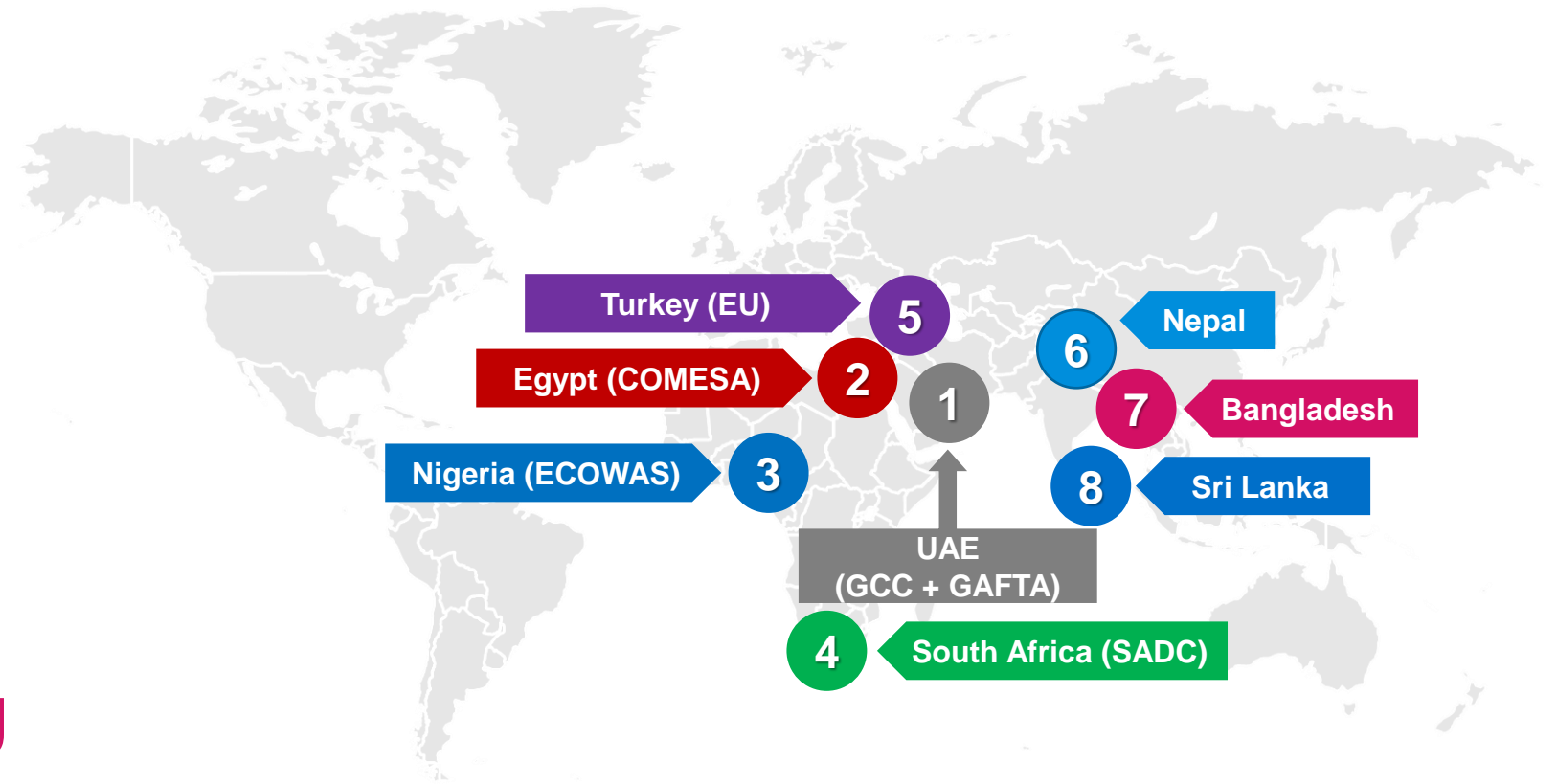
Manufacturing facilities in India



Manufacturing Presence in Overseas Markets

8

**Manufacturing
facilities overseas**



Business Structure



Domestic Business 75%

International Business 25%

Power Brands



Power Brands



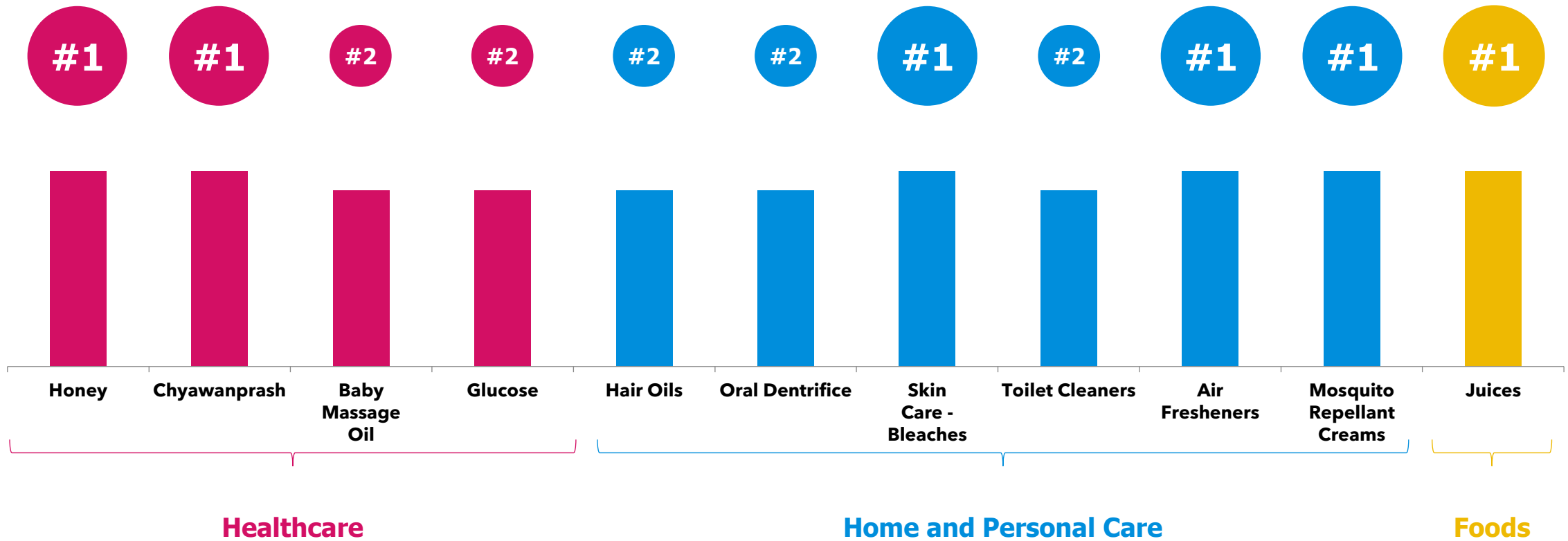
Key Brands



Market Leadership in Domestic Business

Leading position in key categories across verticals

#Relative Competitive Position



Market Leadership in International Business



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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Dabur - Brief Overview



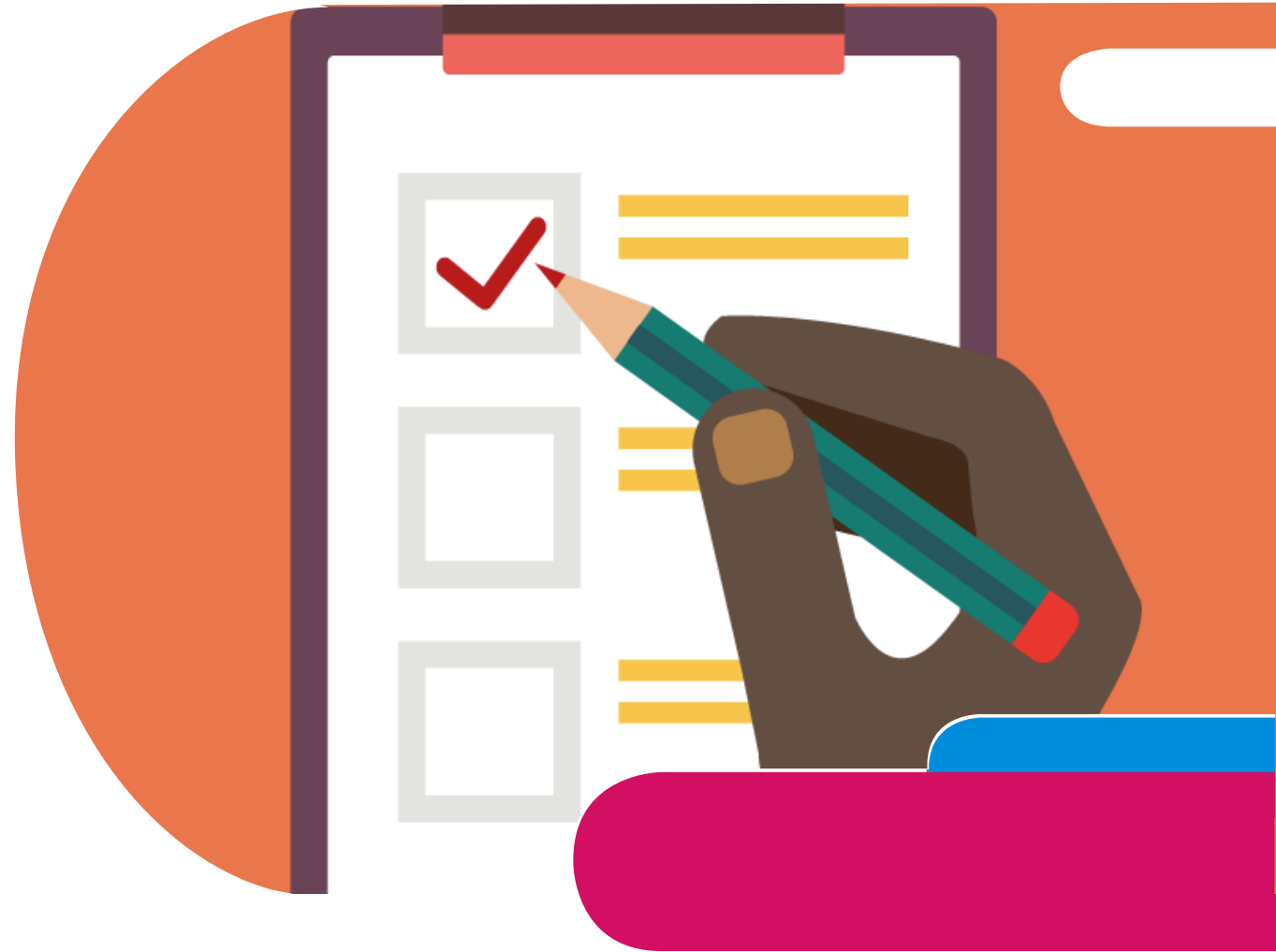
FY23:
Performance Overview



FY23:
Key Highlights



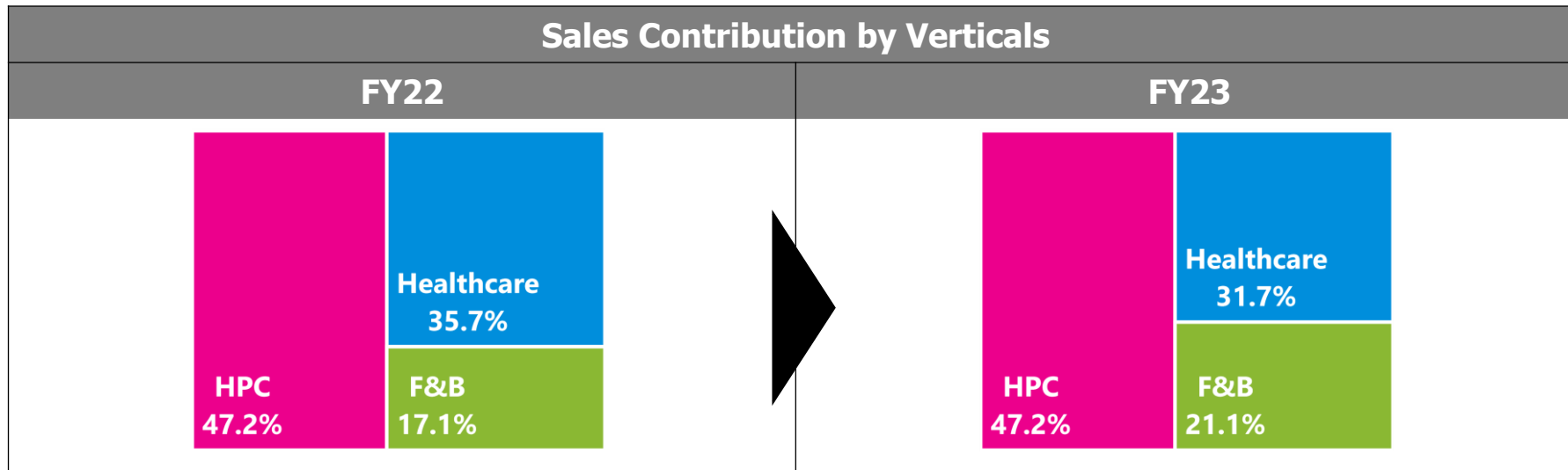
Q1 FY24:
Performance Overview



FY23 - Performance Highlights

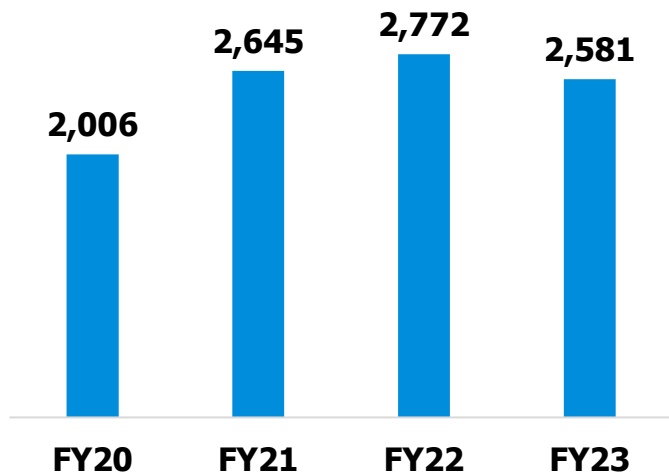
<p>Consol Revenue crosses INR 11,000 cr to close FY23 at</p> <p>INR 11,530 cr</p>	<p>Consol Revenue Growth in FY23</p> <p>5.9%</p>	<p>Consol Revenue 3-year CAGR</p> <p>10%</p>
<p>India Business crosses 8,500 cr to close the FY23 at</p> <p>INR 8,684 cr</p>	<p>India Business Revenue Growth in FY23</p> <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 Margin in FY23</p> <p>18.8%</p>	<p>Consol Profit in FY23</p> <p>INR 1,707 cr (14.8%)</p>

Domestic FMCG Business Growth - By Verticals



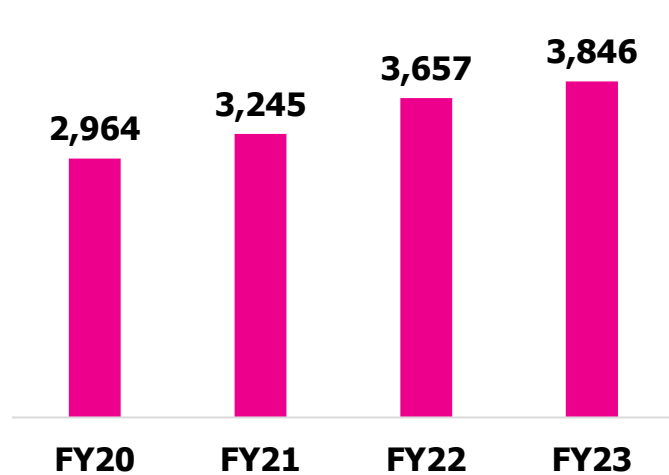
Healthcare

3-year CAGR: 9%



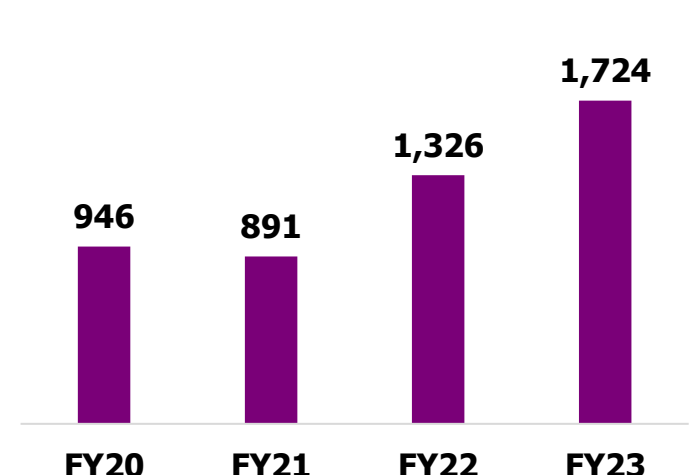
Home & Personal Care (HPC)

3-year CAGR: 9%



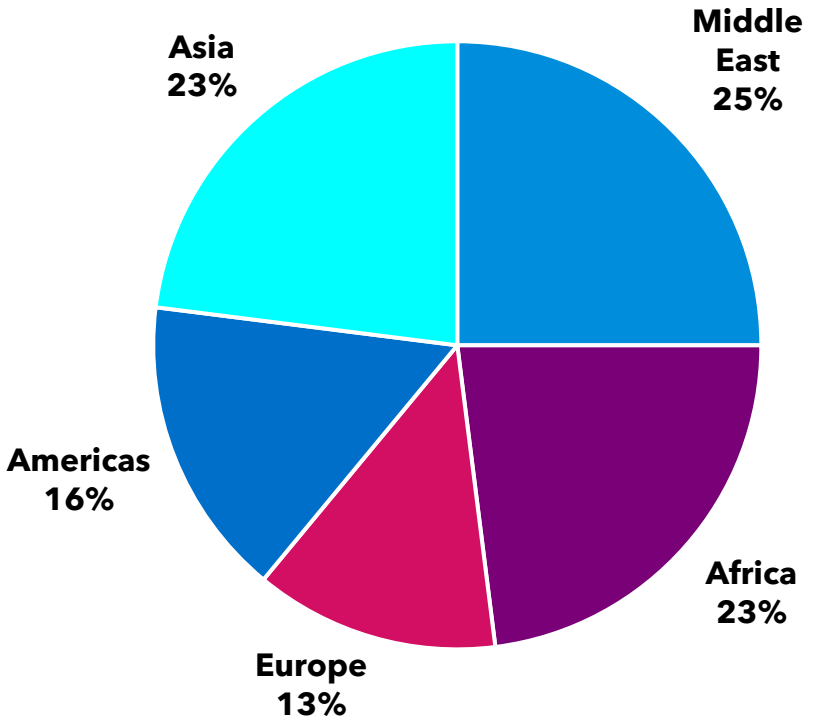
Food & Beverage (F&B)

3-year CAGR: 22%



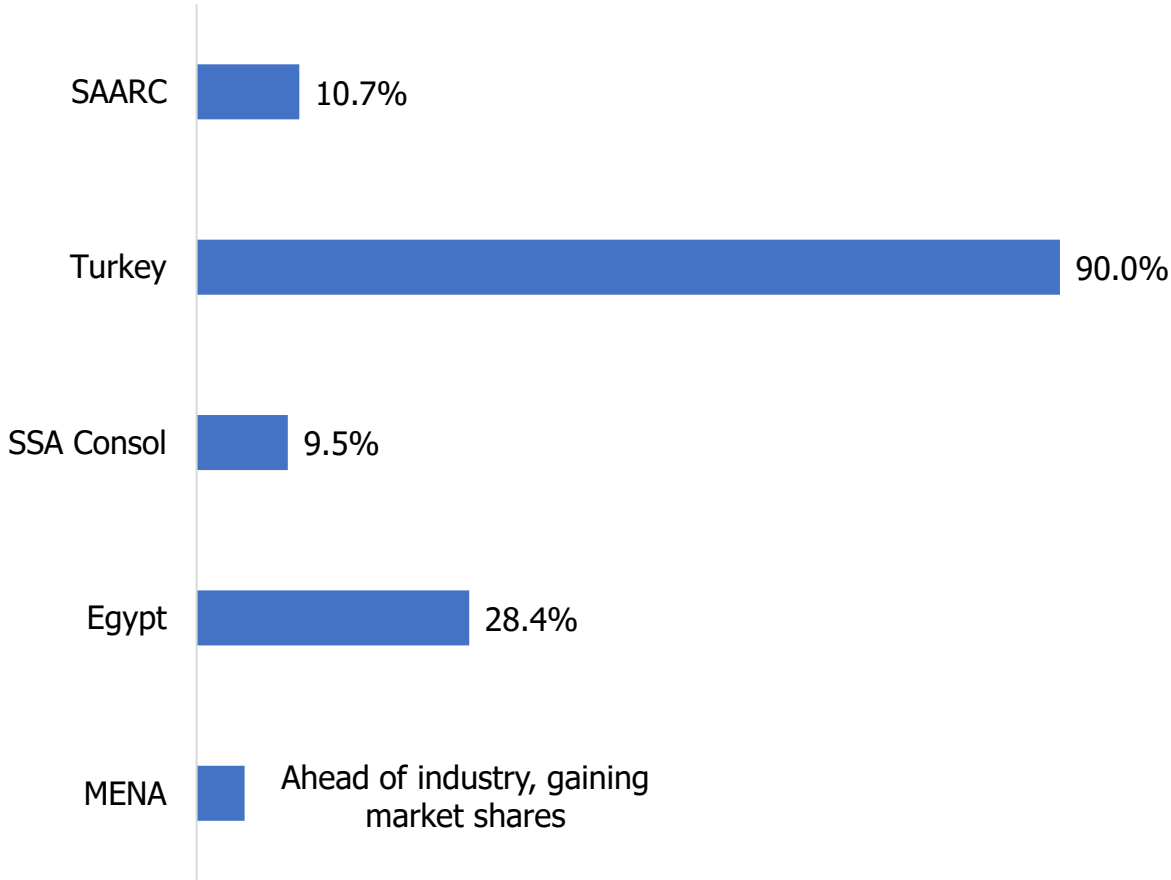
International Business - FY23 Business Performance Overview

International Business FY23 Revenue Breakdown



International Business grew by 11% in CC terms

FY23 Constant Currency Growth %



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Dabur - Brief Overview



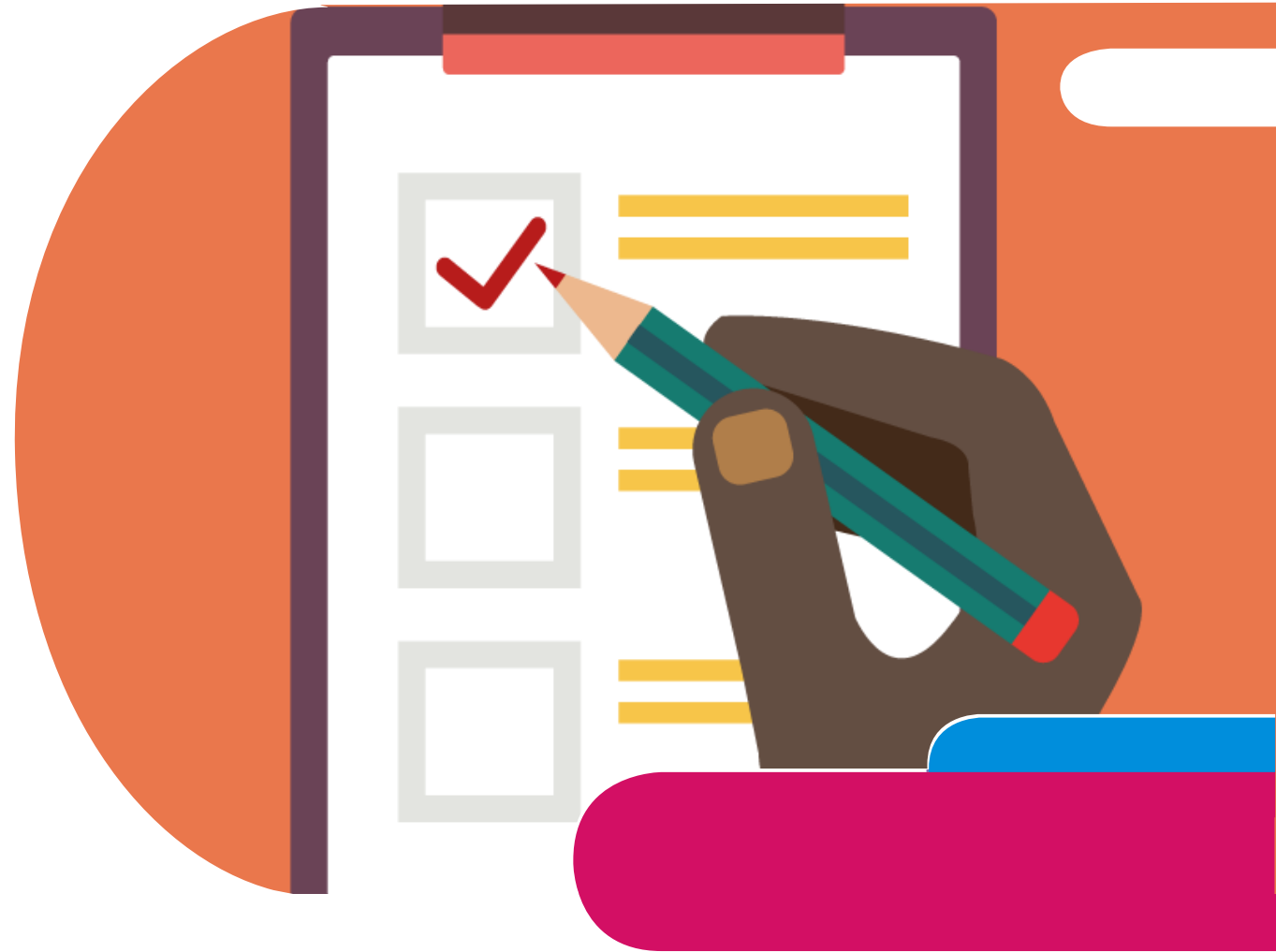
FY23:
Performance Overview



FY23:
Key Highlights



Q1 FY24:
Performance Overview



FY23 - 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

Acquired Badshah Masala - marking our entry into the 25,000 cr branded spices market

7

Dabur - Sustainably Yours

1. Transition from Power Brands to Power Platforms - Healthcare



Health Variants



Organic Honey



Honey Tasties



Himalayan Honey



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 Red Pulling Oil



Dabur Amla Hair Oil



Sarson Amla



Badaam Amla



Brahmi Amla



Amla Aloe Vera



Amla Kids



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



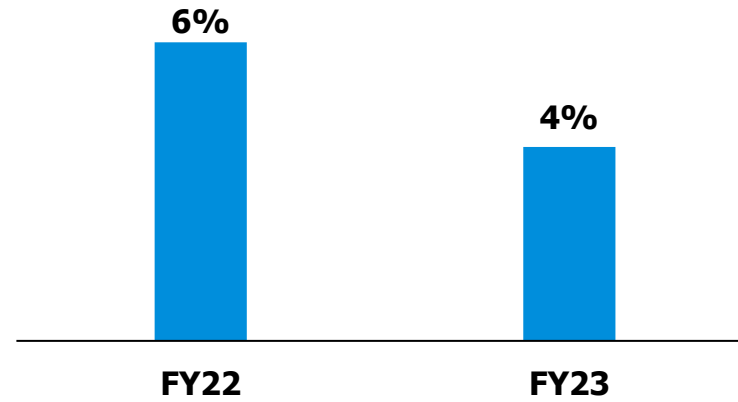
Real Seeds



Real Peanut Butter

2. Innovation continued to be the cornerstone of our strategy

NPD % to Sales



Select NPDs launched during the last few years



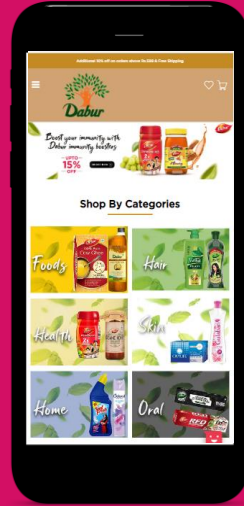
3. Digital continued to gain prominence

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

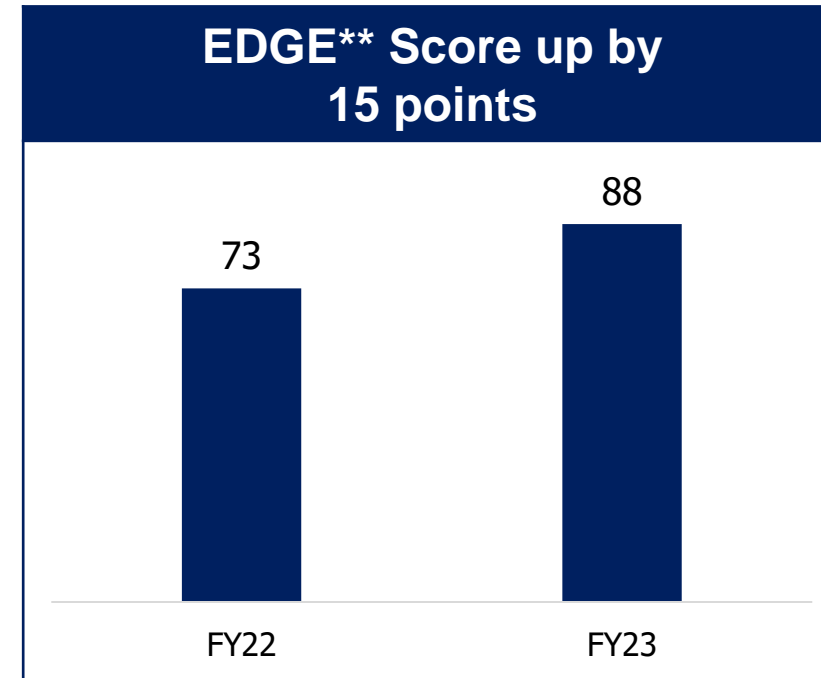


Coverage Expansion



Efficiency Improvement

	LY	TY	Inc.
Total O/Is	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 (Indore)



9,653 farmers engaged in cultivation of herbs, 11,220 beekeepers engaged



Impacting positively through our CSR initiatives lives of

9 mn

Beneficiaries
In last 4 years

**New
warehouses**
at 2 locations in Jabalpur and Ranchi

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

6. Acquired 51% stake in Badshah Masala



- **Badshah Masala Private Limited is a leading player in the spices and condiments category with major presence in Gujarat, Maharashtra and Telangana.**
- Has over 52 variants (300+ SKUs) available in India and International markets
- Provides primarily four categories of products – Blended spices, Ground spices, Seasonings and Premix Tea
- Blended spices contribute to 82% of the revenue
- **With this acquisition, Dabur enters the 25,000 cr branded Spices category, in line with its strategy to scale up the Foods portfolio**

7. Dabur - Sustainably Yours



Climate & Biodiversity

- **Achieve Net Zero by 2045**
- 7,731 acres under cultivation of medicinal herbs in FY23



Circular Economy

- **100% Plastic positivity achieved in FY23**



Sustainable Sourcing

- **Ensure zero deforestation of high-risk materials by FY26**



Governance

- 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)



Energy & Water

- **50% of the total energy consumed in operations is from renewable sources**
- Reduced Water Intensity (KL/MT) by 22% vs FY19



Diversity

- **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**



Social Impact

- **2.76 mn beneficiaries of CSR projects in FY23**
- 9,653 farmers engaged in cultivation of herbs
- 11,220 beekeepers engaged

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Dabur - Brief Overview



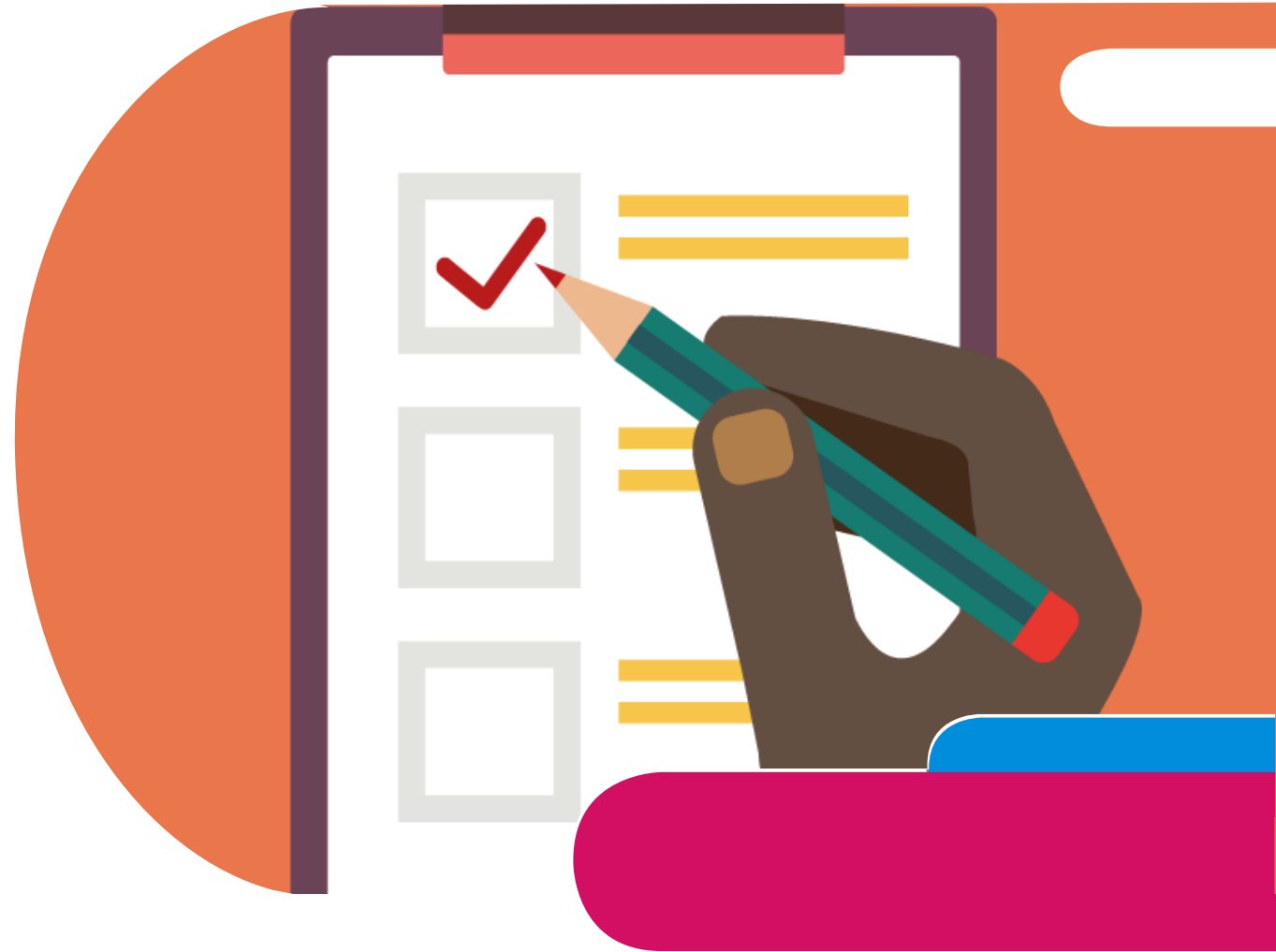
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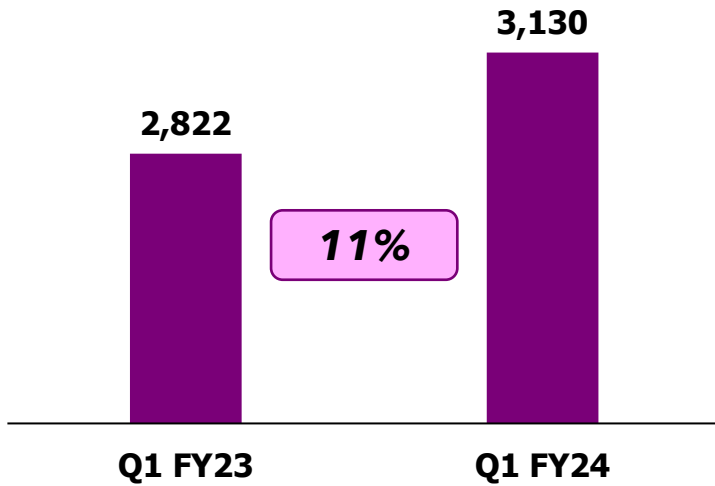


Q1 FY24 - Performance Highlights

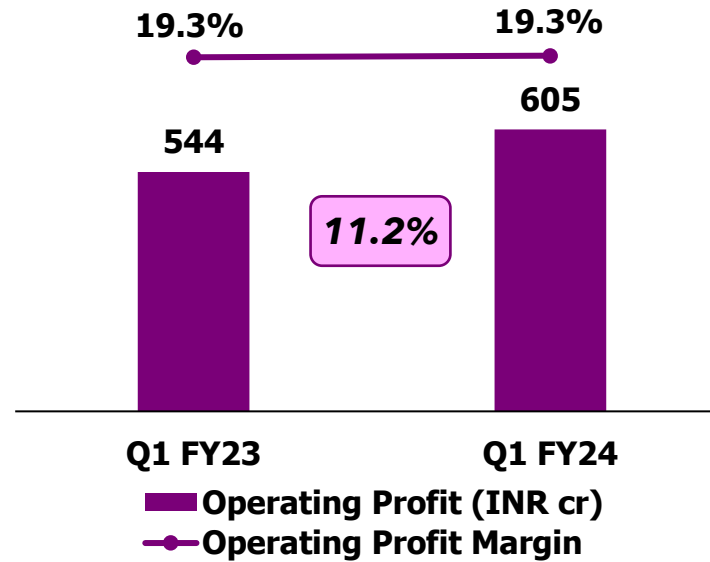
Consol Revenue crosses INR 3,000 cr to close Q1 FY24 at INR 3,130 cr	Consol Revenue CC Growth in Q1 FY24 13.3% (INR growth of 11%)	Consol Revenue 4-year CAGR 8.3%
India Business Revenue in Q1 FY24 INR 2,347 cr	India Business Revenue Growth in Q1 FY24 8%	India Revenue 4-year CAGR 10%
Consol Operating Profit in Q1 FY24 INR 605 cr	Operating Profit Growth in Q1 FY24 11.2%	Operating Profit Margin in Q1 FY24 19.3% (6 bps increase)
Reported PAT after Minority in Q1 FY24 INR 464 cr	PAT after minority excluding amortization of Badshah acquisition INR 475 cr	Ex-Amortization, PAT growth of 8%

Q1 FY24 - Performance Highlights

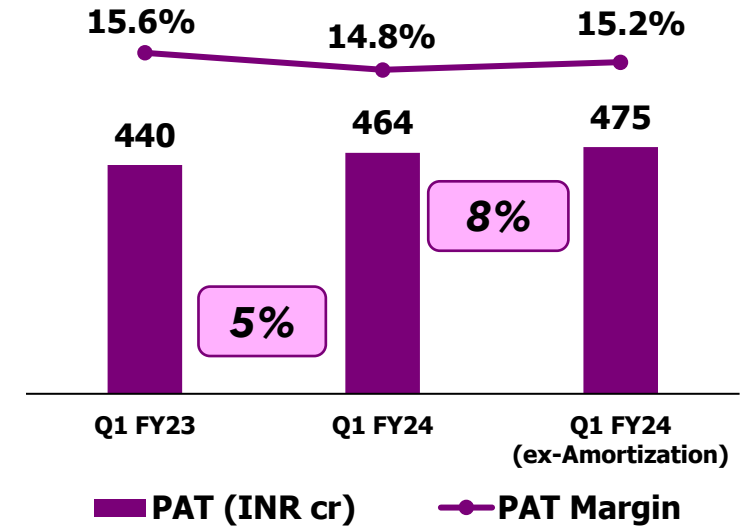
Revenue



Operating Profit



PAT

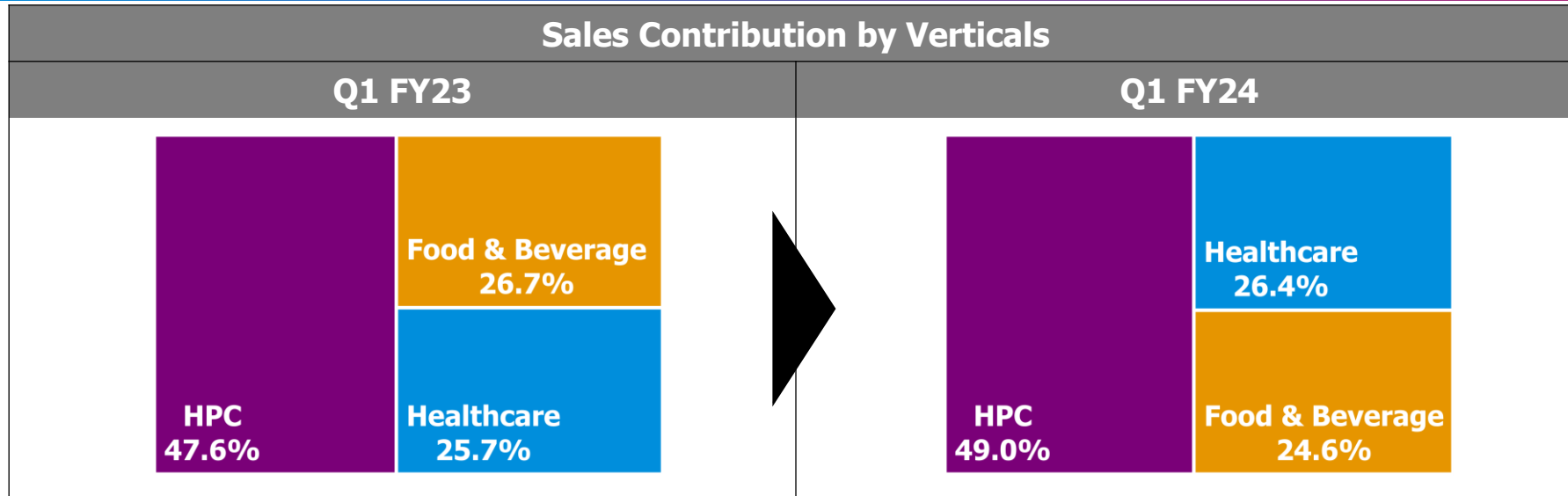


- **CC Growth of 13.3%**
- **India** Standalone revenue grew by 8% (**4-year CAGR of 10%**)
- **International Business** saw **CC growth of 20.6%** and INR growth of 10.2%
- **Consol business w/o acquisitions** saw **growth of 10.9% CC growth** – INR growth of 8.5%

- **Operating profit growth of 11.2%**
- **Consolidated Operating Profit Margin at 19.3%** 6 bps increase vs LY, up from 15.3% in Q4FY23
- With moderation in inflation, **Gross Profit expanded by 70 bps**
- **Investing in Media** - saw growth of 30% during the quarter

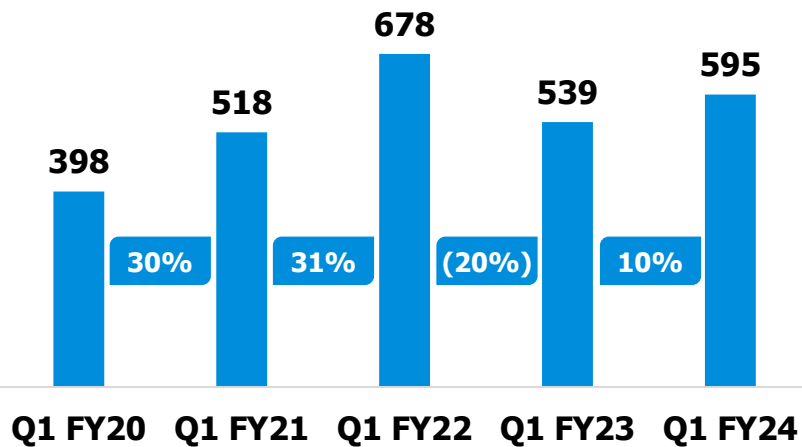
	Q1 FY23	Q1 FY24	Gr %
Profit after Minority (Reported)	440	464	5.4%
Amortization (impact on Net Profit after minority)	0	11	
Ex-Amortization, Profit after minority	440	475	8%

Q1 FY24 - Performance Highlights



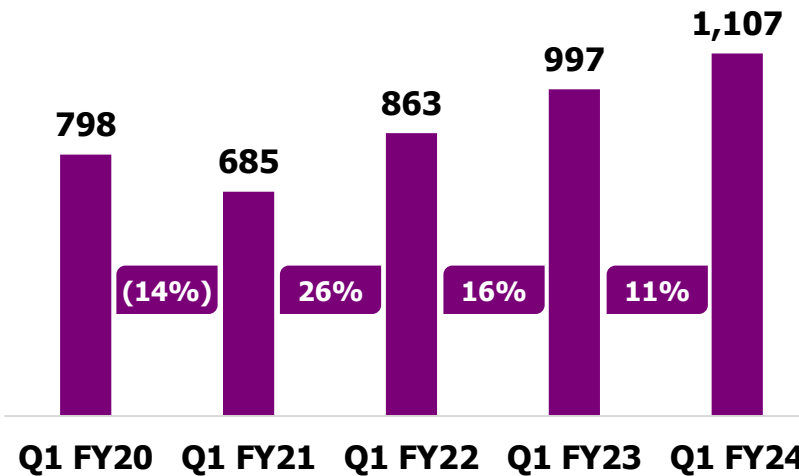
Healthcare

4-year CAGR: 10.6%



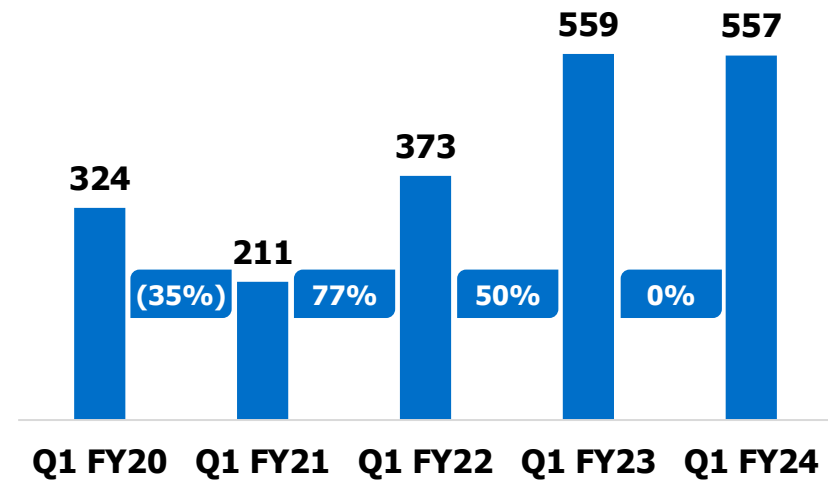
Home & Personal Care (HPC)

4-year CAGR: 8.5%

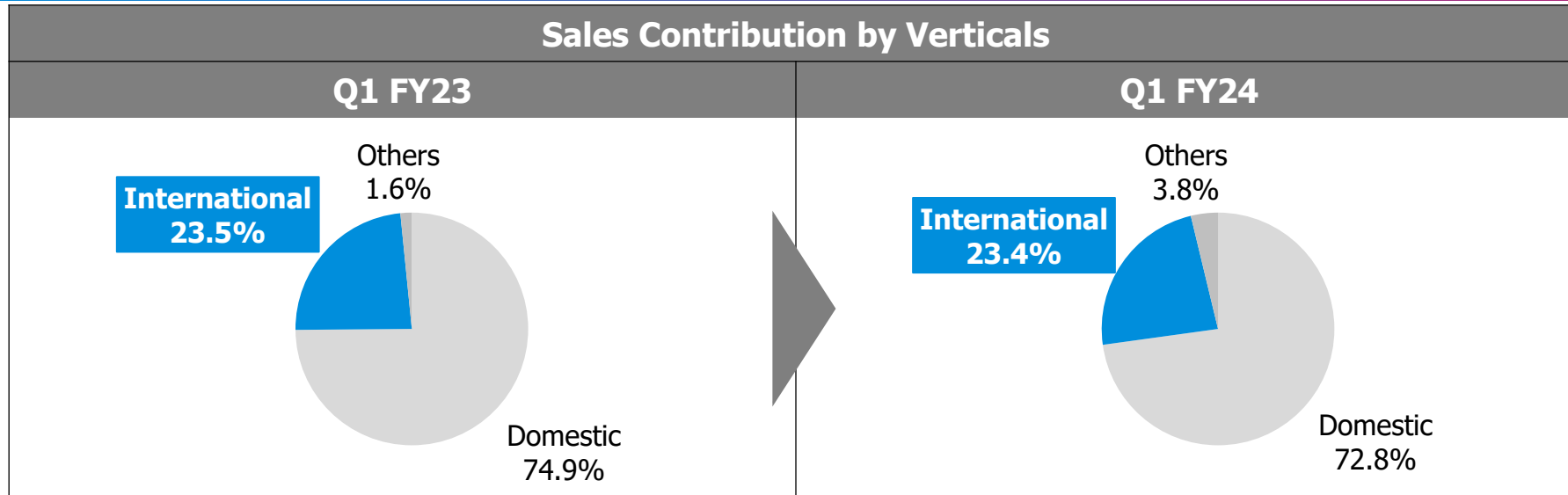


Food & Beverage (F&B)

4-year CAGR: 14.5%

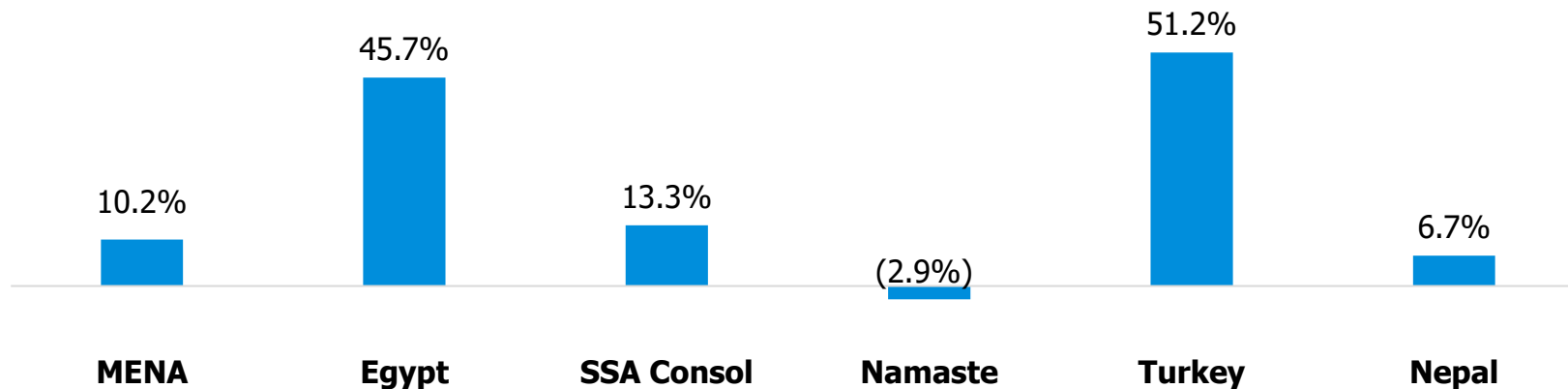


Q1 FY24 - Performance Highlights



International Business grew by 20.6% in CC terms (10.2% in INR terms)

Q1 FY24 Constant Currency Growth %



Thank You

For more information and updates, visit:

<http://www.dabur.com/in/en-us/investor>

