

Directors' Report

To,
The Members,

Your Directors have pleasure in presenting the 46th Annual Report on the business and operations of the Company, together with the audited accounts for the financial year ended March 31, 2021.

FINANCIAL RESULTS

Financial performance of the Company is summarised in the table below: (₹ in crores)

Particulars	Consolidated		Standalone	
	2020-21	2019-20	2020-21	2019-20
Revenue from Operations including other Income	9886.94	9008.88	7461.38	6586.70
Less Expenses:				
Cost of goods sold	4788.96	4360.24	3696.82	3244.70
Employee benefits expenses	1033.46	947.74	655.82	578.26
Finance cost	30.81	49.54	9.14	19.27
Depreciation and Amortization expenses	240.13	220.45	143.40	129.93
Other Expenses	1736.55	1603.26	1272.89	1106.07
Total Expenses	7829.91	7181.23	5778.07	5078.23
Profit before share of profit from joint venture and exceptional items	2057.03	1827.65	NA	NA
share of profit of Joint Venture	-1.01	-0.01	NA	NA
Profit before exceptional items and tax	2056.02	1827.64	1683.31	1508.47
Exceptional items	0	100.00	0	100
Profit before tax	2056.02	1727.64	1683.31	1408.47
Tax expense	361.07	279.72	301.42	238.12
Net Profit for the year	1694.95	1447.92	1381.89	1170.35
Net profit attributable to -				
Owners of the Holding Company	1693.30	1444.96	NA	NA
Non-Controlling interest	1.65	2.96	NA	NA

TRANSFER TO RESERVES

There is no amount proposed to be transferred to reserves.

DIVIDEND

The Company has paid an interim dividend of Rs.1.75 per share of Re.1/-each fully paid up (being 175%) on November 25, 2020. We are pleased to recommend a dividend of Rs.3/- per share of Re.1/- each fully paid up (being 300%) for the financial year 2020-21. The dividend recommended, if approved by the members, will be paid to members within the period stipulated by the Companies Act, 2013 (hereinafter referred to as 'Act'). The aggregate dividend for the year will amount to Rs.4.75 per share of Re.1/- each fully paid up (being 475%) as against Rs.3.00 per share of Re.1/- each fully paid up (being 300%) declared last year. The dividend payout ratio for the current year is at 50.75%. The dividend recommended is in accordance with the Company's Dividend Distribution Policy.

Dividend Distribution Policy

To bring transparency in the matter of declaration of dividend and protect the interests of investors, Dabur had in place a Dividend Policy since long. The Policy has been revised in the board meeting held on 7th May,2021 in accordance with Regulation 43A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (hereinafter referred to as 'Listing Regulations') and the Act and has been displayed on the Company's website at link <https://www.dabur.com/img/upload-files/166-Dividend-Distribution-Policy.pdf>

Unpaid/ unclaimed Dividend

Pursuant to the provisions of Section 124 (5) of the Act, Final dividend for the financial year 2012-13 amounting to Rs.43,97,959/- and interim dividend for the financial year 2013-14 amounting to Rs.43,82,604/- which remained unpaid/ unclaimed for a period of 7 years, from the date it was lying in the unpaid dividend account, has been transferred by the Company to the Investors Education and Protection Fund (IEPF) of the Central Government. The due dates for transfer of unpaid dividend to IEPF for subsequent years is given in the Corporate Governance Report. The list of unpaid dividend declared up to the financial year 2019-20 [updated up to the date of 45th Annual general meeting (AGM) held on 03.09.2020] and for interim dividend declared during the financial year 2020-21 is available on Company's website www.dabur.com. Shareholders are requested to check the said lists and if any dividend due to them remains unpaid in the said lists, can approach the Company for release of their unpaid dividend.

FINANCIAL STATEMENTS

In accordance with the Ministry of Corporate Affairs (“MCA”) circular dated January 13, 2021 read with circulars dated April 08, 2020, April 13, 2020 and May 5, 2020, the Annual Report 2020-21 containing complete Balance Sheet, Statement of Profit & Loss, other statements and notes thereto, including consolidated financial statements, prepared as per the requirements of Schedule III to the Act, Directors’ Report (including Integrated Reporting and Management Discussion & Analysis and Corporate Governance Report) is being sent only via email to all shareholders who have provided their email address(es).

The Annual Report 2020-21 is also available at the Company’s website at www.dabur.com.

Consolidated Financial Statements

In compliance with the applicable provisions of Act including the Accounting Standard Ind AS 110 on Consolidated Financial Statements, this Annual Report also includes Consolidated Financial Statements for the financial year 2020-21. Consolidated Turnover was Rs. 9886.94 crores as against Rs.9008.88 crores in the previous year. Net Profit after Tax (after minority interest) for the year stood at Rs.1693.30 crores as against Rs.1444.96 crores in the previous year.

OPERATIONS AND BUSINESS PERFORMANCE

Kindly refer to Integrated Reporting and Management Discussion & Analysis and Corporate Governance Report which forms part of this report.

CORPORATE GOVERNANCE

Good governance practices are a norm at Dabur. The Company is committed to focus on long term value creation and protecting stakeholders’ interests by applying proper care, skill and diligence to business decisions. Besides complying with the legal framework of corporate governance practices, Dabur has voluntarily adopted and evolved various practices of governance conforming to highest ethical and responsible standards of business, globally benchmarked. The Company has also formulated a Policy on Group Governance to monitor governance of its unlisted subsidiaries across the globe.

The report on Corporate Governance as stipulated under the Listing Regulations forms part of the Annual Report. A certificate from Auditors of the Company regarding compliance of the conditions of Corporate Governance, as

stipulated under Schedule V of the Listing Regulations is attached as ‘Annexure 1’ and forms part of this report.

BUSINESS RESPONSIBILITY REPORT

At Dabur, fulfilment of environmental, social and governance responsibility is an integral part of the way the Company conducts its business.

Business Responsibility Report as stipulated under Regulation 34 of the Listing Regulations is available on the website of the Company www.dabur.com at weblink <https://www.dabur.com/in/en-us/investor/investor-information/business-responsibility-report-as-per-sebi-listing-regulations>. Any Member interested in obtaining a physical copy of the same may write to the Company Secretary at the Registered Office of the Company.

CREDIT RATING

During the year the Company has sustained its long term bank facility credit rating of AAA (stable) which has been reaffirmed by CRISIL. The highest credit rating of AAA awarded by CRISIL reflects the highest degree of safety regarding timely servicing of financial obligations. Further CRISIL has reaffirmed the rating of NCD programme of the Company as AAA (stable). The rating indicates highest degree of safety regarding timely servicing of financial obligation. The rated instrument carries lowest credit risk. The Company’s short term bank facility credit rated as A1+ by CRISIL, has been reaffirmed. The rating of A1+ for Commercial Paper has also been reaffirmed by CRISIL. This highest rating of A1+ indicates a very strong degree of safety with regard to timely payment of interest & principal. Such instruments carry lowest credit risk.

Further ICRA has reaffirmed the rating on NCD programme of the Company as AAA (stable). The rating indicates highest degree of safety regarding timely servicing of financial obligation. The rated instrument carries lowest credit risk and the outlook on the long-term rating is stable.

DIRECTORS

Pursuant to Section 149, 152 and other applicable provisions of the Companies Act, 2013, one-third of such of the Directors as are liable to retire by rotation, shall retire every year and, if eligible, offer themselves for re-appointment at every AGM. Consequently, Mr. Mohit Burman (DIN: 00021963) and Mr. Aditya Chand Burman (DIN:00042277), directors will retire by rotation at the ensuing AGM, and being eligible, offers themselves for re-appointment in accordance with provisions of the Act. The Board of

Directors on the recommendation of the Nomination and Remuneration Committee (“NRC”) has recommended their re-appointment.

Pursuant to Section 149, 152, 161 read with Schedule IV and other applicable provisions of the Companies Act, 2013, Companies (Appointment and Qualification of Directors) Rules, 2014 and Listing Regulations and upon recommendation of Nomination and Remuneration Committee, the Board of Directors of the Company at their meeting held on November 03, 2020 had appointed Mr. Mukesh Hari Butani (DIN: 01452839) as an Additional Director in the category of Non-Executive Independent Director of the Company, subject to approval of the shareholders in the next Annual General Meeting, for a period of 5 consecutive years w.e.f. January 01, 2021. Mr. Mukesh Hari Butani has given consent for his appointment and has also submitted necessary disclosures with respect to his appointment.

Mr. Sanjay Kumar Bhattacharya, resigned from the office of Non-Executive Independent Director of the Company w.e.f. 4th November, 2020, due to personal reasons. He has confirmed that there are no material reasons other than personal reasons. The Board of Directors places on record its appreciation for valuable contribution made by Mr. Bhattacharya during his tenure on the Board.

A brief resume of the Directors being appointed/ re-appointed, the nature of expertise in specific functional areas, names of companies in which they hold directorships, committee memberships/ chairmanships, their shareholding in the Company, etc., have been furnished in the explanatory statement to the notice of the ensuing AGM.

The Nomination and remuneration Committee and the Board of Directors of the Company recommend their appointment/ re-appointment at the ensuing AGM.

The Company has received necessary declaration from all the Independent Directors under section 149(7) of the Act confirming that they meet the criteria of independence as laid down in Section 149(6) of the Act and Regulation 16(1) (b) of the Listing Regulations. The Company has also received from them declaration of compliance of Rule 6 (1) & (2) of the Companies (Appointment and Qualifications of Directors) Rules, 2014, regarding online registration with the ‘Indian Institute of Corporate Affairs’ at Manesar, for inclusion/ renewal of name in the data bank of Independent Directors. With regard to integrity, expertise and experience (including the proficiency) of the independent director appointed during the Financial year 2020-21, the Board of Directors have taken on record the declarations and confirmations submitted by the independent director and is of the opinion that the

independent director is a person of integrity and possesses relevant expertise and experience and his continued association as Director will be of immense benefit and in the best interest of the Company. With regard to proficiency of the independent Director, ascertained from the online proficiency self-assessment test conducted by the institute, as notified under sub-section (1) of section 150 of the Act, the Board of Directors have taken on record the information submitted by independent director that he/she has complied with the applicable laws.

None of the Directors of the Company are related inter-se, in terms of section 2(77) of the Act including Rules there under.

Key Managerial Personnel

The Key Managerial Personnel (KMP) in the Company as per Section 2(51) and 203 of the Act are as follows:

Mr. P D Narang, Whole time director

Mr. Mohit Malhotra, Whole time director & Chief Executive officer

Mr. Ashok Kumar Jain, Executive Vice President (Finance) and Company Secretary

Mr. Ankush Jain, Chief Financial Officer, appointed w.e.f. 01.04.2021. *(Mr. Lalit Malik resigned from the services of the Company w.e.f. 01.04.2021)*

Policy on directors’ appointment and Policy on remuneration

Pursuant to Section 134(3)(e) and Section 178(3) of the Act, the policy on appointment of Board members including criteria for determining qualifications, positive attributes, independence of a director and the policy on remuneration of directors, KMP and other employees is attached as ‘Annexure 2 & 3’ respectively to this report. The same are also available on the website of the Company at www.dabur.com at weblink <https://www.dabur.com/img/upload-files/111972-policy-on-appointment-of-board-members.pdf>

Particulars of remuneration of Directors/ KMP/ Employees

Disclosures pertaining to remuneration and other details as required under Section 197(12) of the Act and Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is attached as ‘Annexure 4A’ to this report. Further, in terms of the provisions of Section 197(12) of the Act read with Rules 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, a statement showing the names and other particulars of employees drawing remuneration in excess of the limits set out in the said rules is attached as ‘Annexure 4B’ to this report.

Employees Stock Option Plan

During the year, 59455 options in 2 tranches were granted to eligible employees of the Company in terms of Employees Stock Option Plan (Dabur ESOP 2000).

During the financial year 2020-21, there has been no change in the Employees Stock Option Plan (Dabur ESOP 2000) of the Company. Further, it is confirmed that the ESOP Scheme of the Company is in compliance with SEBI (Share Based Employee Benefits) Regulations, 2014.

The applicable disclosures as stipulated under Regulation 14 of SEBI (Share Based Employee Benefits) Regulations, 2014 with regard to Employees Stock Option Plan of the Company are available on the website of the Company at www.dabur.com and weblink for the same is <https://www.dabur.com/in/en-us/investor/investor-information/ESOPS>

A certificate from Auditors of the Company certifying that the Employee Stock Option Scheme of the Company is implemented in accordance with the SEBI (Share Based Employee Benefits) Regulations, 2014 and in accordance with the resolutions passed in the General Body Meetings will be available for inspection in electronic mode during the AGM to any person having right to attend the meeting.

Performance Evaluation of the Board, its Committees and Individual Directors

Pursuant to applicable provisions of the Act and the Listing Regulations, the Board, in consultation with its Nomination and Remuneration Committee, has formulated a framework containing, *inter-alia*, the criteria for performance evaluation of the entire Board of the Company, its Committees and individual directors, including Independent Directors. The framework is monitored, reviewed and updated by the Board, in consultation with the Nomination and Remuneration Committee, based on need and new compliance requirements.

The annual performance evaluation of the Board, its Committees and each Director has been carried out for the financial year 2020-21 in accordance with the framework. The details of evaluation process of the Board, its Committees and individual directors, including independent directors have been provided under the Corporate Governance Report which forms part of this Report.

Directors' Responsibility Statement

Pursuant to the provisions under Section 134(5) of the Act, with respect to Directors' Responsibility Statement, the Directors confirm:

- a) That in the preparation of the annual accounts, the applicable accounting standards have been followed

and no material departures have been made from the same;

- b) That they had selected such accounting policies and applied them consistently, and made judgements and estimates that are reasonable and prudent, so as to give a true and fair view of the state of affairs of the Company at the end of the financial year and of the profit and loss of the Company for that period;
- c) That they had taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013, for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- d) That they had prepared the annual accounts on a going concern basis;
- e) That they had laid down internal financial controls to be followed by the company and that such internal financial controls are adequate and were operating effectively; and
- f) That they had devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

STATUTORY AUDITORS AND THEIR REPORT

Statutory Auditors

Pursuant to the provisions of Section 139 of the Act, and rules made thereunder, M/s. Walker Chandiook & Co LLP, Chartered Accountants, (Firm Registration No. 001076N/N500013) were appointed as Statutory Auditors of the Company for a term of five consecutive years, to hold office from the conclusion of the 42nd AGM held on 26th July, 2017 until the conclusion of 47th AGM of the Company to be held in the calendar year 2022.

Pursuant to Section 139 and 141 of the Act and relevant Rules prescribed there under, the Statutory Auditors have confirmed that they are not disqualified from continuing as Auditors of the Company.

The Auditors have also confirmed that they have subjected themselves to the peer review process of Institute of Chartered Accountants of India (ICAI) and hold a valid certificate issued by the Peer Review Board of the ICAI.

Report of Statutory Auditors

M/s. Walker Chandiook & Co LLP, Chartered Accountants, have submitted their Report on the Financial Statements of the Company for the FY 2020-21, which forms part of the Annual Report 2020-21. There are no observations



(including any qualification, reservation, adverse remark or disclaimer) of the Auditors in the Audit Reports issued by them which call for any explanation from the Board of Directors.

COST AUDITORS AND THEIR REPORT

As per Section 148 of the Act read with Companies (Cost Records and Audit) Rules 2014, M/s Ramanath Iyer & Company, Cost Accountants, (Firm's Membership No. 000019) have been re-appointed as Cost Auditors for the financial year 2021-22 to conduct cost audit of the accounts maintained by the Company in respect of the various products prescribed under the applicable Cost Audit Rules. The remuneration of Cost Auditors has been approved by the Board of Directors on the recommendation of Audit Committee. The requisite resolution for ratification of remuneration of Cost Auditors by members of the Company has been set out in the Notice of ensuing AGM. The Cost Auditors have certified that their appointment is within the limits of Section 141(3)(g) of the Act and that they are not disqualified from appointment within the meaning of the said Act.

The Cost Audit Report for the financial year 2019-20, issued by M/s Ramanath Iyer & Company, Cost Auditors, in respect of the various products prescribed under Cost Audit Rules was filed with the Ministry of Corporate Affairs on 27.08.2020.

There were no observations (including any qualification, reservation, adverse remark or disclaimer) of the Cost Auditors in the Report issued by them for the financial year 2019-20 which call for any explanation from the Board of Directors.

SECRETARIAL AUDITORS AND THEIR REPORT

M/s Chandrasekaran Associates, Company Secretaries, were appointed as Secretarial Auditors of the Company for the financial year 2020-21 pursuant to section 204 of the Act. The Secretarial Audit Report submitted by them in the prescribed form MR- 3 is attached as 'Annexure 5' to this report.

There are no qualifications or observations or adverse remarks or disclaimer of the Secretarial Auditors in the Report issued by them for the financial year 2020-21 which call for any explanation from the Board of Directors.

M/s Chandrasekaran Associates, Company Secretaries have been re-appointed to conduct the secretarial audit of the Company for the financial year 2021-22. They have confirmed that they are eligible for the said appointment.

INTERNAL FINANCIAL CONTROL SYSTEM

According to section 134(5)(e) of the Act the term Internal Financial Control (IFC) means the policies and procedures adopted by the company for ensuring the orderly and efficient conduct of its business, including adherence to company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information.

The Company has a well placed, proper and adequate IFC system which ensures that all assets are safeguarded and protected and that the transactions are authorised, recorded and reported correctly. The Company's IFC system also comprises due compliances with Company's policies and Standard Operating Procedures (SOP's) and audit and compliance by in-house Internal Audit Division, supplemented by internal audit checks from Pricewaterhouse Coopers Pvt. Ltd., the Internal Auditors. The Internal Auditors independently evaluate the adequacy of internal controls and concurrently audit the majority of the transactions in value terms. Independence of the audit and compliance is ensured by direct reporting of Internal Auditors to the Audit Committee of the Board.

To further strengthen the internal control process, the Company has developed a very comprehensive legal compliance system called 'e-nforce', which drills down from the CEO to the executive level person who is responsible for compliance. This process is fully automated and generate alerts for proper and timely compliance.

Adequacy of Internal Financial Controls with reference to the financial statements

The Act re-emphasizes the need for an effective Internal Financial Control system in the Company which should be adequate and shall operate effectively. Rule 8(5)(viii) of Companies (Accounts) Rules, 2014 requires the information regarding adequacy of Internal Financial Controls with reference to the financial statements to be disclosed in the Board's report.

To ensure effective Internal Financial Controls the Company has laid down the following measures:

- All operations are executed through Standard Operating Procedures (SOPs) in all functional activities for which key manuals have been put in place. The manuals are updated and validated as and when required.
- All legal and statutory compliances are ensured on a monthly basis for all locations in India through a fully automated tool called "e-nforce". Non-compliance,

if any, is seriously taken by the management and corrective actions are taken immediately. Any regulatory amendment is updated periodically in the system.

- Approval of all transactions is ensured through a pre-approved Delegation of Authority (DOA) Schedule which is in-built into the SAP system. DOA is reviewed periodically by the management and compliance of DOA is regularly checked and monitored by the auditors.
- The Company follows a robust 2-tier internal audit process:
 - Tier-1: Management/ Strategic/ Proprietary audits are conducted on regular basis throughout the year as per agreed audit plan.
 - Tier-2: Transaction audits are conducted regularly to ensure accuracy of financial reporting, safeguard and protection of all the assets. Stock audit is conducted on quarterly basis at all locations in India. Fixed Asset Verification is done on an annual basis including Ind AS-36 testing at all locations.
 - The audit reports for the above audits are compiled and submitted to management committee and audit committee for review and necessary action.
- The Company's Books of Accounts are maintained in SAP and transactions are executed through SAP (ERP) setups to ensure correctness/ effectiveness of all transactions, integrity and reliability of reporting.
- The Company has a comprehensive risk management framework which is evaluated by the Audit Committee annually.
- The Company has a robust mechanism of building budgets at an integrated cross- functional level. The budgets are reviewed on a monthly basis so as to analyze the performance and take corrective action, wherever required.
- The Company has in place a well-defined Whistle Blower Policy/ Vigil Mechanism.
- The Company has a system of Internal Business Reviews. All departmental heads discuss their business issues and future plans in monthly review meetings. They review their achievements vs. budgets in quarterly review meetings. Specialized issues like investments, property, FOREX are discussed in their respective internal committee meetings.
- Compliance of secretarial functions is ensured by way of secretarial audit.
- Compliance relating to cost records of the company is ensured by way of cost audit.

DEVELOPMENT AND IMPLEMENTATION OF RISK MANAGEMENT

Dabur has in place comprehensive risk assessment and minimization procedures, which are reviewed by the Board

periodically. The Risk Management Committee of the Board is responsible for preparation of Risk Management Plan, reviewing and monitoring the same on regular basis, identifying and reviewing critical risks on regular basis, updating the Risk Register on quarterly basis, reporting of key changes in critical risks to the Board on an ongoing basis and a detailed report on yearly basis, evaluation of risk management systems by the Audit Committee on yearly basis and such other functions as may be prescribed by the Board.

The Committee holds quarterly meetings to review the critical risks identified. The risks faced by the Company, their impact and their minimization procedures are assessed categorically under the broad heads of High, Medium and Low risks.

Further the risks control systems are instituted to ensure that the risks in each business process are mitigated. The two joint Chief Risk Officers (CROs) are responsible for the overall risk governance in the Company and reports directly to the Management Committee (MANCOM), which consists of various functional heads. The Board provides oversight and reviews the Risk Management Policy. The Board is responsible for framing, implementing and monitoring the risk management plan of the Company. During the year, Pricewaterhouse Coopers Pvt. Ltd., Internal auditors, had tested the Risk & Control Matrices for various processes as a part of Internal financial control framework.

In line with the Listing Regulations, cyber security risk is included in the risk management plan and a Risk Management Policy with respect to Commodities, including through hedging has also been framed by the Company.

Covid -19 is an unprecedented risk and it has severely affected all the key dimensions of business operations both at national level and international level since March 2020. Just as things seemed to be improving to catch up with pre-covid days the resurgence of infections, Covid- 2.0 has assumed almost a tsunami like proportions, with daily caseloads at almost 2X levels of peak of September, 2020. The ground situation is quite grim.

Covid-19 has impacted various key functions viz. Marketing, Human Resource, Finance function, Procurement function, Sales and Marketing Function, Manufacturing and plant operations, supply chain and logistics, Information Technology, etc. But with effective mitigation strategy put in place quickly, Dabur has been able to minimize this impact to a great extent. Dabur's COVID Management Strategy has covered – Employee well being, Brand Building, Driving Sales Growth, Streamlining supply chain and Community Welfare. Many new products across Healthcare, Home and Personal care and Foods categories have been launched targeting the growing consumer need for Immunity-boosters

and Hygiene products. Dabur will continue taking steps to mitigate the impact of Covid-19.

In the opinion of the Board there has been no identification of elements of risk that may threaten the existence of the Company.

NATURE OF BUSINESS

There has been no change in the nature of business of the Company.

Dabur has a diverse portfolio consisting of a number of brands and sub-brands across the three verticals of Home and Personal care, Healthcare and Foods. During FY 2020-21, the Company also entered the Personal and Home Hygiene on account of the consumer need for such products due to the Covid pandemic. The Company has presence across various channels such as general groceries, chemists, organized retail and ecommerce. During the year, the company followed a channel focus strategy whereby each channel was leveraged through specific strategies and teams. This led to high growth in channels such as general groceries, chemists and ecommerce.

During the Covid pandemic the Company launched a number of new products for immunity and in personal and home hygiene space.

During fiscal 2020-21 the following new products were launched:

In India:

- Dabur Honey Tulsi and Dabur Honey Ashwagandha
- Dabur Vedic Suraksha Tea – Green and Black Variants
- Dabur Pure Herbs Range (Giloy, Tulsi, Ashwagandha, Amla and Haldi)
- Dabur Health Drops (Tulsi and Haldi)
- Dabur Health Juices Range (Giloy Juice, Wheat Grass Juice, Amla Juice, Aloe Vera Juices and Giloy-Neem-Tulsi Juice)
- Dabur Ayush Kwath Kadha
- Dabur Ashwagandha Capsules
- Dabur Baby Care Range
- Dabur Red Pulling Oil – Ayurvedic Mouthwash
- Dabur Dant Rakshak
- Dabur Herb'l Toothpaste Range (Neem, Clove, Tulsi)
- Dabur Vatika Enriched Hair Oils Range (Aloe Vera, Argan, Olive and Bringhraj Oil)
- Dabur Badam Amla Hair Oil

- Dabur Amla Aloe Vera Hair Oil
- Dabur Sanitize Range (includes Hand Sanitizers, Air Sanitizers, Surface Disinfectant Sprays, Floor Cleaners, etc)
- Dazzl Range of Home Disinfectant Sprays and Cleaners
- Dabur Sanitize Antiseptic Liquid (2 variants)
- Dabur Sanitize Germ Protection Soap
- Real Mango Drink in PET format
- Real Frappe Milkshakes (in 4 flavours – Belgian Chocolate, French Vanilla, Mango and Strawberry)
- Hommade Chutney Range (Rajasthan ki Garlic Chutney, Dilli ki Hari Chatpati Chutney, Kalonji Tamatar ki Chutney)
- Hommade Pickles Range
- Hommade Imli Sauce
- Hommade Tasty Masala

The following were e-comm first/ e-comm exclusive products launched in India:

- Dabur Cold Pressed Mustard Oil
- Dabur Himalayan Apple Cider Vinegar
- Dabur Himalayan Organic Apple Cider Vinegar
- Dabur Himalayan Forest Honey
- Dabur Organic Honey
- Vatika Select Shampoo Range
- Dabur 100% Pure Cow Ghee

New product launches under International Business:

In Overseas markets

- Vatika Sanitizing Body Wash
- Vatika Sanitizing Skin Lotion
- Vatika Sanitizing Mist
- Dabur Fruit & Veggie Clean
- Vatika Multivitamin Oil (Hibiscus for Hair Revitalization and Egg-Protein for Damage Repair)
- Vatika Oilfusion range of Hair Colors
- Dabur Honitus Herbal Lozenges
- Dabur Honitus Hot Sip
- Dabur Pudim Hara Peals
- Dabur Herb'l Alpha Range (Activated Charcoal, Aloe Vera, Olive and Blackseed)
- Dabur Anmol Gold
- Dabur Amla Hair Repair Solutions
- Range of ORS Olive Oil Sheen Sprays
- Range of ORS Hairdress (Coconut Oil, Tea Tree Oil, Jojoba Oil)

- Range of ORS HAIRRepair Vital Oils
- Hobby Antibacterial Range (Hand Gel, Hand Wash, Body Wash)
- DermoViva Anti-Bacterial Range (includes soap, hand sanitizers, body wash, hand wash, wipes)
- Dabur Medimax Hand Sanitizer Spray
- Dazzl Shield Surface and Floor Disinfectants and Cleaners
- Hobby Fantastic Range of Shower Gels
- Hobby Fresh Care Range of Shower Gels
- Hobby Style & Protect Hair Gel

During the year, the Company continued its focus on its power brands – Dabur Chyawanprash, Dabur Honey, Dabur Lal Tail, Dabur Honitus, Pudín Hara, Dabur Red Paste, Dabur Amla Hair Oil, Real and Vatika. This led to strong growth in these brands despite facing Covid headwinds through the year.

In terms of distribution, the Company increased its direct reach from 1.2 million to 1.43 million, taking the total reach to 6.7 million outlets. Through its initiatives and led by the changing consumer preference towards contactless channels, the Company saw strong growth in E-commerce channels with its revenue contribution increasing to 6%. Village coverage expansion continued with village coverage reaching 59,217 villages from 52,298 villages at the start of the year. This expansion in reach along with the newly launched Project Yoddha, wherein we partnered with local representatives in villages to ensure that our brands and products reached every rural household, helped to increase penetration and post strong growth in rural areas.

During the year, the company also captured considerable cost optimization through Project Samriddhi. Under this project, cross-functional teams were formed to reduce costs across different areas like raw materials and packing material, logistics and supply chain, consumer and trade promotions, manufacturing, manpower productivity and overheads. This led to cost savings and operating leverage across cost items.

Further updates regarding operational performance and projects undertaken by the subsidiary companies can be referred in the report on performance of subsidiaries presented elsewhere in this report.

SUBSIDIARIES

Dabur Tunisie, a step down wholly owned subsidiary company which was decided to be dissolved during the financial year 17-18, is under process of liquidation and is expected to be completed by December, 2021.

Herbodynamic India Limited was incorporated on 24.02.2021 as a wholly owned subsidiary Company of Dabur India Limited. This new subsidiary shall engage in the business of manufacturing, sale and export of consumer care products.

Pursuant to Section 129 (3) of the Act and Ind - AS 110 issued by the Institute of Chartered Accountants of India, Consolidated Financial Statements presented by the Company include the financial statements of its subsidiaries.

Further, a separate statement containing the salient features of the financial statements of subsidiaries of the company in the prescribed form AOC-1 has been disclosed in the Consolidated Financial Statements.

The Financial Statements, as required, of the subsidiary companies shall be available on website of the Company at www.dabur.com.

Report on the highlights of performance of Subsidiaries, Associates and Joint Venture Companies and their contribution to the overall performance of the company.

Pursuant to Section 134 of the Act and Rule 8(1) of the Companies (Accounts) Rules, 2014 the report on highlights of performance of subsidiaries, associates and joint venture companies and their contribution to the overall performance of the Company is attached as 'Annexure 6' to this report.

Information with respect to financial position of the above entities can be referred in form AOC-1 which has been disclosed in the Consolidated Financial Statements.

DETAILS OF POLICY DEVELOPED AND IMPLEMENTED ON CORPORATE SOCIAL RESPONSIBILITIES (CSR) INITIATIVES

The Company has in place a CSR policy in line with Schedule VII of the Act. As per the policy the CSR activities are focused not just around the plants and offices of the Company, but also in other geographical area based on the needs of the communities. The five focus areas where special Community Development programmes were run during the FY 2020-21 are:

1. Corona Support Initiatives.
2. Eradicating hunger, poverty and malnutrition.
3. Promoting Health care including preventive health care.
4. Ensuring environmental sustainability.
5. Promotion of Education.

The annual report on CSR activities is furnished in 'Annexure 7' which is attached to this report.



CHANGE IN CAPITAL STRUCTURE AND LISTING OF SHARES

The paid up share capital of the Company as on 31st March, 2021 is Rs.1,76,74,25,349/- divided into 1767425349 equity shares of Re.1/- each. The Company's equity shares are listed on the National Stock Exchange of India Limited (NSE) and BSE Limited (BSE). During the year 361457 equity shares of Re.1/- each were allotted under ESOP scheme of the Company and admitted for trading on NSE and BSE.

The shares are actively traded on NSE and BSE and have not been suspended from trading.

MATERIAL CHANGES AND COMMITMENTS AFFECTING THE FINANCIAL POSITION OF THE COMPANY

There have been no material changes and commitments affecting the financial position of the Company which have occurred between the end of the financial year of the Company to which the financial statements relate and the date of this report.

DISCLOSURES

Number of Meetings of the Board

During the Financial Year 2020-21, 5 (five) number of Board Meetings were held. For details thereof kindly refer to the section 'Board of Directors- Number of Board Meetings', in the Corporate Governance Report.

Disclosure on Audit Committee

The Audit Committee as on March 31, 2021 comprises of the following independent directors:

Mr. P.N Vijay (Chairman), Mr. R.C. Bhargava, Dr S. Narayan, Dr Ajay Dua, Mr. Ajit Mohan Sharan and Mr. Mukesh Hari Butani as members. For more details kindly refer to the section 'Committees of the Board - Audit Committee', in the Corporate Governance Report, which forms part of this Report.

All recommendations of Audit Committee were accepted by the Board of Directors.

Conservation of Energy, Technology Absorption, Foreign Exchange Earnings and Outgo

Pursuant to provisions of Section 134 of the Act read with Rule 8(3) of the Companies (Accounts) Rules, 2014 the details of Conservation of Energy, Technology Absorption, Foreign Exchange Earnings and Outgo are attached as 'Annexure 8' to this report.

Environmental, Health and Safety (EHS) Review

Details with respect to Environmental, Health and Safety (EHS) review are attached as 'Annexure 9' to this report.

Annual Return

The Annual Return as on March 31, 2021 in the prescribed Form No. MGT-7, pursuant to section 92 of the Act is available on the website of the Company at www.dabur.com at the link <https://www.dabur.com/in/en-us/investor/investor-information/annual-return>.

Particulars of Loans, Guarantees or Investments under Section 186 of the Act

Particulars of loans, guarantees and investments under Section 186 of the Act as at the end of the Financial Year 2020-21 are provided in the standalone financial statements (refer Note No. 47).

Contracts or arrangements with related parties under section 188(1) of the Act

With reference to Section 134(3)(h) of the Act, all contracts and arrangements with related parties under Section 188(1) of the Act, entered by the Company during the financial year, were approved by the Audit Committee and wherever required, also by the Board of Directors. No contract of arrangement required approval of shareholders by a resolution.

During end of the year, the Company had entered into a contract/transaction with related party M/s Burman Brothers, a partnership firm, for taking from them on rent/ pay by use certain assets and services, w.e.f. 1.5.2021. Upon recommendation and approval of the Audit Committee, the contract/transaction was approved by the Board of Directors. Since the transaction pertains to next financial year, disclosure in the prescribed form AOC-2 is not being reported.

During the year, the Company had not entered into any contract or arrangement with related parties which could be considered 'material' (i.e. transactions exceeding ten percent of the annual consolidated turnover as per the last audited financial statements entered into individually or taken together with previous transactions during the financial year) according to the policy of the Company on materiality of Related Party Transactions. Accordingly, there are no transactions that are required to be reported in Form AOC-2

You may also refer to Related Party transactions in Note No.54 of the Standalone Financial Statements.

Details in respect of frauds reported by Auditors other than those which are reportable to the Central Government

The Statutory Auditors, Cost Auditors or Secretarial Auditors of the Company have not reported any frauds to the Audit Committee or to the Board of Directors under section 143(12) of the Act, including rules made there under.

Disclosure on Public Deposits

During the year under review, the Company has neither accepted nor renewed any deposits in terms of Chapter V of the Act and Rules framed thereunder.

Disclosure on Vigil Mechanism

The Company has established a vigil mechanism through which directors, employees and business associates may report unethical behavior, malpractices, wrongful conduct, fraud, violation of Company's code of conduct, leak or suspected leak of unpublished price sensitive information without fear of reprisal. The Company has set up a Direct Touch initiative, under which all directors, employees, business associates have direct access to the Chairman of the Audit committee, and also to a three-member direct touch team established for this purpose. The direct touch team comprises one senior woman member so that women employees of the Company feel free and secure while lodging their complaints under the policy. Further information on the subject can be referred to in section 'Policies, Affirmations and Disclosures' - Whistle-Blower Policy / Vigil Mechanism of the Corporate Governance Report.

Disclosure on Cost Records

Pursuant to provisions of Section 134 of the Act read with Rule 8(5) of the Companies (Accounts) Rules, 2014 it is confirmed that maintenance of cost records as specified by the Central Government under sub-section (1) of section 148 of the Act, is required by the Company and accordingly such accounts and records are made and maintained.

Disclosure under Sexual Harassment of Women at the Workplace (Prevention, Prohibition & Redressal) Act, 2013

At Dabur, all employees are of equal value. There is no discrimination between individuals at any point on the basis of race, colour, gender, religion, political opinion, national extraction, social origin, sexual orientation or age.

At Dabur, every individual is expected to treat his/her colleagues with respect and dignity. This is enshrined in values and in the Code of Ethics & Conduct of Dabur.

The Company also has in place 'Prevention of Sexual Harassment Policy'. This Anti-Sexual Harassment policy of the Company is in line with the requirements of The Sexual Harassment of Women at the Workplace (Prevention, Prohibition & Redressal) Act, 2013. All employees (permanent, contractual, temporary and trainees) are covered under this policy.

The Company has complied with provisions relating to the constitution of Internal Complaints Committee (ICC) under The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 to redress complaints received regarding sexual harassment.

The Direct Touch (Whistle-Blower & Protection Policy) policy also provides a platform to all employees for reporting unethical business practices at workplace without the fear of reprisal and help in eliminating any kind of misconduct in the system. The policy also includes misconduct with respect to discrimination or sexual harassment.

The following is a summary of sexual harassment complaints received and disposed of during the year:

- No. of complaints received: 0
- No. of complaints disposed of: NA
- No. of complaints pending: 0

Significant and material orders passed by the regulators or courts or tribunals impacting the going concerns status and company's operations in future

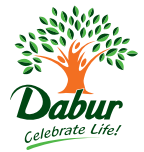
The Company has not received any significant or material orders passed by any regulatory authority, court or tribunal which shall impact the going concern status and Company's operations in future.

Secretarial Standards

The applicable Secretarial Standards, i.e. SS-1 and SS-2, relating to 'Meetings of the Board of Directors' and 'General Meetings', respectively, have been duly followed by the Company.

INDUSTRIAL RELATIONS

The Company maintained healthy, cordial and harmonious industrial relations at all levels. The enthusiasm and unstinting



efforts of employees have enabled the Company to remain at the leadership position in the industry. It has taken various steps to improve productivity across organization.

ACKNOWLEDGEMENTS

Your Directors place on record their gratitude to the Central Government, State Governments and Company's Bankers for the assistance, co-operation and encouragement they extended to the Company. Your Directors also wish to

place on record their sincere thanks and appreciation for the continuing support and unstinting efforts of investors, vendors, dealers, business associates and employees in ensuring an excellent all around operational performance.

For and on behalf of the Board

AMIT BURMAN

Chairman

DIN: 00042050

Place: New Delhi

Date : 07 May, 2021

Annexure 1

Independent Auditor's Certificate on Corporate Governance

To the Members of Dabur India Limited

1. This certificate is issued in accordance with the terms of our engagement letter dated 24 July 2020.
2. We have examined the compliance of conditions of corporate governance by Dabur India Limited ('the Company') for the year ended on 31 March 2021, as stipulated in Regulations 17 to 27, clauses (b) to (i) of Regulation 46(2), and paragraphs C, D and E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations').

Management's Responsibility

3. The compliance of conditions of corporate governance is the responsibility of the management. This responsibility includes the designing, implementing and maintaining operating effectiveness of internal control to ensure compliance with the conditions of corporate governance as stipulated in the Listing Regulations.

Auditor's Responsibility

4. Pursuant to the requirements of the Listing Regulations, our responsibility is to express a reasonable assurance in the form of an opinion as to whether the Company has complied with the conditions of corporate governance as stated in paragraph 2 above. Our responsibility is limited to examining the procedures and implementation thereof, adopted by the Company for ensuring the compliance with the conditions of corporate governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.
5. We have examined the relevant records of the Company in accordance with the applicable Generally Accepted Auditing Standards in India, the Guidance Note on

Certification of Corporate Governance issued by the Institute of Chartered Accountants of India ('ICAI'), and Guidance Note on Reports or Certificates for Special Purposes issued by the ICAI which requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI.

6. We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements.

Opinion

7. Based on the procedures performed by us and to the best of our information and according to the explanations provided to us, in our opinion, the Company has complied, in all material respects, with the conditions of corporate governance as stipulated in the Listing Regulations during the year ended 31 March, 2021.
8. We state that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.

Restriction on use

9. This certificate is issued solely for the purpose of complying with the aforesaid regulations and may not be suitable for any other purpose.

For **Walker Chandiok & Co LLP**

Chartered Accountants
Firm Registration No. 001076N/N500013

Neeraj Goel

Partner

Place: Gurgaon

Date : 07 May, 2021

Membership No. 099514

UDIN: 21099514AAAACR2806

Annexure 2

Policy on Appointment of Board Members

Constitution & Size

Members

- Chairman
- Promoter Family nominee(s)
- Executive members
- Independent members

Profile

- Board should ideally comprise of 12 members
- 50% of members should be independent

- The Chairman should be elected by the Board and should be Non-Executive
- Not more than 4 nominees from the Promoter's family including Chairman

The skill profile of independent Board members will be driven by the key tasks defined by the Board for them

- Independent Corporate Governance
- Guiding strategy and Enhancing Shareholders Value
- Monitoring Performance, Management Development & Compensation
- Control & Compliance

Skill profile of Board members (multiple skills could be combined in one individual)

Key Skill Area/ Qualification	Essential/ positive Attributes	Desirable Attributes
1. Strategy/ Business Leadership	<ul style="list-style-type: none"> • 2-3 years experience as a CEO, preferably of an MNC in India 	FMCG experience
2. Corporate Strategy Consultant	<ul style="list-style-type: none"> • Consultant/Academician with experience in FMCG Industry and business strategy 	Basic understanding of Finance
3. Sales and Marketing experience	<ul style="list-style-type: none"> • At least 10 years experience in sales and marketing • Good understanding of commercial processes • 2-3 years as head of sales or marketing 	Experience with FMCG or other consumer products
4. Corporate Law	<ul style="list-style-type: none"> • Expert knowledge of Corporate Law 	Experience in trade/ consumer related laws
5. Finance	<ul style="list-style-type: none"> • At least 5 years as a CEO or as head of a merchant banking operation 	FMCG experience
6. Trade Policy & Economics	<ul style="list-style-type: none"> • Expert knowledge of Trade & Economic Policies 	FMCG experience
7. Administration & Government Relations	<ul style="list-style-type: none"> • Retired Bureaucrat 	Basic understanding of Finance & Business
8. Ayurvedic specialist (till Ayurvedic specialities Business is part of FMCG business)	<ul style="list-style-type: none"> • Ayurvedic doctor with a minimum of 20 years experience as a practitioner/ researcher 	Basic understanding of finance and business

Other Directors could be based on company's priority at a particular time:

- Knowledge of export markets that Dabur is focusing on
- Commodity procurement expert

Board Diversity

- There should not be concentration of Board members based on a particular skill profile.
- Board member should be selected preferably from all the key skill areas defined earlier.
- Gender diversity: Board should have at least one Women Director.

Criteria for Determining Independence of a Director

The proposed appointee shall fulfil the requirements prescribed from time to time under the Companies Act, 2013, Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements), 2015 and other relevant laws.

The proposed appointee in the category of Independent Director should be a person fulfilling the criteria of Independence as may be prescribed from time to time under the Companies Act, 2013, Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements), 2015 and other relevant laws.

Annexure 3

Remuneration Policy

1. Objective :

We design our remuneration policy to attract, motivate and retain the Directors, KMP and other employees who are the drivers of organization success and helps us to run the company successfully and to retain our industry competitiveness. Pay mix is designed to reflect the performance and is aligned to the long term interest of the shareholders.

2. Policy :

Remuneration Design and Mix

a) Total Fixed Pay: Enable us to attract, retain and develop the talent we need to succeed

1. Is competitive (50th to 60th percentile) with leading companies where we recruit for talent.
2. Reinforces roles and accountabilities.
3. Is flexible and supportive of our organization's growth.
4. Is responsive to specific market pressures in terms of getting key talent from the market.
5. Provides salary management guidelines so that decisions are made with confidence, integrity and speed.

b) Short term Incentive Plans (one year): Create a process to effectively reward people for their contributions to the success of the Company in the short term

1. Utilizes company, business unit/ department and individual- based metrics based on the principle of line of sight and impact.
2. Is supported by clear, frequent communication and simple tools to administer.

c) Long term Incentive Plans in form of performance based ESOP: Enable us to attract and retain key talent and create a process to effectively reward key talent for their contributions to the long term success of the company

1. A significant portion of the key talent compensation delivered through restricted ESOP Plans with retention expectations in place to ensure alignment of the executive interest with those of shareholders.
2. Utilizes company and business unit/department based metrics which are necessary for long term

business sustenance and shareholder wealth creation.

3. Utilizes measures that are clear, strategically focused, and easily supported by our systems.
4. Provides suitable rewards that are meaningful to the performer, consistent with our strategy, and reinforce our culture.
5. Helps to make our pay competitive (70th to 90th percentile) with leading companies where we recruit for talent.

d) Benefits: Provide programs that meet people's needs and are cost effective and utilize Innovative programs that make us distinctive as an organization

1. Be competitive with companies of our size and where we compete for talent.
2. Provide benefits that are truly meaningful to people, supported by highly effective communication and easy administrative support.
3. Provide benefits, services, or events that will make us distinctive in the marketplace and consistent with our culture and values.
4. Provide benefits that are cost effective from both an individual and a company perspective.

e) Recognition: Utilize effective practices that are supported by innovative programs that reinforce our desired culture and make us a special place to work

1. Reinforces individual and team's behavior that makes us more competitive, efficient, and important to our customers.
2. To create more employee touch points and recognition on formal and informal basis.
3. Utilize a variety of programs, events and activities that keep the process exciting.

f) Annual Performance Linked Enhancement that recognizes the performance of the resource keeping in view the achievement of organizational goals and departmental goals.

g) Remuneration to Independent Directors:

1. Sitting Fee as approved by the Board.
2. Travel Cost and other out of pocket expenses for attending the Board & Committee Meetings.
3. No Stock options.

4. Remuneration (apart from sitting fee), including profit related commission, by whatever name called, for a period not exceeding 5 years (starting from 1.4.2019) as approved by Board of Directors of the Company, not exceeding 1% of the net profits of the Company in any financial year in terms of section 197 of the Companies Act, 2013 and computed in the manner referred in section 198 of the said Act.

Tools for an effective Remuneration Policy implementation:

1. Remuneration Benchmark studies
2. Compilation of Live data while recruiting talent
3. Talent attrition studies
4. Benchmarking with Best Industry Practices
5. Participation in various forums

Annexure 4A

Details under Section 197(12) of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014

(i) The Ratio of the remuneration of each Director to the median remuneration of the employees of the company for the financial year.	a	Mr. Mohit Malhotra, Whole Time Director and Chief Executive Officer	220: 1
	b	Mr. P D Narang, Whole Time Director	256: 1
	c	Mr. P N Vijay	5:1
	d	Mr. R C Bhargava	4:1
	e	Dr. S Narayan	4:1
	f	Dr. Ajay Dua	5:1
	g	Mr. Sanjay Kumar Bhattacharyya	3:1
	h	Mrs. Falguni Sanjay Nayar	2:1
	i	Mr. Ajit Mohan Sharan	4:1
	j	Mr. Mukesh Hari Butani	0.8:1
(ii) The percentage increase in remuneration of each director, Chief Financial Officer, Chief Executive Officer, Company Secretary in the financial year.	a	Mr. Mohit Malhotra, Whole Time Director and Chief Executive Officer	62.2%
	b	Mr. P D Narang, Whole Time Director	6%
	c	Mr. P N Vijay	NA
	d	Mr. R C Bhargava	NA
	e	Dr. S Narayan	NA
	f	Dr. Ajay Dua	NA
	g	Mr. Sanjay Kumar Bhattacharyya	NA
	h	Mrs. Falguni Sanjay Nayar	NA
	i	Mr. Ajit Mohan Sharan	NA
	c	Mr. Lalit Malik, Chief Financial Officer	3%
d	Mr. Ashok Kumar Jain, EVP (Finance) & Company Secretary	4%	
(iii) The percentage increase in the median remuneration of employees in the financial year.	5.8%		
(iv) The number of permanent employees on the rolls of the company.	5070		
(v) Average percentile increase already made in the salaries of employees other than the managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration.	The average percentile increase in the managerial remuneration has been 5% and for others also it is 5%. This is based on Remuneration policy of the Company that rewards people differentially based on their contribution and also ensures that external market competitiveness and internal relativities are taken care of.		
(vi) It is hereby affirmed that the remuneration is as per the Remuneration Policy of the Company.			

NOTES:

Shares allotted under ESOP Scheme of the Company have not been included in the above.



Annexure 4B

Statement of particulars of employees pursuant to Section 197(12) of the Companies Act, 2013 read with Rule 5(2) & (3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 for the year ended 31st March, 2021

Sl.No. Name, Designation/Nature of Duties, Qualifications Exp. (in Yrs.), Remuneration, Date of Appointment, Age (in Yrs.), Particulars of Last employment

1. Baksi Biplab, Executive Director - Human Resource, B.E., M.B.A., 28, Rs. 21732571, 02.01.2020, 53, Director Human Resource, Nestle Oceania; 2. Gupta Arun, Executive Vice President - Corporate Affairs, B.Com. (H), C.A., I.C.W.A., 35, Rs. 17091481, 01/07/2007, 59, Chief Financial Officer, Dabur Pharma Limited; 3. Gupta Devender, Vice President - Human Resource, B.Tech, M.B.A., 24, 14274725, 16.06.1997, 49. 4. Jain Ashok Kumar, Executive Vice President - Finance and Company Secretary, B.Com., C.A., C.S. LLB, 34, Rs. 16189413, 17/08/1999, 58, Assistant Vice President - Finance, Dabur Finance Limited; 5. Khan Adi Shahrukh, Executive Director - Operations, B.E., 35, Rs. 29047740, 07/05/2015, 58, Head of Operations- IBD, Dabur International Limited; 6. Malhotra Mohit, Chief Executive Officer, B.H.M, M.B.A, 27, Rs. 102202133, 01.04.2018, 52, Chief Executive Officer, Dabur International Limited, 7. Malik Lalit, Chief Financial Officer, B. Com., L.L. B, C.P. A., C.A., C.S., A.I.C.W.A., 32, Rs. 26291632, 19/11/2012, 54, Vice President - Finance & Accounts, Moser Baer India Limited; 8. Narang P.D., Group

Director - Corporate Affairs, B.Com., F.C.A., M.I.I.A., F.C.S., A.I.C.W.A., 45, Rs. 127210290, 01/07/1983, 67, Management Accountant, Dabur (Dr S K Burman) Pvt. Limited, 9. Ranjan Rajeev, Executive Vice President - Manufacturing, B.E., 31, Rs. 15832020, 08/09/2015, 53, Associate Director - Contract Manufacturing, Mondelez India Foods Pvt. Ltd.; 10. Sharma Adarsh, Executive Director - Sales, B.Com., M.B.A, 35, Rs. 17293749, 16/09/1991, 58, Assistant Sales Manager, UniPepsi Bottlers Limited.

Notes

- Gross remuneration shown above is subject to tax and comprises salary including arrears, allowances, rent, medical reimbursements, leave travel benefits, leave encashment, provident fund, superannuation fund & gratuity under LIC scheme in terms of actual expenditure incurred by the Company and commission.
- All appointments are contractual in nature.
- None of the employees mentioned above are related to any Director of the Company, except Mr. P D Narang and Mr. Mohit Malhotra who are themselves Directors of the Company.
- None of the employees mentioned above was in receipt of remuneration which in the aggregate is in excess of that drawn by the Whole-time Director and holds by himself or along with his spouse and dependent children, not less than 2% of the equity shares of the Company.

Annexure 5

Secretarial Audit Report for the Financial Year ended March 31, 2021

To

The Members

Dabur India Limited

8/3, Asaf Ali Road

New Delhi – 110002

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Dabur India Limited (hereinafter called the company). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing our opinion thereon.

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, We hereby report that in our opinion, the company has, during the audit period covering the financial year ended on March 31, 2021 ("period") complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on March 31, 2021 according to the provisions of:

- (i) The Companies Act, 2013 (the Act) and the rules made thereunder;
- (ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;
- (iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder to the extent of Regulation 76 of Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018;
- (iv) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;
- (v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):-
 - (a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
 - (b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
 - (c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;
 - (d) The Securities and Exchange Board of India (Share Based employee Benefits) Regulations, 2014;
 - (e) The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008; Not Applicable during the period under review.
 - (f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client to the extent of securities issued;
 - (g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009; and Not Applicable during the period under review.
 - (h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; Not Applicable during the period under review.
- (vi) The other laws, as informed and certified by the management of the Company which are specifically applicable to the Company based on their sector/industry are:
 - 1. Forest Conservation Act, 1980.
 - 2. Insecticides Act, 1968.
 - 3. Biological Diversity Act, 2002.
 - 4. Drug & Cosmetics Act, 1940.
 - 5. Food Safety and Standards Act, 2006, rules and regulations made thereunder.
 - 6. National Green Tribunal Act, 2010.

We have also examined compliance with the applicable clauses / Regulations of the following:

- (i) Secretarial Standards issued by The Institute of Company Secretaries of India.
- (ii) SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

During the period under review the Company has generally complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. mentioned above.

We further report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive



Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent in advance (and at a Shorter Notice for which necessary approvals obtained), and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

All decisions at Board Meetings and Committee Meetings held during the period under review were carried out unanimously as recorded in the minutes of the meetings of the Board of Directors or Committee of the Board, as the case may be.

Note:

- (i) This report is to be read with our letter of even date which is annexed as Annexure-A and forms an integral part of this report.
- (ii) Due to restricted movement amid COVID-19 pandemic, we conducted the secretarial audit by examining the Secretarial Records including Minutes, Documents, Registers and other records etc., and some of them received by way of electronic mode from the Company and could not be verified from the original records. The management has confirmed that the records submitted to us are the true and correct. This Report is limited to the Statutory Compliances on laws / regulations / guidelines listed in our report of which, the due date has been ended/expired on or before March 31, 2021 pertaining to Financial Year 2020-21.

We further report that there are adequate systems and processes in the company commensurate with the size and operations of the company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

We further report that during the audit period, no specific events / actions took place having a major bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines, standards, etc.

For **Chandrasekaran Associates**
Company Secretaries

Rupesh Agarwal
Managing Partner

Membership No. A16302

Certificate of Practice No. 5673

UDIN: A016302C000243870

Place: Delhi

Date : 06 May, 2021

Annexure-A to the Secretarial Audit Report

To

The Members

Dabur India Limited

8/3, Asaf Ali Road

New Delhi – 110002

1. Maintenance of secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the secretarial records. The verification was done on the random test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.

4. Where ever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedures on the random test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For **Chandrasekaran Associates**
Company Secretaries

Rupesh Agarwal
Managing Partner

Membership No. A16302

Certificate of Practice No. 5673

UDIN: A016302C000243870

Place: Delhi

Date : 06 May, 2021

Annexure 6

Report on the highlights of performance of Subsidiaries, Associates and Joint Venture companies and their contribution to the overall performance of the company is as under:

1. H & B Stores Ltd., India (subsidiary)

The Company operates its specialised beauty retail business under the brand 'New U'. It offers a wide range of beauty care, fragrance and personal care products from its retail outlets which are located in high footfall malls and markets. New U offers a unique blend of international, domestic as well as private brands from its stores. Its store footprints are pan India with 88 stores in 36 cities. While the majority of stores are company operated, company has its focus on adding more of franchised stores which are operated by entrepreneurs while the products are provided by the Company. Company also operates online through its own portal and various other e-commerce websites. Company has its continued focus on its own private labels and some exclusive international labels apart from expansion of franchise model, which have good growth opportunity in India.

2. Dermoviva Skin Essentials Inc., USA (subsidiary)

Dermoviva operates in the hair care market for ethnic African population through Namaste Laboratories LLC. The subsidiary acquired two companies – i) D and A Cosmetics Proprietary Limited (carrying on the business of development, manufacturing and sale of personal care products, hair care and creams) and ii) Atlanta Body & Health Products Proprietary Limited (engaged in the business of sale of personal care products, hair care and creams) in FY 2018-19. Both companies are located in South Africa. D&A Cosmetics owns and operates the brand 'Long & Lasting' in South African market with a wide range of hair care products.

3. Namaste Laboratories LLC, USA (subsidiary)

The Company is engaged in the business of manufacture, marketing and distribution of hair and other personal care products.

The Namaste business caters to Hair Care needs of the African American community and is a leader in some of the categories. Current financial year was different for entire world due to pandemic situation. The overall hair relaxers category showed a healthy growth, because people starting using DIY (do it yourself) products during lockdown and relied upon the leading brands. The company registered decent volume growth

across categories on account of Company's consistent distribution focus and new product launches. Temporary hair color launched last year under the brand Color Blast performed well, increasing revenue as well as distribution. The FIXIT range also did well even during the lockdown period. The company launched new products across the Styling & Relaxer category tapping customer demand for organic and natural offerings.

Overall, the Namaste's North America business reported considerable improvement in topline and bottom-line growth, led by its increased sales of relaxers, lotions/creams, shampoo, new products and the continued cost efficiencies.

Namaste also markets its brand in Europe and African markets. The Sub Sahara Africa region performance was subdued due to Covid but focus continued on the efforts to localize manufacturing and strengthen distribution in key markets and realize cost synergies.

4. Urban Lab International LLC, USA (subsidiary)

The Company is engaged in the business of Marketing and Distribution of Hair Care products in Africa. Distribution expansion to TIER-II Cities and Independent wholesalers in Domestic Markets and Exports to Sub Saharan Africa Countries including Ghana, Kenya, Ethiopia, Uganda in addition to SADC countries. Successful launch of new African brands 'ORS Black Castor' and 'Vatika Afro Naturals' are the growth factors driving the business.

5. Hair Rejuvenation & Revitalization Nigeria Ltd., Nigeria (subsidiary)

The principal business activity of the Company is to engage in the business of the manufacture, marketing and distribution of hair and other personal care products in West Africa. The company's product portfolio is based upon ORS hair care products including relaxers, styling and maintenance products.

Despite the market downturn during initial months owing to Covid shutdown, followed by a prolonged national strike which created severe economic headwinds, the Company strongly focused via digital media to extend brand franchise and generate demand. This coupled with extensive market level visibility led to a strong comeback and gain in market share. The Company also developed an engaging Influencer-Consumer online connect during the Covid period to enable DIY styling coupled with online purchasing through dedicated websites. The consolidation work with the top stylist-hair associations, became extremely relevant during these

economically tough times to provide sustained business at subsidized rates to the stylist segment.

6. **Healing Hair Lab International LLC, USA (subsidiary)**

The entity is a non-operating company.

7. **Dabur (UK) Ltd., (subsidiary)**

The main activity of the company is making investments in step down subsidiaries.

8. **Dabur International Ltd., (subsidiary)**

The principal business activity of the Company is distribution of FMCG products in overseas markets. The key categories that the Company operates in are Hair Care, Oral Care and Skin Care and recently seeded Health Care and Foods categories.

During the year, the Company faced COVID driven macro-economic headwinds which impacted category growths across most of the key markets. In addition, strict and prolonged lockdowns in some of the markets impacted movement of goods.

In this scenario, the Company improved market shares in most of the categories in Hair Care, Oral Care and Skin Care largely driven by optimization of marketing mix. Tactical but aggressive consumer promotions and trade spends were deployed to counter heightened competitive intensity in certain markets and categories.

9. **Naturelle LLC, UAE (subsidiary)**

Naturelle LLC, located at Ras al Khaimah (RAK) is the manufacturing hub of Dabur International Ltd. The unit produces a wide range of hair care, oral care and skin care products. With a capacity of over 58,000 MT / 9 million cases of finished goods annually, the RAK unit caters to more than 70 countries. Despite the pandemic affecting normal plant operations, utilizing the company's strategic investment in plant digitization last year of "Manufacturing Execution System (MES)" in line with "Industry 4.0", RAK unit was able to demonstrate effective remote plant management during the pandemic lockdown and has been able to service the market requirements, while implementing COVID 19 control measures.

During the year, the unit has enhanced its manufacturing capacity and also launched various cost saving automation projects to improve the manufacturing cost.

10. **Dabur Egypt Ltd., Egypt (subsidiary)**

The Company is engaged in the manufacturing and marketing of hair oils, styling creams, hair gels, shampoo & conditioners, henna hair colors, hair removing creams, toothpastes & ORS Kits. The Egypt business faced setback due to Covid in the first half of the year.

The business made a good recovery in second half driven by investments in marketing, distribution and new products. The manufacturing unit in Egypt implemented various automation initiatives especially in products like hair colors, and also energy efficiency measures by switching to alternate energy sources like natural gas in line with the company's strategy to optimize its operations cost.

11. **African Consumer Care Ltd., Nigeria (subsidiary)**

The company is engaged in the business of manufacturing and marketing of toothpastes, toilet cleaners etc., trading business of mosquito repellent cream and contract manufacturing of hair care products for a fellow subsidiary - Hair Rejuvenation and Revitalization Nigeria Limited. The plant at Nigeria manufactures oral care, skin care and hair care products. The Company is also becoming a hub for exporting hair care products to Central and West Africa markets. During the Covid pandemic scenario with most open markets and trade channels working with restricted timings, the company focused on digital medium led brand building initiatives and extending its distribution network.

12. **Dabur Nepal Pvt. Ltd., Nepal (subsidiary)**

The Company, one of the largest FMCG companies in Nepal, manufactures & markets wide range of Consumer goods under segments like Foods, Home Care, Personal Care etc. with products like Fruit Juices/ Beverages, Chyawanprash, Glucose, Tooth Paste, Hair Oil, Digestive Tablets, Honey, etc. Food Segment has major share in turnover of the company of around 70%.

The Company has faced various difficulties and challenges in its business operation due to uncertain economic instability, lockdown and change of consumer perception due to COVID-19 during FY 2020-21. This impact is clearly reflected in terms of turnover for the FY 2020-21 which was slightly lower than last year. However, Profitability has improved by 23%. The major drivers for profitability improvements are improved working capital, reduced interest cost, cost reduction in operations and optimization activities.

13. **Asian Consumer Care Pakistan Pvt. Ltd., Pakistan (subsidiary) &**

14. **Dabur Pakistan (Pvt.) Limited, Pakistan (subsidiary)**

Dabur in Pakistan posted a growth in constant currency terms, despite facing lot of headwinds. These include currency devaluation, ban on import of Indian origin products and measures taken by the government to reduce imports. As a result, company faced financial pressure on the operating margins. However, the Company was able to overcome these challenges

by sourcing raw material from other countries and converting maximum portfolio to local toll manufacturing.

15. Asian Consumer Care Pvt. Ltd., Bangladesh (subsidiary)

Asian Consumer care Private Limited is a 76% subsidiary of Dabur International Limited, Dubai and rest 24% of the shareholding is held by ACI Limited a company registered in Bangladesh.

The company manufactures & markets wide range of Consumer goods under segments like Food, Home Care, Personal Care etc. with products like Toothpaste, Hair Oil, shampoo, Digestive Tablets, Honey, etc.

In FY 2020-21, Company's revenue grew by 25.3% in spite of Covid impact and lockdowns. Due to change in Income tax provisions, the effective tax rate increased for the company which led to a decline in net profit.

Due to the quick and coordinated response, Company was able to overcome most of the challenges of Pandemic during the year and stay on the growth path throughout the year.

16. Hobi Kozmetik İmalat Sanayi ve Ticaret Anonim Sirketi, Turkey (subsidiary)

Hobi Kozmetik is one of the pioneering personal care product manufacturers in Turkey that also owns a deeply rooted brand heritage. It is a market leader in Hair Gel and one of the major players in Liquid soap, body wash, economy shampoo and wet wipes categories. Its product list includes more than 200 personal care and cosmetics products in the categories like Hair Gels, Hair Sprays, Mousses, Hair Wax, Hair Conditioners, Shampoos, Hair Care Complexes, Body Creams, Hand and Body Lotions, Shower Gels, Liquid Hand Soaps, Shampoo and Conditioner and Hair Styling Series.

Hobi brand has a significant presence across Turkey including direct distribution to major chain stores. Hobi exports to 50+ countries across the globe and a Private Label business in USA. In order to utilize spare capacity, Hobi continues to drive its private label business with addition of new domestic and export customer.

During FY 20-21 the Company has registered robust Revenue from operation growth of 25% despite tough Macro Economic situation in Turkey. Economic and Geo-political challenges in Turkey persist during FY20-21. Currency devalued by almost 30% as compared to last year, High inflation, increasing unemployment, liquidity challenge owing to high interest rates, and COVID-19 impact to name a few.

Company has launched key hair styling extensions like kids hair gel, Mermaid spray, Kivir Kivir gel and

BB mousse to penetrate in perfumery channels. Under Liquid soap category, Company has launched Anti-bacterial liquid soap mainly focusing on export markets to capitalize on Covid led spurt in demand. The Company continued its digital and social media presence throughout the year resulting in market share improvements in key categories.

17. Ra Pazarlama Limited Şirketi, Turkey (subsidiary)

The Company markets the products produced by Hobi Kozmetik. It has expertise in distribution and handles all sales/distribution for Hobi products. Revenue from operation of the company showed a remarkable growth of 22%.

18. Dabur Lanka Pvt. Ltd., Sri Lanka (subsidiary)

The Company has set-up a state of art Tetra Pak manufacturing facility at Yakadagala Estate, Kotadeniyawa, Sri Lanka. Its principal activity is to manufacture fruit based beverages utilizing imported fruit concentrates/ pulp and purees for export. These are processed and packed in Tetra cartons for export to India and other countries. The company has an allowance to sell up to 10% of the volume of the output to the local Sri Lanka market. During FY 2020-21 the Company manufactured 8.64 lac cases of 1 litre and 2.28 lac cases of 200 ml juices in this unit.

19. Dabur Consumer Care Pvt. Ltd., Sri Lanka (subsidiary)

Principal activity of the company is importing, distributing and dealing in all types of consumer care products such as health care, home care, hair care and personal care in the local Sri Lankan market. During FY 2020-21 the Company has not made imports and done any trading activity in domestic market.

20. Dabur Tunisie, Tunisia (subsidiary)

The Company is being dissolved and liquidation is under process.

21. Dabur Pars, Iran (subsidiary)

The principal business activity of the company is distribution of FMCG products. In the unstable macroeconomic environment post COVID 19, the Company achieved IRR 107 Billion Sales with a growth of 15.8% over last year. Even with the COVID constraints, during the year the Company transformed the GTM strategy and adopted a multiple distributor model enabling better coverage in upcountry markets. The new GTM entails 6 regional distributors spread across the country with substantial increase in reach and efficient delivery to the local markets vs the earlier single distributor model.

The next stage is to localize the entire value chain to reduce the dependency on imports. The focus now is on having better controls on production and a more

localized supply chain, which will lead to the aggressive growths planned in FY 2021-22 & beyond.

22. Dabur South Africa (Pty) Ltd., (subsidiary)

This Company incorporated in South Africa had bought over the assets of CTL Contracting Pty Ltd as a going concern in the year 2017. In addition to manufacturing and supply of ORS Brand SKU's to a fellow subsidiary - Urban Laboratories International LLC, Long & Lasting brand SKUs to a fellow subsidiary D&A Cosmetics Proprietary Limited it also supplies some private and local brands.

23. D & A Cosmetics Proprietary Limited

A company with another popular hair care brand 'Long and Lasting', this was acquired in April 2018. This acquisition extended the product range to include popular Castor Oil, Coconut Oil & Shea Butter variants in addition to Olive Oil in top selling product Moisturizing Lotion. Before acquisition the Company was focusing on Coastal areas like East London, Kwazu Natal, etc. Post-acquisition it expanded its footprints in Non-Coastal areas as well like Gauteng, Mpumalanga, etc while maintaining its pace in Coastal areas. Long and Lasting range is manufactured in Dabur South Africa (Pty) Limited. D & A Cosmetics buys finished goods from Dabur South Africa and markets them in retail and wholesale trade.

24. Atlanta Body & Health Products Proprietary Limited

Atlanta Body & Health Products Pty Ltd is an Inactive company

25. Excel Investments (FZC)

Excel Investment is a company based in UAE. The main activity of the company is making investments in step down subsidiaries.

26. Herbodynamic India Limited

The Company has been incorporated on 24.02.2021 as a wholly owned subsidiary in India. The main business

activity of the Company shall be manufacturing, sale and export of consumer care products.

27. Forum 1 Aviation Pvt. Ltd., India (joint venture)

The Company primarily operates in the aviation sector. It is working with existing fleet of two aircrafts viz. Hawker 800XP (VT-FAF) & Hawker 850XP (VT-KNB).

Contribution of Subsidiaries, Associates and Joint Venture companies to the overall performance of the company:

The subsidiary companies contributed to 26.9% of the consolidated revenue from operations of Dabur India Limited. Through these subsidiaries the company accesses its overseas markets in North America, Canada, Europe, Middle east, Africa and Asia. The overseas business witnessed severe headwinds on account of coronavirus pandemic in the first half of the fiscal. Adverse currency fluctuations also impacted the business in markets like South Africa and Turkey. The business was further impacted by a slowdown across categories in GCC markets. Despite the challenges, the business made a strong comeback with strong double digit growth during second half of the fiscal. This was driven by aggressive investments in digital media, new product launches, brand building and expanding distribution footprint across the regions. The business also improved its operating margins through focus on cost saving initiatives across various functions. By increasing the localization of manufacturing and supply chain, and focusing on digitization and process automation the business is reducing costs and increasing its efficiency and flexibility to access the local markets. Some of these markets are in investment phase therefore the profit margins are not yet at par with company average. Therefore, profit contribution from subsidiaries is little lower than sales contribution. However, this will improve with scale of business going up and the brands getting more established in these markets.

Annexure 7

Annual Report on CSR Activities of Dabur India Limited for the Financial Year 2020-21

1. Brief outline on CSR Policy of the Company:

Our CSR Vision

Through sustainable measures, actively contribute to the Social, Economic and Environmental Development of the community in which we operate ensuring participation from the community and thereby create value for the nation.

Our CSR Mission

- Ensuring socio-economic development of the community through different participatory and need-based initiatives in the best interest of the poor and deprived sections of the society so as to help them to become SELF-RELIANT and build a better tomorrow for themselves.
- Ensuring environmental sustainability through ecological conservation and regeneration, protection & re-growth of endangered plant species, and promoting biodiversity.

Projects or programmes proposed to be undertaken

A. Eradicating Hunger, Poverty & Malnutrition

- ◆ Plan and implement integrated programmes aimed at improving nutrition levels among children and families in rural India, besides teaching them self-defence techniques.
- ◆ Provision of food, nutrition supplement, clothes etc for the poor, children and other deprived sections of the society.

B. Health Care and Preventive Health Care programmes

- ◆ Promotion of health awareness & immunity building initiatives

- ◆ Health care camps across the country to give the urban and rural poor access to safe and reliable healthcare
- ◆ Supporting health and wellness of people through Wellness Centre, offering treatment as well as advice and medicines
- ◆ Promoting sanitation, making available safe drinking water.

C. Ensuring Environment Sustainability

- ◆ Environment sustainability programmes to protect and revive endangered species of herbs & plants, enhancing livelihood of farmers, promoting agro-forestry,
- ◆ Tree Plantation Drive in schools, villages, area near our manufacturing units and business locations and other areas; Adoption of wastelands to cultivate plants; Promoting biodiversity
- ◆ Adopting waste management initiatives; Promoting alternate energy resources

D. Promotion of Education especially among children, women, elderly and the differently abled including:

- ◆ Non-formal education programmes, Adult literacy for women
- ◆ Supporting schools with infrastructure like benches, toilets, potable water, fans etc.
- ◆ Supporting children for higher education
- ◆ Improving educational facilities in general, Supporting other educational institutions

E. Programmes for Employment Enhancing Vocational Skills Development and Women Empowerment; setting up homes for women & orphans; setting up old-age homes & other facilities for senior citizens; setting up hostels for working and student women, day care centers for kids of working women

2. Composition of CSR Committee:

Sl. No.	Name of Director	Designation / Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1	Dr. Ajay Dua	Chairman	4	4
2	Mr. P.N. Vijay *	Independent Director	2	2
3	Mr. Sanjay Kumar Bhattacharyya**	Independent Director	3	3
4	Mr. P.D. Narang	Executive Director	4	4
5	Mr. Mohit Malhotra	Executive Director	4	4
6	Mr. Ajit Mohan Sharan ***	Independent Director	2	2

* Ceased to be member of CSR committee w.e.f. 30.07.2020

** Ceased to be director w.e.f. 04.11.2020

*** Inducted as member of CSR committee w.e.f. 30.07.2020

3. Provide the web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the company.

<https://www.dabur.com/img/upload-files/1136-Dabur-India-Ltd-CSR-Policy-2020.pdf>

4. Provide the details of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social responsibility Policy) Rules, 2014, if applicable (attach the report).

Impact assessment is not carried out during the financial year

5. Details of the amount available for set off in pursuance of sub-rule (3) of rule 7 of the Companies (Corporate Social responsibility Policy) Rules, 2014 and amount required for set off for the financial year, if any

Sl. No.	Financial Year	Amount available for set-off from preceding financial years (in Rs)	Amount required to be set-off for the financial year, if any (in Rs)
1	2019-20	Nil	Nil
2	2018-19	Nil	Nil
3	2017-18	Nil	Nil
	Total	Nil	Nil

6. Average net profit of the company as per section 135(5).

Rs. 1,425.91 crores

7. (a) Two percent of average net profit of the company as per section 135(5)

Rs. 28.52 crores

- (b) Surplus arising out of the CSR projects or programmes or activities of the previous financial years.

Nil

- (c) Amount required to be set off for the financial year, if any

Nil

- (d) Total CSR obligation for the financial year (7a+7b-7c).

Rs. 28.52 crores

8. (a) CSR amount spent or unspent for the financial year: **Nil**

Total Amount Spent for the Financial Year. (in Rs.)	Amount Unspent (in Rs.)				
	Total Amount transferred to Unspent CSR Account as per section 135(6).		Amount transferred to any fund specified under Schedule VII as per second proviso to section 135(5).		
	Amount.	Date of transfer.	Name of the Fund	Amount.	Date of transfer.
28.71 cr.	Nil	N.A.	N.A.	Nil	N.A.

- (b) Details of CSR amount spent against ongoing projects for the financial year:

Not Applicable as Company did not have any ongoing projects during the financial year

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	(9)	(10)	(11)	
Sl. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local area (Yes/ No)	Location of the project		Project duration	Amount allocated for the project (in Rs)	Amount spent in the current financial Year (in Rs)	Amount transferred to Unspent CSR Account for the project as per Section 135(6) (in Rs)	Mode of Implementation - Direct (Yes/ No)	Mode of Implementation - Through Implementing Agency	
				State	District						Name	CSR Registration number
1.												
2.												
3.												
	Total											

(c) Details of CSR amount spent against other than ongoing projects for the financial year:

(1) Sl. No.	(2) Name of the Project	(3) Item from the list of activities in schedule VII to the Act	(4) Local area (Yes/ No)	(5) Location of the project.		(6) Amount spent for the project (Rs. in lacs)	(7) Mode of implementation - Direct (Yes/ No)	(8) Mode of implementation - Through implementing agency	
				State	District			Name	CSR registration number
1.	Donation to PM CARES Fund	(viii)	Yes	New Delhi		505	Yes	Direct	Not applicable for direct implementation
2.	COVID-19 support for migrant workers, marginalized communities and frontline corona warriors like police personnel, medical staff, cleaning staff etc.	(i)	Local & Other area	Across India		960	Yes	Direct	Not applicable for direct implementation
3.	Support to COVID-19 like Face mask preparation, awareness programmes in communities.	(i)	Yes	Uttar Pradesh - Ghaziabad, Gautham Budh Nagar, Hapur Uttarakhand – Pant Nagar (Udham Singh Nagar) Himachal Pradesh – Baddi (Solan) Assam – Tejpur (Sonitpur)		40	No	Jivanti Trust, SUNDESH	Not Available
4	Programmes to meet nutrition needs of poor & needy	(i)	Local & Other area	Across India		530	Yes	Direct	Not applicable for direct implementation
5	Health Camps to provide easy access to reliable healthcare for poor & needy	(i)	Local & Other area	Across India		10	Yes	Direct	Not applicable for direct implementation
6	Wellness Centre & OPDs to treat people	(i)	Yes	Delhi		8	Yes	Direct	Not applicable for direct implementation
7	Programmes for addressing health care needs of poor & needy	(i)	Local & Other area	Across India		72	Yes	Direct	Not applicable for direct implementation
8	Programmes for Diabetes Prevention & Management	(i)	No	Madhya Pradesh - Bhopal, Ujjain Orissa- Balasori Karnataka - Bangalore, Hubil, Tharwad Tamil Nadu - Salem Maharashtra - Mumbai		70	No	Jivanti Trust	Not Available
9	Programmes for Sanitisation drive	(i)	Yes	Uttar Pradesh - Ghaziabad		3	No	Jivanti Trust, SUNDESH	Not Available
10	Programmes to protect endangered species of herbs & plants, enhancing livelihood of farmers	(iv)	Local & Other area	Across India		205	No	Jivanti Trust	Not Available

(1) Sl. No.	(2) Name of the Project	(3) Item from the list of activities in schedule VII to the Act	(4) Local area (Yes/ No)	(5) Location of the project.		(6) Amount spent for the project (Rs. in lacs)	(7) Mode of implementation - Direct (Yes/ No)	(8) Mode of implementation - Through implementing agency	
				State	District			Name	CSR registration number
11	Operation of Green House for developing seeds and seedling and supplying to local farmers	(iv)	Yes	Uttarakhand - Pant Nagar (Udham Singh Nagar)		56	Yes	Direct	Not applicable for direct implementation
12	Tree Plantation Drive	(iv)	Yes	Uttar Pradesh - Ghaziabad Uttarakhand - Pant Nagar (Udham Singh Nagar) Himachal Pradesh - Baddi (Solan)		20	No	Jivanti Trust, SUNDESH	Not Available
13	Promotion of Solar Energy	(iv)	Yes	Uttar Pradesh - Hapur Rajasthan - Newai (Tonk)		15	No	Jivanti Trust, SUNDESH	Not Available
14	Water Conservation Project in Rajasthan and Water ATM	(iv)	Yes	Rajasthan - Newai (Tonk)		5	No	Jivanti Trust	Not Available
15	Plastic Waste Recycling and Disposal	(iv)	Local & Other area	Across India		139	No	Jivanti Trust	Not Available
16	Programmes for promoting education through NFEs, Remedial classes	(ii)	Yes	Uttar Pradesh - Ghaziabad, Gautam Budh Nagar, Hapur Uttarakhand - Pant Nagar (Udham Singh Nagar) Himachal Pradesh - Baddi (Solan) Assam - Tejpur (Sonitpur)		7	No	Jivanti Trust, SUNDESH	Not Available
17	School Support Programmes like renovation work, sanitation facilities, benches & desks, potable water facility, educational aids such as libraries learning paintings etc.	(ii)	Yes	Uttar Pradesh - Ghaziabad, Gautam Budh Nagar, Hapur Uttarakhand - Pant Nagar (Udham Singh Nagar) Jammu & Kashmir - Jammu Himachal Pradesh - Baddi (Solan) Rajasthan - Newai (Tonk) Assam - Tejpur (Sonitpur)		40	No	Jivanti Trust, SUNDESH	Not Available

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	
Sl. No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/ No)	Location of the project.		Amount spent for the project (Rs. in lacs)	Mode of implementation - Direct (Yes/ No)	Mode of implementation - Through implementing agency	
				State	District			Name	CSR registration number
18	Programmes for Adult Literacy	(ii)	Yes	Uttar Pradesh - Ghaziabad, Gautam Budh Nagar, Hapur Uttarakhand - Pant Nagar (Udham Singh Nagar) Himachal Pradesh - Baddi (Solan) Assam - Tejpur (Sonitpur)		3	No	SUNDESH	Not Available
19	Vocational Training to women and villagers; Computer Literacy Centre	(ii)	Yes	Uttar Pradesh - Ghaziabad, Gautam Budh Nagar, Hapur Uttarakhand - Pant Nagar (Udham Singh Nagar) Himachal Pradesh - Baddi (Solan) Assam - Tejpur (Sonitpur)		30	No	Jivanti Trust, SUNDESH	Not Available
20	Promoting & managing Self Help Groups for women	(ii)	Yes	Uttar Pradesh - Ghaziabad, Gautam Budh Nagar, Hapur Uttarakhand - Pant Nagar (Udham Singh Nagar) Himachal Pradesh - Baddi (Solan)		10	No	Jivanti Trust, SUNDESH	Not Available
21	Incidental & administrative expenses for running these programmes	Incidental Expenses	Yes	Uttar Pradesh - Ghaziabad		143	Yes	Direct	Not applicable for direct implementation
				Total		2,871			

(d) Amount spent in Administrative Overheads

Rs. 1.43 crores included in (c) above

(e) Amount spent on Impact Assessment, if applicable

Rs. Nil

(f) Total amount spent for the Financial Year (8b+8c+8d+8e)

Rs. 28.71 crores

(g) Excess amount for set off, if any

Sl. No.	Particular	Amount (in Rs.)
(i)	Two percent of average net profit of the company as per section 135(5)	28.52 crores
(ii)	Total amount spent for the Financial Year	28.71 crores
(iii)	Excess amount spent for the financial year [(ii)-(i)]	0.19 crores
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	Nil
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	0.19 crores

9. (a) Details of Unspent CSR amount for the preceding three financial years:

Sl. No.	Preceding Financial Year	Amount transferred to Unspent CSR Account under section 135 (6) (in Rs.)	Amount spent in the reporting Financial Year (in Rs.)	Amount transferred to any fund specified under Schedule VII as per section 135(6), if any.			Amount remaining to be spent in succeeding financial years (in Rs.)
				Name of the Fund	Amount (in Rs.)	Date of transfer	
1.	2019-20	Nil	Nil	N.A.	N.A.	N.A.	N.A.
2.	2018-19	Nil	Nil	N.A.	N.A.	N.A.	N.A.
3.	2017-18	Nil	Nil	N.A.	N.A.	N.A.	N.A.
Total							

- (b) Details of CSR amount spent in the financial year for ongoing projects of the preceding financial year(s):

Not Applicable

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Sl. No.	Project ID.	Name of the Project.	Financial Year in which the project was commenced.	Project duration.	Total amount allocated for the project (in Rs.).	Amount spent on the project in the reporting Financial Year (in Rs.).	Cumulative amount spent at the end of reporting Financial Year. (in Rs.)	Status of the project - Completed / Ongoing.
1								
2								
3								
Total								

10. In case of creation or acquisition of capital asset, furnish the details relating to the asset so created or acquired through CSR spent in the financial year (asset-wise details).

Not acquired any capital asset

- (a) Date of creation or acquisition of the capital asset(s).
 (b) Amount of CSR spent for creation or acquisition of capital asset.
 (c) Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.
 (d) Provide details of the capital asset(s) created or acquired (including complete address and location of the capital asset).

11. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per section 135(5).

Not Applicable

N.A

Mohit Malhotra
 (Chief Executive Officer)

Dr. Ajay Dua
 (Chairman CSR Committee)

[Person specified under clause (d) of sub-section (1) of section 380 of the Act] (Wherever applicable)

Annexure 8

Conservation of Energy, Technology Absorption, Foreign Exchange Earnings and Outgo

A. Conservation of energy:

Energy plays an eminent role in the economic growth of a nation, and is also one of the critical inputs to the production process at any Company. Dabur has always been conscious of the need to conserve energy in its manufacturing units with the objective of optimising consumption of non-renewable fossil fuels, improving energy productivity, mitigating the impact of Climate Change and reducing operational costs. Efficient energy management and conservation is, in

fact, the foundation of its strategy towards managing environmental footprint.

The Company continued to give major emphasis for conservation of Energy in the FY 2020-21 with measures taken during the previous years being continued. The Efficiency of Energy Utilization across all manufacturing units is monitored at the Corporate level every quarter, in order to achieve effective conservation of energy.

The year 2020-21 saw Dabur take several steps to reduce its Green House Gas emissions by promoting a series of energy efficiency measures and use of renewable energy. The below table gives details of various projects for reference:

i. The steps taken or impact on conservation of energy:

S. No.	Steps taken for Energy Conservation	Power Saving (KWH) in FY20-21	Cost Saving (Rs. Lakh) in FY20-21	Capital Investment (Rs. Lakh) on Energy Conservation Equipment in FY20-21
1.	LED Lightings & Power factor at 0.99 across all units	3,82,702	47.7	29.3
2.	Usage of VFD in motors, pumps, packing & manufacturing equipment in plants	1,75,325	10.5	19.0
3.	Energy efficient & VFD based air compressors in plants	1,59,720	12.9	82.0
4.	Solar Power plant system in plants – 85 KW	1,34,050	7.8	41.0
5.	Switching from shrink sleeving to self-adhesive sticker labelling in Skin care & Upgradation of some other equipment like Versatile plan sifter & Thermic fluid steam generator	82,425	14.3	38.2
6.	Energy conservation through using HVAC-VRV system & controlling frequency of AHUs	72,866	5.8	18.8
7.	Energy conservation with the help of Level controller, Timer & Interlocking of air, water & equipment running with respect to usage only	33,103	2.7	0.1
8.	Energy Efficient Cooking system for canteen	17,688	0.5	6.3
9.	Usage of Herbal Waste in Boiler as fuel	--	160.0	--
10.	Conversion of FO Boiler to PNG to comply with the reduction on FO usage as per PCB guidelines - step towards environmental benefits	--	23.8	24.0
Total		10,57,879	286	259

ii) The steps taken by the Company for utilizing alternate sources of energy:-

- ◆ Usage of VFD motors, pumps, packing & manufacturing equipment in plants and VFD based air compressors in plant

- ◆ Solar Power plant system in plants- 85 KW
- ◆ Usage of Herbal Waste in Boiler as fuel
- ◆ Conversion of FO Boiler to PNG to comply with the reduction on FO usage as per PCB guidelines - step towards environmental benefits

iii) The capital investment on energy conservation equipments:-

- ◆ Power saved in 2020-21 was 1057879 KWH with capital investment of INR 259 lakhs.

B. Technology Absorption:

Technology Absorption: At Dabur, technology is the backbone of both manufacturing processes and innovation strategy. They are constantly updated not just to reduce production cost but also make out manufacturing process smoother and more flexible. Company is constantly on the lookout for latest technology in the overseas markets, besides developing powerful analytical methods to ensure that its products are free of contaminants and meet the highest quality and safety standards. It also helps us foster a culture of innovation within the organisation as we go about

developing new products to keep pace with the changing market dynamics and consumer needs and aspirations. Technology absorption helps support the product innovation process with scientific approaches, advanced analytical tools and the latest detection technologies.

During the year 2020-21, Dabur had taken several steps forward towards technology absorption, adaptation and innovation, which includes upgrading many of the processes and operations by imbibing new technology, using more efficient equipment and incorporating automation. Some of the examples of technology absorption in manufacturing processes are outlined below.

- i) The efforts made towards technology absorption and Benefits derived like product improvement, cost reduction, product development, import substitution

S. No.	Steps taken on Technology Absorption	Product improvement, cost reduction, product development or import substitution	Investment (Rs. Lakh)	Unit Name
1.	New Technology machine imported from Taiwan for Hot Fill Filling along with Chunk dosing	Addition of new product Hot Fill Juices in our portfolio with special feature of Chunk dosing	2,410.0	Pantnagar
2.	Installation & commissioning of Robotic palletisation & ASRS system	Supported space creation for keeping FG for 6,000 pallets	1,693.3	Tezpur
3.	Installation & commissioning of automatic FG conveying system from shopfloor to FG warehouse	Cost reduction with lesser carbon footprint by avoiding internal truck movements for FG transfer	557.0	Tezpur
4.	New technology lambion grate system briquette boiler of 5TPH	Cost reduction through alternate biofuel with herbal waste. Additionally, it will help in carbon footprint reduction by utilising greener fuel	537.6	Tezpur
5.	Introduction of new technology by way of Robotic Palletizer at SIG Line	Lesser space requirement and low cost as compared to the existing low-level palletiser	147.0	Pantnagar
6.	Installation, Commissioning of High-Speed flow wrap machine for Hajmola	Machine inbuilt with Auto roller opening and closing and electronic slip ring in place of 360-degree rotary slip ring	25.9	Jammu
7.	Boiler conversion on Gas fire from FO fire	Conversion of one FO boiler in Gas fire boiler	23.6	Pantnagar
8.	HVAC- VRV System (Variable Refrigerant Volume)	To maintain the temperature automatically and reduce the running hours of compressor instead of fixed type/Manual HVAC System	18.8	Sahibabad
9.	Installation of Rainwater Harvesting	Rainwater Harvesting for collecting water from canteen rooftop area (1205 Sqm). Estimated collection per day will be approx. 33.740 KL	18.1	Pantnagar
10.	Introduction of Jumbo Roll of Shampoo Laminate to reduce the changeover time	Reduction in laminate changeover time and improved productivity	18.0	Pantnagar
11.	Aerosol-based Fire Suppression System	New Technology Fire control system which is sensor driven to improve Fire Safety at Plant	12.4	Pantnagar
12.	Specialized energy efficient burner in canteen	Installed instead of normal burner for cooking food in canteen to reduce gas consumption by an average 30%	6.3	Sahibabad
Total			5,467.9	

- ii) In case of imported technology (imported during the last 3 years reckoned from the beginning of the financial year):

The details of technology imported : Nil

The year of import : Not Applicable

Whether the technology been fully absorbed : Not Applicable

If not fully absorbed, areas where absorption has not taken place and the reasons thereof : Not Applicable

- iii) The expenditure incurred on Research and Development:

- ◆ Innovation is critical to Dabur's sustained success. To support this, not only the R&D spends were increased but it was also ensured that innovations are targeted and quick to market. This shift in innovation strategy helped Dabur roll-out more than 50 new products within months of the COVID outbreak. Expenditure of Rs. 42.69 crores was incurred towards Research and Development during the financial year 2020-21.

C. Foreign Exchange earnings and outgo:

The Foreign Exchange earned in terms of actual inflows during the Financial Year 2020-21: Rs. 282.19 crores.

The Foreign Exchange outgo in terms of actual outflows during the Financial Year 2020-21: Rs. 107.71 crores.

Annexure 9

Environmental, Health and Safety (EHS) Review

Environment, Health, Safety and Security is at the core of Dabur's business and all employees are accountable for it. Company's stand on environment and the health and safety of its employees is outlined in the Dabur EHS Policy.

Dabur's Environment, Health & Safety (EHS) strategies are directed towards achieving the greenest and safest operations across all units by optimising usage of natural resources and providing a safe and healthy workplace. A brief on Dabur's Environmental, Health and Safety (EHS) initiatives is given below.

Environment

Energy Consumption & Conservation: Like any other industry and business, the growing cost of energy and its linkage with Climate Change are major business concerns for Dabur. In FY 2020-21, various initiatives were taken by Dabur and its employees to reduce indirect energy consumption through optimization of operations involving cooling tower fan, cooling water pump, etc.

The toilets in its manufacturing units are designed for maximum utilization of natural light and provided with sensor-triggered automated lighting system. All employees are also motivated to 'Switch-Off the Lights When not in Use'. This has not only helped reduce energy consumption but has also resulted in waste minimization at source.

Water and Waste Water Management: Dabur is committed to implement 3R (Reduce, Reuse and Recycle) principle for conservation of water. As part of its efforts to continuously reduce usage of Raw water, Dabur has conducted Water Audit through CII & FICCI. Digital Water Flow meters have also been installed across all units, besides Piezometers to check the water level. The company has also implemented rain water harvesting facilities, which help recharge groundwater. Most of the major manufacturing locations have adopted a Zero Discharge strategy.

Some other initiatives taken during the year for Water Conservation & Management include:

- Installation of three-stage RO system in place of DM plant to minimize water wastage and to ensure maximum recovery from raw water
- UF and RO plant installed to recycle ETP treated water in process
- Steam condensate water recovery system put in place and have achieved 80-85% recovery

- Overfilling protection system installed for all water tanks
- Water flow meter installed in the plant to identify actual usage of water

Waste Recycling and Management: Dabur continues to lead the drive towards reduction in use of plastics in the FMCG industry while being committed to managing the post-consumer plastic waste being generated by its products. Company has been closely working with the Ministry of Environment, Forest and Climate Change (MoEF&CC), Central Pollution Control Board (CPCB), Federation of Indian Chambers of Commerce and Industry (FICCI) & Confederation of Indian Industry (CII) in this plastic waste management programme. As part of its efforts to meet the Plastic Waste Management (PWM) EPR (Extended Producer Responsibility) guidelines under PWM Rule 2016, amended 2021, and to set a benchmark for other companies, Dabur has initiated a number of projects across India in collaboration with different NGOs and Central Pollution Control Board (CPCB)-approved PROs (Producers Responsible Organizations).

Under this programme, Dabur has collected ~11,404 MT of post-consumer Plastic Waste (both recyclable and non-recyclable) from Urban Local Bodies Collection Centres in 27 states, with the help of 10 Waste Management Agencies. The collected plastics waste is sent to Authorised plastic recyclers and co-processing units like cement kilns for processing.

Dabur had initiated the Plastic Waste Management programme in 2018, and has processed/recycled 27,396 MT of Post-Consumer Plastic Waste under this programme till now. Till date, Rs 11.85 Crore has been spent on this initiative. Taking forward this initiative, Dabur is committed to become a Plastic Waste Neutral company in the 2021-22 fiscal by collecting, recycling and recycling 22,000 MT of post-consumer Plastic Waste from across the country.

Some other initiatives organised in this direction include:

- Organising Safaisathi training along with Swachh Sustainable in Uttarakhand, Telangana and Karnataka to sensitise the general people and motivate them towards collection and proper disposal of plastic waste, including multi-layered plastics
- Motivated the participants to take an oath to better manage plastic waste besides participating in activities like tree plantation
- Partnered with Paperman for a dive-site clean-up in Neil Islands of Andaman and Nicobar. This exercise involved

4 professional divers who cleared 600 square meters of the Ocean floor, recovering 12 Kg of plastic waste which included sachets, plastic pieces and bottles.

- Organised a two-day training session along with Social Lab in the Municipal councils of Wadwani and Kajj in Maharashtra to enhance and upgrade skills of Safai karmachari in the ULBs. A total of 70 Safai karmacharis participated in the session.

Occupational Health and Safety

Safeguarding the Health and ensuring Safety of employees is Dabur's top priority. This took centre stage with the rapid spread of the COVID pandemic in the first months of 2020-21. Even before the government announced the nationwide lockdown, the Company implemented a slew of measures at all its offices and factories to ensure the safety of employees. These included screening of all visitors with non-contact thermometers, deep cleaning of offices, regular sanitisation of high contact areas like doorknobs, handles, bathroom taps, lift buttons etc, and suspension of biometric attendance, to name a few. These measures will continue once the Company will open post the lockdown. A special insurance scheme was also introduced for frontline sales staff to cover medical expenses in case of any COVID emergencies.

In addition, protocols shared by the government were followed to ensure the safety of employees and workers. Company is in the process of developing the final guidelines for employees and facilities management, which would include deciding on how many people should come to office on a given day and operation of common areas like cafeteria etc. Government guidelines too will be followed.

A series of safety measures were reinforced at all manufacturing units when the operations were recommenced. These include thermal screening of employees during entry and exit at the Security Gate; ensuring that employees strictly adhere to social distancing norms. Company has also restricted the number of employees travelling together in elevators. Similar measures were implemented in offices too.

As a responsible and employee friendly organisation, Dabur is committed to ensuring workplace Occupational Health & Safety of all employees. Efforts were made to further improve the safety standards at manufacturing facilities through safety surveillance and improved accounting & reporting of safety statistics.

Safety remains top priority till the target of Zero incidents is attained. During the year 2020-21, All Injury Rate (AIR) stood at 0.29 as against 0.07 a year earlier. The spike in AIR was due to the frequent induction of unskilled manpower to replace the trained workers who had migrated back to their hometowns during the pandemic.

All sites demonstrated best ever safety performance with Nil fatalities. EHS performance is measured through Monthly EHS dashboard and the plant compliance is audited through TUV e-nforce internal monitoring tool.

During the year, Dabur conducted regular online and offline training programmes on First-Aid, Integrated Water Management, Cut & Burn injury and COVID awareness. In FY 2020-21, a total of 2,429 trainings were conducted with 23,106 manhours of online and offline training.

This year, 50th National Safety Week was celebrated at all manufacturing locations between March 4 and March 10, 2021. The programme, which involved employees and contractors, was conducted with 'Learn from Disaster and Prepare for a Safer Future' as the theme, and included activities such as Safety Oath, Safety Signature campaign, Nukkar Natak on Safety, Slogan & Poster competition, training programme on Electrical Safety, Work Permit, Lock Out & Tag Out Safety training, mock drill, awareness training on Workplace Safety & Safety at Home, and Safety Quiz.

With the second wave of the COVID pandemic emerging, Company immediately initiated several steps across its offices and manufacturing units to help keep the Dabur family safe from the second wave. While strict hygiene and social distancing SOPs have always been in place, Company is ensuring measures to curb exposure to the virus by reinforcing COVID appropriate and safe behaviour, besides fully supporting flexible ways of working and Work from Home for office staff.

Dabur also reached all its employees above 45 years of age and facilitated their vaccination as per government protocols. To help ensure smooth vaccination for employees and their family members Dabur tied up with local hospitals. A special helpdesk was also established for the purpose to coordinate with the Hospitals to schedule vaccination appointments for employees and their families. Besides bearing the vaccination cost, COVID Vaccination Special Leave was offered to employees and again extended the special insurance scheme to 3,200 frontline Sales force.