

# Directors' Report

To,  
The Members,

Your Directors have pleasure in presenting the 47th Annual Report on the business and operations of the Company, together with the audited financial statements for the financial year ended March 31, 2022 ("FY 2021-22").

## FINANCIAL RESULTS

The standalone and consolidated financial performance of the Company is summarised in the table below: (₹ in crores)

| Particulars   | Consolidated     |                 | Standalone      |                 |
|---|------------------|-----------------|-----------------|-----------------|
|   | 2021-22          | 2020-21         | 2021-22         | 2020-21         |
| <b>Revenue from Operations including other Income</b>                                 | <b>11,281.84</b> | <b>9,886.94</b> | <b>8,521.05</b> | <b>7,461.38</b> |
| Less Expenses:  |                  |                 |                 |                 |
| Cost of goods sold  | 5,639.69         | 4,788.96        | 4,377.21        | 3,696.82        |
| Employee benefits expenses  | 1,079.95         | 1,033.46        | 678.71          | 655.82          |
| Finance cost  | 38.60            | 30.81           | 18.67           | 9.14            |
| Depreciation and Amortization expenses  | 252.89           | 240.13          | 160.39          | 143.40          |
| Other Expenses  | 1915.23          | 1,736.55        | 1,389.76        | 1,272.89        |
| <b>Total Expenses</b>   | <b>8,926.36</b>  | <b>7,829.91</b> | <b>6,624.74</b> | <b>5,778.07</b> |
| <b>Profit before share of profit from joint venture and exceptional items and tax</b> | <b>2,355.48</b>  | <b>2,057.03</b> | <b>NA</b>       | <b>NA</b>       |
| Share of profit/(loss) of Joint Venture   | (1.80)           | (1.01)          | NA              | NA              |
| <b>Profit before exceptional items and tax</b>  | <b>2,353.68</b>  | <b>2,056.02</b> | <b>1,896.31</b> | <b>1,683.31</b> |
| Exceptional items   | (85.00)          | -               | -               | -               |
| <b>Profit before tax</b>  | <b>2,268.68</b>  | <b>2,056.02</b> | <b>1,896.31</b> | <b>1,683.31</b> |
| Tax expense   | 526.38           | 361.07          | 463.38          | 301.42          |
| <b>Net Profit for the year</b>  | <b>1,742.30</b>  | <b>1,694.95</b> | <b>1,432.93</b> | <b>1,381.89</b> |
| Other comprehensive income / (loss) for the year                                      | (88.42)          | (88.21)         | (28.03)         | (16.13)         |
| <b>Total comprehensive income for the year</b>  | <b>1,653.88</b>  | <b>1,606.74</b> | <b>1,404.90</b> | <b>1,365.76</b> |
| <b>Total comprehensive income attributable to -</b>                                   |                  |                 |                 |                 |
| Owners of the Holding Company   | 1,650.02         | 1,606.51        | NA              | NA              |
| Non-Controlling interest  | 3.86             | 0.23            | 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.2.50/- per share of Re.1/- each fully paid up (being 250%) on November 25, 2021. We are pleased to recommend a dividend of Rs.2.70/- per equity share of Re.1/- each fully paid up (being 270%) for FY 2021-22. The dividend recommended, if approved by the members, will be paid to the members within the period stipulated by the Companies Act, 2013 ("the Act"). The aggregate dividend for the year will amount to Rs.5.20/- per equity share of Re.1/- each fully paid up (being 520%) as against Rs.4.75/- per share of Re.1/- each fully paid up (being 475%) declared last year. The dividend payout ratio for the current year is at 52.76%. 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 was revised in the board meeting held on May 07, 2021 in accordance with Regulation 43A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("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 FY 2013-14 amounting to Rs.52,85,517.24/- and interim dividend for FY 2014-15 amounting to Rs.63,41,973.00/- 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 provided in the Corporate Governance Report. The list of unpaid dividend declared up to FY 2020-21 (updated up to the date of 46th Annual General Meeting held on August 19, 2021) and for interim dividend declared during FY 2021-22 is available on Company's website [www.dabur.com](http://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

As per the provisions of the Act and in accordance with the Circulars issued by the Ministry of Corporate Affairs ("MCA") and Securities and Exchange Board of India, from time to time, the Annual Report 2021-22 containing 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 to all shareholders through permitted mode.

The Annual Report 2021-22 is also available at the Company's website at [www.dabur.com](http://www.dabur.com).

## Consolidated Financial Statements

In compliance with the applicable provisions of the Act including the Accounting Standard Ind AS 110 on Consolidated Financial Statements, this Annual Report also includes Consolidated Financial Statements for FY 2021-22. During FY 2021-22, Consolidated Total Income was Rs.11,281.84 Crores as against Rs. 9,886.94 Crores in the previous year yielding a growth of 14.1%. Further, Net Profit after Tax (after minority interest) for the year stood at Rs.1,739.22 crores as against Rs.1,693.30 Crores in the previous year yielding a growth of 2.7%.

## 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 AND SUSTAINABILITY REPORT

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

In terms of the amended Regulation 34 of the Listing Regulations, the Business Responsibility and Sustainability Report is available on the website of the Company [www.dabur.com](http://www.dabur.com) at weblink <https://www.dabur.com/in/en-us/investor/investor-information/business-responsibility-&-sustainability-report>. 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. Saket Burman (DIN: 05208674), director will retire by rotation at the ensuing AGM, and being eligible, offers himself for re-appointment in accordance with provisions of the Act. Further, Dr. Anand C. Burman was appointed as an alternate director to Mr. Amit Burman by the Board of Directors in its meeting held on March 25, 2022.

Mr. P. D. Narang was appointed as the whole time director of the Company for a period of five years w.e.f. April 01, 2018 and his tenure shall end on March 31, 2023. In terms of Section 196, 197, 203 and other applicable provisions of the Act and upon recommendation of the Nomination and Remuneration Committee, the Board of Directors of the Company in their meeting held on May 05, 2022 have re-appointed him as a Whole Time Director for a further period of 5 years effective April 1, 2023 till March 31, 2028 and have recommended his re-appointment for approval of the members at the ensuing Annual General Meeting.

Further, 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 August 03, 2021 had appointed Mr. Rajiv Mehrishi (DIN: 00208189) as an Additional Director in the category of Non-Executive Independent Director of the Company with effect from September 01, 2021, subject to approval of the shareholders at the next AGM, for a period of 5 consecutive years from the date of appointment. Mr. Rajiv Mehrishi has given consent for his appointment and has also submitted necessary disclosures with respect to his appointment.

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 NRC 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, 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 FY 2021-22, the Board of Directors have taken on record the declarations and confirmations submitted by the Independent Director and is of the opinion that he 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 Section 150(1) of the Act, the Board of Directors have taken on record the information submitted by Independent Director that he 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 made thereunder.

#### Key Managerial Personnel

As at March 31, 2022, following were the Key Managerial Personnel (KMP) of the Company as per Section 2(51) and 203 of the Act:

- 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.

#### 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 enclosed as "Annexure 2 & 3" respectively to this report. The same are also available on the website of the Company at [www.dabur.com](http://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 enclosed 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 FY 2022, 46,99,065 options were granted in 5 tranches to eligible employees of the Company in terms of Employees Stock Option Plan (Dabur ESOP 2000).

Further, during the year under review, there have been no changes 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](http://www.dabur.com) and web link for the same is <http://www.dabur.com/in/en-us/investor/investor-information/esops>

A certificate from the Secretarial 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 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 2021-22 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 Chandiok & 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. They shall retire at the ensuing AGM.

The Board of Directors of your company have proposed appointment of M/s. G. Basu & Co., Chartered Accountants (Firm Registration No. 301174E) as Statutory Auditors of the Company for a term of five consecutive years, to hold office

from the conclusion of the ensuing AGM until the conclusion of 52nd AGM of the Company to be held in the calendar year 2027. Pursuant to Section 139 and 141 of the Act and relevant Rules prescribed there under, M/s. G. Basu & Co. have confirmed that they are not disqualified from being appointed as Auditors of the Company.

### 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 2021-22, which forms part of the Annual Report 2021-22. 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.

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.

### 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 2022-23 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 2020-21, 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 September 1, 2021.

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 2020-21 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 2021-22 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 2021-22 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 2022-23. 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 mitigation framework, which is 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.

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. 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 fiscal 2021-22, innovation continued to be a cornerstone of Dabur's strategy and the following new products were launched:

### In India:

#### Health Supplements

- Dabur Chyawanprakash Tablets
- Dabur Chyawanprash Spout Pack
- Dabur Honey Throat Relief
- Arjuna and Shatavari Tablets in Pure Herb Range

#### Digestives

- Dabur Pudina Hara Drops
- Hajmola LimCola

#### OTC

- Dabur Ayush Kwath Drops
- Dabur Oliv-O-Oil
- Dabur Honitus Sugar Free

#### Ethicals

- Dabur Chyawanprash Sharangdhar Samhita
- Dabur Anu Tailam
- Dabur CalDab Tablets
- Dabur Kovirakshak Kit
- Dabur Ayush-64 Tablets
- Dabur Restora Gold

- Dabur Agnisandheepan Churna
- Dabur Panchagun Tail

#### Hair Oils

- Dabur Gold Coconut Oil
- Dabur Anmol Gold in Yellow Packaging (RISE Initiative)

#### Shampoo & Post Wash

- Vatika Neem & Aloe Vera Shampoo (Germ Protection)
- Vatika Shampoo Refill Pack

#### Home Care

- Odomos Protect Liquid Vaporiser

#### Skin Care

- Dabur Aloe Vera Nourishing Gel

#### Beverages

- Real Fizzin (Apple, Masala Cold and Tanga variants)
- Real Juices in PET (Mango, Mixed Fruit, Guava, Litchi, Anar)
- Dabur Sharbat-e-Azam and Khus Syrup

#### Food

- Dabur Hommade Red Chilli Pickle (Addition to the Pickles Range)
- Dabur Hommade Sattu

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

#### Health Supplements

- Dabur Kesarprash
- Dabur Vita
- Dabur Honey Tasties

#### OTC

- Dabur Baby Super Pants (addition to the Dabur Baby Range)

#### Shampoo & Post Wash

- Vatika Neem & Aloe Vera Shampoo (Germ Protection)
- Vatika Shampoo Refill Pack

#### Home Care

- Odomos Protect Liquid Vaporiser

#### Skin Care

- Dabur Vatika Face Wash Range (Neem, Sandalwood and Honey variants)

## Food

- Real Chia and Roasted Pumpkin Seeds

### New product launches under International Business:

- Vatika Nourishing Oil Shampoo Range (Hydrate & Nourish with 100% extracts of Natural Shea Butter for Dry Hair, Detox & Nourish with 100% extracts of Natural Avocado for Dull Hair, Strengthen & Nourish with 100% extracts of Natural Hibiscus for Weak Hair)
- Vatika Naturals Shampoo Range (Moroccan Argan, Turkish Black Seed, Spanish Garlic, Spanish Olive, Egg Protein, Indian Henna)
- Vatika Hot Oil Treatment Range (Black Seed and Argan)
- Vatika Castor Enriched Hair Oil
- Dermoviva Skin Superfood (Avocado, Pomegranate and Turmeric)
- Dermoviva Range of Facewash, Face Scrub and Face Mask
- Dabur Hommade Range (Garlic Paste, Ginger Paste, Ginger Garlic Paste, Tamarind Paste)
- Dabur Herbolene Healing Petroleum Jelly (Aloe Vera, Cocoa Butter, Argan)
- Dabur GlycoDab Tablets
- Dabur Triphala Churna
- Dabur Shilajit Capsules
- Dabur Tulsi Drops
- Dabur Hepano Tablets
- Hobby Naturals Liquid Handwash Range
- Hobby Style & Protect Range of Shampoos
- Hobby Style & Protect Gel Wax
- Hobby Style & Protect Keratin Hair Styling Spray
- Vatika Baby Shampoo and Massage Oil
- Dermoviva Baby Olive Moisturising Lotion
- ORS Beard & Hair Men (Beard Cream, Beard Oil, Anti Bump Gel)
- Vatika Ayurveda Shampoo and Conditioner Range in US
- Dabur Organic Ghee in UK

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. All power brands (except Dabur Chyawanprash, Dabur Pudín Hara and Dabur Honey) registered strong growths during the year. Dabur Chyawanprash and Dabur Honey reported muted growths on account of the high base of last year.

In terms of distribution, the Company increased its direct reach from 1.28 million to 1.31 million, taking the total reach to 6.9 million outlets. E-commerce continued to be the growth leader and saw its saliency improve during the year. Modern Trade marked a recovery during the year with mobility restrictions easing and increased footfalls. Village coverage expansion continued with village coverage reaching 89,840 villages from 59,217 villages at the start of the year. This expansion in reach along with the expansion of Project Yoddha, wherein we continue to partner 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.

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, 2022. Further, Herbodynamic India Limited, wholly owned subsidiary of the Company has applied for striking off under the provisions of Section 248 of the Act in April 2022, as it has not commenced any business during the year.

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](http://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 six focus areas where special Community Development programmes were run during the FY 2021-22 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.
6. Vocational Training and Women empowerment.

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 March 31, 2022 is Rs.1,76,78,56,483/- divided into 1,76,78,56,483 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, 4,31,134 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 FY 2021-22, 5 (five) 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 details pertaining to the composition of the Audit Committee as at March 31, 2022 including its terms of reference and attendance of directors at the Committee Meetings has been provided in 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, 2022 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](http://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 FY 2021-22 are provided in the standalone financial statements (refer Note No. 46).

### **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 or arrangement required approval of shareholders by a resolution. Further, 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.

Further, there were no transactions undertaken during the year which were not at an arms' length basis, hence the disclosure under Form AOC-2 is not applicable to the Company.

You may refer to Related Party transactions in Note No. 53 of the Standalone Financial Statements for more details.

### **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' 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.

During the year, one complaint was received and disposed of. There was no complaint pending at the end of the year.

**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.

**ACKNOWLEDGEMENT**

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**

|                           |                                 |                                 |
|---------------------------|---------------------------------|---------------------------------|
| <b>Place:</b> New Delhi   | <b>Mohit Burman</b><br>Director | <b>P. D. Narang</b><br>Director |
| <b>Date :</b> 5 May, 2022 | DIN: 00021963                   | DIN: 00021581                   |

## 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 29 July 2021.
2. We have examined the compliance of conditions of corporate governance by Dabur India Limited ('the Company') for the year ended on 31 March 2022, 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 2022.
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 Chandio & Co LLP**

Chartered Accountants  
Firm Registration No. 001076N/N500013

**Neeraj Goel**

Partner

**Place:** Gurgaon

**Date :** 5 May, 2022

Membership No. 099514

UDIN: 22099514AIKRSB8317

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

#### For and on behalf of the Board

**Mohit Burman**  
Director  
DIN: 00021963

**P. D. Narang**  
Director  
DIN: 00021581

**Place:** New Delhi  
**Date :** 5 May, 2022

## 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.

**For and on behalf of the Board**

**Mohit Burman**

Director

DIN: 00021963

**P. D. Narang**

Director

DIN: 00021581

**Place:** New Delhi

**Date :** 5 May, 2022

## 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 | 235: 1 |
|   | b   | Mr. P D Narang, Whole Time Director                                 | 269: 1 |
|   | c   | Mr. P N Vijay   | 2:1    |
|   | d   | Mr. R C Bhargava  | 2:1    |
|   | e   | Dr. S Narayan   | 2:1    |
|   | f   | Dr. Ajay Dua  | 2:1    |
|   | g   | Mrs. Falguni Sanjay Nayar   | 1:1    |
|   | h   | Mr. Ajit Mohan Sharan   | 2:1    |
|   | i   | Mr. Mukesh Hari Butani  | 2:1    |
|   | j   | Mr. Rajiv Mehrishi  | 1:1    |
| (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 | 12%    |
|   | b   | Mr. P D Narang, Whole Time Director                                 | 10%    |
|   | c   | Mr. P N Vijay   | NA     |
|   | d   | Mr. R C Bhargava  | NA     |
|   | e   | Dr. S Narayan   | NA     |
|   | f   | Dr. Ajay Dua  | NA     |
|   | g   | Mrs. Falguni Sanjay Nayar   | NA     |
|   | h   | Mr. Ajit Mohan Sharan   | NA     |
|   | i   | Mr. Mukesh Hari Butani  | NA     |
|   | j   | Mr. Rajiv Mehrishi  | NA     |
| (iii) The percentage increase in the median remuneration of employees in the financial year.  | c   | Mr. Ankush Jain, Chief Financial Officer                            | 25%    |
|   | d   | Mr. Ashok Kumar Jain, EVP (Finance) & Company Secretary             | 6.50%  |
| (iv) The number of permanent employees on the rolls of the company.   | 4.8%  |   |        |
| (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. | 5,144   |   |        |
| (vi) It is hereby affirmed that the remuneration is as per the Remuneration Policy of the Company.  | The average % increase for managerial personnel has been 7.8% where as for other employees it has been 6.9%. This is based on our Remuneration policy that rewards people differentially based on contribution, position criticality, market competitiveness and internal equity. |   |        |

#### 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 March 31, 2022**

**Details of top 10 employees in terms of remuneration drawn, including:**

**A. Employees who were employed throughout the year and were in receipt of remuneration of not less than Rs.1,02,00,000/- :**

**Sl. No., Name, Designation, Age (Yrs.), Remuneration (Rs.), Qualification, Exp. (Years), Date of employment, Last Employment**

Mr. P. D. Narang, Group Director - Corporate Affairs, 68, 167487586, B.Com., F.C.A., M.I.I.A., F.C.S., A.I.C.W.A., 46, 01-07-1983, Management Accountant, Dabur (Dr SK Burman) Pvt Limited; 2. Mr. Mohit Malhotra, Whole Time Director and Chief Executive Officer, 53, 14,60,41,924, B.H.M, M.B.A., 28, 17-05-1994, None; 3. Mr. Shahrukh Adi Khan, Executive Director – Operations, 59, 3,49,99,460, B.E., 36, 13-04-2005, Planning & Logistics Head, Tiffany Foods Limited; 4. Mr. Biplab Baksi, Executive Director - Human Resource, 54, 2,80,12,162, B.E.,M.B.A., 29, 02-01-2020, Director Human Resource, Nestle Oceania; 5. Mr. Adarsh Sharma, Executive Director – Sales, 59, 2,37,68,573, B.Com., M.B.A., 36, 16-09-1991, Assistant Sales Manager, UniPepsi Bottlers Limited; 6. Mr. Ashok Kumar Jain, Executive Vice President - Finance and Company Secretary, 60, 1,90,75,200, B.Com., C.A., C.S., L.L.B., 36, 17-08-1999, Assistant Vice President - Finance ,Dabur Finance Limited; 7. Mr. Shaishav Kumar, Chief Digital Officer, 46, 1,63,68,934, B.Sc., M.M.S., 21, 01/06/2020, Senior Director - Sales & Marketing, ANI Technologies Pvt. Ltd.; 8. Mr. Devender Gupta, Vice President - Human Resource, 50, 1,46,42,941, B.Tech, M.B.A., 25, 16-06-1997, NA; 9. Mr. Rajeev A John, Vice President – Marketing, 49, 1,46,10,032, B.E., P.G.D.B.M., 24, 10-02-2003, Area Sales Manager, Gillette India Limited; 10. Mr. Somit Mukherjee, Executive Vice President-Purchase, 51, 1,42,74,430, B. Tech, P.G.D.R.M., 26, 09-06-2005, Manager- Supply Chain & Procurement, Redrock Limited; 11. Mr. Prasun Bandyopadhyay, Vice President- R&D(HPC), 50, 1,41,36,672, M.Sc., Ph. D., 28, 27-05-2019, Head - Hair Care, Oral Care, Botanique Personal Care, The Himalaya Drugs Company; 12. Mr. Amitabh Singh, Senior General Manager - Enterprise Business, 50, 1,38,67,884, B.Sc., P.G.D.B.M., 25,

09-06-2009, Key Accounts Manager, Bharti Wal-Mart Pvt. Ltd.; 13. Mr. Ankush Jain, Chief Financial Officer, 48, 1,36,44,944, B.Com., C.A., C.S., 25, 01-12-2016, Associate Finance Director, Carlsberg India; 14. Mrs. Gagan Ahluwalia, Vice President- Corporate Affairs, 58, 1,23,81,311, B.Com(Hons), M.B.A., 36, 01-09-1998, Senior Manager - Merchant Banking, Dabur Finance Limited; 15. Mr. Anshul Gupta, Vice President – Sales, 42, 1,23,73,661, B.Sc., P.G.D.B.M., 19, 18-09-2007, Area Sales Manager, Perfetti Van Melle India Pvt. Ltd.; 16. Mr. Hitesh Gangrade, Senior General Manager - Pkg. Development, 45, 1,17,58,439, B.Sc., P.G.D.I.P., 23, 20-08-1999, NA; 17. Mr. Kumar Mayank, Senior General Manager- Marketing, 44, 1,17,47,696, B.Sc., P.G.D.M., 20, 01-06-2002, NA; 18. Mr. Samrat Sehgal, Head - Supply Chain, 47, 1,14,42,812, B. Tech, P.G.D.M., 23, 15-05-2017, Head Supply Planning, Logistics & Distribution, Goodyear India Ltd.; 19. Mr. Ajay Singh Parihar, Senior General Manager- Marketing, 48, 1,12,61,074, B.Sc., M.B.A., 25, 09-04-2018, Head of Marketing - Emami Limited; 20. Mr. Birender Singh Rana, Senior General Manager - Medico Marketing, 50, 1,09,89,844, B.Com., 28, 23-04-2015, Director Aesthetics, Lumenis India Pvt. Ltd.; 21. Mr. Dilip Kumar Bhasin, Business Head – Central, 58, 1,08,26,840, B.Sc., 38, 26-04-1994, Area Business Manager, Fulford India Ltd.; 22. Mr. Prashant Agarwal, General Manager – Marketing, 43, 1,07,40,274, B. Tech, P.G.D.M., 18, 09-11-2015, Chief Marketing Officer – Hicare Services Pvt. Ltd.; 23. Mr. Aditya Bhargava, Head - Commercial (Ops), 42, 1,07,36,480, B.Com (H), C.A., 18, 07-07-2014, Sr. General Manager - Financial Planning, PepsiCo Holding Pvt. Ltd.; 24. Mr. Chandan Agarwal, General Manager – Taxation, 47, 1,02,82,535, B.Com., C.A., 22, 28-06-2010, Senior Manager - Taxation, Cadbury India Limited; 25. Mr. Harkawal Singh, General Manager- Marketing, 45, 1,01,50,700, B.Com., P.G.D.B.M., 21, 10-10-2005, Manager Marketing, Bharti Cellular Limited.

**B. Employees employed for a part of the financial year and were in receipt of remuneration of not less than Rs.8,50,000/- per month:**

**Sl. No., Name, Designation, Age (Yrs.), Remuneration (Rs.), Qualification, Exp. (Years), Date of employment, Last Employment**

Mr. Arun Gupta, Executive Vice President - Corporate Affairs, 60, 1,48,24,658, B.Com.(H),C.A.,I.C.W.A., 36, 01-07-2007, Chief Financial Officer, Dabur Pharma Limited; 2. Mr. Rahul Awasthi, EVP – Manufacturing, 49, 1,35,66,462, B.E., 28, 21/06/2021, Head – Planning,

Technology and Innovation, Home Care (South Asia), Hindustan Unilever Ltd.; 3. Mr. Mukesh Kumar Mishra, Vice President – Marketing, 51, 1,31,72,404, B.E., M.B.A., 26, 21-05-1996, N.A.; 4. Mr. Shreevardhan, Vice President - Trade Marketing, 54, 1,22,48,786, B.Sc., P.G.D.B.M., 32, 02-07-1990, NA; 5. Mr. Minoo Phakey, Senior General Manager – Marketing, 50, 1,14,43,258, B.Sc.(H), P.G.D.B.M., 27, 11-03-1996, Management Trainee, Wimco Limited; 6. Mr. Partho Ganguly, Vice President - HR & IR, 59, 1,13,30,290, M.Sc, M.B.A., 35, 03-03-2008, HR Head (Corporate), Johnson Matthey Chemicals India Pvt. Ltd.; 7. Mr. Abhishek Dinesh Jugran, Vice President – Marketing, 47, 1,10,14,140, B.Com., P.G.D.B.M., 31, 28/06/2021, Chief Commercial Officer, Hindustan Coca-Cola Beverages Pvt. Ltd.; 8. Mr. Rajeev Ranjan, Executive Vice President-Manufacturing, 54, 89,84,950, B.E., 32, 08-09-2015, Associate Director – Contract Manufacturing, Mondelez India Foods Pvt Ltd.; 9. Mr. Iddalgi Krishna Sanjeev, General Manager - Manufacturing (Baddi Cluster), 58, 83,35,308, B.E., 38, 01-12-2011, Unit Head, Pidilite Industries Limited; 10. Mr. Sanjay Sachdeva, Vice President- Enterprise Business, 54, 77,14,614, B. Tech, M.B.A., 31, 27-09-2021, Business Head, Emami Limited; 11. Mr. Ashish Nagpal, Head-Trade Marketing (HC & Foods), 45, 66,58,320, B.Sc., P.G.D.B.M., 23, 26-02-2007, Area Sales Manager, Perfetti Van Melle India Pvt Ltd.; 12. Mr. Jeyaprakash S T Victoria, Business Head – South, 58, 63,36,598, B.B.A, M.B.A., 36, 19-02-2001, Area Sales Executive, Heinz India Limited; 13. Mr. Amit

Jawar, Business Head – North, 36, 39,33,287, B. Tech, P.G.D.B.M., 12, 08/12/2021, Branch Sales Manager, Mondelēz International.

#### Notes

1. 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 but does not include the perquisite value of stock options.
2. All appointments are contractual in nature.
3. 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.
4. 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.

#### For and on behalf of the Board

**Mohit Burman**

Director

DIN: 00021963

**P. D. Narang**

Director

DIN: 00021581

**Place:** New Delhi

**Date :** 5 May, 2022

## Annexure 5

Secretarial Audit Report for the Financial Year  
ended March 31, 2022

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, 2022 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, 2022 ("Period under review") 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 and Sweat Equity) Regulations, 2021 to the extent applicable and The Securities and Exchange Board of India (Share Based employee Benefits) Regulations, 2014 to the extent applicable, prior to its repealment;
- (e) The Securities and Exchange Board of India (Issue and Listing of Non-convertible Securities) Regulations, 2021;
- (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, 2021; 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.

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## 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.

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, following event took place having a major bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines, standards, etc:

- (i) During the period under review, the Company has made allotment of 2500 Non-Convertible Debentures of 10,00,000/- each to the selected investor on Private Placement basis aggregating to 250 crores

For **Chandrasekaran Associates**

Company Secretaries

Firm Registration No.: P1988DE002500

Peer Review Certificate No.: 1428/2021

**Rupesh Agarwal**

Managing Partner

Membership No. A16302

Certificate of Practice No. 5673

UDIN: A016302D000260293

**Place:** Delhi

**Date :** 4 May, 2022

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

Firm Registration No.: P1988DE002500

Peer Review Certificate No.: 1428/2021

**Rupesh Agarwal**

Managing Partner

Membership No. A16302

Certificate of Practice No. 5673

UDIN: A016302D000260293

**Place:** Delhi

**Date :** 4 May, 2022

## 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)

Dabur operates in the specialized beauty retail business with its wholly owned subsidiary, H&B Stores Ltd. This is a chain of beauty retail stores under the brand 'NewU', offering a wide range of beauty care products covering cosmetics, fragrances, skin care, personal care and beauty and fashion accessories.

NewU is today amongst the largest one-stop-shop for all beauty care needs with a range of domestic and exclusive international brands available at its stores. At the end of FY 2021-22, NewU's retail footprint stood at 84 stores pan India. Along with the offline footprint, NewU has also enabled E-Commerce on newu.in and increased presence on other marketplaces. The year was severely impacted due to Covid-19 though the recovery has been significantly faster in second half of the year.

The year saw NewU enhance its portfolio of exclusive brands at its stores with the launch of various products under the brand Jaquiline USA such as new variants of sheet masks, colour kajal, fine fragrances, face serums, makeup fixer, hair brushes and grooming tools. The company also added another exclusive brand 'London Notes' for fragrances category and launched body mists and plans to launch a wide assortment of perfumes and gift sets. The company going forward, plans to expand the Jaquiline USA range to cover a host of beauty, makeup, perfumes and skin care products. The Company has launched E-Commerce website jaquilineusa.com. The Company is also planning to introduce other brands in hygiene, personal care, skin care and fragrances.

#### 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). 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 has leading positions in relaxers, hair dressing and styling. OTC channel was closed during last year, started to open in current financial year 2021-22. Namaste business reported double digit growth in current year. The company registered decent volume growth across categories on account of company's consistent distribution focus and new product launches. NPD contribution to total sales is approx. 9% in current financial year. Company got the benefit of having direct distribution to major Mass & Chain stores during COVID restriction. The company launched new products across the Styling & Relaxer category tapping customer demand for organic and natural offerings.

Supply chain restrictions have increased this year due to COVID. Namaste business witnessed high inflation in material cost and international freight costs. Part of this inflation was covered through operational efficiencies and saving initiatives, and some essential price increase were passed on to consumers.

Namaste also markets its brand in Europe, Middle East and African markets. International regions bounced back in current financial year and registered high sales growth.

#### 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 was strengthened further, and Africa business has shown strong volume and value growth in current financial year. In-house manufacturing was strengthened and distribution expansion was one of the main initiatives for the year.

Distribution expansion was done in 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. The plant caters to an extended product range including relaxer kits, tub relaxers, lotions, gels, shampoos, conditioners, styling, and maintenance products catering to different styles i.e., relaxed, protective & natural. Various automation enhancement initiatives coupled with skill set development has

increased quality output. New products added include ORS Black Castor range, L&L Naturals, Vatika Afro Naturals which continue to be the growth vectors.

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

The principal business activity of the Company is to engage in the business of 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. Robust growth on Crème-On-Crème Relaxers coupled with the increased distribution and acceptance of low unit price sachet packs has enabled ORS stride towards leadership position. Despite continued impact of covid variants the team focus was heightened on Salon Education and further developing the Opinion Leadership program via social media Connect thru Instagram, Tik Tok and Facebook videos. Developing new product segments like Lock & Twist, Texturisers, Shampoo-conditioners have also gained shares with ORS Relaxers franchise growth. The consolidation of relationships with the top stylist-hair associations, has been instrumental to drive engagement with stylists and Salons in semi-urban townships.

**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, Skin Care, Health Care and Foods.

During the year, the Company continued to face COVID driven macro-economic headwinds which impacted category growths across most of the key markets.

In this scenario, the Company improved market shares in most of the categories in Hair Care, Oral Care and Skin Care driven by optimization of marketing mix. Overall growth for the business in Revenue was 9.8%. Company faced significant material inflation of 12.5% which was mitigated through cost saving initiatives and price increases.

**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 60,000 MT /10 million cases of finished goods annually, the RAK unit caters to more than 70 countries. With a focus on driving continuous improvement and cost efficiencies, the unit has adopted various new automations – like the new state of the art Robotic automation for its Shampoo lines. Unit has upgraded its oil filling capability with a new automated line for its flagship brand “Amla Hair oils”. Unit continues to invest in low-cost automation projects to drive productivity improvement. During the year, the unit has seen a productivity upswing by 350 bps.

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

The Company is engaged in the manufacturing and marketing variety of Hair and personal care Brands with strong leadership position. The company has number one position in hair oils with 77% market share, 65% market share in Hair creams, 64% market share in Hamam Cream and 14% in Serums. Strong growth was registered in shampoo & conditioners, gels, henna hair colors, hair removing creams, toothpastes & ORS Kits.

The year posted new challenges including widespread 4th wave of Covid 19, the inflationary pressure resulting from massive food inflation, the economic impact of Russia-Ukraine war and the devaluation of Egyptian pound.

Nevertheless the business achieved a strong performance across the board by investments in marketing, traditional and digital, and new products launches as well as packaging revamping of existing portfolio.

The company appointed mega wholesale distributor name “Mansour” to strengthen its distribution as part of its strategy to mitigate the potential impact of E-invoicing roll-out for traders (VAT automation for traders), planned w.e.f July 2022 by Egypt Government.

The manufacturing unit in Egypt implemented various automation initiatives especially in products like hair colors, packaging revamping specially in New shape of Vatika Hair Cream 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. Revenue growth delivered is 19.8% along with strong bottom line growth.

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

The company is engaged in the business of manufacturing and marketing of toothpastes, Handwash, Sanitizers, Floor cleaners, 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, home 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. Currency devaluation, High inflation, increasing unemployment, forex liquidity challenge continues to dampen the consumer sentiment in the continued COVID pandemic phase. Business is focussed to expand into semi-urban markets with the opening of the trade channels as effect of Covid pandemic wanes down. Brand building initiatives led by activations and leverage of digital medium will continue.

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

Dabur Nepal is one of the largest FMCG companies in Nepal, manufactures & markets wide range of Consumer goods under segments like Food, Consumer Care, Home Care, Personal Care etc. with products like Fruit Juices/Beverages, Chyawanprash, Glucose, Tooth Paste, Hair Oil, Digestive Tablets, Honey, etc. Food Segment has occupied major share in turnover of the company of around 70%.The company has launched various new products such as Dabur Vatika Shampoo, PET Fruit Juice etc.

The Company has faced various challenges due to economic instability, frequent changes in government policy, full restriction or ban on import of certain raw materials, liquidity crisis, seasonal complexities, difficult business environment and lockdown due to COVID-19 in the month of April and May 2021. During the year, the cost of doing business increased significantly due to increase in various taxes/high conversion cost, Despite all the challenges, business operations were managed successfully. The Company was able to maintain healthy competition in the market. As a result of which, the turnover increased by 35% with good improvement in profitability. 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)**

For Dabur in Pakistan, 2021-22 was a challenging year due to multiple headwinds including steep currency devaluation, continued ban on import of Indian origin goods and geo-political ties. Despite overall strained economic environment the business posted double digit value growth of 13%. The Company also faced severe pressure on margins which it was largely able to mitigate through multiple margin improvement initiatives including alternate sourcing, localization of Raw & packaging materials and Consumer price optimizations.

#### **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 2021-22, the business faced strong headwinds due to rising inflation in commodities, fuel prices and ocean freight. Further, due to successive covid lockdowns leading to decline in demand for Health care products, business witnessed overall degrowth of 4.35% as against previous year. During the year, both modern trade and E-commerce has emerged as strong growth drivers. Robust growth in Home care & Oral Care category during the year helped in mitigating the adverse impact of degrowth.

The Company also ventured into new product launch in Oral care, Value Added Hair Oil and the Skin Care categories by introducing products which has strong regional customer preferences.

#### **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 21-22 the Company has registered robust Revenue from operation growth of 21% despite tough Macro Economic situation in Turkey. Economic and Geo-political challenges in Turkey persist during FY21-22. Currency devalued by almost 76% as compared to last year, High inflation, increasing unemployment, liquidity challenge owing to high interest rates, and COVID-19 impact to name a few.

The 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 38%.

**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 fruit concentrates/ pulp and purees for export. These are processed and packed in Tetra cartons for export to India and other countries. During FY 2021-22, the Company manufactured 12 lakh cases of 1 litre and 3 lac cases of 180 ml juices in this unit. And there was a significant increase in export to other countries during the year. The company has an allowance to sell up to 10% of the volume of the output to the local Sri Lanka market and has started local sale of 180 ml juices from March 2022.

**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 2021-22 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 the distribution of FMCG products. In the unstable macroeconomic environment post-COVID 19, the Company achieved IRR 194 Billion in Sales with a value growth of 81.7% over last year and Volume growth of 58% over last year. Focus on GTM strategy and multiple distributor model enabled the company to increase the coverage in upcountry markets. The new GTM entails

6 regional distributors spread across the country with a 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 aggressive growth in the business.

**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 (subsidiary)**

A company with another popular hair care brand 'Long and Lasting', this was acquired in April 2018. With the growing need for Value for money segment in the Maintenance Hair Care Range, the company launched the Naturals range with goodness of 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. Post acquisition brand footprint has been expanded into non coastal areas as well like Gauteng, Mpumalanga, etc while consolidating its presence in Coastal areas like East London, Kwazu Natal, etc. 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 besides starting its exports into some SADC markets.

**24. Atlanta Body & Health Products Proprietary Limited (subsidiary)**

Atlanta Body & Health Products Pty Ltd is an Inactive company.

**25. Excel Investments (FZC) (subsidiary)**

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 (subsidiary)**

Herbodynamic India, a wholly owned subsidiary of the Company had not commenced any business operations since incorporation and hence, has in April 2022, made an application to the Registrar of Companies, NCT of Delhi & Haryana for voluntary striking off in terms of Section 248 of the Companies Act, 2013.

**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 26.5% 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 inflation headwinds along with geo-political headwinds in the fiscal. Adverse currency fluctuations also impacted the business in markets like Turkey, which led to the impairment of goodwill in M/s Hobi Kozmetik. Despite the challenges,

the overseas business recorded strong double digit growth during 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. Some of the overseas 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.

**For and on behalf of the Board**

**Place:** New Delhi  
**Date :** 5 May, 2022

**Mohit Burman**  
Director  
DIN: 00021963

**P. D. Narang**  
Director  
DIN: 00021581

## Annexure 7

### Annual Report on CSR Activities of Dabur India Limited for the Financial Year 2021-22

#### 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

##### 1. Corona support initiatives

- ◆ Supporting migrant workers, marginalized communities and frontline Corona Warriors
- ◆ Helping communities in their fight against Hunger, Poverty & Malnutrition
- ◆ Activities relating to Promoting Preventive Healthcare, developing immunity and other activities among local communities
- ◆ Helping community with Water Supply, distribution of Face Mask, Sanitisers, disinfectant, awareness program etc.

##### 2. 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.

#### 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  | 3  |
| 2       | Mr. P.D. Narang       | Executive Director                   | 4  | 4  |
| 3       | Mr. Mohit Malhotra    | Executive Director                   | 4  | 4  |
| 4       | Mr. Ajit Mohan Sharan | Independent Director                 | 4  | 4  |

#### 3. 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.

#### 4. 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.

#### 5. 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

#### 6. 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 centres for kids of working women.

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 carried out for “School Support Programme” project.** The weblink for this Impact Assessment Report is: <https://www.dabur.com/img/assets/20440-Impact-Assessment-Report-School-Support-Programme.pdf>

**Executive Summary of the Impact Assessment report:**

The report represents the findings of the Impact Assessment Study of Dabur’s flagship School Support project “Adarsh Pathshala-Ek Nai Pahal” under their Promotion of Education CSR initiative. The objective of the program is to improve the infrastructure in schools and uplift the overall learning experience and environment for the students. The report reveals the need for infrastructure support, efficient usage of the infrastructures created, and positive change in learning across the selected schools.

The study aimed to understand the impact that has been created on the school ecosystem through improvement of basic infrastructure like providing solid wood desks and benches for students, development of kitchen garden and drinking water facilities, and Building as Learning Aid (BALA) painting in Government Schools across different geographies in India. The study not only aimed to identify the areas of improvement like upliftment of learning experience and environment for the students, but also gathering perception from different stakeholders for participation and sustainability of the program.

To ensure the objectives of the study; a comprehensive set of parameters for the Assessment have been identified covering beneficiaries and associated stakeholders across the schools:

- Support carried out in school and its current condition & maintenance, Awareness, participation & perception of different stakeholders, Change in the efficiency of learning, post-initiative.
- Access to the facilities - pre and post-intervention Practices followed w.r.t. health & hygiene (sanitation) Change in attendance & enrolment numbers.
- Change in overall school ecosystem and perception of parents. This report brings together the key findings across parameters.

A mixture of quantitative and qualitative approaches has been adopted for the study to understand the various aspects of the program, holistically, and present them in this report. For primary data collection, the research team conducted interviews with direct beneficiaries to understand their views on implementation aspects, impact and sustainability for each of the parameters across the school. A total of 25 Principals and Teachers, 80 Students, and 27 parents were covered through one-to-one/FGDs during the study across the locations. Control schools were targeted through physical verification and limited interactions primarily with the teachers and principal.

**Conclusion**

Dabur has created a meaningful impact across the schools through infrastructure development. The infrastructure has been developed in close coordination with school management and following the needs of individual schools. It is no longer boring for the students to come to schools and they now have access to proper sitting arrangement in their classrooms, colourful walls, proper sanitation facilities, etc. Though the enrolment rate has not improved drastically, attendance was up to 80% as has been reported across schools as compared to 65 to 75% earlier. Besides teachers feel proud now with the overall changes in the school environment. However, a limited number of teachers is a primary concern across the schools which is beyond the scope of the intervention. Parents have also expressed their happiness and satisfaction about the look and feel of the schools and the available facilities in the schools and wanted to continue educating their children in the same school. Compared to the control schools, the program is successful in fulfilling its objectives across the locations.

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       | 2020-21        | 0.19 crores   | Nil  |
| 2       | 2019-20        | Nil   | Nil  |
| 3       | 2018-19        | Nil   | Nil  |
|         | <b>Total</b>   | <b>0.19 crores</b>  | <b>Nil</b>   |

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

**Rs. 1,512.11 crores**

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

**Rs. 30.24 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. 30.24 crores**

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

| 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. |
| <b>31.16 crores</b>                                 | <b>Nil</b>   | <b>N.A.</b>       | <b>N.A.</b>  | <b>Nil</b> | <b>N.A.</b>       |

(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)    | (2)   | (3)   | (4)                 | (5)                                       |  | (6)  | (7)                                    | (8)  |                         |
|--------|---|---|---------------------|---|--|--|--|--|-------------------------|
| S. 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. State & District |  | Amount spent for the project (in Rs. Lakh) | Mode of implementation Direct (Yes/No) | Mode of implementation - Through implementing Agency |                         |
|        |   |   |                     | State                                     | District   |  |  | Name   | CSR registration number |
| 1      | Helping frontline warriors in fight against COVID 19 in North India | (i)   | No                  | Himachal Pradesh                          | Solan  | 49.30                                      | Yes                                    | Direct   | NA                      |
|        |   |   |                     | Delhi                                     | Shahdara   |  |  |  |                         |
|        |   |   |                     | Uttarakhand                               | Dehradun, Rudraprayag, Udham Singh Nagar, Nainital |  |  |  |                         |
|        |   |   |                     | Jammu & Kashmir                           | Jammu  |  |  |  |                         |
| 2      | Supporting frontline Workers in East India during Lockdown          | (i)   | No                  | Assam                                     | Sonitpur, Kamrup                                   | 49   | Yes                                    | Direct   | NA                      |
|        |   |   |                     | Odisha                                    | Khordha, Puri                                      |  |  |  |                         |
|        |   |   |                     | Bihar                                     | Muzaffarpur, Patna                                 |  |  |  |                         |
|        |   |   |                     | West Bengal                               | Birbhum, Jalpaiguri, Kolkata                       |  |  |  |                         |

| (1)    | (2)   | (3)   | (4)                 | (5)                                       |   | (6)  | (7)                                    | (8)  |                         |
|--------|---|---|---------------------|---|---|--|--|--|-------------------------|
| S. 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. State & District |   | Amount spent for the project (in Rs. Lakh) | Mode of implementation Direct (Yes/No) | Mode of implementation - Through implementing Agency |                         |
|        |   |   |                     | State                                     | District  |  |  | Name   | CSR registration number |
| 3      | Supporting Health Workers in West India                               | (i)   | No                  | Gujrat                                    | Ahmedabad   | 45.25                                      | Yes                                    | Direct   | NA                      |
|        |   |   |                     | Maharashtra                               | Mumbai, Raigarh, Thane, Curry Road, Kalachowki, Nagpur, Pune  |  |  |  |                         |
|        |   |   |                     | Madhya Pradesh                            | Indore  |  |  |  |                         |
|        |   |   |                     | Chhattisgarh                              | Raipur  |  |  |  |                         |
| 4      | Supporting Frontline Warriors in South India                          | (i)   | No                  | Telangana                                 | Ranga Reddy   | 48   | Yes                                    | Direct   | NA                      |
|        |   |   |                     | Karnataka                                 | Chikkaballapur, Doddaballapura, Bangalore   |  |  |  |                         |
|        |   |   |                     | Tamil Nadu                                | Erode, Karur  |  |  |  |                         |
|        |   |   |                     | Andhra Pradesh                            | Krishna District  |  |  |  |                         |
| 5      | Supporting COVID Care Centres in Delhi-NCR                            | (i)   | No                  | Delhi                                     | South West Delhi, East Delhi, West Delhi  | 40.99                                      | Yes                                    | Direct   | NA                      |
|        |   |   |                     | Haryana                                   | Gurgaon   |  |  |  |                         |
| 6      | Helping Underprivileged sections in North India with Food & Nutrition | (i)   | No                  | Uttar Pradesh                             | Guatam Budh Nagar, Kanpur Nagar, Kanpur Dehat, Unnao, Hamirpur, Etawah, Agra, Ghaziabad, Kannauj, Fatehpur, Rae Bareilly, Chitrakoot, Varanasi, Lucknow, Sonbhadra, Mirzapur, Pt. Deendayal Upadhyay, Gajipur, Mau, Hapur, Meerut | 48.75                                      | Yes                                    | Direct   | NA                      |
|        |   |   |                     | Delhi                                     | South West, East Delhi, North East, Shahdara, North West, South Delhi, North Delhi, West Delhi, Central Delhi   |  |  |  |                         |
|        |   |   |                     | Uttarakhand                               | Dehradun, Chamoli   |  |  |  |                         |
|        |   |   |                     | Haryana                                   | Ambala, Kurukshetra, Yamuna Nagar, Jhajjar, Gurugram, Faridabad   |  |  |  |                         |
|        |   |   |                     | Punjab                                    | Patiala, Ludhiana   |  |  |  |                         |
|        |   |   |                     | West Bengal                               | Kolkata, Birbhum, Jalpaiguri, Purba Medinipur, Kolkata  |  |  |  |                         |
| 7      | Helping Urban & Rural Poor in East India with Nutritious Meals        | (i)   | No                  | Bihar                                     | Patna, Muzaffarpur,   | 47.00                                      | Yes                                    | Direct   | NA                      |
|        |   |   |                     | Jharkhand                                 | Ranchi, Deoghar   |  |  |  |                         |
|        |   |   |                     | Odisha                                    | Puri, Khordha   |  |  |  |                         |
|        |   |   |                     | Assam                                     | Kamrup, Sonitpur  |  |  |  |                         |
|        |   |   |                     |   |   |  |  |  |                         |
| 8      | Providing Nutrition Support to the Needy in West India                | (i)   | No                  | Gujrat                                    | Ahmedabad   | 48.5                                       | Yes                                    | Direct   | NA                      |
|        |   |   |                     | Maharashtra                               | Mumbai, Raigarh, Thane, Curry Road, Kalachowki, Nagpur, Pune  |  |  |  |                         |
|        |   |   |                     | Madhya Pradesh                            | Indore  |  |  |  |                         |
|        |   |   |                     | Chhattisgarh                              | Raipur  |  |  |  |                         |
| 9      | Food & Nutrition Support to the Poor & Needy in South India           | (i)   | No                  | Telangana                                 | Hyderabad, Siddipet, Mahbubnagar, Ranga Reddy   | 46.25                                      | Yes                                    | Direct   | NA                      |
|        |   |   |                     | Karnataka                                 | Dharwad, Chikkaballapur, Doddaballapura, Bangalore  |  |  |  |                         |
|        |   |   |                     | Andhra Pradesh                            | Krishna District  |  |  |  |                         |
|        |   |   |                     | Tamil Nadu                                | Chennai, Thiruvallur, Erode, Coimbatore, Karur,   |  |  |  |                         |

| (1)    | (2)   | (3)   | (4)                  | (5)                                       |   | (6)  | (7)                                    | (8)  |                         |
|--------|---|---|----------------------|---|---|--|--|--|-------------------------|
| S. 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. State & District |   | Amount spent for the project (in Rs. Lakh) | Mode of implementation Direct (Yes/No) | Mode of implementation - Through implementing Agency |                         |
|        |   |   |                      | State                                     | District  |  |  | Name   | CSR registration number |
| 10     | Supporting Daily Wage workers in Assam with Dry Ration            | (i)   | yes                  | Assam                                     | Sonitpur  | 0.60                                       | No                                     | Jivanti Trust  | CSR00025694             |
| 11     | Protecting the Health of underprivileged sections in North India  | (i)   | No                   | Uttar Pradesh                             | Guatam Budh Nagar, Kanpur Nagar, Kanpur Dehat, Unnao, Hamirpur, Etawah, Agra, Ghaziabad, Kannauj, Fatehpur, Rae Bareilly, Chitrakoot, Varanasi, Lucknow, Sonbhadra, Mirzapur, Pt. Deendayal Upadhyay, Gajipur, Mau, Hapur, Meerut | 48.65                                      | Yes                                    | Direct   | NA                      |
|        |   |   |                      | Delhi                                     | South West, East Delhi, North East, Shahdara, North West, South Delhi, North Delhi, West Delhi, Central Delhi   |  |  |  |                         |
|        |   |   |                      | Uttarakhand                               | Dehradun, Chamoli   |  |  |  |                         |
|        |   |   |                      | Haryana                                   | Ambala, Kurukshetra, Yamuna Nagar, Jhajjar, Gurugram, Faridabad   |  |  |  |                         |
|        |   |   |                      | Punjab                                    | Patiala, Ludhiana   |  |  |  |                         |
| 12     | Driving Awareness about COVID-appropriate behaviour               | (i)   | Yes                  | Himachal Pradesh                          | Solan   | 48   | Yes                                    | Direct   | NA                      |
|        |   |   |                      | Uttarakhand                               | Udham Singh Nagar, Nainital   |  |  |  |                         |
|        |   |   |                      | Assam                                     | Sonitpur  |  |  |  |                         |
|        |   |   |                      | Uttar Pradesh                             | Ghaziabad, Guatam Budh Nagar, Hapur   |  |  |  |                         |
| 13     | Medical Support to communities in North India                     | (i)   | No                   | Uttar Pradesh                             | Ghaziabad, Lucknow  | 25.05                                      | No                                     | Jivanti Trust  | CSR00025694             |
|        |   |   |                      | Punjab                                    | Mohali  |  |  |  |                         |
| 14     | Providing Medical Infrastructure to communities in East India     | (i)   | No                   | Assam                                     | Kamrup, Sonitpur  | 19.07                                      | No                                     | Jivanti Trust  | CSR00025694             |
|        |   |   |                      | Odissa                                    | Bhubaneshwar  |  |  |  |                         |
|        |   |   |                      | Bihar                                     | Patna   |  |  |  |                         |
| 15     | Offering Medical Support to communities in West India             | (i)   | No                   | Maharashtra                               | Mumbai  | 10.07                                      | No                                     | Jivanti Trust  | CSR00025694             |
| 16     | Medical Support to communities in South India                     | (i)   | No                   | Karnataka                                 | Bangalore   | 11.54                                      | No                                     | Jivanti Trust  | CSR00025694             |
|        |   |   |                      | Telangana                                 | Hyderabad   |  |  |  |                         |
|        |   |   |                      | Tamil Nadu                                | Chennai   |  |  |  |                         |
| 17     | COVID Isolation Centres for communities in Assam                  | (i)   | Yes                  | Assam                                     | Sonitpur  | 4.39                                       | No                                     | Jivanti Trust  | CSR00025694             |
| 18     | Supporting & Promoting Government's COVID Vaccination Drive in UP | (i)   | Yes                  | Uttar Pradesh                             | Ghaziabad, Guatam Budh Nagar, Hapur   | 42.00                                      | Yes                                    | Direct   | NA                      |
| 19     | Supporting Community Workers, Volunteers in Uttar Pradesh         | (i)   | Yes                  | Uttar Pradesh                             | Ghaziabad, Guatam Budh Nagar, Hapur   | 32.52                                      | Yes                                    | Direct   | NA                      |
|        |   |   |                      |   |   | 14.24                                      | No                                     | Sundesh  | CSR00003943             |

| (1)    | (2)  | (3)   | (4)                 | (5)   |   | (6)  | (7)                                    | (8)  |                         |
|--------|--|---|---------------------|---|---|--|--|--|-------------------------|
| S. 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. State & District   |   | Amount spent for the project (in Rs. Lakh) | Mode of implementation Direct (Yes/No) | Mode of implementation - Through implementing Agency |                         |
|        |  |   |                     | State   | District  |  |  | Name   | CSR registration number |
| 20     | Supporting Community Workers, Volunteers in Himachal Pradesh | (i)   | Yes                 | Himachal Pradesh  | Solan, Shimla   | 48.00                                      | Yes                                    | Direct   | NA                      |
| 21     | Supporting Community Workers, Volunteers in Uttarakhand      | (i)   | Yes                 | Uttarakhand   | Udham Singh Nagar, Nainital   | 48.00<br>0.85                              | Yes<br>No                              | Direct<br>Jivanti Trust                              | NA<br>CSR00025694       |
| 22     | Supporting agencies, NGOs in COVID assessment                | (i)   | Yes                 | Himachal Pradesh<br>Uttarakhand<br>Assam<br>Uttar Pradesh   | Solan<br>Udham Singh Nagar, Nainital<br>Sonitpur<br>Ghaziabad, Gautam Budh Nagar, Hapur   | 2.72<br>46.26                              | No<br>Yes                              | Jivanti Trust<br>Direct                              | CSR00025694<br>NA       |
| 23     | Protecting the Health of Unvaccinated children               | (i)   | Yes                 | Himachal Pradesh<br>Uttarakhand<br>Assam<br>Uttar Pradesh   | Solan<br>Udham Singh Nagar, Nainital<br>Sonitpur<br>Ghaziabad, Guatam Budh Nagar, Hapur   | 48.8                                       | Yes                                    | Direct   | NA                      |
| 24     | Vaccination on Wheels project in Uttarakhand                 | (i)   | Yes                 | Uttarakhand   | Udham Singh Nagar   | 0.20                                       | No                                     | Jivanti Trust  | CSR00025694             |
| 25     | Programmes to meet nutrition needs of poor & needy           | (i)   | No                  | Uttar Pradesh<br><br>Delhi<br><br>Uttarakhand<br>Haryana<br><br>Punjab<br>Rajasthan<br>Jammu & Kashmir<br>Telangana<br><br>Karnataka<br>Andhra Pradesh<br>Tamil Nadu<br>West Bengal<br><br>Bihar<br>Jharkhand<br>Odisha<br>Assam<br>Gujrat<br>Maharashtra<br><br>Madhya Pradesh<br>Chhattisgarh | Guatam Budh Nagar, Kanpur Nagar, Kanpur Dehat, Unnao, Hamirpur, Etawah, Agra, Ghaziabad, Kannauj, Fatehpur, Rae Bareilly, Chitrakoot, Varanasi, Lucknow, Sonbhadra, Mirzapur, Pt. Deendayal Upadhyay, Gajipur, Mau, Hapur, Meerut<br><br>South West, East Delhi, North East, Shahadara, North West, , South Delhi, North Delhi, West Delhi, Central Delhi<br><br>Dehradun, Chamoli<br>Ambala, Kurukshetra, Yamuna Nagar, Jhajjar, Gurugram, Faridabad<br><br>Patiala, Ludhiana<br>Jaipur<br>Jammu<br>Hyderabad, Siddipet, Mahbubnagar, Ranga Reddy<br><br>Dharwad, Chikkaballapur, Doddaballapura, Bangalore<br>Krishna District<br>Chennai, Thiruvallur, Erode, Coimbatore, Karur,<br>Kolkata, Birbhum, Jalpaiguri, Purba Medinipur, Kolkata<br>Patna, Muzaffarpur,<br>Ranchi, Deoghar<br>Puri, Khordha<br>Kamrup, Sonitpur<br>Ahmedabad<br>Mumbai, Raigarh, Thane, Curry Road, Kalachowki, Nagpur, Pune<br>Indore<br>Raipur | 890  | Yes                                    | Direct   | NA                      |

| (1)    | (2)   | (3)   | (4)                  | (5)                                       |   | (6)  | (7)                                    | (8)  |                         |
|--------|---|---|----------------------|---|---|--|--|--|-------------------------|
| S. 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. State & District |   | Amount spent for the project (in Rs. Lakh) | Mode of implementation Direct (Yes/No) | Mode of implementation - Through implementing Agency |                         |
|        |   |   |                      | State                                     | District  |  |  | Name   | CSR registration number |
| 26     | Swasthya and Suraksha (Health, Safety & Well-Being initiative)              | (i)   | Yes                  | Himachal Pradesh                          | Solan   | 4  | No                                     | Jivanti Trust  | CSR00025694             |
|        |   |   |                      | Uttarakhand                               | Udham Singh Nagar, Nainital   |  |  |  |                         |
|        |   |   |                      | Assam                                     | Sonitpur  |  |  |  |                         |
|        |   |   |                      | Uttar Pradesh                             | Ghaziabad, Guatam Budh Nagar, Hapur   | 3  | No                                     | Sundesh  | CSR00003943             |
| 27     | Programmes for Sanitation drive   | (i)   | Yes                  | Uttar Pradesh                             | Ghaziabad   | 3.23                                       | No                                     | Sundesh  | CSR00003943             |
| 28     | Health Camps to provide easy access to reliable healthcare for poor & needy | (i)   | No                   | Assam                                     | Bhuragaon, Bongaigaon, Guwahati, Karimganj, Mukalmuwa, Naharkatia, Nalbari, Nilambazar, Silchar, Tinsukia   | 68.71                                      | Yes                                    | Direct   | NA                      |
|        |   |   |                      | West Bengal                               | Alipurduar, Badabazar, Bangihati, Bansberia, Barasat, Beliaghata, Bhadreswar, Burdwan, Canning, Champdani, Contai, Dum Dum, Durgapur, Egra, Habra, Kabardanga, Kolaghat, Kolkata, Lake Market, Medinipur, Nabadwip, Rishra, Seoraphully, Srirampur, Sutahata, Telani, Telinipara  |  |  |  |                         |
|        |   |   |                      | Uttar Pradesh                             | Agra, Bareilly, Etah, Etawah, Mathura, Moradabad, Rampur, Allahabad, Azamgarh, Belthara Road, Bhadohi, Ghazipur, Jaunpur, Maunath Bhanjan, Mirzapur-Cum-Vindhya, Naini, Pratapgarh, Bahraich, Balrampur, Basti, Deoria, Gola Bazar, Gonda, Gorakhpur, Ramkola, Rupaidiha, Varanasi, Chitrakoot Dham, Farrukhabad, Fatehpur, Jhansi, Kanpur, Mahoba, Akbarpur, Amethi, Faizabad, Hardoi, Jalalabad, Jalalpur, Kumarganj, Lakhimpur, Lucknow, Mahmudabad, Musafirkhana, Rae Bareilly, Rudauli, Sandila, Sultanpur |  |  |  |                         |
|        |   |   |                      | Delhi                                     | Central Delhi   |  |  |  |                         |
|        |   |   |                      | Jharkhand                                 | Giridih, Dhanbad, Ranchi, Jamshedpur  |  |  |  |                         |
|        |   |   |                      | Bihar                                     | Patna, Gaya, Buxar, Bihar Sharif  |  |  |  |                         |
|        |   |   |                      | Punjab                                    | Ludhiana, Bathinda, Jalandhar, Patiala, Fazilka   |  |  |  |                         |
|        |   |   |                      | Uttarakhand                               | Haridwar, Udham Singh Nagar, Dehradun   |  |  |  |                         |
|        |   |   |                      | Uttar Pradesh                             | Ghaziabad, Meerut, Saharanpur, Muzaffarnagar, Bulandshahar, Noida, Aligarh, Bijnor, Dhampur, Hapur  |  |  |  |                         |
|        |   |   |                      | Odisha                                    | Ganjam, Kandhamala, Sambalpur, Nayagada, Puri, Khurda, Sundergarh, Jharsuguda, Koraput  |  |  |  |                         |

| (1)    | (2)   | (3)   | (4)                 | (5)                                       |  | (6)  | (7)                                    | (8)  |                         |
|--------|---|---|---------------------|---|--|--|--|--|-------------------------|
| S. 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. State & District |  | Amount spent for the project (in Rs. Lakh) | Mode of implementation Direct (Yes/No) | Mode of implementation - Through implementing Agency |                         |
|        |   |   |                     | State                                     | District   |  |  | Name   | CSR registration number |
|        |   |   |                     | Tamil Nadu                                | Chennai, Salem, Tirupathur, Vellore, Tirunelveli, Madurai, Coimbatore, Erode   |  |  |  |                         |
|        |   |   |                     | Karnataka                                 | Bangalore, Mysore, Hubli – Dharwad, Shimoga, Belgaum, Bellary  |  |  |  |                         |
|        |   |   |                     | Telangana                                 | Hyderabad, Secunderabad, Karimnagar, Warangal, Nizambad  |  |  |  |                         |
|        |   |   |                     | Andhra Pradesh                            | Chittoor, Visakhapatnam, East Godavari, Ananthapur Kurnool   |  |  |  |                         |
|        |   |   |                     | Kerala                                    | Ernakulam, Trivandrum, Kottayam, Kollam, Wayanad   |  |  |  |                         |
|        |   |   |                     | Uttarakhand                               | Udham Singh Nagar  | 1.29                                       | No                                     | Jivanti Trust  | CSR00025694             |
| 29     | Wellness Centre & OPDs to treat people                      | (i)   | Yes                 | Delhi                                     | Central Delhi  | 10   | Yes                                    | Direct   | NA                      |
| 30     | Programmes for addressing health care needs of poor & needy | (i)   | No                  | Uttar Pradesh                             | Guatam Budh Nagar, Kanpur Nagar, Kanpur Dehat, Unnao, Hamirpur, Etawah, Agra, Ghaziabad, Kannauj, Fatehpur, Rae Bareilly, Chitrakoot | 283.26                                     | Yes                                    | Direct   | NA                      |
|        |   |   |                     | Delhi                                     | South West, East Delhi, North East, Shahdara, North West, , South Delhi, North Delhi, West Delhi, Central Delhi                      |  |  |  |                         |
|        |   |   |                     | Uttarakhand                               | Dehradun, Udham Singh Nagar  |  |  |  |                         |
|        |   |   |                     | Haryana                                   | Ambala, Kurukshetra, Yamuna Nagar, Jhajjar, Gurugram, Faridabad  |  |  |  |                         |
|        |   |   |                     | Punjab                                    | Patiala, Ludhiana  |  |  |  |                         |
|        |   |   |                     | Rajasthan                                 | Jaipur   |  |  |  |                         |
|        |   |   |                     | Jammu & Kashmir                           | Jammu  |  |  |  |                         |
|        |   |   |                     | Telangana                                 | Hyderabad, Siddipet, Mahbubnagar, Ranga Reddy  |  |  |  |                         |
|        |   |   |                     | Karnataka                                 | Dharwad, Chikkaballapur, Doddaballapura, Bangalore   |  |  |  |                         |
|        |   |   |                     | Andhra Pradesh                            | Krishna District   |  |  |  |                         |
|        |   |   |                     | Tamil Nadu                                | Chennai, Thiruvallur, Erode, Coimbatore, Karur,  |  |  |  |                         |
|        |   |   |                     | West Bengal                               | Kolkata, Birbhum, Jalpaiguri, Purba Medinipur, Kolkata   |  |  |  |                         |
|        |   |   |                     | Bihar                                     | Patna, Muzaffarpur,  |  |  |  |                         |
|        |   |   |                     | Jharkhand                                 | Ranchi, Deoghar  |  |  |  |                         |
|        |   |   |                     | Odisha                                    | Puri, Khordha  |  |  |  |                         |
|        |   |   |                     | Assam                                     | Kamrup, Sonitpur   |  |  |  |                         |
|        |   |   |                     | Gujrat                                    | Ahmedabad  |  |  |  |                         |
|        |   |   |                     | Maharashtra                               | Mumbai, Raigarh, Thane, Curry Road, Kalachowki, Nagpur, Pune   |  |  |  |                         |
|        |   |   |                     | Madhya Pradesh                            | Indore   |  |  |  |                         |
|        |   |   |                     | Chhattisgarh                              | Raipur   |  |  |  |                         |

| (1)    | (2)  | (3)   | (4)                  | (5)                                       |  | (6)  | (7)                                    | (8)  |                         |
|--------|--|---|----------------------|---|--|--|--|--|-------------------------|
| S. 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. State & District |  | Amount spent for the project (in Rs. Lakh) | Mode of implementation Direct (Yes/No) | Mode of implementation - Through implementing Agency |                         |
|        |  |   |                      | State                                     | District   |  |  | Name   | CSR registration number |
| 31     | Ayurveda Health OPDs for Rag-picker  | (i)   | No                   | Delhi                                     | South West Delhi   | 8  | No                                     | Jivanti Trust  | CSR00025694             |
| 32     | Programmes for Diabetes Prevention & Management                            | (i)   | No                   | Karnataka                                 | Bengaluru, Hubli Mysore, Haveri  | 31.15                                      | No                                     | Jivanti Trust  | CSR00025694             |
|        |  |   |                      | Madhya Pradesh                            | Bhopal, Ujjain   |  |  |  |                         |
|        |  |   |                      | Maharashtra                               | Thane, Kalyan  |  |  |  |                         |
|        |  |   |                      | Tamil Nadu                                | Salem  |  |  |  |                         |
|        |  |   |                      | Odissa                                    | Balasure   |  |  |  |                         |
| 33     | Khayal Apna Bhi Rakhe in Uttar Pradesh                                     | (i)   | No                   | Uttar Pradesh                             | Agra, Banda, Basti, Balia, Etah  | 12.32                                      | Yes                                    | Direct   | NA                      |
| 34     | Message for Ambulance Driver   | (i)   | No                   | Uttar Pradesh                             | Meerut, Ghaziabad, Agra, Kanpur, Lucknow, Allahabad, Varanasi  | 6.72                                       | Yes                                    | Direct   | NA                      |
|        |  |   |                      | Bihar                                     | Patna, Muzaffarpur, Purnia   |  |  |  |                         |
| 35     | Women Healthcare & Awareness Programme in Bihar                            | (i)   | No                   | Bihar                                     | Patna  | 4.19                                       | Yes                                    | Direct   | NA                      |
| 36     | Supporting the Health of cyclone-Hit Honey Collectors in Sundarbans Region | (i)   | No                   | West Bengal                               | Sundarbans   | 2.92                                       | Yes                                    | Direct   | NA                      |
|        |  |   |                      | West Bengal                               | Sundarbans   | 6.23                                       | No                                     | Jivanti Trust  | CSR00025694             |
| 37     | Fighting the Dengue Epidemic   | (i)   | No                   | Uttar Pradesh                             | Lucknow, Sitapur, Barabanki, Hardoi, Hathras, Eta, Mainpuri, Firozpur, Tundla, Oriya, Rath, Chitrakoot, Maharajgunj, Uchahar | 13   | Yes                                    | Direct   | NA                      |
|        |  |   |                      | Tamil Nadu                                | Chennai, Madurai, Coimbatore   |  |  |  |                         |
| 38     | Immune India Health campaign among School Kids                             | (i)   | No                   | Uttar Pradesh                             | Varanasi, Prayagraj, Lucknow   | 5  | Yes                                    | Direct   | NA                      |
|        |  |   |                      | Maharashtra                               | Pune, Aurangabad   |  |  |  |                         |
|        |  |   |                      | Gujrat                                    | Ahmedabad  |  |  |  |                         |
|        |  |   |                      | Punjab                                    | Amritsar   |  |  |  |                         |
|        |  |   |                      | Rajasthan                                 | Jaipur   |  |  |  |                         |
|        |  |   |                      | Odissa                                    | Bhubaneshwar   |  |  |  |                         |
|        |  |   |                      | West Bangal                               | Kolkata  |  |  |  |                         |
|        |  |   |                      | Bihar                                     | Patna  |  |  |  |                         |
|        |  |   |                      | Madhya Pradesh                            | Indore   |  |  |  |                         |
|        |  |   |                      | Telangana                                 | Hyderabad  |  |  |  |                         |
|        |  |   |                      | Chandigarh                                | Chandigarh   |  |  |  |                         |
| 39     | Massage, Health Camps Vaishno Devi   | (i)   | No                   | Jammu & Kashmir                           | Reasi  | 6.72                                       | Yes                                    | Direct   | NA                      |
| 40     | Safe Motherhood Initiative   | (i)   | No                   | Maharashtra                               | Nasik, Dhule, Jalgaon  | 4.5  | Yes                                    | Direct   | NA                      |

| (1)    | (2)   | (3)   | (4)                 | (5)                                       |  | (6)  | (7)                                    | (8)  |                         |
|--------|---|---|---------------------|---|--|--|--|--|-------------------------|
| S. 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. State & District |  | Amount spent for the project (in Rs. Lakh) | Mode of implementation Direct (Yes/No) | Mode of implementation - Through implementing Agency |                         |
|        |   |   |                     | State                                     | District   |  |  | Name   | CSR registration number |
| 41     | Programmes to protect endangered species of herbs & plants, enhancing livelihood of farmers | (iv)  | No                  | Andhra Pradesh                            | East Godavari, Chttur, Vizag, Kurnool  | 178  | No                                     | Jivanti Trust  | CSR00025694             |
|        |   |   |                     | Telangana                                 | Bhadradi Kothagudem, Mulugu  |  |  |  |                         |
|        |   |   |                     | Tamil Nadu                                | Madurai, Dindigulu, Virudhunagar, Sivaganga,   |  |  |  |                         |
|        |   |   |                     | Chhattisgarh                              | Korba, Bilaspur  |  |  |  |                         |
|        |   |   |                     | Gujarat                                   | Bhuj   |  |  |  |                         |
|        |   |   |                     | Uttarakhand                               | New Tehri, Rudraprayag, Pauri, Chamoli, Bageshwar, Pithoragarh, Nainital, Dehradun                             |  |  |  |                         |
|        |   |   |                     | Ladakh                                    | Leh  |  |  |  |                         |
|        |   |   |                     | Odisha                                    | Koraput, Rayagada, Kandhamal, Deogarh, Sundargarh, Sambalpur,  |  |  |  |                         |
|        |   |   |                     | Maharashtra                               | Dapoli, Ratnagiri, Kudal   |  |  |  |                         |
|        |   |   |                     | Assam                                     | Biswanath Chariali   |  |  |  |                         |
| 42     | Operation of Green House for developing seeds and seedling and supplying to local farmers   | (iv)  | No                  | Uttarakhand                               | Pauri Garhwal, Chamoli, Nainital   | 50   | Yes                                    |  |                         |
| 43     | Tree Plantation Drive   | (iv)  | Yes                 | Himachal Pradesh                          | Solan  | 2.28                                       | Yes                                    | Direct   | NA                      |
|        |   |   |                     | Himachal Pradesh                          | Solan  | 2.38                                       | No                                     | Jivanti Trust  | CSR00025694             |
|        |   |   |                     | Uttarakhand                               | Udham Singh Nagar, Nainital  |  |  |  |                         |
|        |   |   |                     | Assam                                     | Sonitpur   |  |  |  |                         |
|        |   |   |                     | Uttar Pradesh                             | Guatam Budh Nagar, Hapur, Ghaziabad  | 6.34                                       | No                                     | Sundesh  | CSR00003943             |
| 44     | Promotion of Solar Energy   | (iv)  | Yes                 | Uttarakhand                               | Udham Singh Nagar  | 6.19                                       | No                                     | Jivanti Trust  | CSR00025694             |
| 45     | Water Conservation Project & Water ATM  | (iv)  | Yes                 | Himachal Pradesh                          | Solan  | 15   | No                                     | Jivanti Trust  | CSR00025694             |
|        |   |   |                     | Rajasthan                                 | Tonk   |  |  |  |                         |
| 46     | Programme to Support Plastic Waste Management   | (iv)  | No                  | Himachal Pradesh                          | Solan  | 258.42                                     | No                                     | Jivanti Trust  | CSR00025694             |
|        |   |   |                     | Chhattisgarh                              | Durg   |  |  |  |                         |
|        |   |   |                     | Gujarat                                   | Ahmedabad, Gandhidham  |  |  |  |                         |
|        |   |   |                     | Madhya Pradesh                            | Indore, Satna  |  |  |  |                         |
|        |   |   |                     | Maharashtra                               | Pune, Bhandara, Sakinaka, Nasik, Mumbai  |  |  |  |                         |
|        |   |   |                     | Delhi                                     | East Delhi, North Delhi, North East Delhi, West Delhi, South-West Delhi, South Delhi, Central Delhi, New Delhi |  |  |  |                         |
|        |   |   |                     | Odissa                                    | Bargarh  |  |  |  |                         |
|        |   |   |                     | Uttar Pradesh                             | Varanasi, Kanpur, Ghaziabad, Meerut, Gautam Budh Nagar   |  |  |  |                         |



(d) Amount spent in Administrative Overheads

**Rs. 150 Lakhs**

(e) Amount spent on Impact Assessment, if applicable

**Rs. 8 Lakhs**

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

**Rs. 3116 Lakhs**

(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)                                      | 30.24 crores    |
| (ii)    | Total amount spent for the Financial Year   | 31.16 crores    |
| (iii)   | Excess amount spent for the financial year [(ii)-(i)]   | 0.92 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)]                                     | 0.92 Crore      |

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.      | 2020-21                  | Nil  | Nil   | N.A.   | N.A.            | N.A.             | N.A.  |
| 2.      | 2019-20                  | Nil  | Nil   | N.A.   | N.A.            | N.A.             | N.A.  |
| 3.      | 2018-19                  | 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            |             |                      |  |                   |  |   |  |  |
| <b>Total</b> |             |                      |  |                   |  |   |  |  |

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**

**Mr. Mohit Malhotra**

(Whole Time Director and CEO)

**Dr. Ajay Dua**

(Chairman CSR Committee)

N.A

[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 2021-22 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 2021-22 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 during FY 2021-22:

| S. No.       | Steps taken for Energy Conservation   | Power Saving (KWH) | Cost Saving (Rs. Lakh) | Capital Investment (Rs. Lakh) on Energy Conservation Equipment |
|--------------|---|--------------------|------------------------|--|
| 1            | Switchover to LED lights and power factor close to 0.99 across all the units  | 2,92,578           | 36.17                  | 21.82  |
| 2            | IOT-based energy-saving project in HVAC Plant through controlling frequency of AHUs & chilled water valve control.                                    | 10,12,370          | 67.63                  | 229.85   |
| 3            | Usage of Herbal Waste in Boiler as Fuel   |                    | 88.42                  | 1.78   |
| 4            | Energy saving in air compressors with air manager, VFD and heat recovery systems  | 3,48,000           | 25.50                  | 73.76  |
| 5            | Solar power plant installation - 357 KW   | 6,22,800           | 0.14                   | 4.80   |
| 6            | Introduction of VFD based Rotary Screw Compressor   | 2,640              | 3.01                   | 10.43  |
| 7            | Flow meter for monitoring Steam Area Wise   |                    |                        | 15   |
| 8            | Usage of VFD in motors, pumps, packing & manufacturing equipment in plants  | 1,57,800           | 11.51                  | 2.40   |
| 9            | Using Steam in DHU in place of Electrical Heater  | 1,72,800           |                        | 0.50   |
| 10           | NPFC Panel Installation   | 6,000              | 0.50                   | 11.68  |
| 11           | Specialized energy-efficient burner installed for cooking food in canteen instead of normal burner, to reduce gas consumption (Average Saving of 30%) |                    | 4.28                   | 0  |
| 12           | Energy Saving – High-capacity pump replaced by low capacity pumps (Motor load reduced from 7.5 HP to 5 HP)  | 2,105              | 0.18                   | 0  |
| 13           | Usage of Level controllers, Timers & Interlocking systems with operational equipment  | 2,720              | 0.24                   | 0  |
| 14           | Reuse of 41KL RO Reject water by collecting water in Pit and transferring it for cleaning purpose with Pump   | 2,856              | 0.25                   | 0  |
| <b>TOTAL</b> |   | <b>26,22,669</b>   | <b>226.32</b>          | <b>372.02</b>  |

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

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

- ◆ Solar Power plant system in plants- 357 KW
- ◆ Usage of Herbal Waste in Boiler as fuel
- ◆ Using Steam in DHU in place of Electrical Heater

## iii) The capital investment on energy conservation equipment:

- ◆ Power saved in 2021-22 was 26,22,669 KWH with capital investment of INR 372 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 2021-22, 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.

- 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 for capping and pump fitting of spray bottle (Product - Cleanser)                                  | Cost reduction by reducing manual activity   | 25.00                 | Jammu Unit       |
| 2      | Hot Air Oven  | For testing of bottle leakage & label adhesive test for packing material                                       | 2.70                  | Jammu Unit       |
| 3      | Automatic Jar Orientation with Jar Elevator & Hopper for Fem 8gm  | Product Packaging improvement by elimination of manual activity  | 9.40                  | Jammu Unit       |
| 4      | High pressure jet pump with hot water provision   | For hygienic and effective cleaning  | 2.00                  | Jammu Unit       |
| 5      | Introduction of Vision Camera in Honey Packing Line for detection of FBC and checking of proper coding            |  | 28.00                 | Narendrapur Unit |
| 6      | Introduction of Greener fuel 'LPG' for Boiler   |  | 60.00                 | Narendrapur Unit |
| 7      | IOT Project on HVAC   | Cost reduction (Rs 48 L)   | 126.42                | Pantnagar Unit   |
| 8      | Case Erector  | Ongoing activity   | 50.74                 | Pantnagar Unit   |
| 9      | Shampoo Sachet machine 50 cut per min( M/S Akash ) to 120 cut per minute ( M/S Shubham )                          | Product improvement – Shampoo sachet machine   | 410.00                | Pantnagar Unit   |
| 10     | Online OEE Monitoring system in 4 packing lines (Internet of Thing) through local based server-based system.      | OEE can monitor in real time and loss will be captured   | 125.00                | Tezpur Unit      |
| 11     | New High speed packing lines in RTP section.  | High efficiency and less wastage   | 832.00                | Tezpur Unit      |
| 12     | TTO printer used in place of CIJ printer which results in manpower saving and also improves the printing quality. | Quality of Printing improved and less downtime   | 10.00                 | Tezpur Unit      |
| 13     | Pick and place shrink bundling machine in Amla lines.   | Falling of Bottles in shrink bundling get reduced and line efficiency improved, which in turn reduces wastage. | 80.00                 | Tezpur Unit      |

| S. No.       | Steps taken on Technology Absorption  | Product improvement, cost reduction, product development or import substitution   | Investment (Rs. Lakh) | Unit Name      |
|--------------|---|---|-----------------------|----------------|
| 14           | Auto Sleeve Applicator and Tunnel   | sleeving online to reduce manpower per shift, Cost Saving of Rs. 1,964/- per Shift (4 Nos of Manpower per shift x Rs. 491 per Manpower) | 14.09                 | Silvassa Unit  |
| 15           | PIGGING SYSTEM FOR TP   | Save 42kg Toothpaste per changeover cycle, Cost Saving Rs. 4,000/- per cycle  | 50.33                 | Silvassa Unit  |
| 16           | Bundling & cartoner machine   | Manpower saving per shift, Cost Saving Rs. 3,928/- per Shift (8 Nos of Manpower per shift x Rs.491 per Manpower)                        | 76.59                 | Silvassa Unit  |
| 17           | Auto pack Thailand make Auto collator machine for Double matrix of AMLA 30 ML & 45 ML SKU   | Saving in PM (Shrink sleeve)  | 109.00                | Baddi Unit     |
| 18           | upgradation of PLC & HMI into SCADA system for briquette boiler operation. As old HMI software system has been obsolete & further support on the same has not been provided by Forbes Vyncke. | It provides real-time data & trouble shooting is also possible from remote support.   | 12.32                 | Baddi Unit     |
| 19           | HVAC- VRV System was installed to maintain the temperature automatically and reduce the running hours of compressor instead of fixed type/Manual HVAC System                                  | Cost Saving   | 48.79                 | Sahibabad Unit |
| 20           | Specialized energy efficient burners were installed for cooking the food in canteen instead of normal burner, to reduce the gas consumption - Average Saving - 30%                            | Cost Saving   | 0.00                  | Sahibabad Unit |
| 21           | Installation and commissioning of 2 nos. of high capacity kettles   | Improved Production, Quality, Consistency of Product and capacity   | 54.00                 | Katni Unit     |
| 22           | Installation and commissioning of Back-filter system as per PCB guidelines - step towards environmental benefits  | Compliance of flue gases parameters as per PCB requirements with reduction of Sox, Nox in outlet Air from Boiler chimney                | 31.49                 | Katni Unit     |
| 23           | Use of Bearing Heater in Maintenance activities   | Improved Maintenance management with increase in MTBF and reduction in Bearing failure  | 2.58                  | Katni Unit     |
| 24           | Enhanced productivity through Batch size increase and Vacuum Concentrator   | 17% more production from the same asset   | 206.62                | Indore Unit    |
| 25           | Steam exhaust and ventilation system in the Process Area  | First installation to resolve issues due to steam in the environment  | 131.41                | Indore Unit    |
| 26           | Seed Disposal via automated Conveyor and Hopper Mechanism   | First such installation to handle collection and disposal of Amla seeds   | 20.22                 | Indore Unit    |
| 27           | Auto removal of Leaves & plant residue  | Proper segregation of leaves and residue removal  | 11.06                 | Indore Unit    |
| <b>TOTAL</b> |   |   | 2529.76               |                |

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  | Year of import | Whether the technology been fully absorbed | If not fully absorbed, areas where absorption has not taken place and the reasons thereof |
|---|----------------|--|---|
| Introduction of Vision Camera in Honey Packing Line for detection of FBC and checking of proper coding. | FY 2021-22     | No   | Equipment received, Installation protocol is progressing                                  |
| Case Erector for Pantnagar Unit   | FY 2021-22     | No   | Equipment received, commissioning to be completed   |
| Bundling & cartoner machine   | FY 2021-22     | Yes  | Not applicable  |
| Auto pack Thailand make Auto collator machine for Double matrix of AMLA 30 ML & 45 ML SKU               | FY 2021-22     | Yes  | 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. An expenditure of Rs. 41.72 crores was incurred towards Research and Development during the financial year 2021-22.

The Foreign Exchange earned in terms of actual inflows:  
Rs. 292.52 crores.

The Foreign Exchange outgo in terms of actual outflows:  
Rs. 100.69 crores.

**For and on behalf of the Board**

**C. Foreign Exchange earnings and outgo during FY 2021-22:**

**Place:** New Delhi  
**Date :** 5 May, 2022

**Mohit Burman**  
Director  
DIN: 00021963

**P. D. Narang**  
Director  
DIN: 00021581

## 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. The Health and Safety of employees is paramount and Dabur's stand on Environment, Health and Safety of its employees is clearly outlined in Dabur's EHS Policy.

Dabur's Environment, Health & Safety (EHS) strategies are directed towards achieving the greenest and safest operations across all units by optimising the 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:** The growing cost of energy and its linkage with Climate Change are among the major business concerns for Dabur. In FY 2021-22, various initiatives were undertaken by Dabur to reduce indirect energy consumption through optimization of operations, involving cooling tower fan, cooling water pump, etc. In the Baddi Cluster, Dabur is today generating electricity using Biogas generated through ETP Plant biogas digester.

The toilets in Dabur's manufacturing units are also designed in a manner to ensure maximum utilization of natural light, besides being 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 already 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 rainwater harvesting facilities, which help recharge groundwater. Most of the major manufacturing locations have adopted a Zero Discharge strategy.

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

- Installation of three-stage RO system in place of DM plant to minimize water wastage and 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 has been spearheading 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. Dabur has been working closely 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) and Confederation of Indian Industry (CII) for various plastic waste management programmes.

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) to collect, process and recycle post-consumer Plastic Waste.

These efforts have helped Dabur India Ltd emerge as a 'Plastic Waste Neutral company' in India, having collected, processed and recycled 26,952 MT of post-consumer plastic waste from all over India in the 2021-22 financial year. With this, Dabur is now the first Indian consumer goods company to achieve this landmark. Today, Dabur collects, processes and recycles the same amount of plastic waste that Dabur sells in its product packaging in a year, thereby becoming a 'Plastic Waste Neutral' enterprise.

This is just the first step towards a greener tomorrow. Dabur has been working with government-registered agencies and waste collectors across India to pick up all types of plastic waste, from PET and HDPE bottles, PP caps and labels to multi-layered plastics and beverage cartons, thereby preventing them from reaching our oceans and landfills. At

the beginning of the 2021-22 financial year, Dabur had set itself the target of collecting, processing and recycling over 22,000 MT of post-consumer plastic waste from across India in the year 2021-22. It surpassed that target three months ahead of schedule and enhanced its full-year target to 26,956 MT. Under this initiative, Dabur has till date collected a total of over 54,000 MT of plastic waste (Recyclable and Non-Recyclable) direct from the end-users with the help of around local ragpickers in 150 cities across India.

### Some key initiatives organised in the area of Plastic Waste Management include:

**My 10 Kg Plastic:** Dabur has joined hands with Indian Pollution Control Association (IPCA) to spread awareness in the community about waste segregation at source. A special programme, christened My 10 Kg Plastic, was launched to invite individual households to collect and send 10 Kg of plastic waste generated in their homes to become Plastic Waste Neutral Citizens. As per Central Pollution Control Board, the per capita waste generation in India today stands at 10 kg and through this programme, Dabur is urging citizens to collect 10 kg waste and send it for recycling through its collection agents and become Plastic Waste Neutral Citizens.

Under our 'My 10 Kg Plastic', Dabur is collecting over 1,000 kg plastic waste every week from households across Delhi-NCR. Over 4,000 households in Delhi-NCR are permanent members of this initiative, while over 15,000 households are engaged with Dabur in this campaign. Dabur further encourages households to discard use of single-use plastics and plastic carry bags by giving away free cotton carry bags.

**Mega Clean-up Drives:** As a part of 75th Azadi Ka Amrit Mahotsav, a month-long Clean India Campaign has been organized by Ministry of Youth Affairs and Sports and launched simultaneously at 75+ locations across Central District. A mass awareness programme was also conducted on plastic waste. NYK Youth Clubs, NGOs, SHGs and RWAs, along with the administrative setup, IPCA and Dabur supported and organised this clean-up drive.

Dabur also joined hands with Sewa foundation for conducting awareness drives in schools and colleges in Maharashtra to bring about behavioural change by organising waste management workshops and educating students about segregation at source. The drive was organized in 30 schools and 40 colleges across Maharashtra. Sewa Foundation also organized a Upcycle Bazar for creating awareness on products created by recycling plastic.

Similar Plastic waste management awareness drive was also organised in Madhya Pradesh in association with Sarthak Welfare association.

**Behavioural Change:** Dabur has also been organising door-to-door awareness programmes for citizens in collaboration with various stakeholders like WeCare, AARC, Urban Local Bodies, Civil Society and the informal sector of waste collectors. The initiatives focus on educating citizens on segregating waste at source into dry and wet streams and ensuring that value is derived from these resources and, in the process, support sustainable livelihood for waste collectors and ragpickers. These initiatives have helped Dabur reach out to more than 4.5 million households, till date.

**Clean India Programme:** The District Administration and Nehru Yuva Kendra of Jalgaon District in Maharashtra organized a "Clean India Program" in October 2021, aligned with 'Azadi Ka Amrut Mahotsav' and 'Swachh Bharat Abhiyan'. A cleanliness drive was organised across the city as part of this initiative, which was supported by Social Lab, an empanelled Waste Management Agency of Dabur India Ltd.

**Campaign against Throwing Plastic Waste:** The Tamil Nadu government announced the launch of a people's campaign against 'throw away plastics' in December 2021. TNPCB set up an information centre to spread information on plastic waste management and the role of EPR in effective plastic waste management. Dabur supported the event along with waste management agency Paperman.

### Rewards & Recognitions for Plastic Waste Management

- Dabur bagged the Silver BW Recycling for Greener Tomorrow Award 2022 in the 'Best Plastic Waste Management Initiative by a Private Organization' category, by Business World magazine
- Dabur received a Letter of Appreciation in CII 3R Award in Plastic Waste Management for Excellence in Managing Packaging/Plastic Waste
- Dabur won the Apex India Foundation Award 2021 for Outstanding Contributions in Plastic Waste Management
- Dabur bagged The Policy Times Sustainability Business Excellence Award 2021 for Outstanding Contributions in Waste Management as a Brand under the EPR

### Creating Manure from Food Waste

The food waste generated at the canteens across various manufacturing locations is now being converted to Manure

and used within the premises for gardening purposes. For the process, Dabur has put in place the following two measures:

- 1. Use of Waste Food Bio-Composter:** This machine is currently in use in the Pantnagar, Jammu, Tezpur and Alwar units.
- 2. Vermicomposting:** This process is being used in the largest unit in Baddi cluster where the daily food waste is converted into manure using earthworms and other vermiculture techniques. The Manure is then used for in-house gardening.

## Occupational Health and Safety

The Dabur EHS Reporting system comprises representatives from all manufacturing areas and its primary aim is to facilitate collaboration across the company for smooth progress towards our EHS vision. While EHS activities are decentralized within the manufacturing areas, the Central EHS is the forum for identifying, reaching consensus on and implementing common initiatives and procedures. In addition, the EHS team drafts documents, such as EHS Policy and objectives and targets, for the Group Executive Management to consider and approve.

Dabur's EHS Management systems are based on ISO 9001, ISO 14001, ISO 45001, or equivalent standards. Management of individual topics follows the criteria of these frameworks. Dabur has a common EHS Policy for the company and Group Procedures in areas where Dabur wants to set standards that go above and beyond the requirements of its certified management systems. These procedures handle hazard identification and risk management; incident reporting, investigation and injury management; EHS performance measurement and monitoring; Training and competence; small sites and offices procedure. Sites with a lower risk profile do not have to go through the process of external certification. However, these sites will be covered by the requirements in the Group procedure for small sites and offices.

The scope of the EHS Management systems includes relationships outside the company's boundaries, and a responsibility to ensure high standards where Dabur is in control of the work environment. This includes working on risk identification and mitigation in order to prevent any incidents of work-related injuries or occupational illnesses.

Environmental criteria are included in the process for sustainable supplier management and environmental and safety criteria are part of the product development process.

Each Dabur-controlled location will implement and maintain formal systems and processes for risk assessment. All employees can and are encouraged to report the hazards they observe. The system supports a process for handling all hazards adequately and following them through to completion. The most senior Dabur manager at each location is responsible for correct handling of the registered hazard.

Each business area/location has an Incident Reporting and Investigation system and is responsible for ensuring the findings from incident investigations are shared within the organization. All employees have access to a colleague in their immediate workplace or as part of their organization who is representing the EHS function within Dabur.

Health and Safety Committees are organized depending on the nature of the local organization and the issues within that region. Typically, representatives are from local management and from workers and/or EHS professionals.

Training is provided as part of the induction to all employees. Further, EHS issues are integrated in any training for certain roles. Dabur's training packages vary from in-house classroom training to external training and self-learning, for example, e-learning.

## Zero Fatality

Safety remains a top priority for Dabur till the target of Zero Harm is achieved. While we have been a Zero fatality organisation for many years now, the All Injury Rate (AIR) stood at 0.927 in 2021-22 as against 2.917 a year earlier. Frequency Rate (FR) stood at 0.347 as against 0.536 a year earlier, while the Severity Rate (SR) stood at 0.515 as against 1.29 a year earlier.

All sites demonstrated best-ever safety performance with NIL fatalities.

## Safety Training

Dabur's EHS performance is measured through Monthly EHS dashboard and the plant EHS compliance is audited through PwC. Every year, Fire Safety Audit is conducted by international certified agency TUV, while the ISO 140001:2021 Compliance audit is conducted by DNV.

During the year, Dabur conducted regular online and offline training programmes on Fire & Safety Awareness, Machine Guarding, PPEs, Electrical Safety, Housekeeping, Hazards Training, Confined Space Training, Contractor



Management Training, Work at Height Safety Training, Tools & Tackle Safety Training, Water Savings Training, Fire Evacuation Training, Material Safety Training, and Chemical Safety. In FY 2021-22, a total of 2,842 trainings were conducted with 19,982 man-hours of online and offline training.

During the year, 51st National Safety Week was celebrated at all manufacturing locations between March 4 and March 10, 2022. The programme, which involved employees and contractors, was conducted with 'NURTURE YOUNG MINDS DEVELOP SAFETY

CULTURE' as the theme, and included activities such as Safety Oath, Safety Signature campaign, 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.

**For and on behalf of the Board**

|                           |                                 |                                 |
|---------------------------|---------------------------------|---------------------------------|
| <b>Place:</b> New Delhi   | <b>Mohit Burman</b><br>Director | <b>P. D. Narang</b><br>Director |
| <b>Date :</b> 5 May, 2022 | DIN: 00021963                   | DIN: 00021581                   |