



Dabur India Ltd

*Investor Presentation
February 2016*



Dabur Overview

**DEDICATED
TO THE HEALTH
AND WELL
BEING
OF EVERY
HOUSEHOLD**

One of the oldest and largest FMCG Companies in the country

World's largest in Ayurveda and natural healthcare

Total reach of 5.3mn outlets, one of the highest among FMCG companies

20 world class manufacturing facilities catering to needs of diverse markets

Strong overseas presence with 31% contribution to consolidated sales

Dabur & Ayurveda

Synonymous with Ayurveda since 130 years

The No.1 Ayurvedic brand in 50 countries

Stringent quality tests of every ingredient and herb

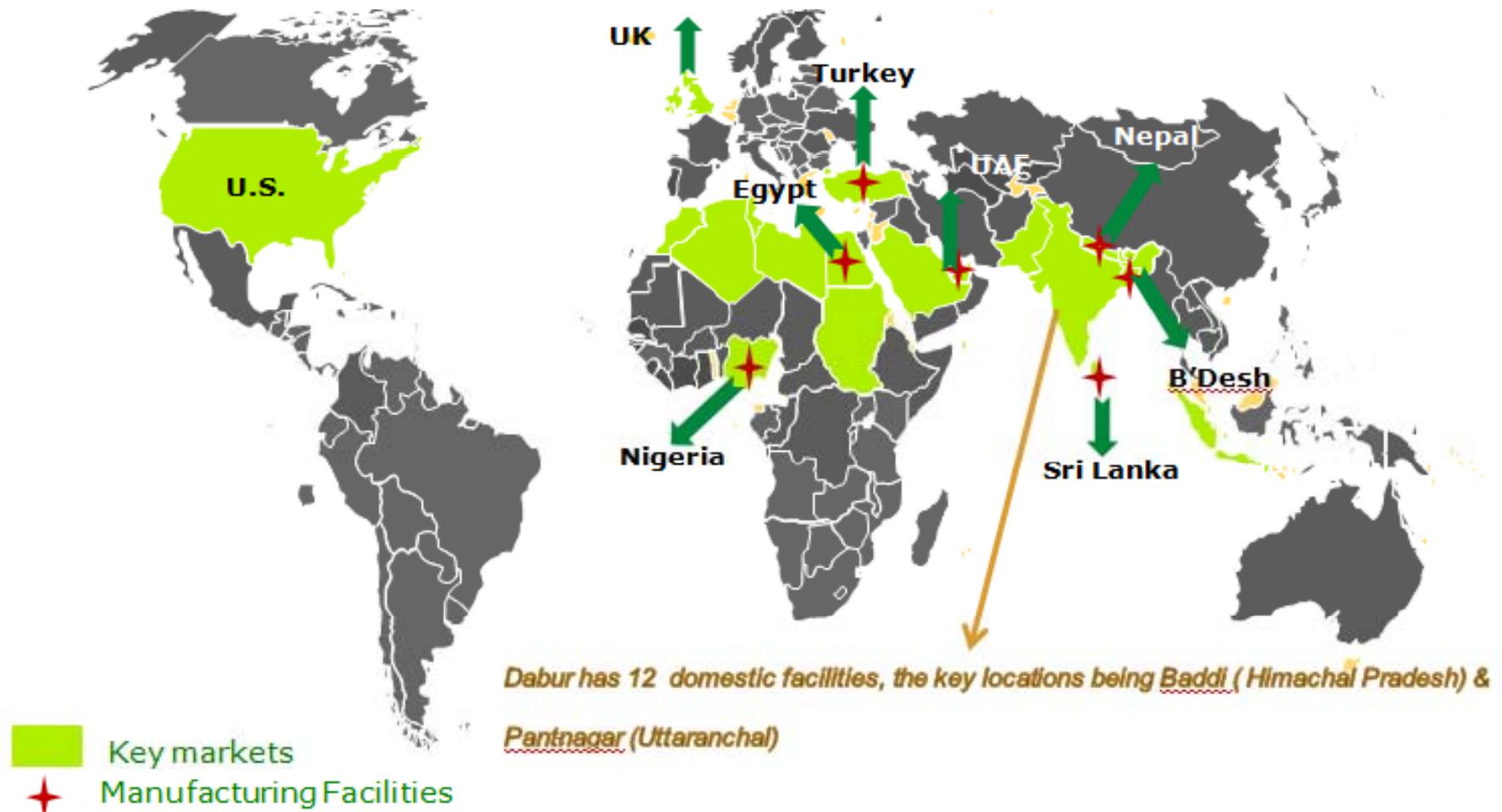
Team of world's best Ayurvedic doctors and experts

Over 4000 acres of farms to protect the close to extinction herbs and plants

AYURVEDA: DABUR'S CORE PHILOSOPHY

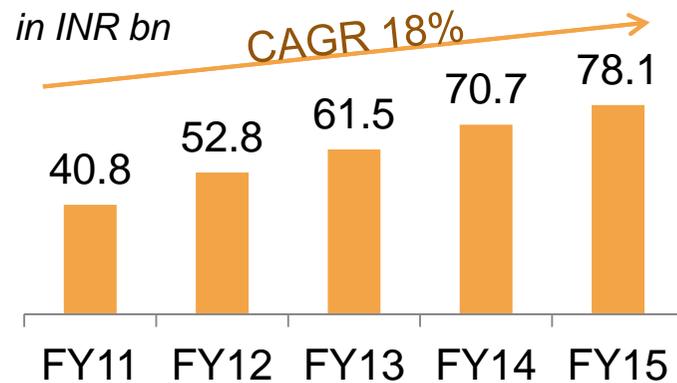


Global Business Footprint

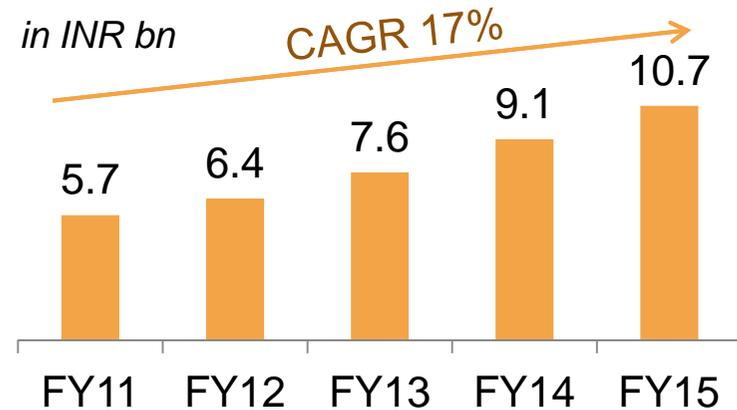


Dabur Performance Snapshot

Sales



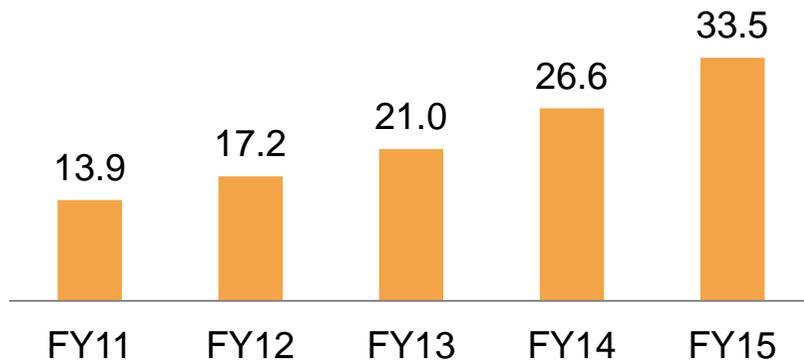
Profit After Tax



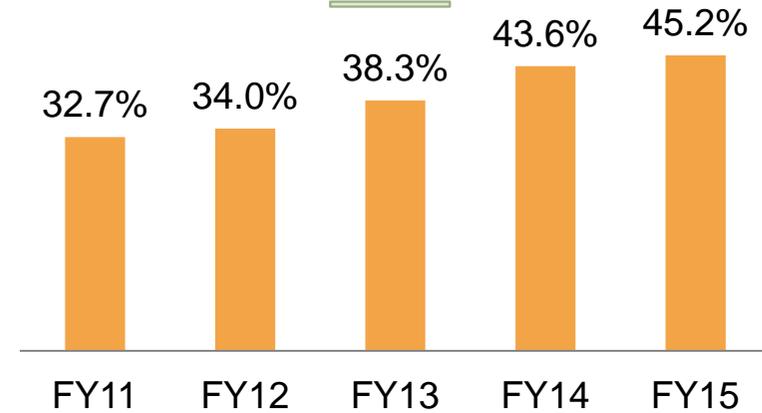
Strong Sales & PAT growth trajectory on the back of a robust business model

Strong Financial Profile

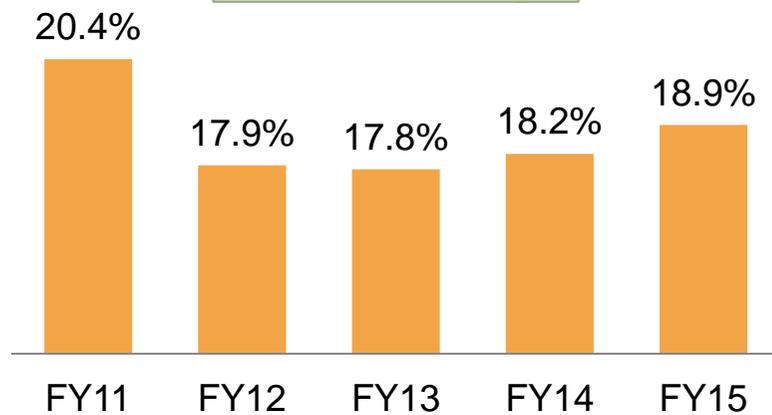
Net Worth (INR Bn)



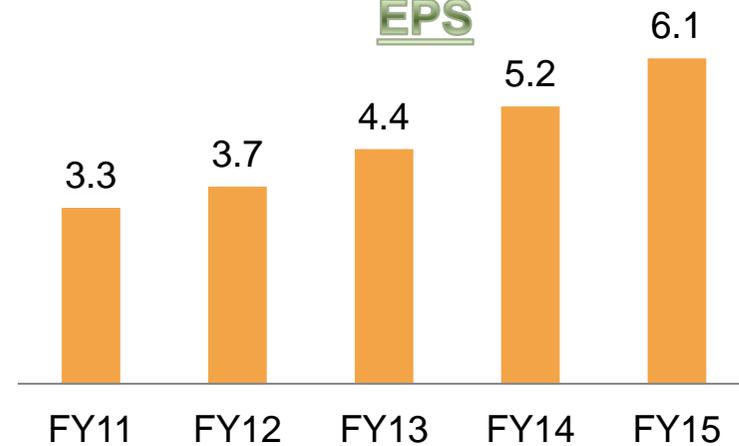
ROIC



*EBITDA Margin

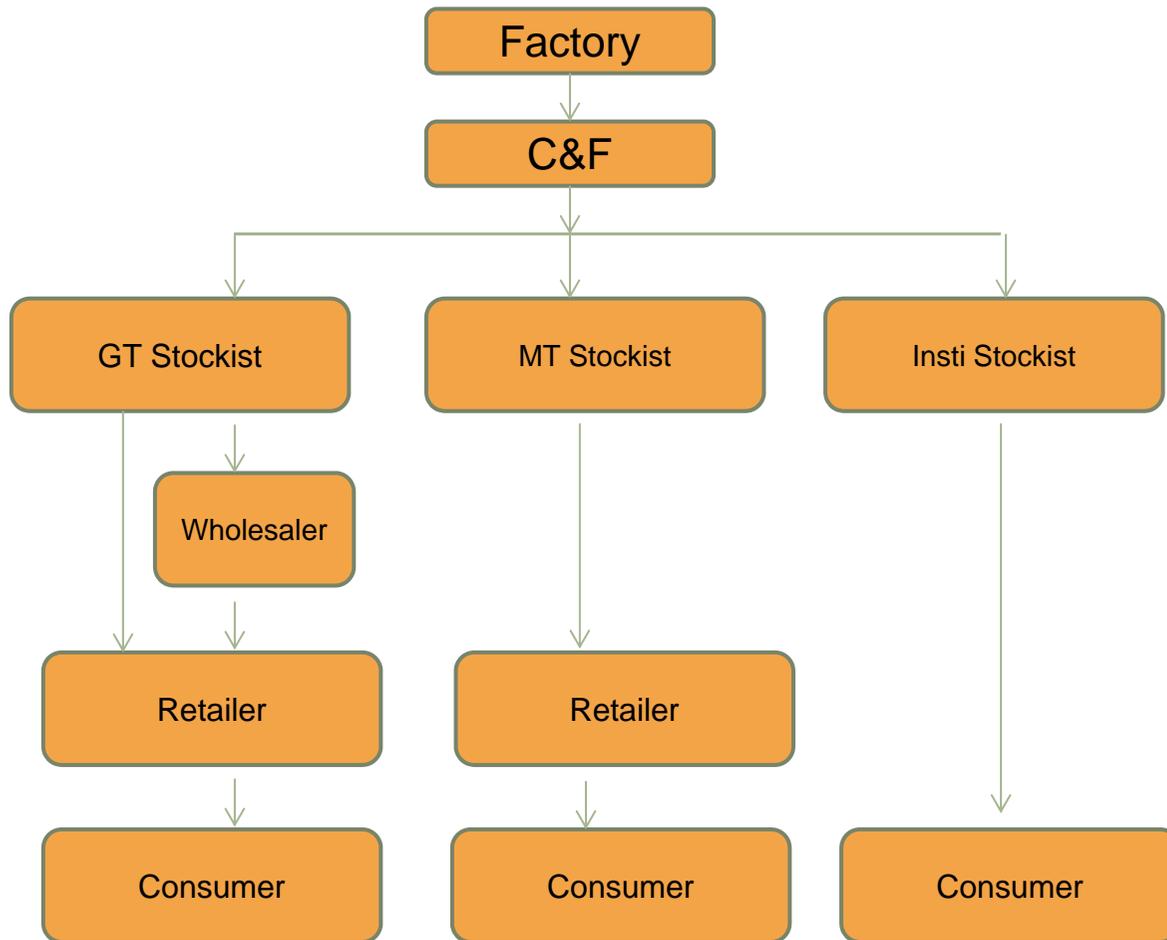


EPS

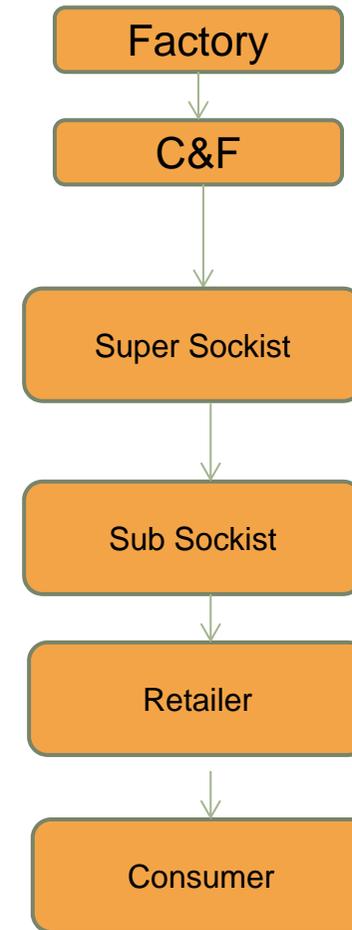


Distribution Framework

Urban



Rural



Distribution Expansion

Project Double

- Rolled out in FY13 to expand direct coverage in rural markets
- Direct Village coverage has increased from 14000 villages in FY11 to 44,000 villages in FY15
- Focus on increasing efficiency and productivity of the channel

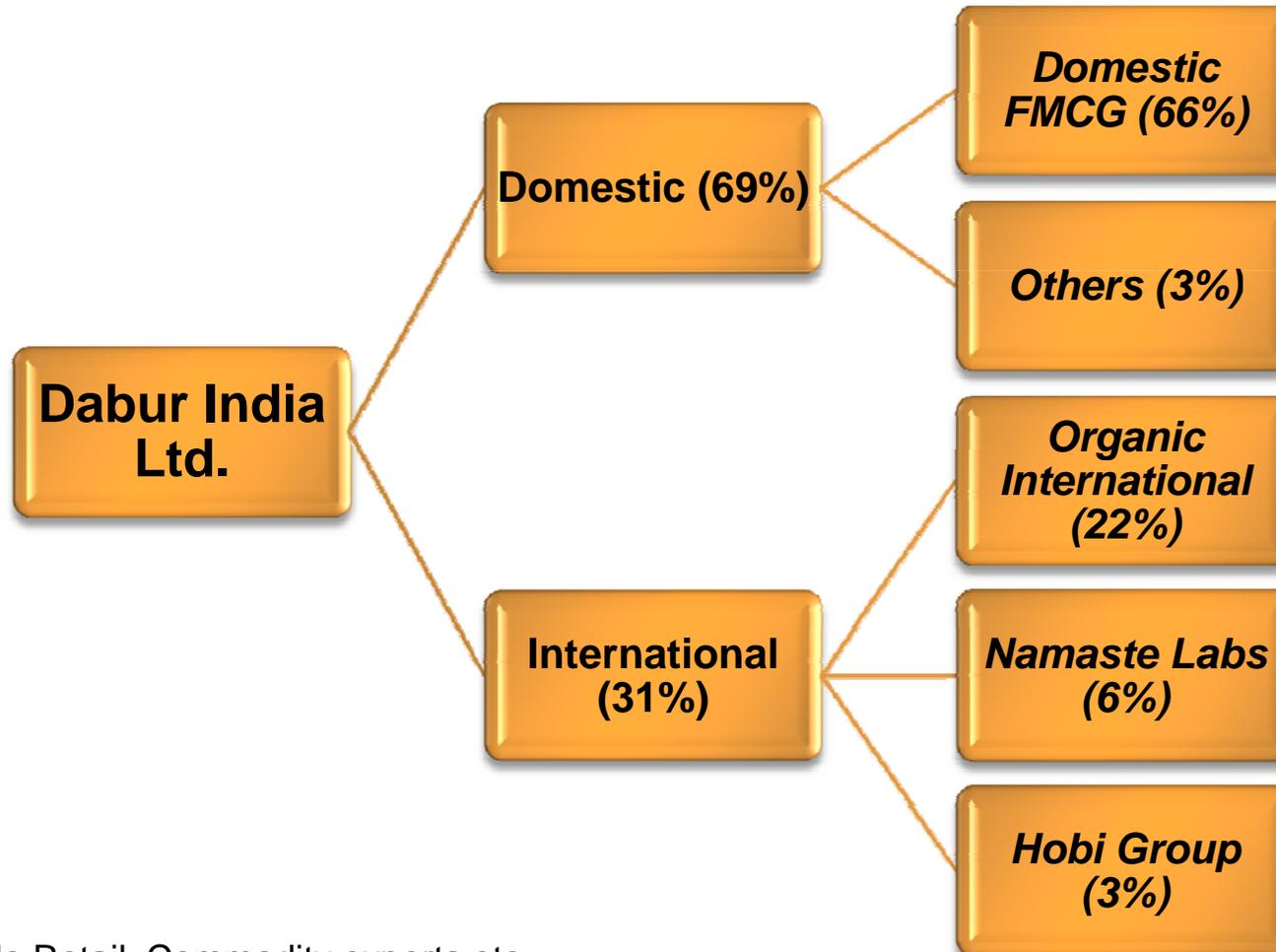
Project 50-50

- Aimed at leveraging the potential of Top 130 towns which contribute to 50% of urban consumption
- Segregating the grocery channel teams for wholesale & retail
- Initiative is in line with renewed focus on urban markets

Project CORE

- To enhance chemist coverage and provide further impetus to our Health Care portfolio
- Direct Chemist Coverage is currently 213,000
- Strategy is to increase coverage and range for better throughput

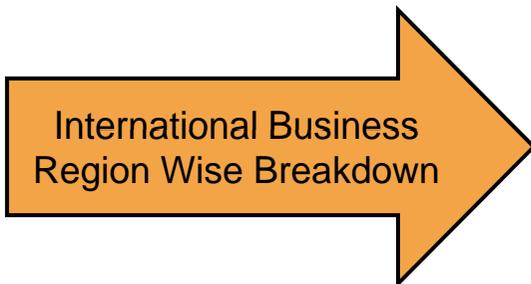
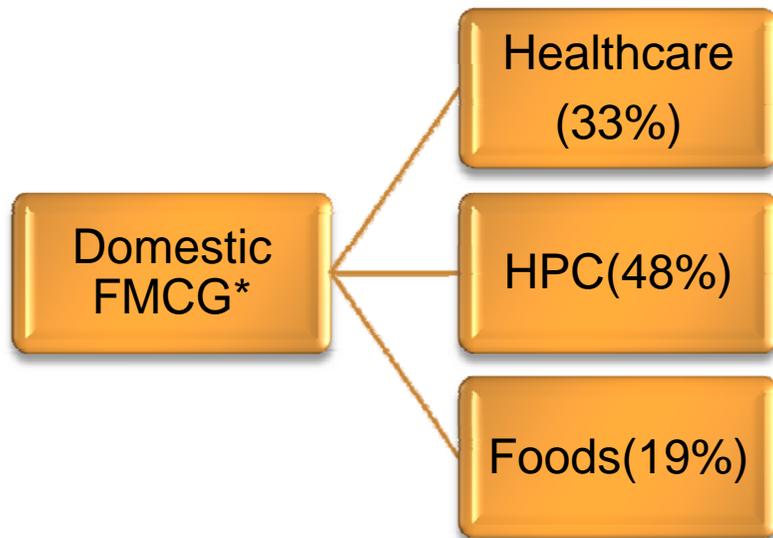
Business Structure



* Others include Retail, Commodity exports etc

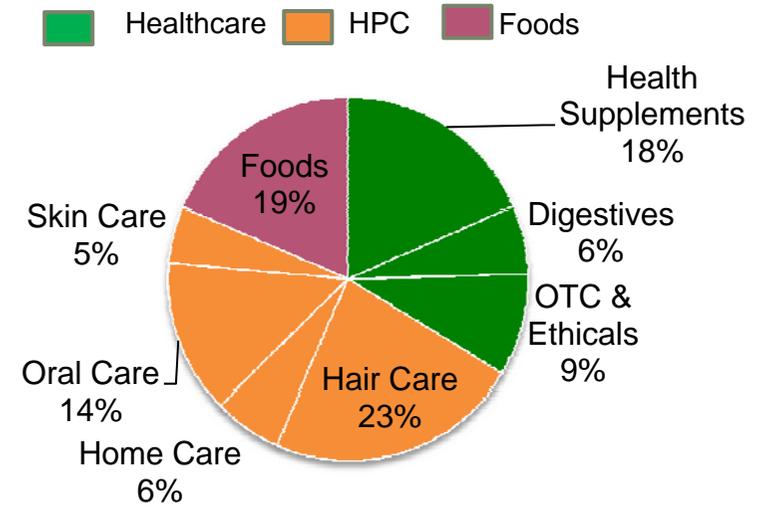
Note: % figure in brackets indicate % share in Consolidated Sales for FY15

Sales By Business Vertical

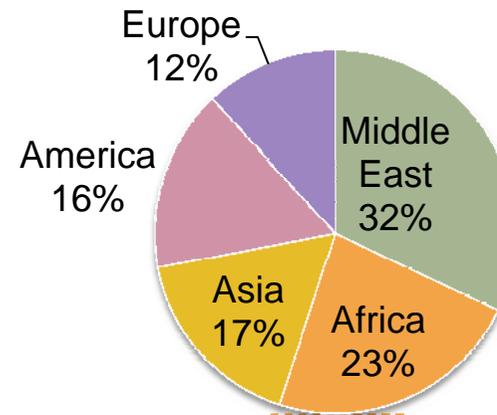


* Breakdown of Domestic FMCG business basis FY15 Sales

Domestic FMCG Business FY15

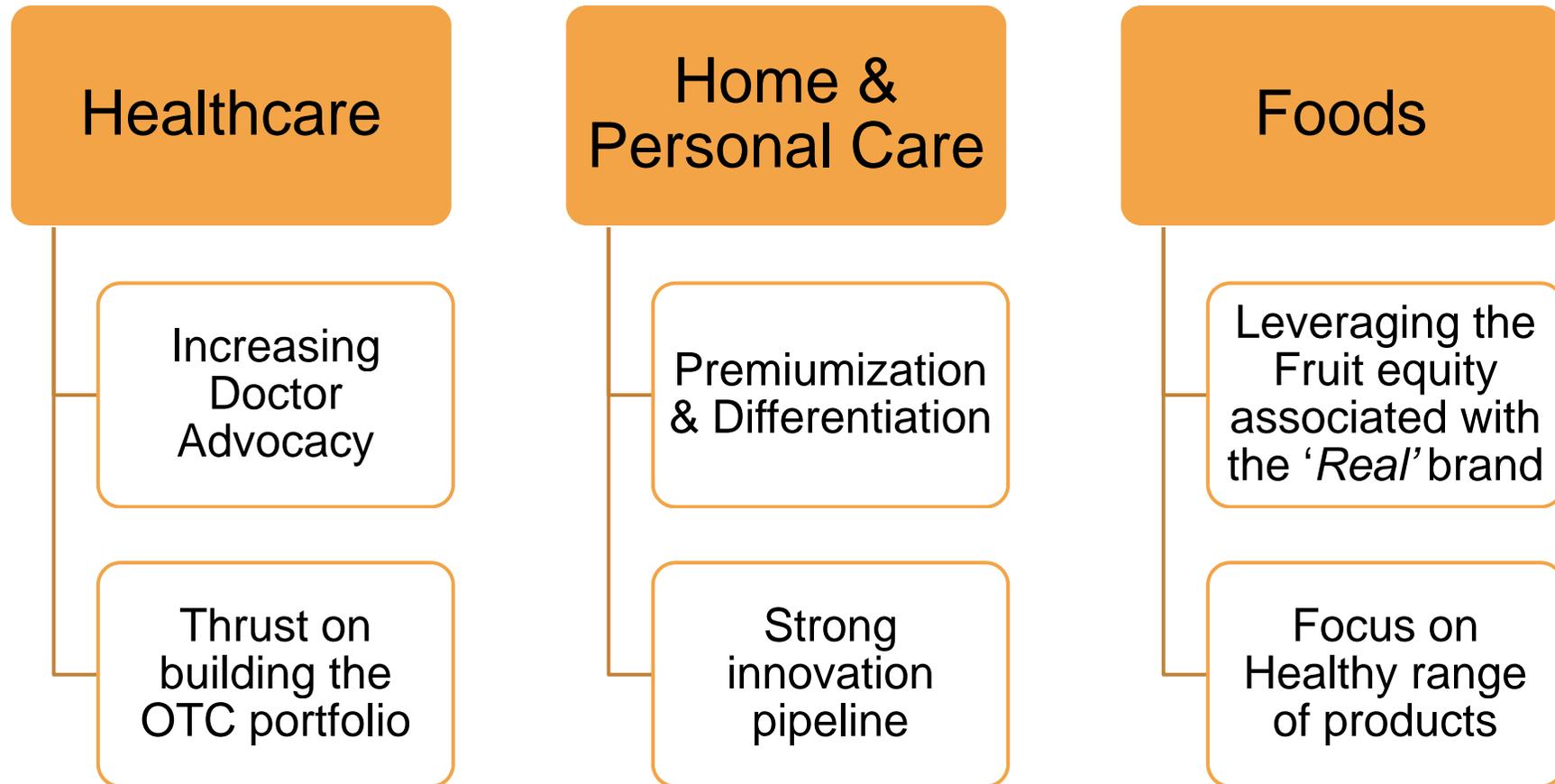


International Sales FY15

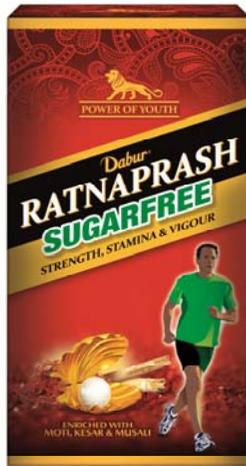


INDIA BUSINESS

Business Strategy



Health and Well-Being



Ratnaprash
Sugarfree-
Premium
Chyawanprash



Baby Massage Oil-
Free of paraffin and
parabens -Safe for
babies



Red Toothpaste
Ayurvedic Oral
Care



Real Wellnezz
Jamun flavour

The underlying theme of Health and Well-Being cuts across the product portfolio including recent innovations

Building Doctor Advocacy

Project LEAD: Leveraging Through Empowered Anchoring & Detailing

Doctor Advocacy is the key to enhance consumer franchise



Doctor Detailing for Dabur Products using hand held devices

- Front end teams to be separated for Healthcare (OTC & Ethicals) and the rest of the Domestic FMCG business to have focused attention on both segments of the business
- *Demand generation from doctors shall be the key focus:*
 - ✓ **Advocacy platform being built**
 - ✓ **Both Ayurvedic and Allopathic doctor reach to be ramped up**
 - ✓ **Building the detailing team- Around 170 Medical representatives hired; Number will increase to 275 by end of the fiscal**
 - ✓ **Head of business inducted for Medical detailing and marketing**
 - ✓ **IT Platform and hand held devices for seamless information flow for the detailing team**

Continue to build bigger brands

10bn+



1bn+

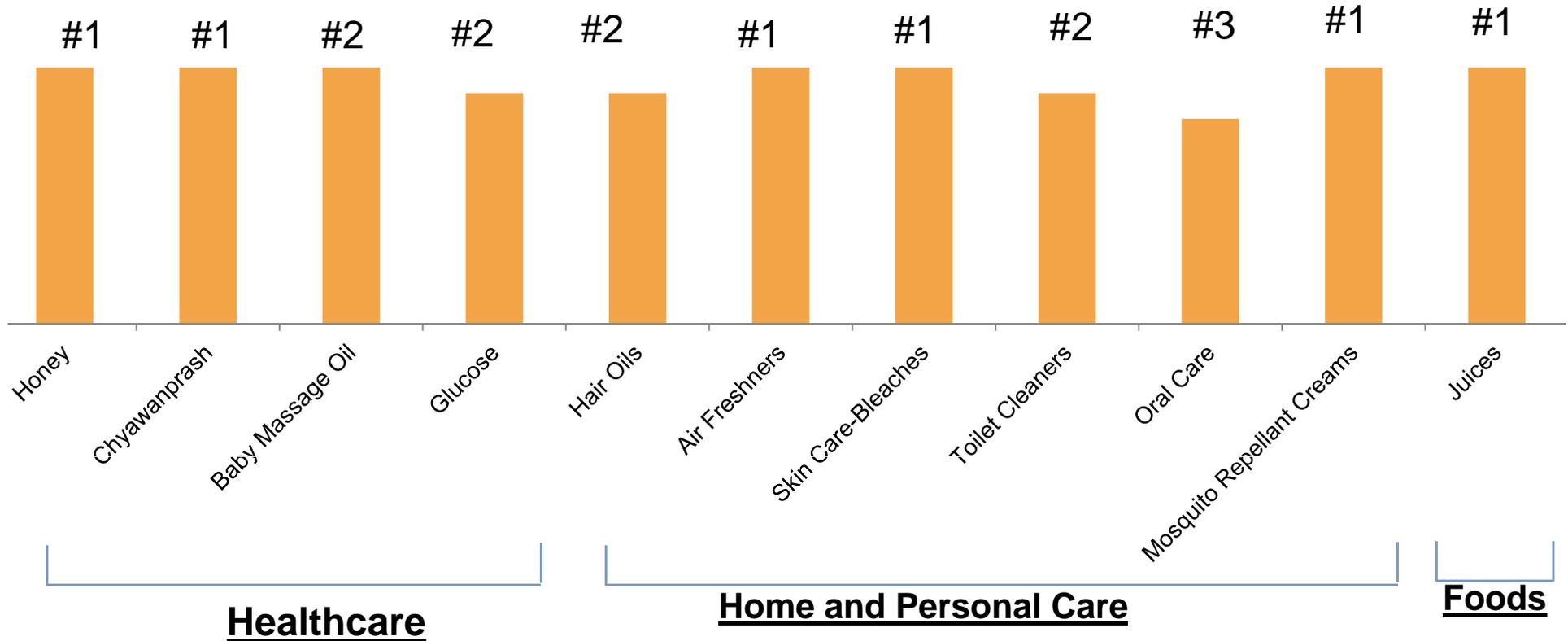


▶ 14 14 brands with turnover of INR 1bn+ with 3 brands over 10bn

Competitive Position

We continue to lead across verticals- Healthcare , HPC and Foods

#Relative Competitive Position



Disruptive Innovation

- Chyawanprash is a leading Health Supplement and Dabur has been instrumental in building this category
- Dabur took the lead in creating flavours and variants to widen the portfolio and cater across age groups
- Portfolio of seven variants- inducting more consumers in the category
- Premium launches- Ratnaprash & Ratnaprash Sugarfree



Disruptive Innovation

- Real Fruit Juices were launched in 1998 and we have more than 30 variants in the portfolio
- First to launch variants like Litchi, Guava, Pomegranate, Cranberry, Supafruits, and the 'Activ' range of fruit and veggie blends
- Continuing as market leader and focusing on strong innovation pipeline



Premiumization is the key ...



Red Toothpowder



Red Toothpaste



Odonil Block



Odonil Gel



Odonil One Touch



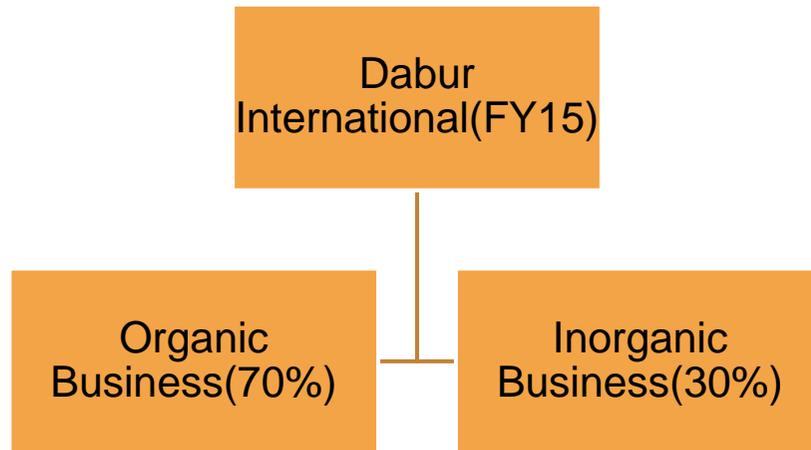
Gulabari Rosewater



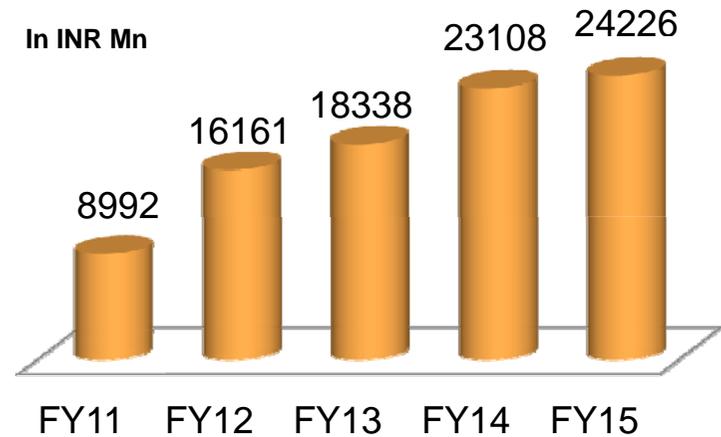
OxyLife Salon Range

INTERNATIONAL BUSINESS

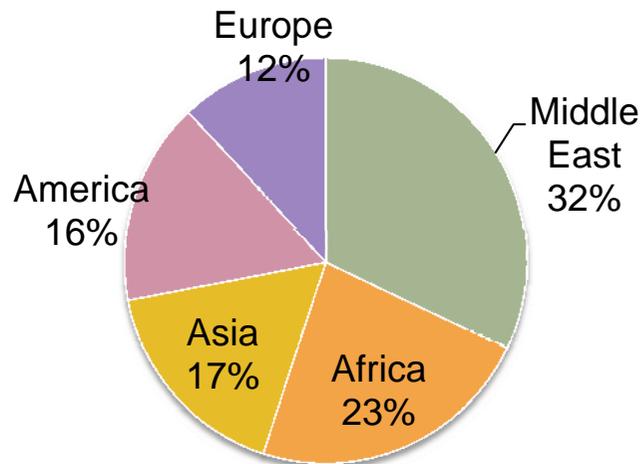
Business Overview



Sales Trend



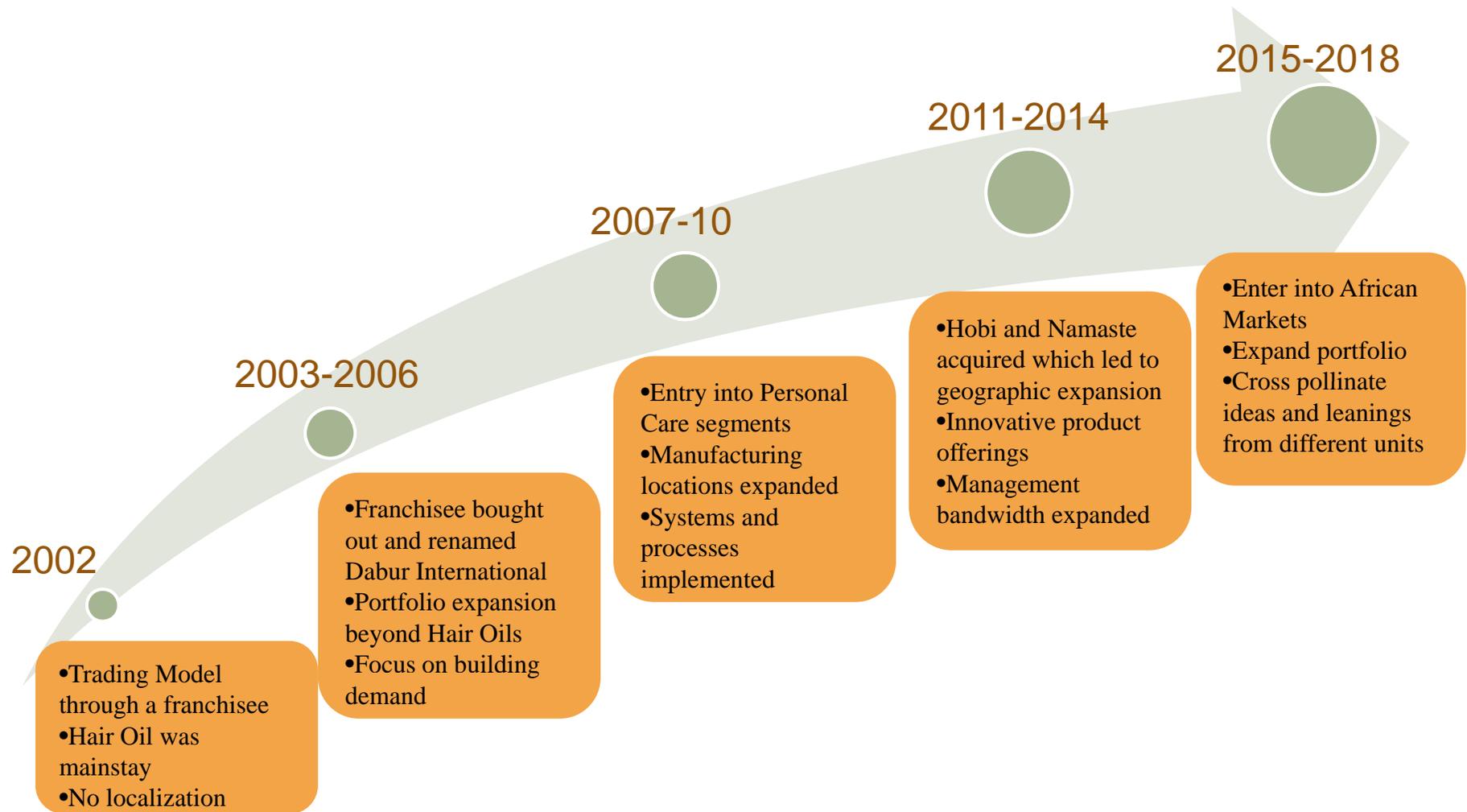
Regionwise Sales FY15



Key Markets



The Journey...



Evolution of Amla brand



Evolution of Vatika brand



Evolution of Dermoviva brand

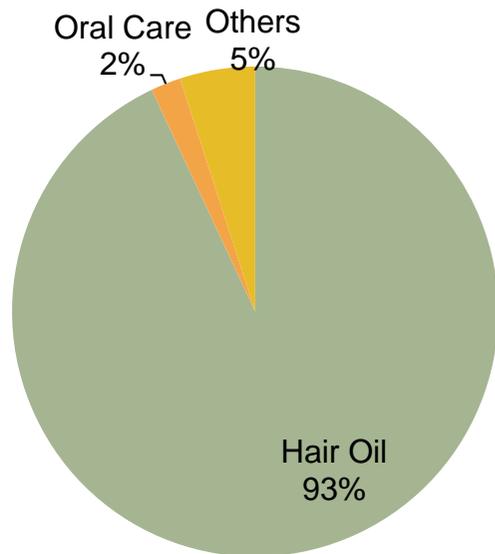


Evolution of Oral Care

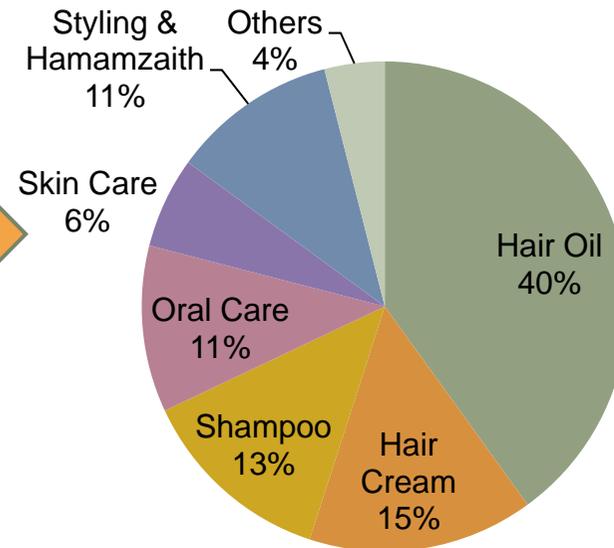


Organic International Business

2005-06



2014-15



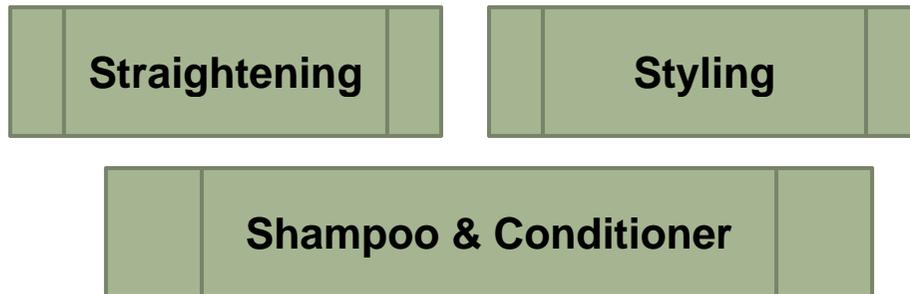
The Organic International Business has evolved from being just a Hair Oil business to a diversified personal care entity

Inorganic Business

Namaste



Key Geographies USA & Africa



Hobi

Hair Care



Body Wash



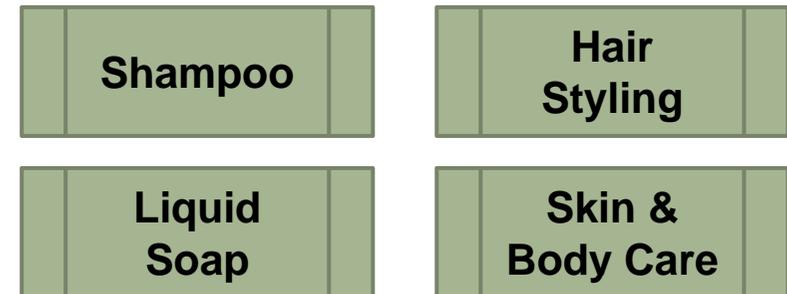
Hair Styling



Liquid Soap



Key Geography Turkey



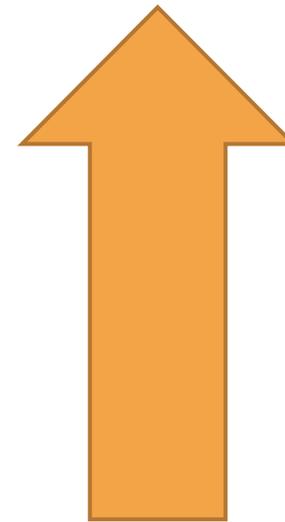
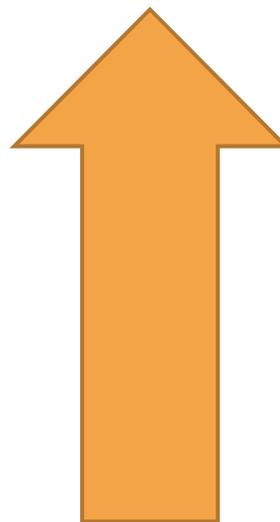
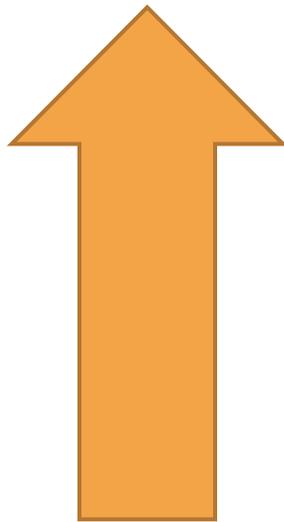
Consolidated Financial Highlights 9MFY16

Growth

7.1%

16.9%

17.9%



Sales

EBITDA

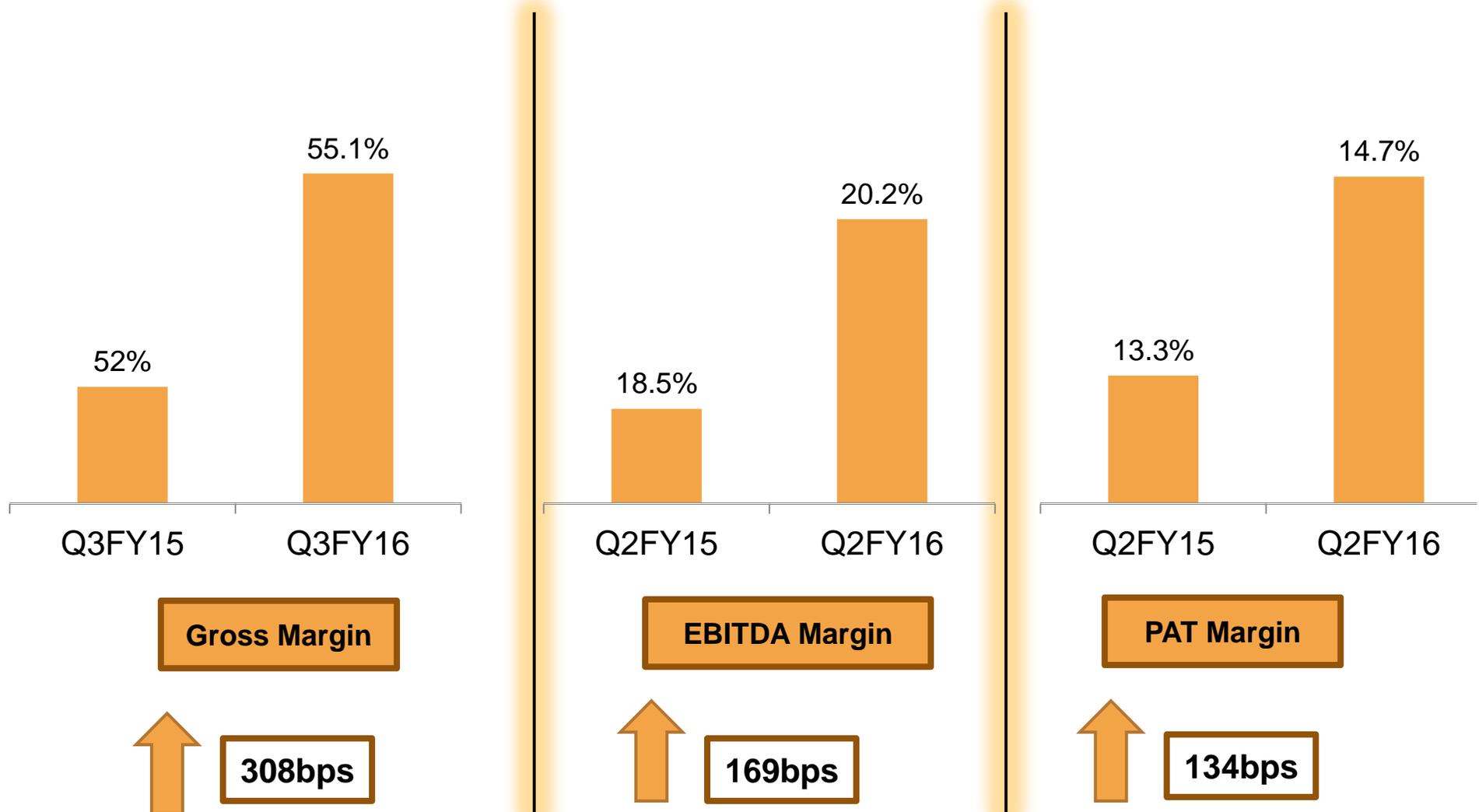
PAT

Rs. 6278.6 crs

Rs. 1267.3 crs

Rs. 920.8 crs

Consolidated Margin Profile 9MFY16



Sustainability: A Key Focus

Dabur is committed to being a responsible company and making a positive contribution to Society and Environment

1,141 acres under cultivation for rare medicinal herbs in India

2,028 beneficiary families of our Self – Help Group initiatives

9,13,750 school kids benefitting from our Healthcare Initiatives

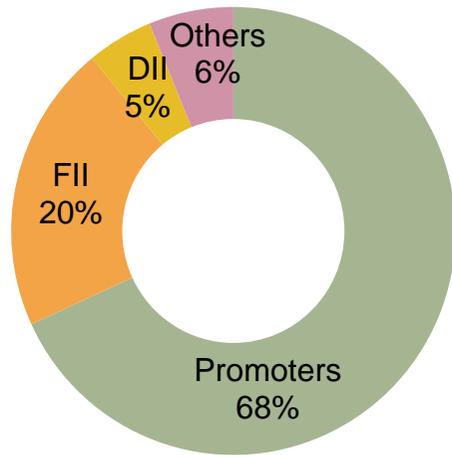
13 States covered under our Agronomical Initiatives

1,674 farmers/beneficiaries of our Agronomical initiatives in India

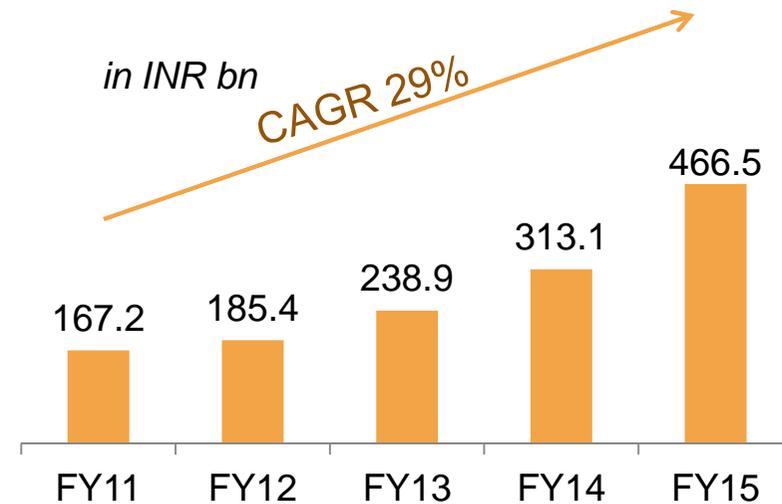
586 women trained at our vocational training centers

Share Price Performance, Dividends and Shareholding

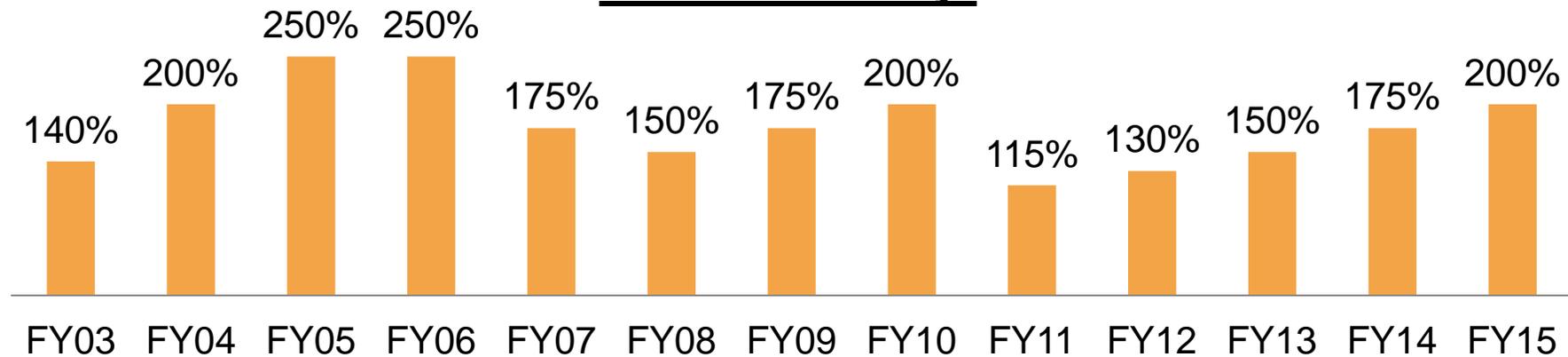
Shareholding Pattern- As on 31st Dec, 2015



Market Capitalization



Dividend History*



Consolidated P&L

DIL (Consolidated) P&L in Rs. million	Q3FY16	Q3FY15	YoY (%)	9M FY16	9M FY15	YoY (%)
Net Sales	21,224	20,736	2.4%	62,786	58,616	7.1%
Other Operating Income	46	55		141	159	
Material Cost	9,232	9,881	-6.6%	28,207	28,141	0.2%
<i>% of Sales</i>	43.5%	47.7%		44.9%	48.0%	
Employee Costs	2,028	1,778	14.1%	5,928	5,172	14.6%
<i>% of Sales</i>	9.6%	8.6%		9.4%	8.8%	
Ad Pro	3,500	3,194	9.6%	9,590	8,590	11.6%
<i>% of Sales</i>	16.5%	15.4%		15.3%	14.7%	
Other Expenses	2,728	2,418	12.8%	8,157	7,164	13.9%
<i>% of Sales</i>	12.9%	11.7%		13.0%	12.2%	
Other Non Operating Income	604	386	56.6%	1,629	1,134	43.7%
EBITDA	4,386	3,904	12.3%	12,673	10,841	16.9%
<i>% of Sales</i>	20.7%	18.8%		20.2%	18.5%	
Interest Exp. and Fin. Charges	109	95	14.1%	349	298	17.2%
Depreciation & Amortization	323	309	4.6%	978	868	12.7%
Profit Before Tax (PBT)	3,954	3,500	13.0%	11,346	9,675	17.3%
Exceptional Item	0	0		0	0	
Tax Expenses	766	663	15.5%	2,126	1,839	15.6%
PAT(Before extraordinary item)	3,188	2,837	12.4%	9,220	7,836	17.7%
<i>% of Sales</i>	15.0%	13.7%		14.7%	13.4%	
Extraordinary Item	0	0		0	0	
PAT(After extraordinary Items)	3,188	2,837	12.4%	9,220	7,836	17.7%
Minority Interest - (Profit)/Loss	3	10		13	25	
PAT (After Extra ordinary item & Minority Int)	3,185	2,828	12.6%	9,208	7,811	17.9%
<i>% of Sales</i>	15.0%	13.6%		14.7%	13.3%	

Statement of Assets and Liabilities

in Rs. million	As at 31/03/2015)	As at 31/03/2014)
A EQUITY AND LIABILITIES		
1 Shareholders' funds		
(a) Share capital	1756.5	1743.8
(b) Reserves and surplus	31784.9	24815.8
Sub-total - Shareholders' funds	33541.4	26559.6
2. Minority interest	181.6	159.1
3. Non-current liabilities		
(a) Long-term borrowings	2105.7	2604.0
(b) Deferred tax liabilities (net)	587.1	448.3
(c) Other long-term liabilities	1.2	0.0
(c) Long-term provisions	462.1	408.9
Sub-total - Non-current liabilities	3154.9	3461.2
4. Current liabilities		
(a) Short-term borrowings	5229.9	4477.4
(b) Trade payables	10958.4	10965.3
(c) Other current liabilities	5436.4	4794.2
(d) Short-term provisions	2560.2	2703.2
Sub-total - Current liabilities	24184.9	22940.1
TOTAL - EQUITY AND LIABILITIES	61062.8	53120.0
B ASSETS		
1. Non-current assets		
(a) Fixed assets	13060.3	11672.1
(b) Goodwill on consolidation	6214.0	6214.0
(c) Non-current investments	14074.0	4926.4
(d) Long-term loans and advances	207.5	245.4
(e) Other non-current assets	201.3	180.7
Sub-total - Non-current assets	33757.1	23238.6
2 Current assets		
(a) Current investments	4059.7	5838.3
(b) Inventories	9732.7	9725.1
(c) Trade receivables	7108.4	6753.0
(d) Cash and bank balances	2760.4	5193.8
(e) Short-term loans and advances	2788.7	1955.1
(f) Other current assets	855.8	416.1
Sub-total - Current assets	27305.7	29881.4
Total -Assets	61062.8	53120.0

Thank You

