



# Investor Presentation

February 2018

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## **1. Dabur – Overview**

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4. Business Initiatives
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# Dabur – Overview



## Overview

Established in 1884 – 133 years of trust and excellence

One of the world's largest in Ayurveda and natural healthcare

Having one of the largest distribution network in India, covering 6.3 mn outlets

20 world class manufacturing facilities catering to needs of diverse markets

Strong overseas presence with ~30% contribution to consolidated sales



Market cap:  
US\$  
9.4bn

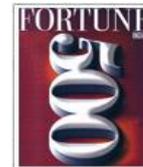
## Awards



Dabur Red Paste rated as 2nd most trusted brand by the consumers in the Oral Care category by the **Brand Equity India's Most Trust Brand 2017**



Dabur Vatika #BraveandBeautiful campaign **wins 2 Effies**



Dabur **moves up 4 Places in Fortune India 500 List**; ranked 163 in the list for 2015



Dabur **ranked 25 in the list of Best Companies for CSR in India**, according to the Economic Times

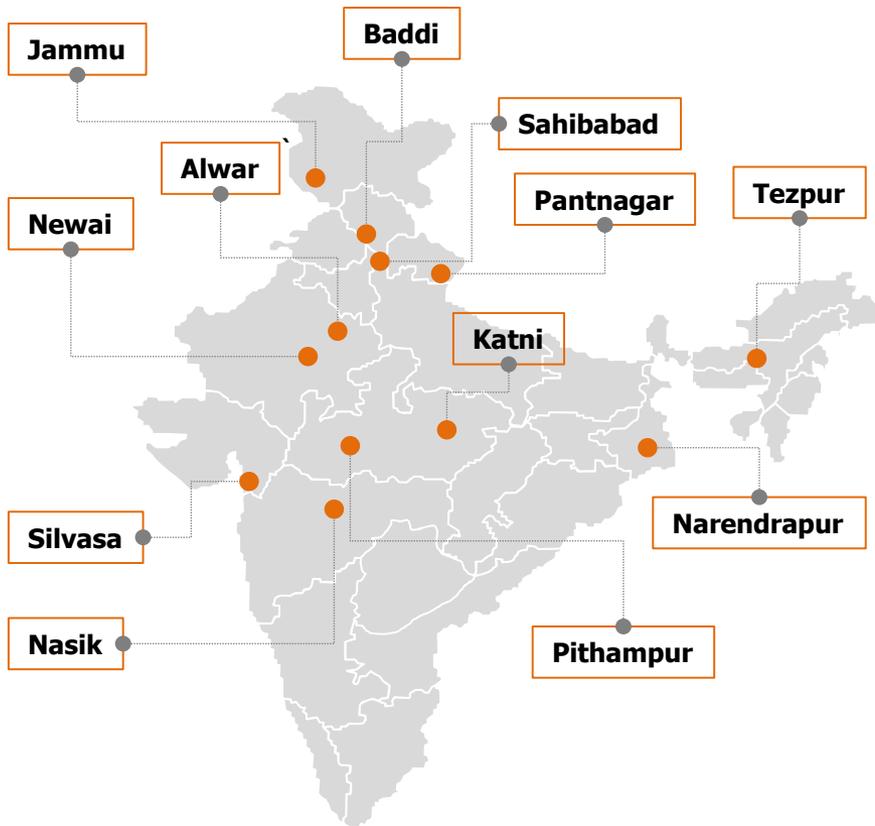


Dabur India **successfully held the first-ever Guinness World Record attempt for the largest simultaneous Nasya Panchkarma Treatment session**

# Manufacturing facilities



## 12 manufacturing locations in India



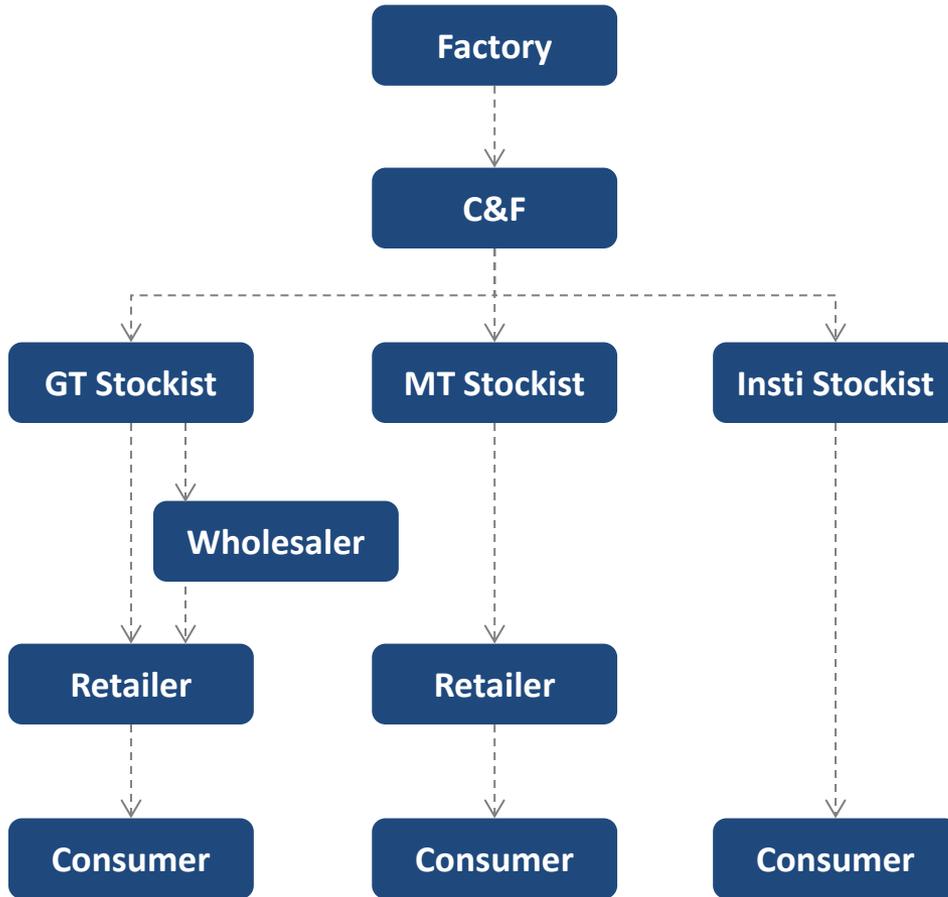
## 8 international manufacturing locations

-  UAE
-  Egypt
-  Nigeria
-  South Africa
-  Turkey
-  Sri Lanka
-  Bangladesh
-  Nepal

# Distribution network



## Urban



## Rural

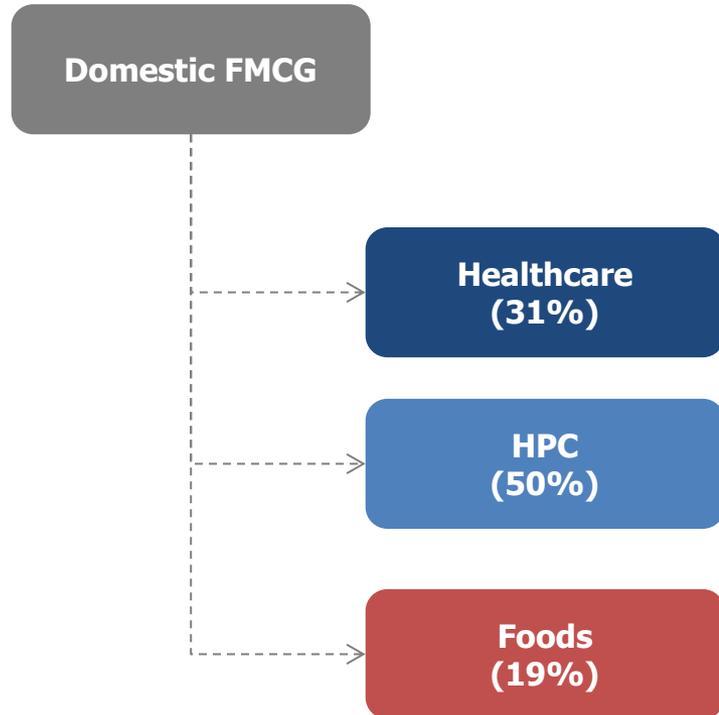


**Distribution reach of 6.3 mn retail outlets; Cover over 40,000 villages directly**

# Sales by Business Vertical



## Domestic FMCG – Business Verticals<sup>1</sup>



## Key categories

Category	Revenue Contribution (FY17)	Key Brands
Hair Care	22%	  
Foods	19%	 
Health Supplements	17%	 
Oral Care	16%	  
OTC & Ethicals	9%	 
Others	17%	 

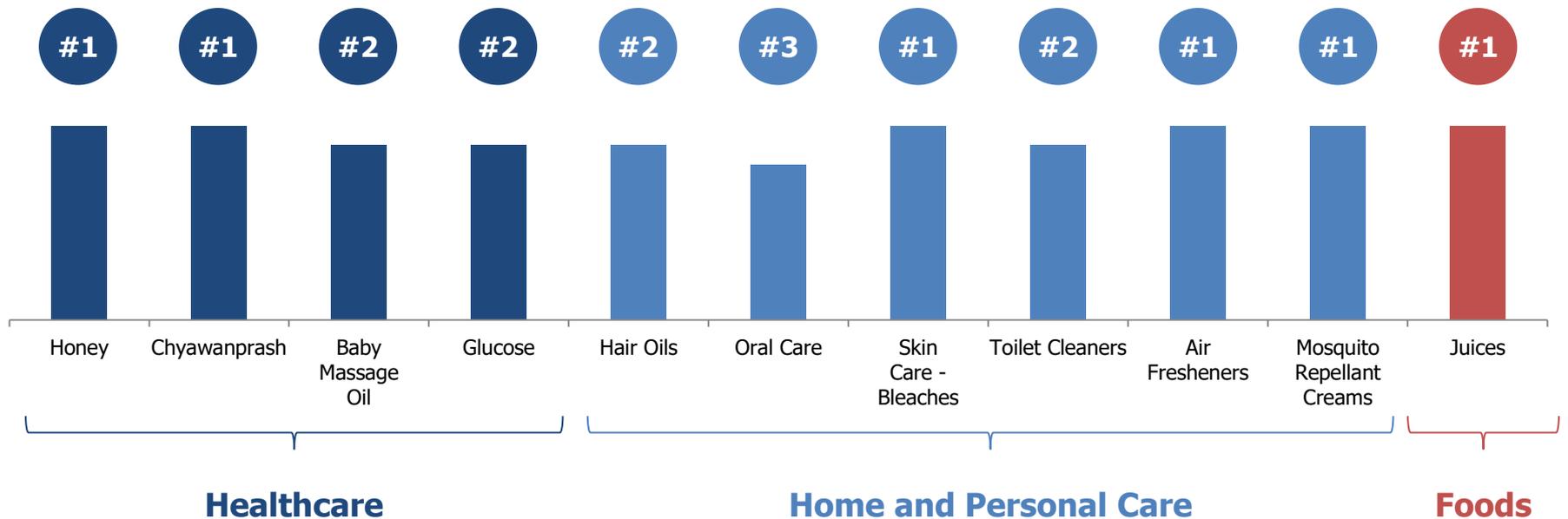
<sup>1</sup>. Based on FY17 Revenue

# Market leader in 6 categories



## Leading position in key categories across verticals

#Relative Competitive Position<sup>1</sup>



<sup>1</sup>. Position basis Nielsen Market Share data MAT Dec'17

# Building bigger brands



10 bn+



1 bn+



16 brands with turnover of INR 1bn+ with 3 brands which are 10bn+

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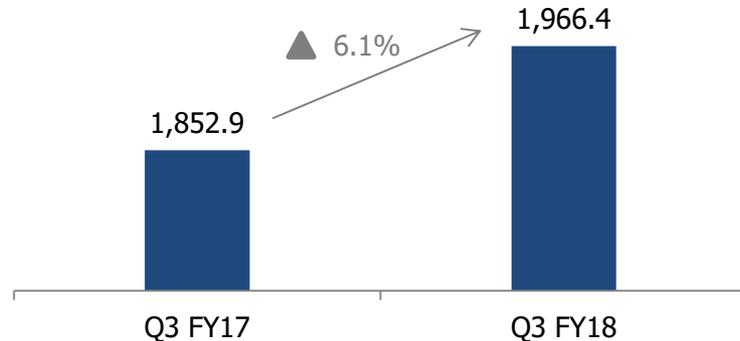
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# Q3 FY18 – Consolidated Financials



## Revenue



- Consolidated revenue increased by 6.1% on reported basis, GST adjusted constant currency growth was 12.9%
- Domestic business revenue grew by 17.7% led by volume growth of 13.0%
- International Business grew by 5% on constant currency basis on the back of strong growth in GCC, Egypt, SSA and Nepal
- Currency devaluation in overseas markets resulted in translation loss of INR 66 crore (3.6%)

## Profit After Tax

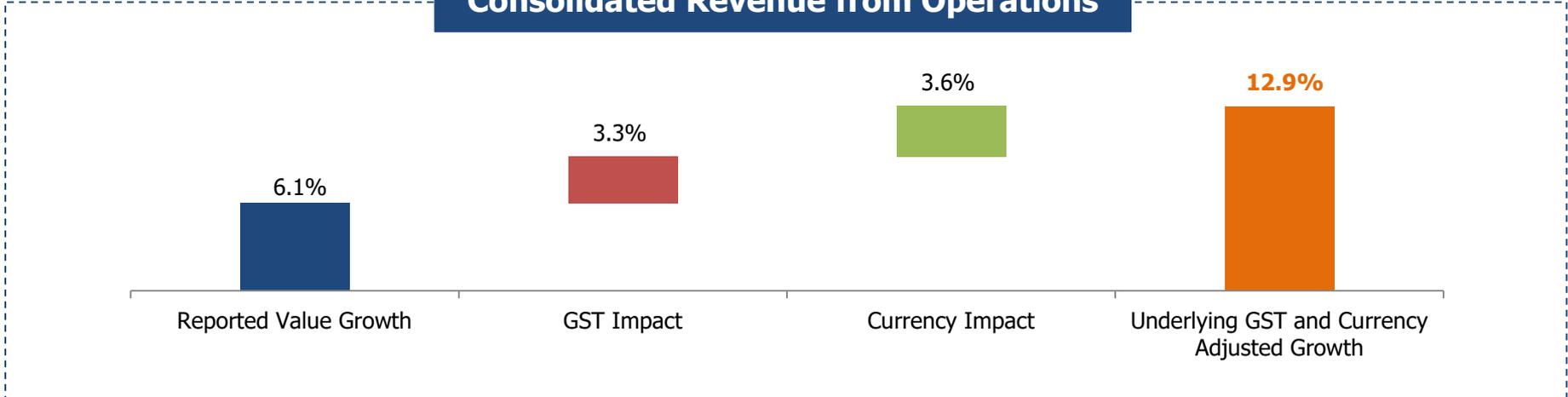


- Consolidated Profit After Tax (PAT) grew by 13.1%
- Material cost came down from 50.6% of sales to 48.4% of sales
- Operating margin at 20.5% in Q3 FY18 vs 18.0% in Q3 FY17.
- PAT margin increased from 15.9% to 16.9%

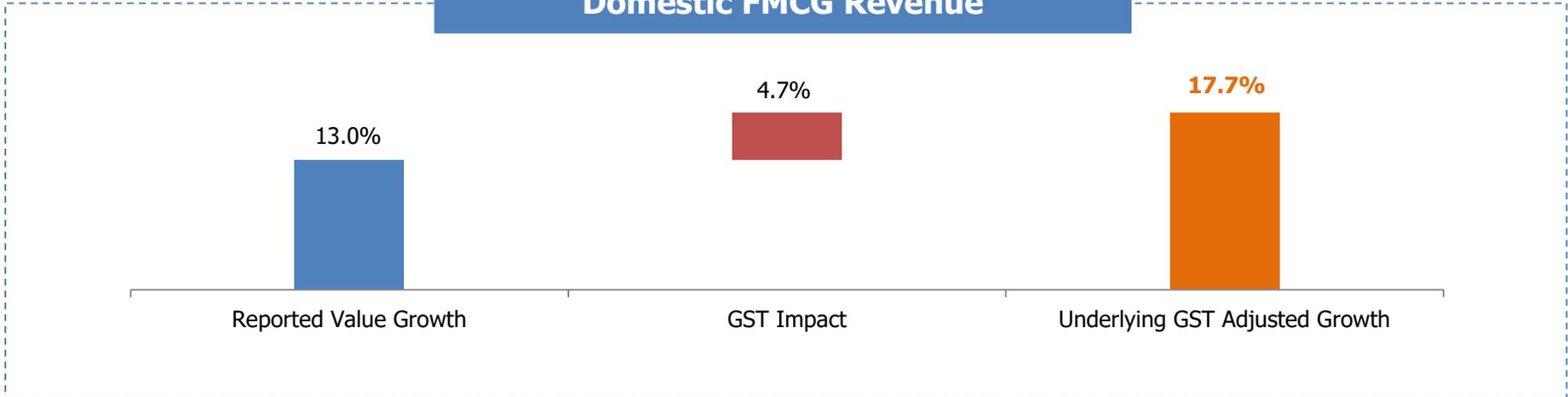
# Q3 FY18 – Impact of GST and Currency on Growth



## Consolidated Revenue from Operations



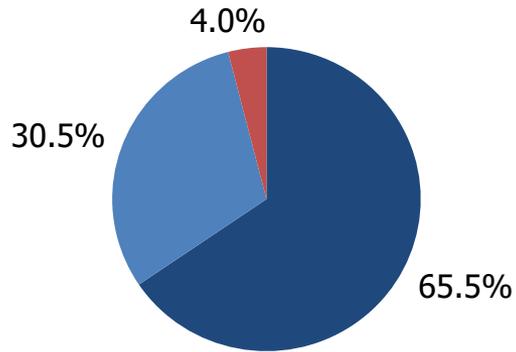
## Domestic FMCG Revenue



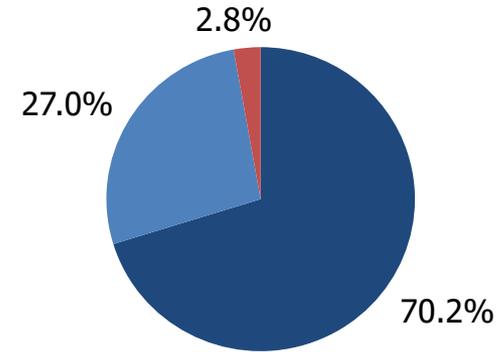
# Q3 FY18 – Business Overview



Q3 FY17



Q3 FY18



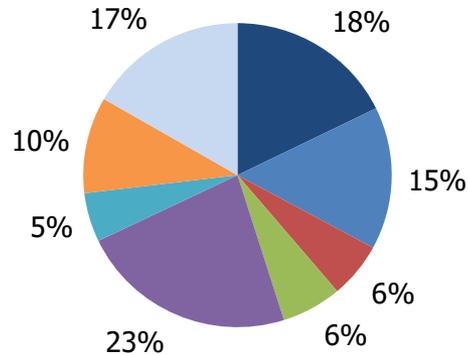
■ Domestic    ■ International    ■ Others

- **Contribution of Domestic FMCG increased to 70% from 65% last year**
- **International Business contributed 27% as compared to 30% last year**

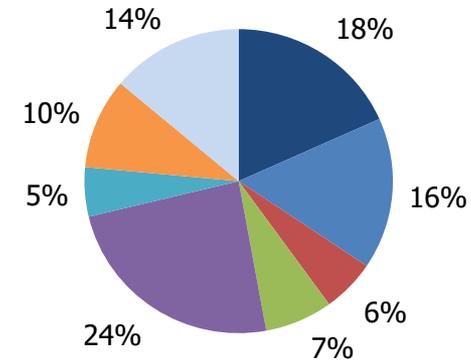
# Domestic FMCG – Category-wise Sales



## Q3 FY17



## Q3 FY18



■ Hair Care ■ Oral Care ■ Skin Care ■ Home Care ■ Health Supplements ■ Digestives ■ OTC & Ethicals ■ Foods

- **Share of Hair Care category remained stable at 18%**
- **Oral Care category increased share from 15% to 16%**
- **Home Care and Health Supplements also increased share by ~1%**
- **Food decreased from 17% in Q3 FY17 to 14% in Q3 FY18**

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# Home and Personal Care (HPC) – Q3 FY18



- **HPC posted a growth of 22.9% in Q3 FY18**
- **Oral care** recorded a **growth of 23%** driven by increase in penetration, strengthening foothold in MT, strong growth in South and increase in commerce sales
  - **Toothpaste** category recorded **growth of 26%** and gained market share
    - › **Red Toothpaste Franchise** continued its growth momentum
    - › **Babool & Meswak** recorded strong double digit growth
  - **Toothpowder** category posted **growth of 6.2%**
- **Hair oil** category grew by **16.7%** on the back of good growth in both coconut and perfumed oils
- **Shampoos category** grew by **56%** driven by re-launch of Vatika Shampoo brand and focused marketing initiatives
- **Homecare category** posted **growth of 36%** led by strong performance of Odonil and Sanifresh
- **Skin care** posted **growth of 14.5%** driven by double digit growth across brands



**Dabur Gulabari Franchise**



**Relaunched Vatika Hair Oil in South**

# Healthcare (HC) – Q3 FY18



- Healthcare vertical posted growth of **16.6%** in Q3 FY18
- Health Supplements grew by **19.5%** on the back of strong growth of Chyawanprash and Honey
- Dabur Honey reported a strong recovery growing by **33.2%** and gaining market share
- Digestives posted growth of **19.3%** led by strong performance of Hajmola tablets and Pudina Hara group
- OTC & Ethicals category grew by **8.7%** led by good growth in Lal Tail, Honitus, Ashokarishta and Dashmularishta

Asavs



Hajmola – New TVC



Ayurvedic Health Tonic for Women:  
Dabur Ashokarishta



Dabur Honitus Hot Sip

- **Foods category remained flat during Q3** primarily on account of high base as Foods had grown at 52% in Q3FY17.
- Shifting of Diwali season & proliferation of value players also impacted sales in the quarter
- Culinary business impacted by supply issues for some of the key SKUs
- Launched **India's first range of packaged fruit-based Mocktails in a ready-to-drink format under the Réal brand**
- Activ Coconut Water continued to post good sales
- Continued A&P support to increase frequency of consumption
- Focus on innovation and penetration led growth



**First Ever TVC For Real Pomegranate**



**Real Mocktails**



**Dabur Hommade range with new packaging**

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# Project Buniyaad – Distribution enhancement



## Urban Strategy

*Leveraging potential through Channel based approach*



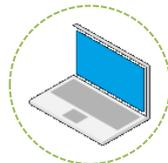
## Rural Strategy

*Split the front line teams into two to increase reach and frequency – Showing significant positive gains*



## Portfolio Focus

*Leveraging split teams for focused portfolio building*



## Enabling Technology

*Using technology to track and improve performance and automate processes*



## New Avenues of Growth

*Leveraging the alternate channels of MT and C&C to grow at a rapid pace*

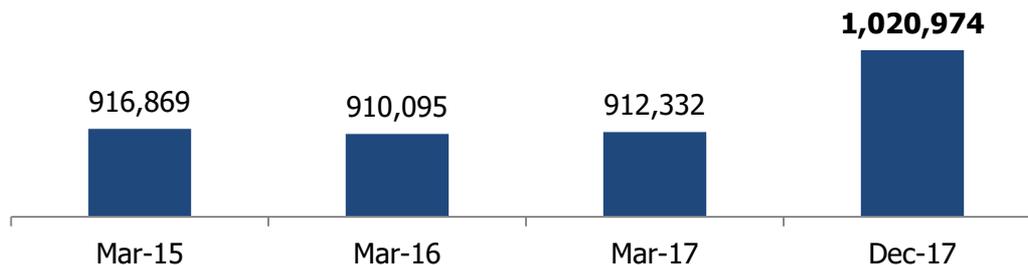


## Continue Engagement

*Using initiatives and technology to build and continuously motivate the trade and front line teams*

**Project Buniyaad achieves its direct reach target of 1 mn outlets**

## Direct Reach – No. of Outlets



# Consumer/ Marketing Initiatives (1 of 2)



**School Contact Programs (Oral Care)**



**Winter Special Offers on Gulabari**



**Festive TV Campaign**



**Generating Trials for Bleach through Workshops and Seminars**



**Odonil Zipper – Title Sponsor of ITA Awards 2017**



**Odonil Zipper - Khushboo on Wheels**



**Odomos – Associating with Government of Uttar Pradesh**



**Defeating Diabetes**

# Consumer/ Marketing Initiatives (2 of 2)



**Monsoon Campaign for Dabur Chyawanprash**



**Dabur Honey – Weight Management**



**New Year Resolutions Campaign**



**Hajmola branded boats at Chitrakoot Mela, UP**



**Ayurved Parv**



**Honitus Hot Sip – TV Campaign**



**Real Mocktails**



**Dabur Amla Miss North India**

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# Recent Launches



**Real Mocktails – Pina Colada and Virgin Mary**



**Odomos Fabric Roll-On**



**Sani Fresh Bathroom Cleaner**



**GlycoDab tablets - Ayurvedic medicine**



**Odonil Nature Air Freshener – Fruit Blast**

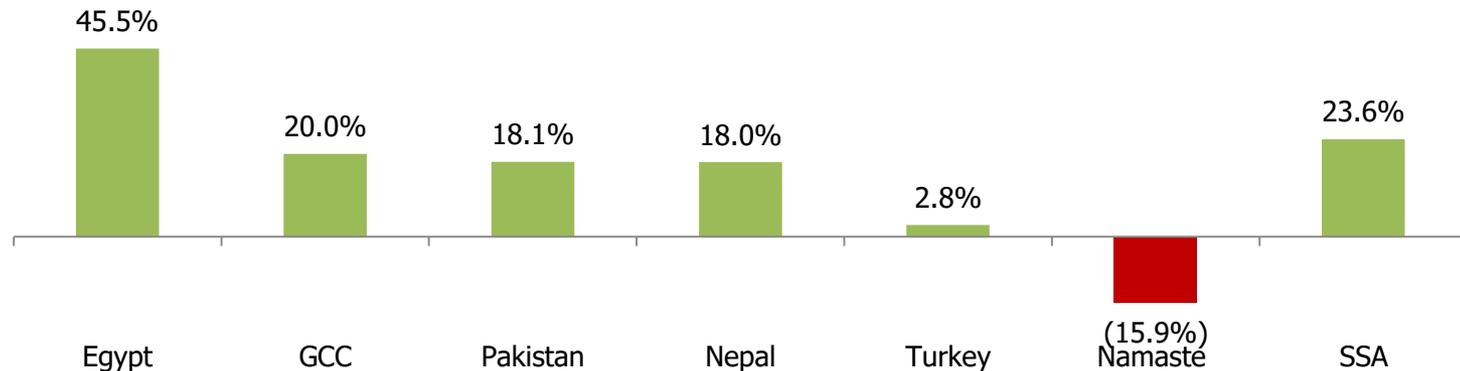
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# International Business – Q3 FY18



- **International Business posted 5% growth in constant currency terms during Q3 FY18**
- Severe currency devaluation in Egyptian Pound, Naira and Turkish Lira led to significant translation loss of INR 66 crore impacting ~3.6% of consolidated sales
- **GCC markets** witnessed a turn around with constant currency growth of 20.0% led by Saudi Arabia which grew by 34%
- **Egypt** posted strong growth of 45.5% in constant currency
- **Sub Saharan Africa** posted 23.6% constant currency growth led by localization and distribution expansion initiatives in Nigeria, South Africa and East Africa
- SAARC markets reported good growth led by Nepal and Pakistan
- Shutdown in Algeria & Yemen led to loss of sales in North African region
- US business of Namaste reported muted performance due to category issues and competitive activity

## Constant Currency Growth Rate – Q3 FY18



# Consumer & Marketing Initiatives – International



**Dentist Advice to go back to Nature**



**Oral Care Program in UAE Schools**



**In Store visibility - shampoos**



**International Dental Conference, Iraq**



**Dabur Amla – Youtube campaign**



**Vatika Enrich Oil – Regional Arab TVC Airing**



**New Packaging for Vatika Hammam Zaith**



**Vatika Shampoo – Pan Arab TVC**

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## Healthcare

- Leadership in Ayurveda – scientific evidence & research
- OTC portfolio to be scaled up through innovation & brand investments
- Doctor advocacy through Medico Marketing channel

## Home & Personal Care

- Ayurvedic / Herbal focus
- Premiumization & Differentiation
- Strong innovation agenda
- Potential to expand in adjacencies within current categories

## Foods

- Maintain leadership in Juices & Nectars category
- Leveraging the Fruit equity associated with the 'Real' brand
- Focus on 'Healthy' range of products



**Brands positioned on “Herbal and Natural” platform**



**Product portfolio customized to local preferences**



**Strong investments in brands and business**



**Leveraging Digital platform to enhance consumer awareness and brand visibility**



**Local supply chain & management offers strategic advantage**



## **Build bigger brands**

*More than 15 brands in the range of INR >0.1 to 1 bn which can grow to INR 1bn+*



## **Continued Innovation**

*NPD pipeline primed to deliver new products in key categories – 4-5 new products every year*



## **Driving distribution expansion**

*Direct reach of 1 mn +, increasing the no. of SKUs, rural potential, IT enablement, data analytics*



## **Consumer Health**

*Strong core competence, low competitive intensity, strong profitability, low penetration*



## **Geographical expansion**

*Expand into overseas focus markets where our brands are relevant – MENA, Africa, SAARC*

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# Consolidated Profit & Loss – Q3 FY18



	Q3 FY18	Q3 FY17	Y-o-Y (%)	9M FY18	9M FY17	Y-o-Y (%)
<b>Revenue from operations</b>	<b>1,966.4</b>	<b>1,852.9</b>	<b>6.1%</b>	<b>5,715.4</b>	<b>5,786.8</b>	<b>(1.2%)</b>
Other Income	66.3	83.1	(20.1%)	231.9	233.3	(0.6%)
<b>Total Income</b>	<b>2,032.8</b>	<b>1,936.0</b>	<b>5.0%</b>	<b>5,947.4</b>	<b>6,020.1</b>	<b>(1.2%)</b>
Material Cost	952.3	938.3	1.5%	2,844.0	2,867.1	(0.8%)
<i>% of Revenue</i>	<i>48.4%</i>	<i>50.6%</i>		<i>49.8%</i>	<i>49.5%</i>	
Employee expense	204.8	189.2	8.3%	612.0	616.5	(0.7%)
<i>% of Revenue</i>	<i>10.4%</i>	<i>10.2%</i>		<i>10.7%</i>	<i>10.7%</i>	
Advertisement and publicity	185.3	177.2	4.6%	481.1	523.1	(8.0%)
<i>% of Revenue</i>	<i>9.4%</i>	<i>9.6%</i>		<i>8.4%</i>	<i>9.0%</i>	
Other Expenses	220.5	214.3	2.9%	646.0	688.7	(6.2%)
<i>% of Revenue</i>	<i>11.2%</i>	<i>11.6%</i>		<i>11.3%</i>	<i>11.9%</i>	
<b>Operating Profit</b>	<b>403.5</b>	<b>333.9</b>	<b>20.8%</b>	<b>1,132.3</b>	<b>1,091.4</b>	<b>3.7%</b>
<i>% of Revenue</i>	<i>20.5%</i>	<i>18.0%</i>		<i>19.8%</i>	<i>18.9%</i>	
<b>EBITDA</b>	<b>469.8</b>	<b>416.9</b>	<b>12.7%</b>	<b>1,364.2</b>	<b>1,324.7</b>	<b>3.0%</b>
<i>% of Revenue</i>	<i>23.9%</i>	<i>22.5%</i>		<i>23.9%</i>	<i>22.9%</i>	
Finance Costs	13.2	13.9	(5.3%)	39.8	42.4	(6.0%)
Depreciation & Amortization	40.5	33.3	21.6%	119.6	103.3	15.7%
Tax Expenses	83.3	75.2	10.7%	230.1	232.7	(1.1%)
Net profit after tax but before share of profit/(loss) from joint venture	332.9	294.5	13.0%	960.1	946.3	1.5%
<i>% of Revenue</i>	<i>16.9%</i>	<i>15.9%</i>		<i>16.8%</i>	<i>16.4%</i>	
Share of profit / (loss) of joint venture	0.2	0.2	(4.7%)	0.4	0.3	27.3%
Non controlling interest	0.9	0.9	(0.4%)	2.4	2.8	(16.3%)
<b>Net profit for the period/year</b>	<b>332.1</b>	<b>293.8</b>	<b>13.1%</b>	<b>958.2</b>	<b>943.8</b>	<b>1.5%</b>
<i>% of Revenue</i>	<i>16.9%</i>	<i>15.9%</i>		<i>16.8%</i>	<i>16.3%</i>	

Note: All figures are in INR crores, unless otherwise stated

# Consolidated Balance Sheet (1 of 2)



All figures are in INR crores, unless otherwise stated

Particulars		As at 30/09/2017 (Unaudited)	As at 31/03/2017 (Audited)
<b>A</b>	<b>Assets</b>		
<b>1</b>	<b>Non-current assets</b>		
	(a) Property, plant and equipment	1,508	1,479
	(b) Capital work-in-progress	55	42
	(c) Investment property	55	55
	(d) Goodwill	411	411
	(e) Other Intangible assets	12	14
	(f) Biological assets other than bearer plants	0	-
	(g) Financial assets		
	(i) Investments	2,486	2,499
	(ii) Others	13	12
	(g) Other non-current assets	98	102
	<b>Total Non-current assets</b>	<b>4,638</b>	<b>4,615</b>
<b>2</b>	<b>Current assets</b>		
	(a) Inventories	1,000	1,107
	(b) Financial assets		
	(i) Investments	1,041	741
	(ii) Trade receivables	767	650
	(iii) Cash and cash equivalents	123	163
	(iv) Bank Balances other than (iii) above	147	142
	(v) Others	56	34
	(c) Other current assets	330	280
	(d) Assets held for sale	2	-
	<b>Total current assets</b>	<b>3,467</b>	<b>3,116</b>
	<b>Total Assets</b>	<b>8,105</b>	<b>7,731</b>

# Consolidated Balance Sheet (2 of 2)



All figures are in INR crores, unless otherwise stated

Particulars		As at 30/09/2017 (Unaudited)	As at 31/03/2017 (Audited)
<b>B</b>	<b>Equity and Liabilities</b>		
<b>1</b>	<b>Equity</b>		
	(a) Equity share capital	176	176
	(b) Other Equity	5,100	4,671
	Equity attributable to shareholders of the Company	5,276	4,847
	Non Controlling Interest	25	25
	<b>Total equity</b>	<b>5,301</b>	<b>4,872</b>
<b>2</b>	<b>Non-current liabilities</b>		
	(a) Financial liabilities		
	(i) Borrowings	474	471
	(ii) Other financial liabilities	1	4
	(b) Provisions	56	53
	(c) Deferred tax liabilities (Net)	114	108
	<b>Total Non-current liabilities</b>	<b>645</b>	<b>636</b>
<b>3</b>	<b>Current liabilities</b>		
	(a) Financial liabilities		
	(i) Borrowings	507	440
	(ii) Trade payables	1,218	1,303
	(iii) Other financial liabilities	96	174
	(b) Other current liabilities	189	175
	(c) Provisions	106	92
	(d) Current tax Liabilities (Net)	42	38
	<b>Total Current liabilities</b>	<b>2,158</b>	<b>2,223</b>
	<b>Total Equity and Liabilities</b>	<b>8,105</b>	<b>7,731</b>

**Thank You**