



The Science of

Ayurveda



Dabur India Limited

Investor Presentation

August 2018



1. Recent Macroeconomic Trends

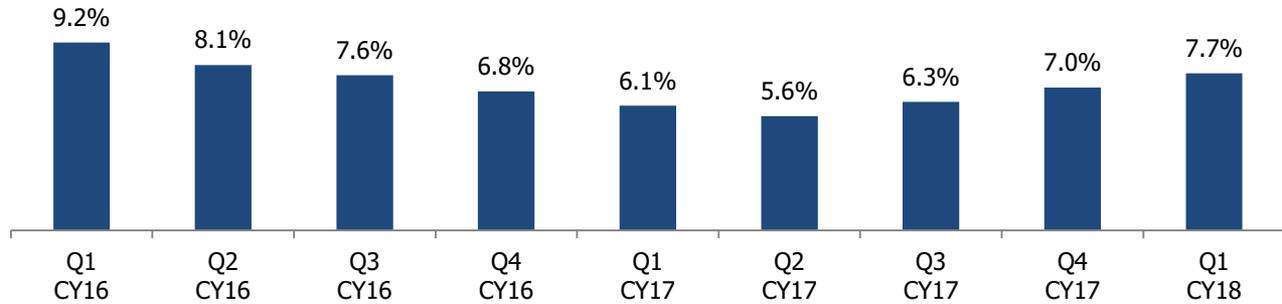
2. Dabur's Performance

3. The Way Forward

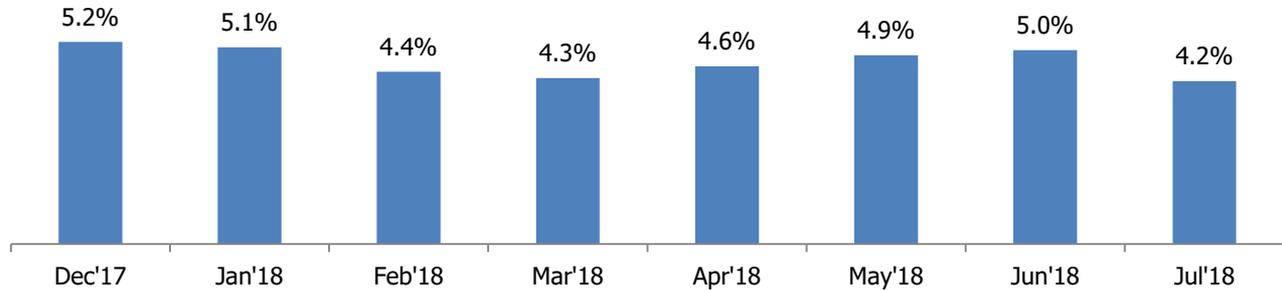
Macroeconomic Trends



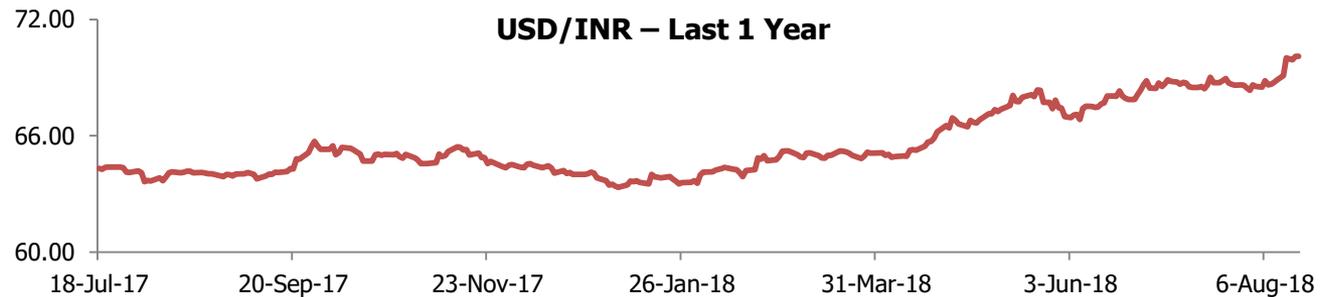
GDP growth is inching up



Inflation under control

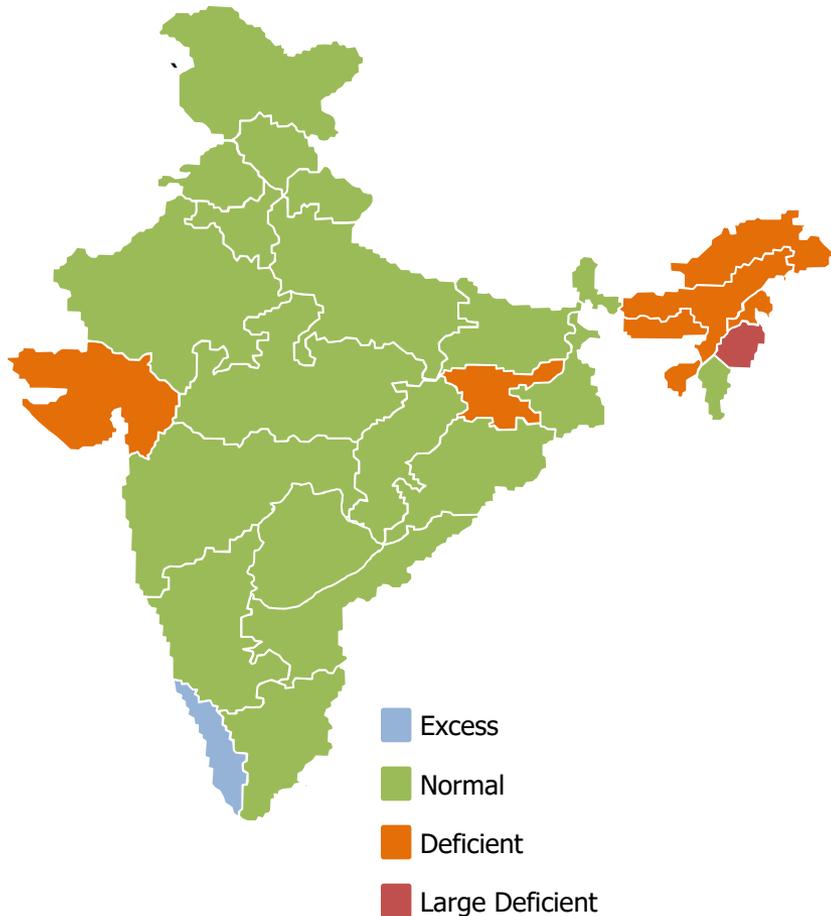


Rupee showing signs of weakness



Rural remains a mixed bag

Monsoon¹ deficiency at 9% with East lagging



Increase in MSP and expected fiscal stimulus to drive farmer incomes



New MSP may drive up farmer income by 24%

Dipak K Dash | TNN | Mar 27, 2018, 03:42 IST



MSP of 14 kharif crops hiked, millet growers to benefit

Vishwa Mohan | TNN | Updated: Jul 5, 2018, 08:43 IST



Cabinet approves steep Rs 200 per quintal hike in MSP for paddy

PTI | Updated: Jul 4, 2018, 14:55 IST



1. Recent Macroeconomic Trends

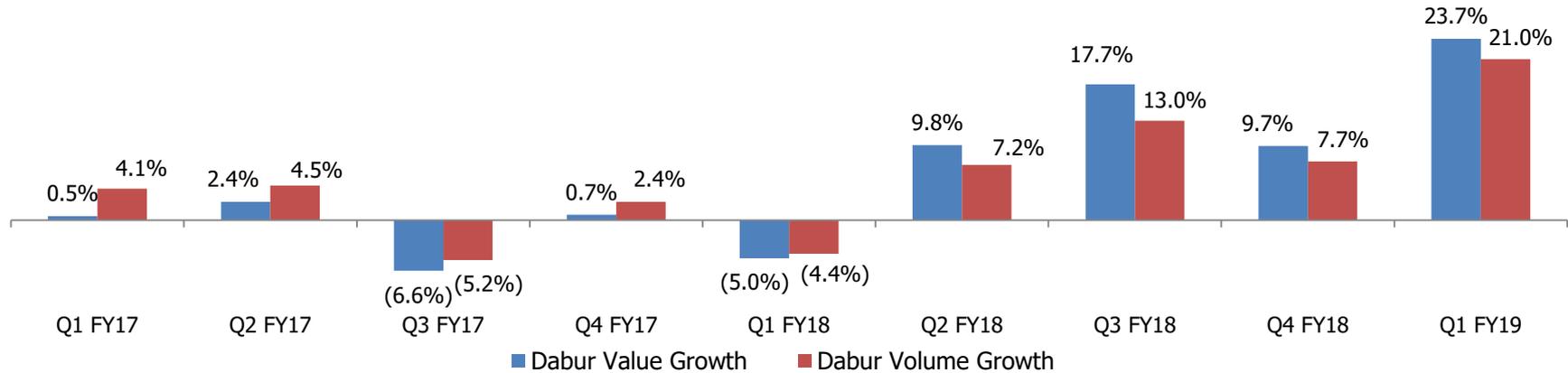
 **2. Dabur's Performance**

3. The Way Forward

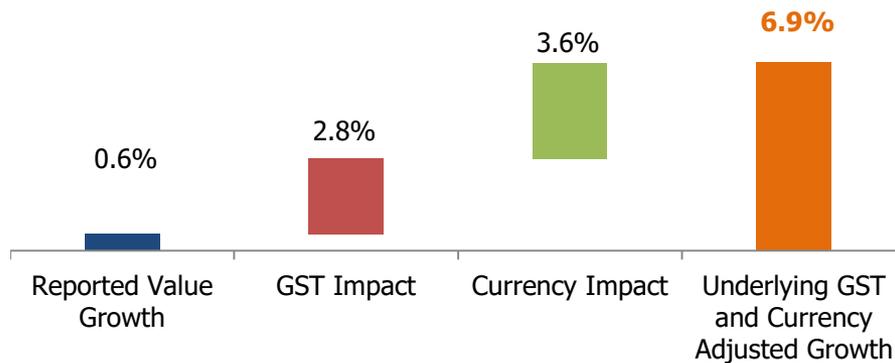
Dabur has seen recovery in the past fiscal year with growth picking up since Q2 FY18...



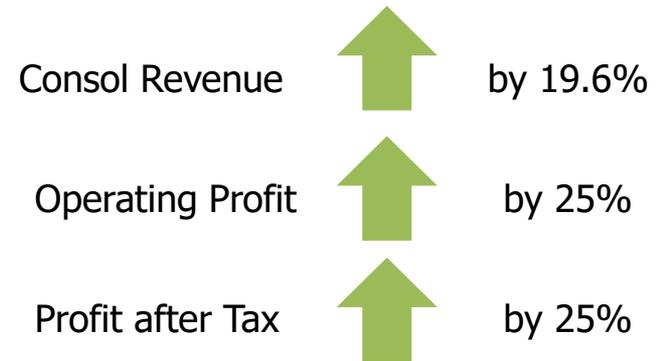
Value and Volume Trend for Domestic FMCG



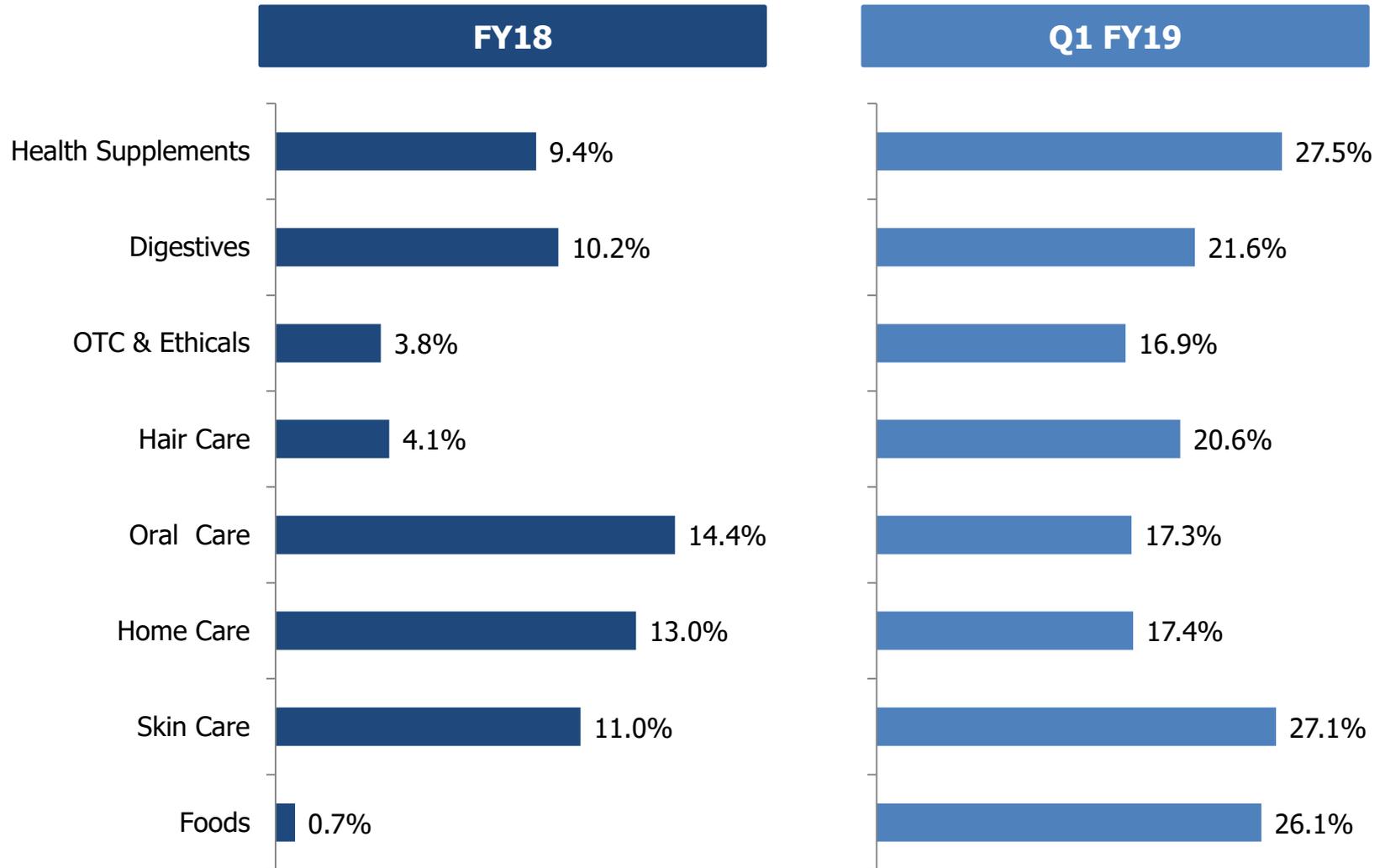
Consol Revenue grew by 6.9% in FY18...



...and FY19 has started on a strong footing



...with broad-based growth...

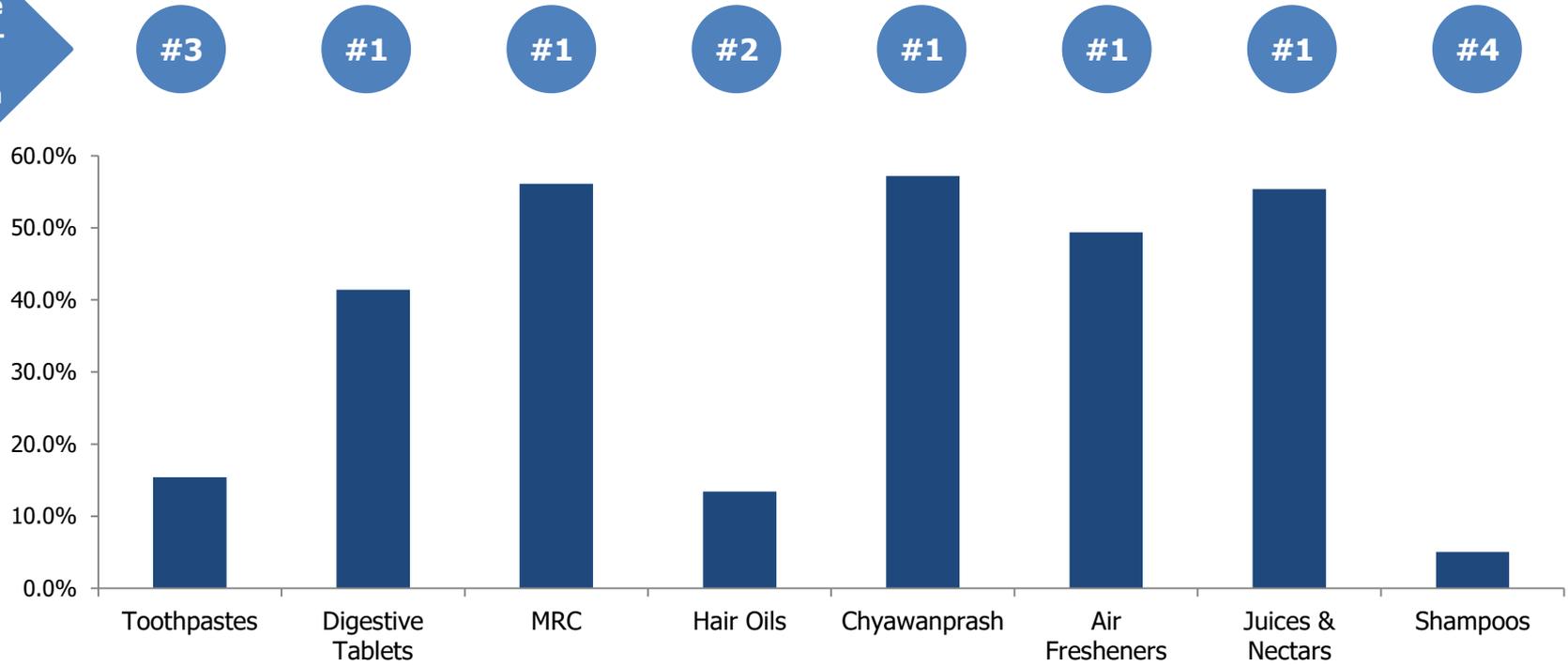


...along with increase in market shares across most categories



Volume MS (MAT Jul'18)

Relative Competitive Position



Change vs MAT Jul'17 (bps)

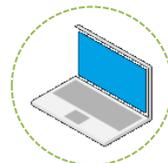
10	30	231	30	207	70	30	(30)
----	----	-----	----	-----	----	----	------

Drivers of growth – 1 Project Buniyaad



Urban Strategy

Leveraging potential through Channel based approach



Enabling Technology

Using technology to track and improve performance and automate processes



Rural Strategy

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



New Avenues of Growth

Leveraging the alternate channels of MT and E-comm to grow at a rapid pace



Portfolio Focus

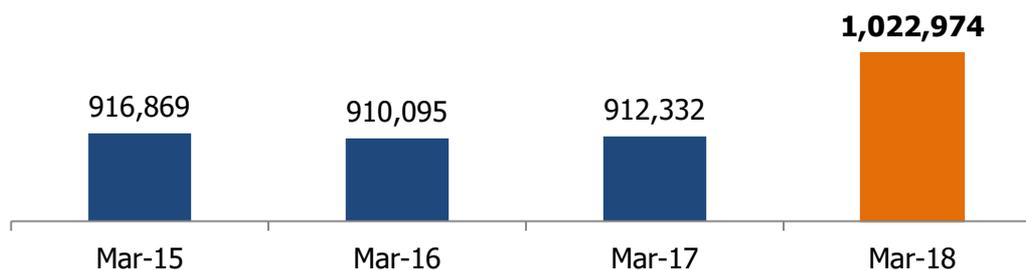
Leveraging split teams for focused portfolio building



Continue Engagement

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

Direct Reach – No. of Outlets

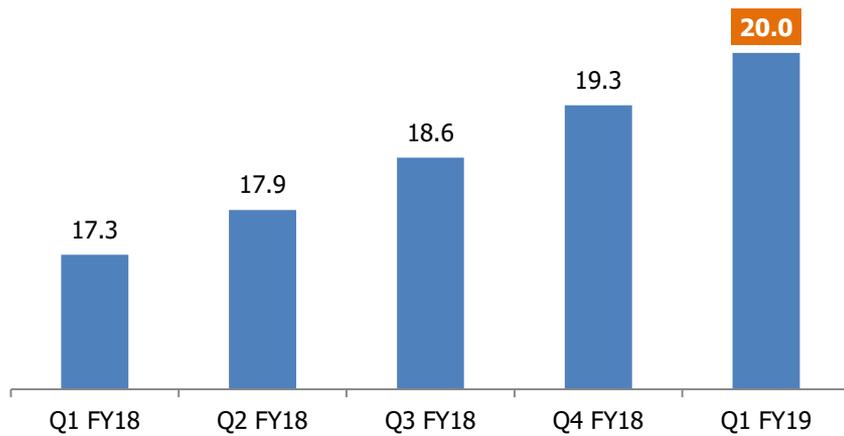


Project Buniyaad achieved its direct reach target of 1 mn outlets and continues to expand distribution

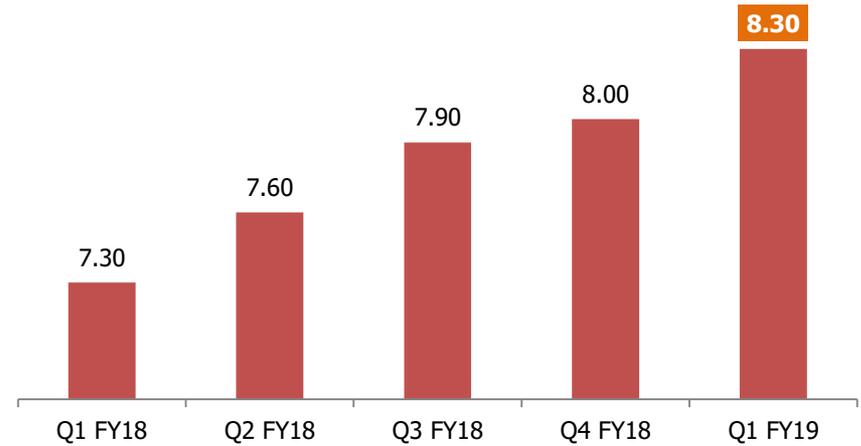
Project Buniyaad has led to larger distribution, higher efficiencies and improved hygiene



Increase in Lines Sold in Rural

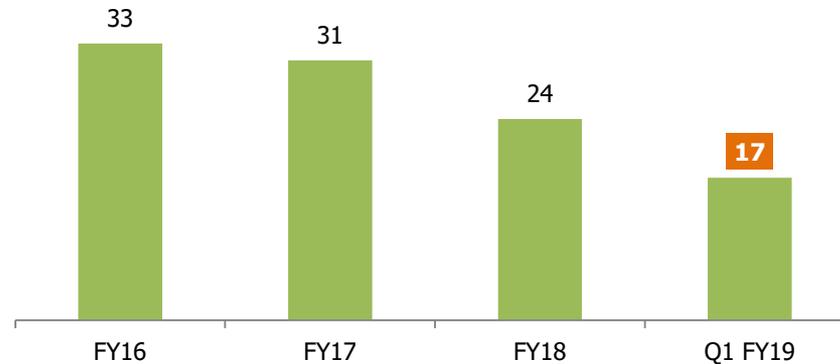


Increase in Average Brand Sold (ABS) in Rural

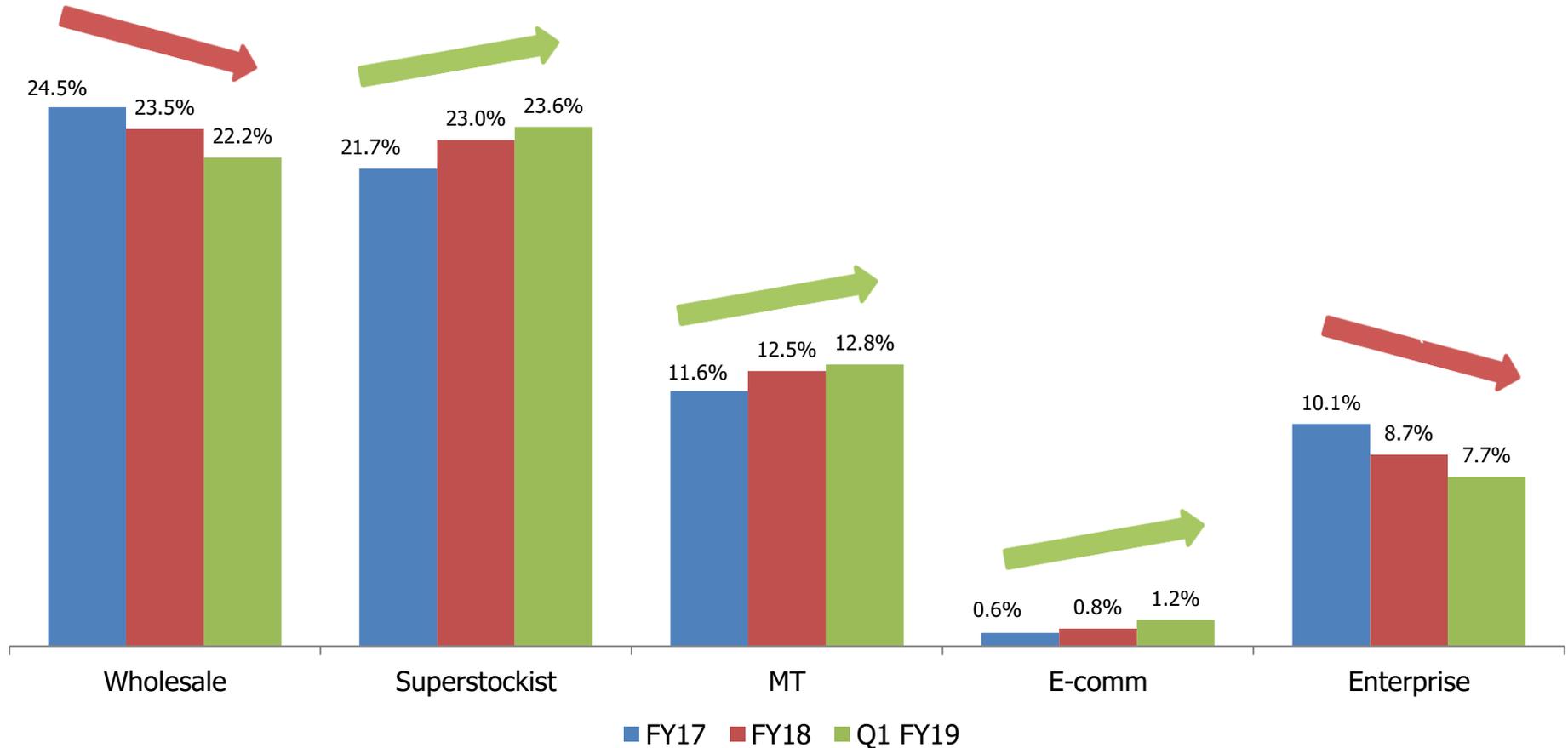


Reduced Pipeline

Days of Stock



Drivers of growth – 2 Channel Changes



Superstockist, MT and E-comm gaining saliency; Wholesale and Enterprise continues to shrink

Note: Enterprise includes Institution, Para Military, CSD and Food Services

Product Launches – Since April 2017



Real Ethnic Range



Real Koolerz



Real Mocktails



Hajmola Chat Cola



Vatika Enriched Coconut Hair Oil



Vatika Shampoo with Satt Poshan



Anmol Jasmine HO



Odonil Zipper



Honitus Hotsip



Fem De-Tan Bleach



Dabur Red Gel



Oxy Pro Clear Facial Kit



Odonil – Fruit Blast

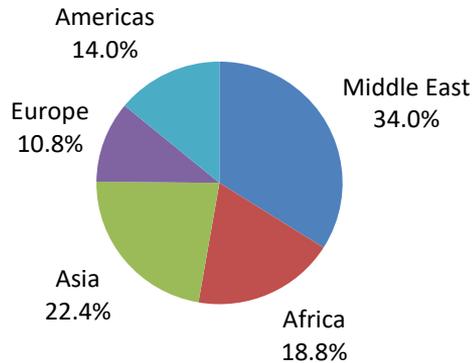


Odomos Fabric Roll On

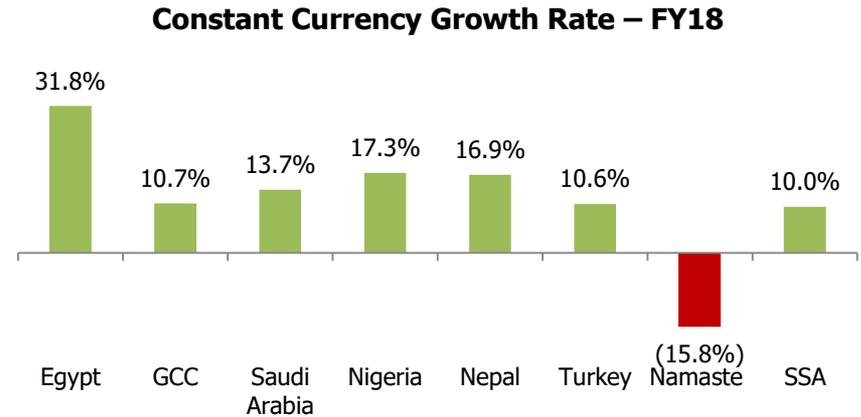


Glycodab Tablets

Region-wise Sales (FY18)



Performance of Key Markets (FY18)



International Business – An Update

- **FY18 was impacted by geopolitical headwinds and currency devaluation**
- **Good recovery seen in GCC since Q4 FY18**
- **Namaste Business seeing a turnaround with improvement in profitability**
- **Hobi Business facing another round of currency devaluation**
- **SSA Business on a sound footing post the localisation of manufacturing**

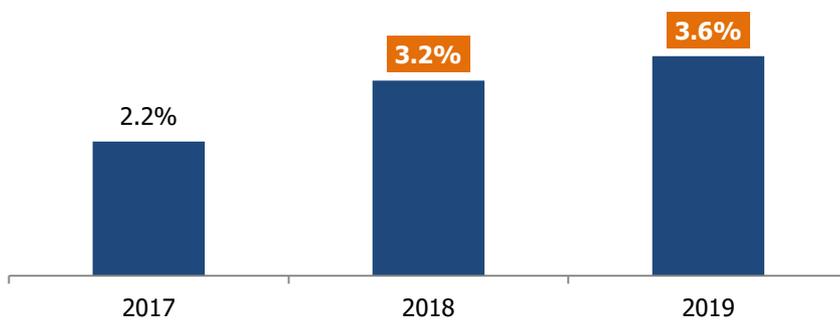
MENA and SSA GDP Growth Expected to Improve



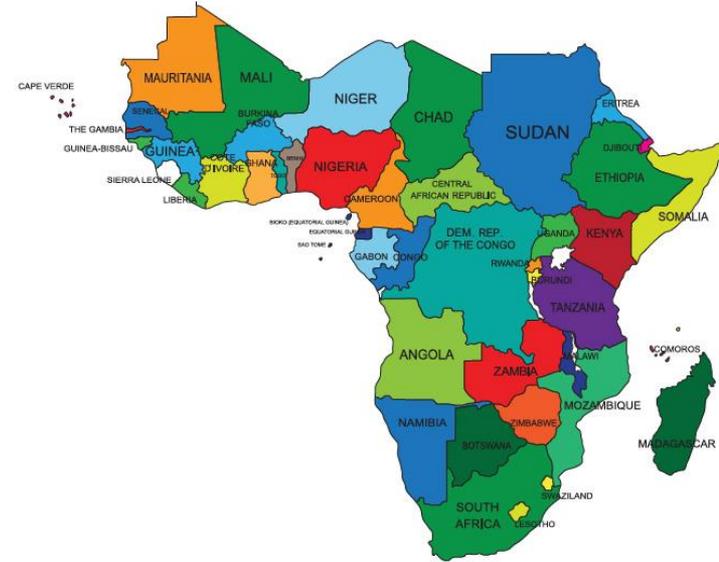
Middle East & North Africa



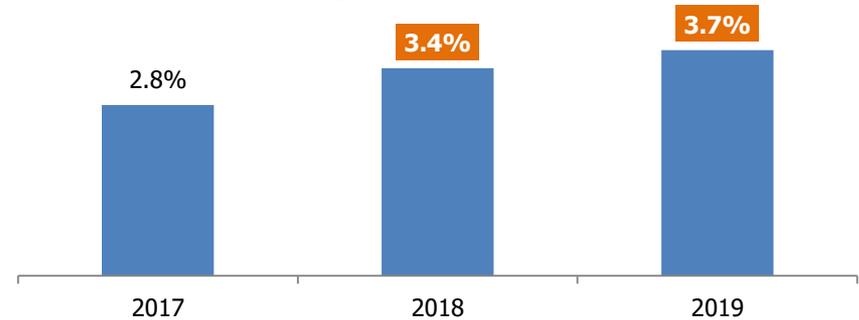
MENA Region - GDP Growth %



Sub-Saharan Africa



SSA Region - GDP Growth %



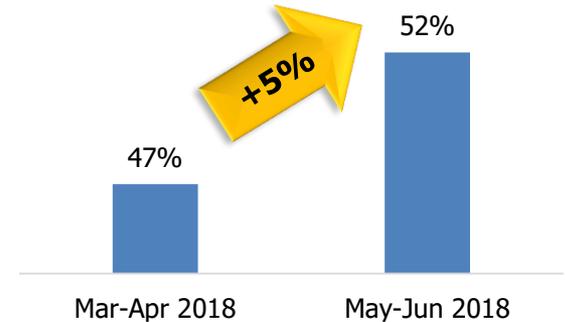
Dabur Amla Hair Oil

- New 360 degree campaign with Mother-Daughter Thematic
- Disproportionate Media spends on PAN-Arab Media
- Increase in Vol. MS%



Dabur Amla Hair Oil for Long & Healthy Hair
22,264,362 views

Dabur Amla Hair Oil - Vol. MS% (Saudi Arabia)



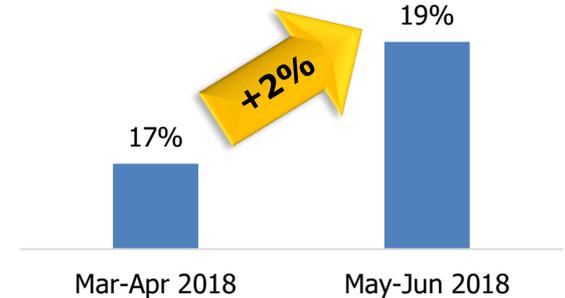
Vatika Gel

- Influencer Campaign
- Ferrari Challenge: Hair Style remains intact @ 120 km/hr



Ferrari

Vatika Gel - Vol. MS% (Saudi Arabia)



Hobby

- Launch of Cream Wax
- Packaging upgrade in Body Wash



NPD – Cream Wax



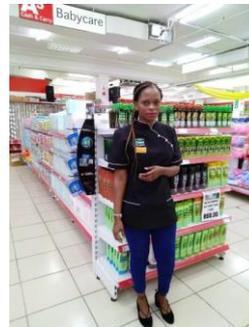
Premium Packaging – Body Wash



Vatika

- In-Store and Outdoor visibility improvement in Southern Africa

Merchandisers



Gondola



Billboards



Dabur Herbal Toothpaste

- Thematic Micro-branding in Nigeria (Lagos and Abuja)



Bus Branding



Van Branding



Dealer Boards



ORS (Namaste)

- New POS Execution in UK Retail Outlets





- Capitalize on global Back to Nature trend
- LUPs to drive penetration

- Distributor restructuring
- Real-time analytics
- JBP (Joint Business Planning) with Key Accounts

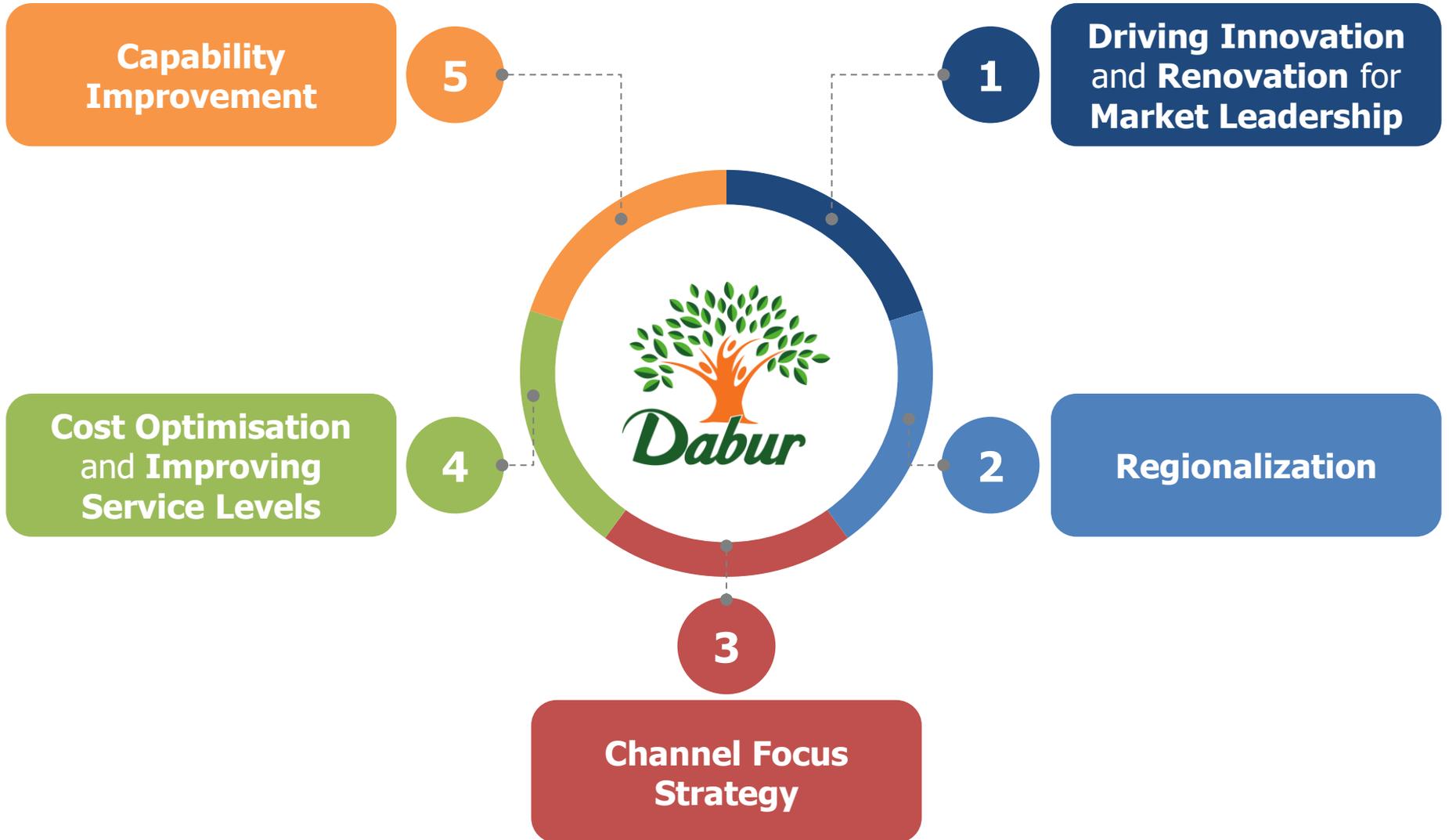
- Saving initiatives
- Manufacturing efficiencies

1. Recent Macroeconomic Trends

2. Dabur's Performance

 **3. The Way Forward**

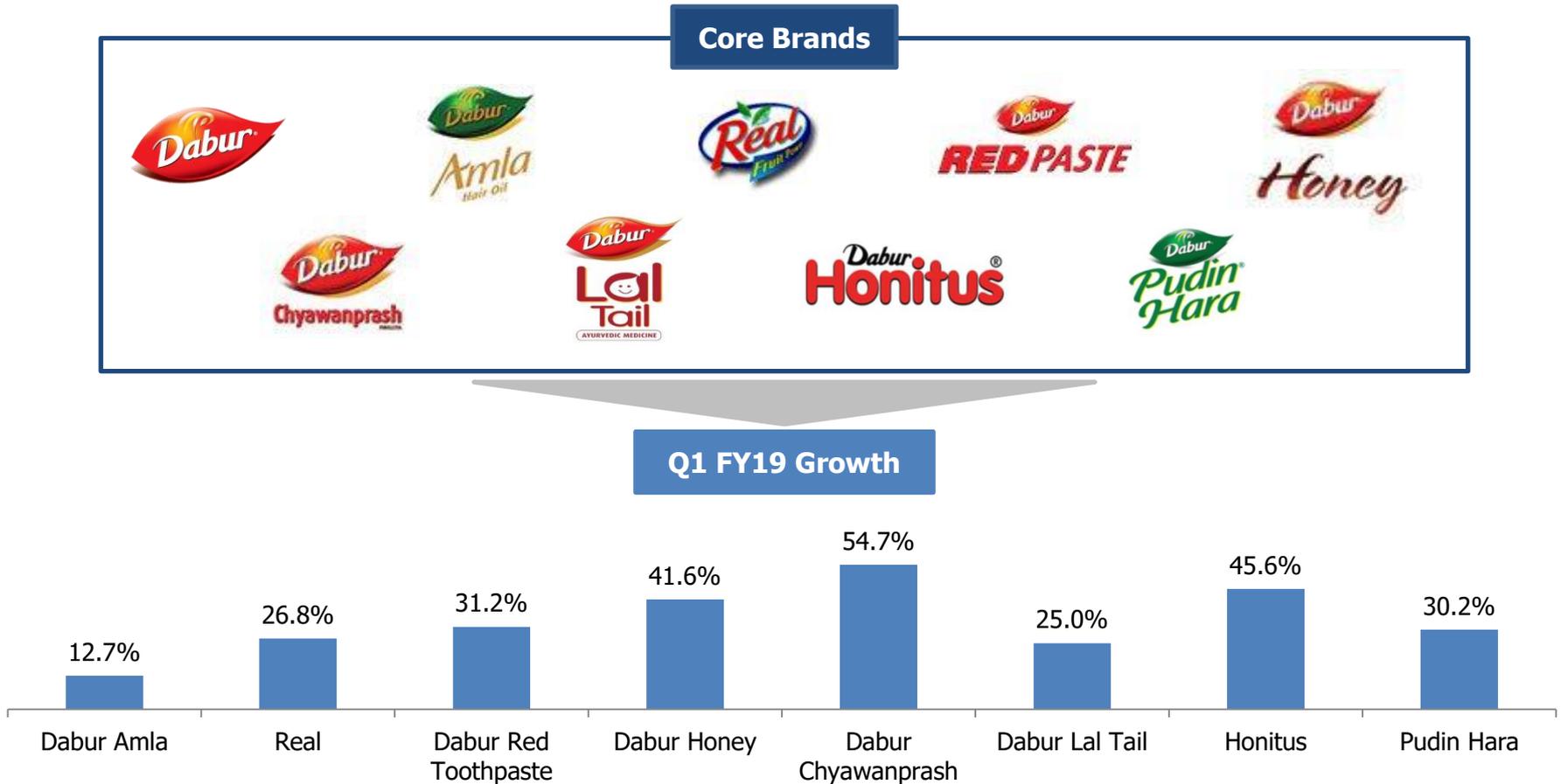
Key Elements



1 Driving Innovation and Renovation for Market Leadership



(a) Focus on Core Brands



Additionally, there is focus on seeking accelerated growth from scalable brands like Dabur Lal Tail, Pudrin Hara, Honitus, Stresscom, etc

1 Driving Innovation and Renovation for Market Leadership



(b) Creating Competitive Leverage

Superior Claims



Superior Formulation



Superiority over mineral oils



Addition of Soya Protein for Damage Free Hair



2x stronger hair vs Other Amla HO

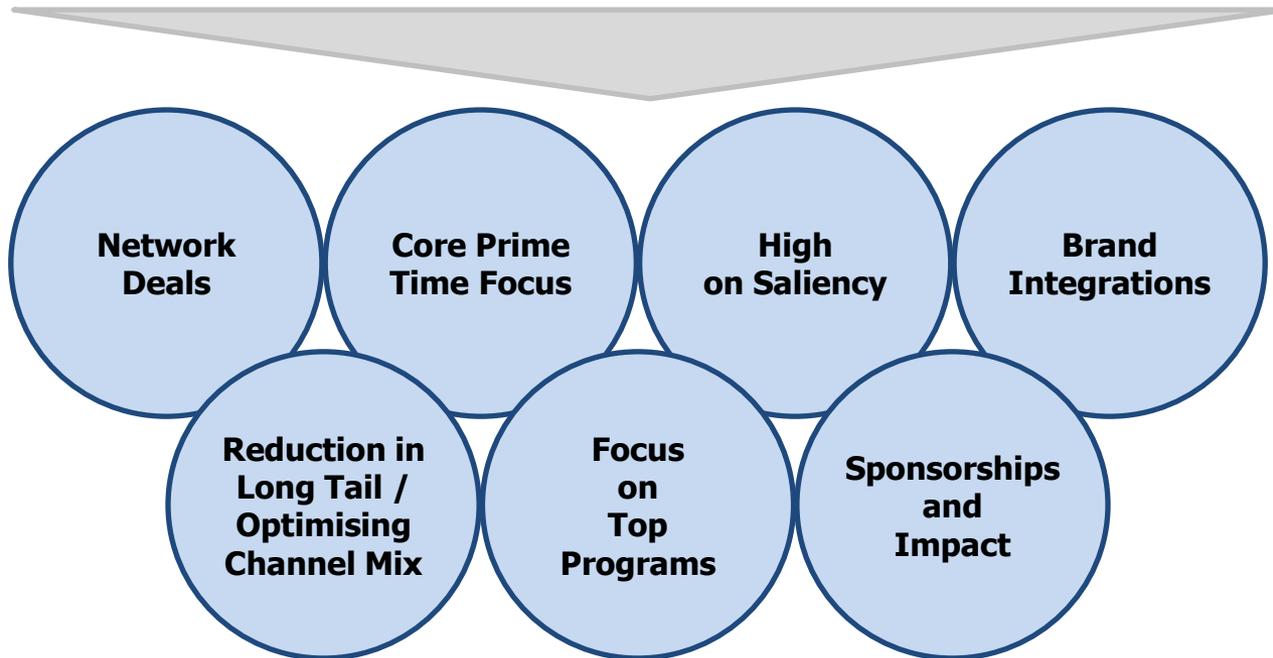
Superior Packaging



1 Driving Innovation and Renovation for Market Leadership



(c) Media Strategy for Driving Brand Preference



1 Driving Innovation and Renovation for Market Leadership



(d) Driving NPDs

Q1 FY19



The Way Ahead

Strengthening
our
Ayurvedic/
Natural
Offerings

Products
for
Gen Y and Z

Premiumization



RISE Regional Insights And Speed of Execution

RI : Regional Insights *(Long Term Strategic)*

- Capture Consumer, Packaging and Media Insights
- Use Analytics for Specific meaningful actions
- Dive into new adjacent categories
- Regions to provide new growth opportunities

SE : Speed of Execution *(Quick Wins, Low Investment)*

- Trade interventions
- Activations and visibility drives
- Distribution initiatives
- Consumer promotions

3 Channel Focus Strategy

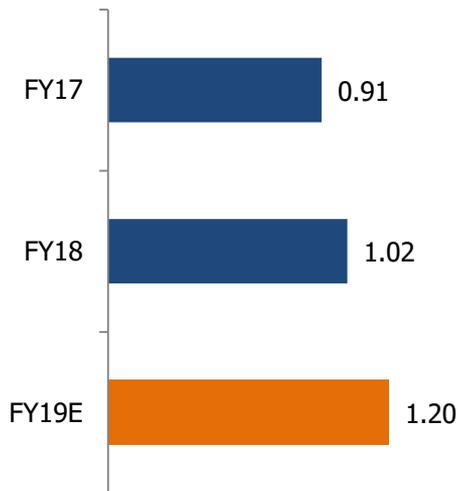


Increasing Direct Distribution



3rd largest distribution network in FMCG in India covering 6.3 mn+ outlets

Aim to increase direct reach to 1.2 mn outlets by end of FY19



Rural Focus

Range Expansion

1. Increase lines sold in rural
2. Conversion of bigger substockist to direct

Drive Sell Out

1. Activations involving RSP
2. Involvement of Substockist
3. Activation and sell out at Wholesale

E-commerce/ MT Focus

- **Q1 FY19 saw 150% growth in e-commerce**
 - Strong growth across platforms
- **Backed by media activation, visibility and consumer promotions**



Project Lakshya

Targets



- **Improve range availability at C&FA and Distributors**
- **Improve Lead Time Adherence**
- **Improve MT OTIF**



- **Reduction in Logistics Cost**

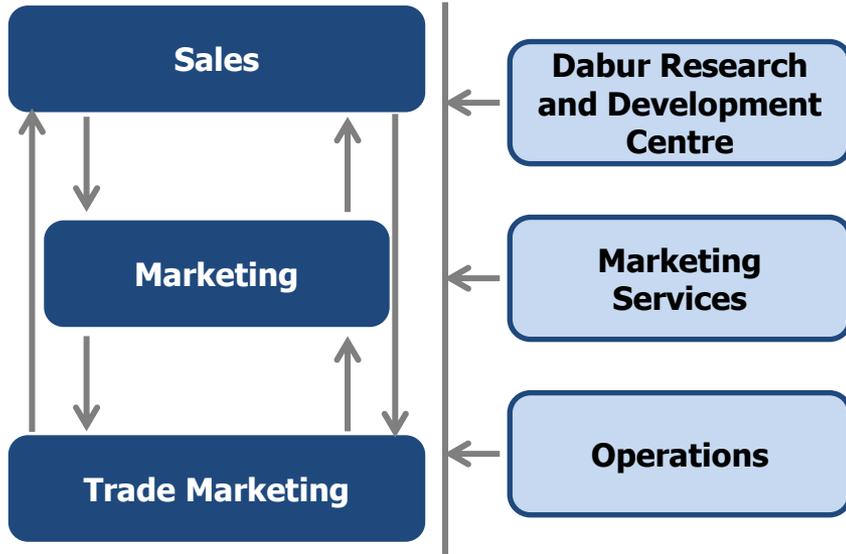


- **Reduction in Finished Goods Inventory**

5 Capability Improvement

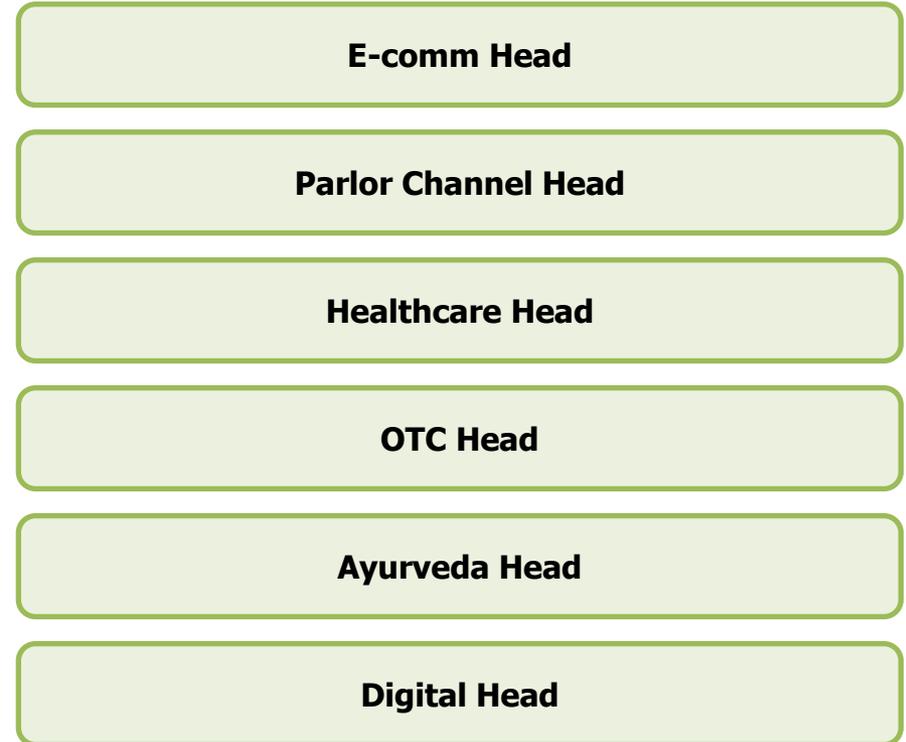


Matrix Organisation



Shared Goals across Functions

Strengthening the Team





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 and Renovation for Younger Consumers

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



Driving distribution expansion

Direct reach of 1.2 mn+, increasing the no. of SKUs, rural potential, IT enablement, data analytics and e-commerce



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



INDIA'S NO. 1 JUICE AND NECTAR BRAND*

OFFERS YOU THE WIDEST RANGE OF HEALTHY JUICES & BEVERAGES.

100%

Rich in Antioxidant and Phytonutrients

Fruit + Veggie

Goodness of Fruits and Vegetables

100% TENDER Coconut**
water

Hydrates Naturally

Mixed Veggie

Power of 5 Vegetables with Goodness of Phytonutrients

Wellnezz

With Vitamin C and Antioxidants for Multiple Health Benefits

Use of the choicest fruits and vegetables, stringent quality checks and aseptic packaging ensure that every drop of our juices is filled with 100% real fruit goodness.

100% Juice Content

No Added Sugar

No Added Preservatives



Thank You!

Shop online: [amazon.in](https://www.amazon.in)



DABUR CARES: CALL OR WRITE
8/3, ASAF ALI ROAD, NEW DELHI-110002
✉ Email: daburcares@feedback.dabur
🌐 Website: dabur.com
☎ TOLL FREE 1800-103-1644

*Dabur India Limited's subsidiaries based in India are recognized by Nielsen through the Real Fruit Power brand for this claim. Nielsen's report is for the 12 months period ending Dec 31, 2017, for the All India market. ©Copyright 2017, The Nielsen Company. **Coconut water is natural & 100% Dabur.