



Ref: SEC/SE/2020-21
Date: September 3, 2020

Scrip Symbol: NSE – DABUR, BSE Scrip Code: 500096

To,
Corporate Relation Department
BSE Ltd.
Phiroze Jeejeebhoy Towers
Dalal Street, Mumbai- 400001

National Stock Exchange of India Ltd.
Exchange Plaza, 5th Floor
Plot No. C/1, G Block Bandra – Kurla Complex
Bandra (E), Mumbai – 400051

Sub: Presentation made at 45th Annual General Meeting (AGM) of the Company

Dear Sir(s),

With reference to the captioned subject, please find attached herewith copy of the presentation made to shareholders at the 45th AGM of the Company held today i.e. 3rd September, 2020.

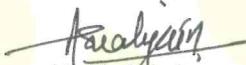
The presentation is also available on the website of the Company at www.dabur.com.

This is for your information and records.

Thanking You,

Yours faithfully,

For **Dabur India Limited**


(A K Jain)

EVP (Finance) and Company Secretary

Encl: as above



Dedicated to *Innovation* Committed to *Care*

Annual General Meeting 2020

Presentation by Mohit Malhotra, CEO





Agenda



Dabur - Brief Overview



FY20 Performance



Our Growth Strategy



Dedicated to Innovation Committed to Care



A Leader in Ayurveda and Natural Healthcare



Dedicated to the Health & Well-being of every household

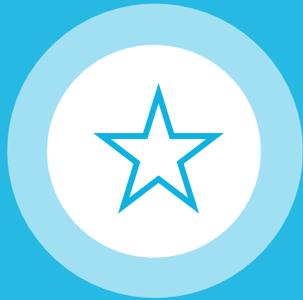




Our Journey



**Established
in 1884 – 136
years of trust
and heritage**



**Among the
Top 4 FMCG
companies
in India**



**One of the
largest
distribution
network in
India,
covering ~6.7
mn outlets**



**20 world class
manufacturing
facilities**



**Strong
overseas
presence
with ~27%
contribution**



**Market Cap:
US\$ 12 bn**



Dabur
Agenda



Dabur - Brief Overview



FY20 Performance



Our Growth Strategy



FY20 Performance Summary



INR 8,704 cr

FY20 Revenue

INR 1,445 cr

FY20 PAT

20.6%

FY20 Operating Margin

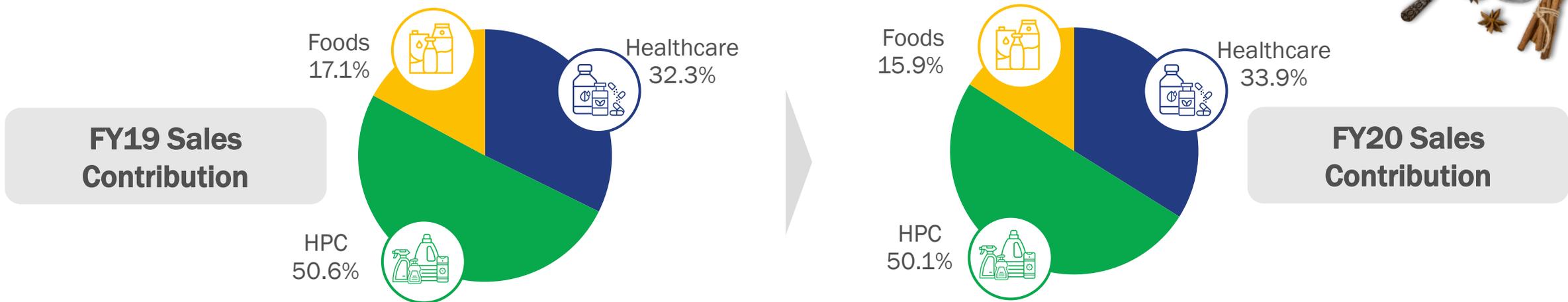
	FY20 Reported Growth %	Growth in 11 months ending 29 Feb'20*
Consolidated Revenue	2.0%	6.4%
India FMCG Volume	1.1%	6.2%
International Business	4.9%	6.9%
Operating Profit	3.0%	11.3%
Consolidated PAT	0.2%	7.9%
Consolidated PAT before Exceptional	5.8%	12.8%

While the first 11 months of FY20 saw a revenue growth of 6.4%, March 2020 was impacted on account of Covid induced lockdowns leading to 2.0% revenue growth in FY20

*Unaudited and based on MIS



Domestic FMCG Business – By Verticals – FY20



YTD Feb'20 Growth % FY20 Growth %

YTD Feb'20 Growth % FY20 Growth %

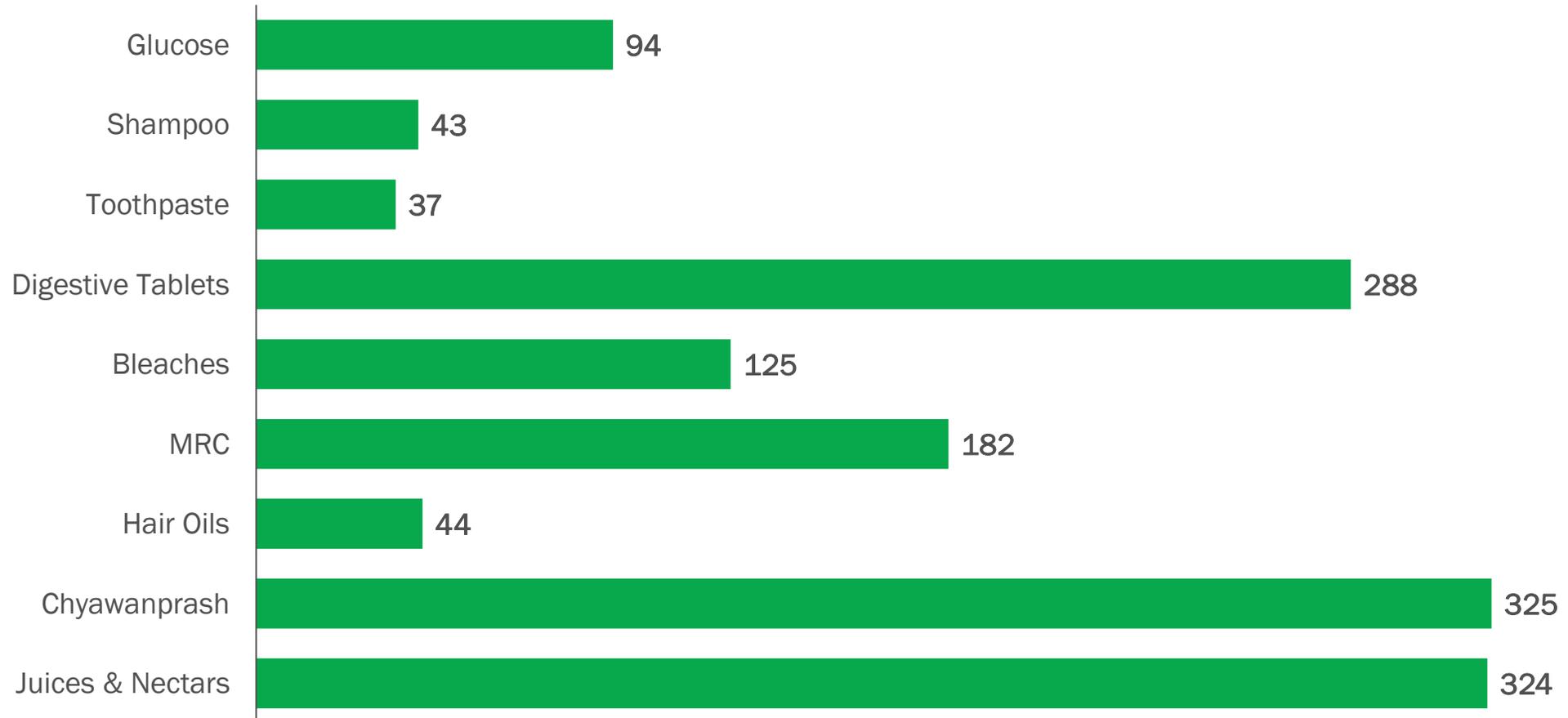
YTD Feb'20 Growth % FY20 Growth %



Strong Gains in Market Share across Categories



MAT Mar'20 vs MAT Mar'19 – Increase in Volume MS (in bps)





International Business – FY20 Performance



International Business grew by 4.9% in FY20

Markets like Egypt, SSA, Hobi and Namaste posted strong CC growths in FY20

FY20 Constant Currency Growth %

Hobi
43.4%

Namaste
7.3%

MENA
1.6%

Egypt
8.0%

SSA
6.8%



International Business – FY20 Performance



Dabur continues to be the market leader in key categories across regions



Saudi Arabia



- Hair Oil
- Hair Cream
- Hair Gel
- Hair Mask



- Hair Serums
- Depilatories



Egypt



- Hair Oil
- Hair Cream
- Hair Mask



- Hair Gel



- Hair Serums



United Arab Emirates



- Hair Cream
- Hair Gel
- Hair Mask



- Hair Oil
- Hair Serums



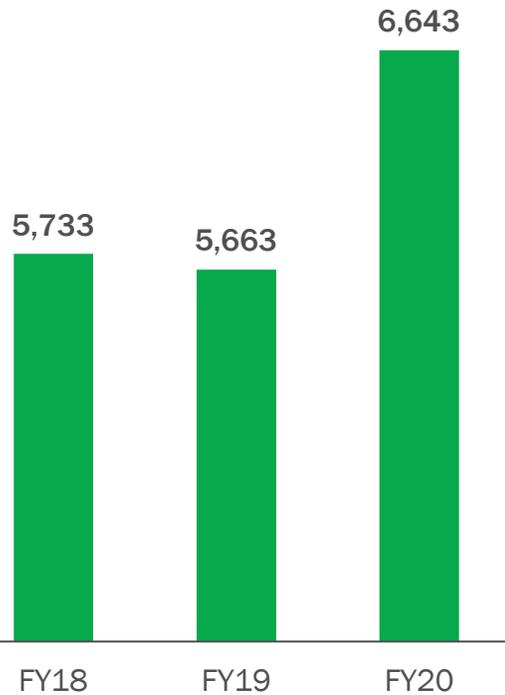
- Leave-On
- Depilatories



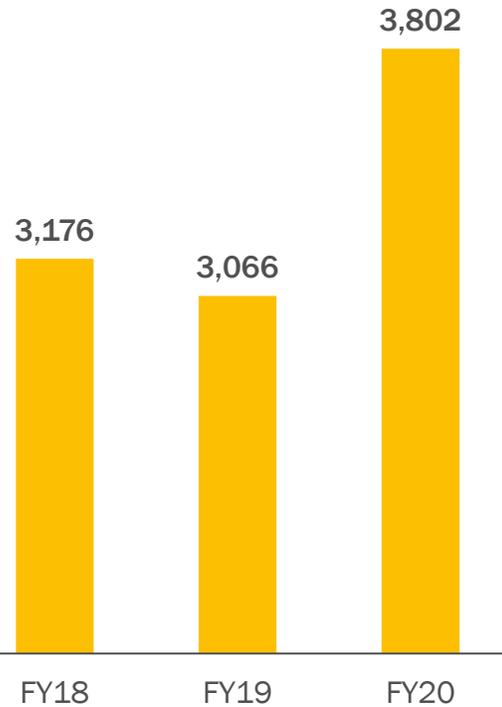
Strong balance sheet and cash flow metrics



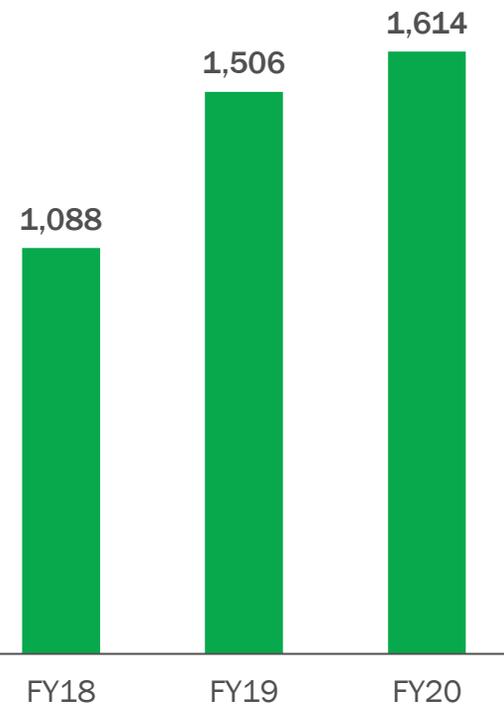
Net Worth (INR cr)



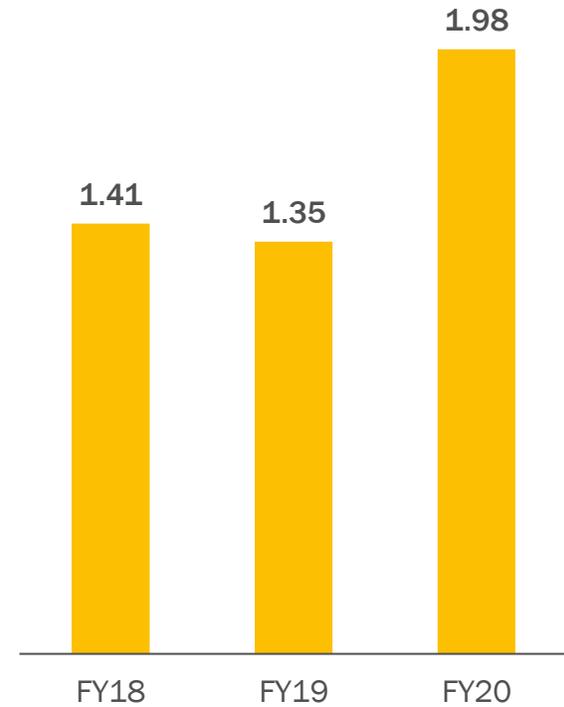
Net Cash (INR cr)



Operating Cash Flow (INR cr)



Current Ratio



FY20 ROIC: 43.5%



Agenda



Dabur - Brief Overview



FY20 Performance



Our Growth Strategy



Pillars of Our Growth Strategy

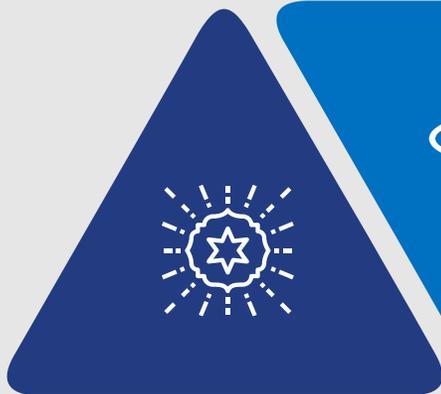


Power Brands Strategy

Consumer Marketing Reorientation

Excellence in Manufacturing and Supply Chain

Technology Enhancement and Employee Well-being



Driving Innovation

GTM Approach

Cost and Cash Flow Management

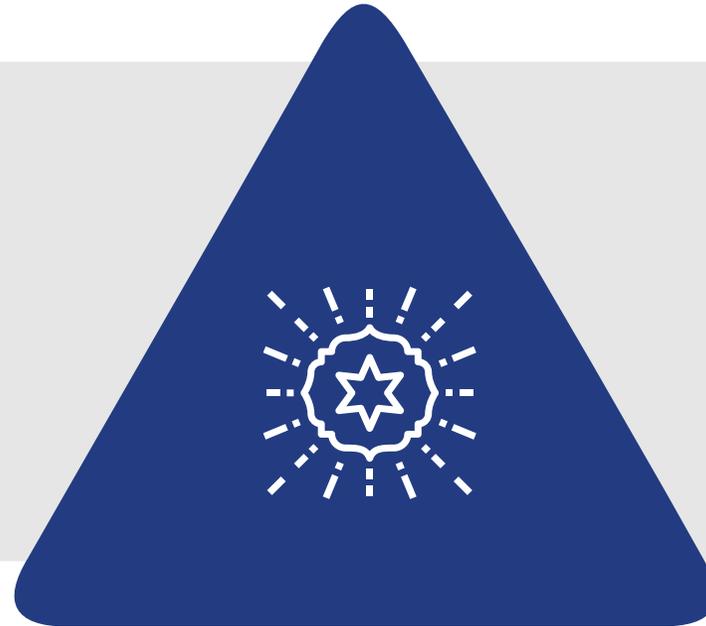
ESG Focus



Pillars of Our Growth Strategy



Power Brands Strategy



Staying the course on power brand strategy and driving growth through investments, innovation and distribution reach expansion for these brands



Continue to drive the power brand strategy



Chyawanprash

- **Surge in penetration** during Covid on account of its immunity benefits
- **Extended usage beyond winters**
- **Entering adjacent categories** through modern formats for youth & kids





Continue to drive the power brand strategy



Dabur Honey

- **Surge** due to health and immunity benefits
- **Launched value added variants**
- **Extending usage through modern and convenient formats**





Continue to drive the power brand strategy



Pudin Hara

- Modernizing formats
- **Extended portfolio through Dabur Soda Fizz**
- **Using Digital Media** to connect with millennials





Continue to drive the power brand strategy



Lal Tail

- Extending the Dabur Lal Tail equity with the launch of Dabur Baby Care products
- Communicating Ayurvedic positioning
- Enhancing distribution





Continue to drive the power brand strategy



Dabur Honitus®

- Reinforcing Ayurvedic positioning
- Extending the range through convenient formats like lozenges and hot sip
- Launched Dabur Honitus Adulsa Cough Syrup





Continue to drive the power brand strategy



- Communicating **World's No. 1** hair oil proposition
- **Connecting with millennials** through premium variants - Dabur Amla Aloe Vera Hair Oil
- **Dabur Badam Amla Hair Oil** added as third flanker brand
- Strengthening core brand through aggressive spends





Continue to drive the power brand strategy



- **Fastest growing toothpaste in the country**
- Extending the brand to premium formats
- Growing the rural franchise through LUPs
- **Connecting digitally with millennials**





Continue to drive the power brand strategy



- **Scaling up the Vatika franchise in India**
- **Launched Vatika Ayurvedic Shampoo**
- Cross-pollinating international portfolio in India through **premium variants**
- **Extending distribution reach**



Continue to drive the power brand strategy



- Entered PET category
- Entered value added milk category through Real Frappe
- Launching premium health focused variants

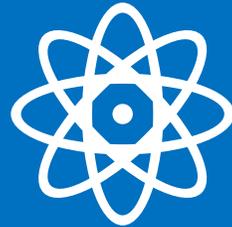




Pillars of Our Growth Strategy



Driving Innovation





Driving innovation and renovation



Healthcare



HPC



Foods



International Business



Range of Health Juices, Immunity Boosting Products



Products in the Oral Care and Hair Care Space



Wellness Range of Juices, Golden Milk and Real FrutORS



Products in the Oral Care and Personal and Home Hygiene Space



Entering New Product Segments



Personal and Home Hygiene



Baby Care



Drinks in PET





Entering New Product Segments



Value Added Milk



Apple Cider Vinegar



Entering new categories in International Business





Pillars of Our Growth Strategy



Consumer Marketing Reorientation



Consumer Marketing Reorientation



**Re-purpose Brand
Communication
in COVID Context**

**Retool Media Mix
in current context**



**Beefing up
Digital Presence**

#VocalforLocal



Around Immunity and Germ Protection in Healthcare



Repurpose
Brand
Communication





Around Germ Protection in Personal Care



Repurpose
Brand
Communication



Around Immunity and Wellness in Foods



Repurpose
Brand
Communication





Consumer Marketing Reorientation



Retool Media Mix in current context

Medium	TV (News, Kids, Movies, DD)	TV (GEC)	Digital	Print	Outdoor
Change	↑	↓	↑	×	×



News

News registered 43% Growth

Widely advertised on news like Mann ki Baat, PM Modi's Nation Address





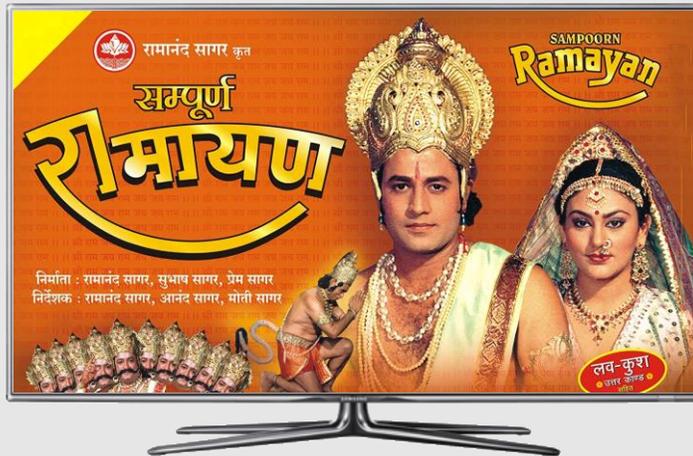
Retool Media Mix in current context

DD

DD garnered unprecedented ratings

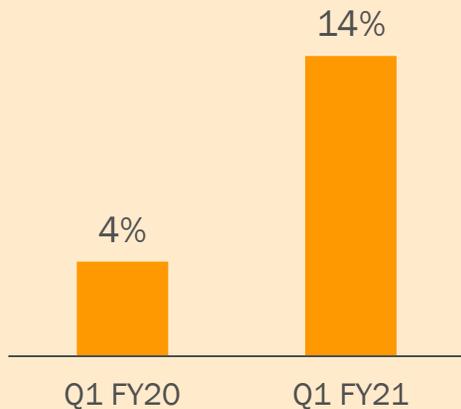
Presence on old classic mythological content like Ramayan & Mahabharat

Sponsorships across Shri Krishna & Vishnu Puran





Beefing up Digital Presence



Digital Spends up from 4% LY to 14% TY in Q1

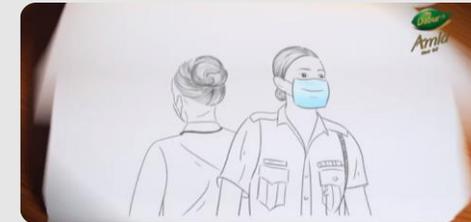
1. Content

Digital Films/ Post with relevant messages
– 192 + digital contents



2. Purpose Driven Content Marketing

Digital Films on key brands. – Corporate and brand films



3. Dominate Contextual Events

Activated	Event	No of news app/sites	Impression (mn)
3-Apr	Indians Coming Together	5	58
14-Apr	Lockdown Extension	5	20
12-May	Vocal for Local	14	27
14-May	Vocal for Local Speech	3	12
15-May	Finance Minister Address	2	6
21-Jun	International Yoga Day	15	98
30-Jun	Lockdown Situation	3	13
		Total	234

234 mn impressions

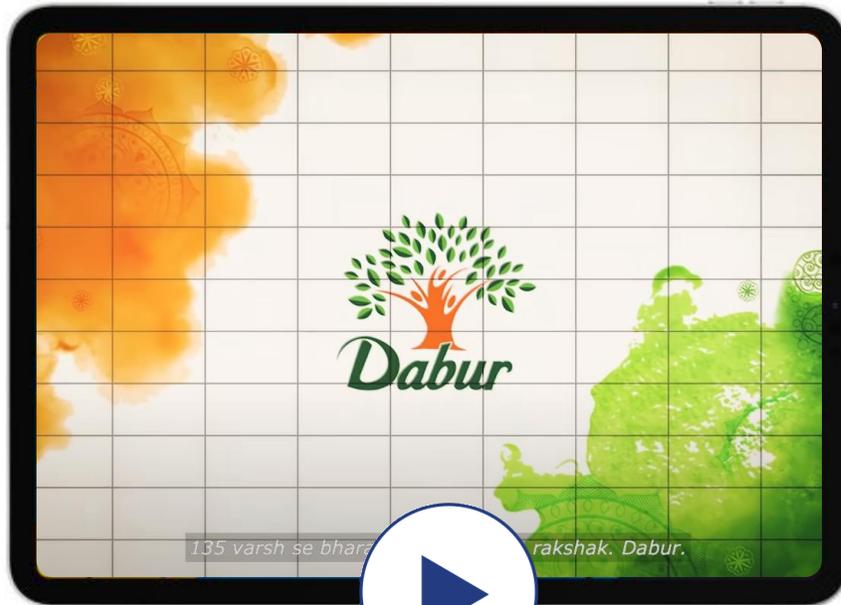
4. Influencer Marketing

Relevant and Popular influencer advocacy - 328+ Influencer





#VocalforLocal





Pillars of Our Growth Strategy



GTM Approach





Rapid S&OP

Weekly Rapid S&OP with Cross-Functional Team reviewing of secondary trends to respond to changing demand patterns

Go Direct for 95%
E comm Business
95%+ of E-Com
business moved
direct



Continuous Replenishment System

Roll-Out of New CRS Module for more scientific management of Inventories

E-comm first
launches
Co-creation
of Products



Core Stocky Migration

Roll-Out of New Drishti Module completed across 72% of stockist despite Covid

International Business

- Expanded the e-commerce footprint from 3 sites last year to 50+ sites this year
- New Distributor Appointments in GCC, Jordan, Iraq and Malaysia



Continue to expand on our GTM Strength



Our GTM Strength

28

Warehouses across India

4,000+

Super stockists & Distributors

12,599

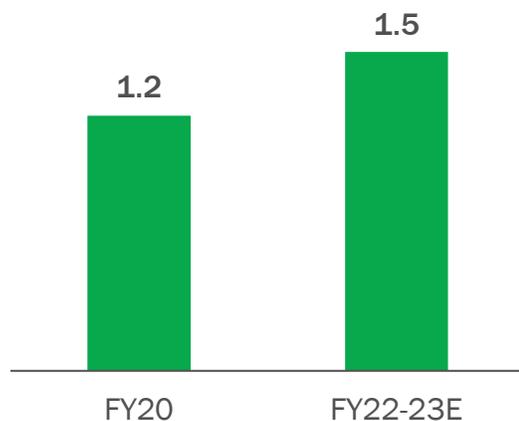
Sub-stockists

6.7 mn

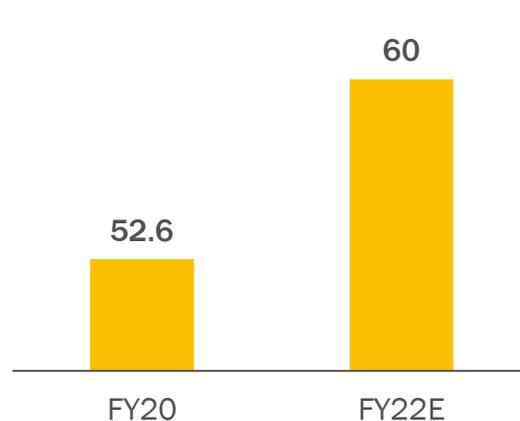
Total outlets reached

Go-to-Market (GTM) Strategy

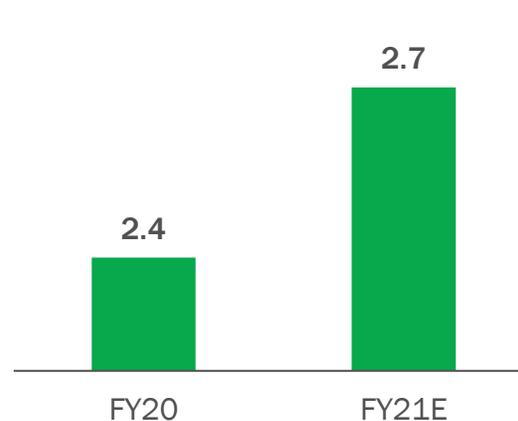
Direct Reach Expansion from 1.2 mn outlets to 1.5 mn outlets in 3 years



Expand Village Coverage from 52.6k to 60k in 1-2 years



Expand chemist coverage from 2.4 lakh outlets to 2.7 lakh outlets



Field Efficiency Improvement

EDGE



Pillars of Our Growth Strategy



Excellence in Manufacturing and Supply Chain





Manufacturing Locations in India



Manufacturing Excellence

300 bps

Improvement in OEE in FY20 to touch 75%

7%

Increase in production over previous year

INR 377 cr

Capex in FY20



8

Manufacturing Locations



Streamlining Supply Chain during Covid



Challenges in Supply Chain



Severe disruptions in Supply Chain with units of Suppliers and Vendors under lockdown



All CFAs closed in the initial days



Restricted truck movement also led to disruptions in supply of RM/ PM and FG



Forced closure of Supplier units based in Red Zones hurting supplies



Export-Import delays at Ports

Procured permissions and commenced operations at all CFAs and suppliers



Deployed smaller vehicles to transport key raw materials in the absence of trucks



Initiatives taken in Supply Chain

Alternate packaging solutions were developed, and new suppliers identified



Import substitution with local raw material





Streamlining Manufacturing



All factories are currently operational at near normal levels



Safety protocols implemented to ensure the facilities remain COVID-Free



Greater outsourcing



Capacity Augmentation



Pillars of Our Growth Strategy



Cost and Cash Flow Management





Project Samriddhi

Project in India for cost optimisation and value enhancement across various levers of business using ZBB methodology

Levers under consideration include



Raw and Packaging Material Spends



Logistics Spend



Indirect Spends



Net Revenue Management (Pricing, CP and TP Spends)



Manufacturing Costs



Employee Costs

Cash Flow Management



Selectively extended credit to our distribution partners wherever they were facing liquidity issues



Debtors: Mobilized collections through RTGS and NACH



Cash flows were managed through daily monitoring of Collections and Payments to optimize the same



Pillars of Our Growth Strategy



Technology Enhancement and Employee Well-being





Investing in Technology and Human Capital



Technology Upgradation

Migrated to SAP Hana

Shifted from SAP APO to SAP IBP for Forecasting

Upgraded SFA

Upgraded Distribution Management System

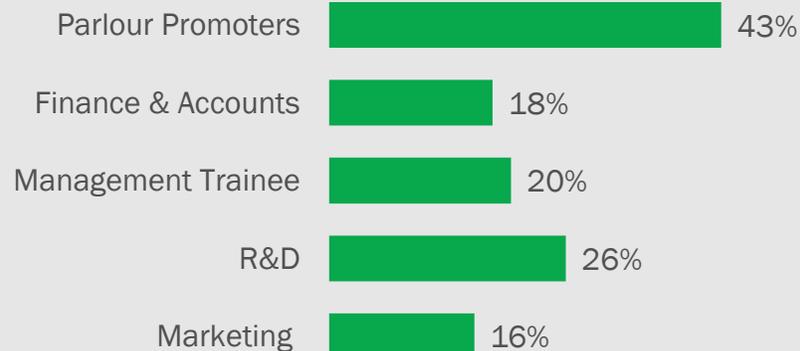
(Shifted from Base Stocky to Core Stocky)

Implementing CRS for scientific management of inventories



Human Capital

Female employees in India (%)



~50%

Employees in Dabur India are millennials

49,981

Man Hours of Safety Awareness Training Conducted



Organisation Building

Digital Transformation Head recruited

GTM Strategy Cell

Design Lab created

Innovation Cell created to fast track critical NPDs

New Graduate Training Programme added to Management Trainee Programme



As we progressed through various phases of lockdown, we ensured employee safety and productive work practices



1

WFH

Work from Home was swiftly implemented with comprehensive guidelines

Frequent employee communication from CEO and HR



2

Medical Insurance

Comprehensive guidelines issued and implemented for employees to ensure safe working practices across Corporate, Regional Sales offices & manufacturing units

Also covered 600 CFA staff and 2,385 SSMs with Medical Insurance



3

Safety Protocols

With our offices opening and employees coming back to office, we are making sure that Social Distancing and Hygiene practices are rigorously followed to ensure employee safety



4

Employee Recognition

Recognising Contributions and Celebrating Heroes

Identifying Talent and step up opportunities



5

Resource Mobilization

Redeploying resources where needed most .

Bringing back workmen, deploying contractual workers



Key Initiatives to ensure Employee Well-being



Virtual Webinar by Dr. Parmeshwar Arora on “Employee Wellness in times of Covid-19 – the Ayurvedic Way”



Distribution of Safety and Immunity Kits to employees



For COVID medical helpline, doctor consultations, COVID test facilitation, home isolation support and hospitalization assistance



For PAN India Covid related Hospitalizations

Home Isolation Service tie up with



Quantum CorpHealth Pvt. Ltd.

For Covid Testing through nearby diagnostic centers / sample collection & tele-consultation with doctor

Regional and Corporate Tie Ups with Hospitals and Labs to ensure easy access of medical facilities



Pillars of Our Growth Strategy



ESG Focus





Community Welfare



Dabur Group has committed INR 21 crores towards Support and Relief Activities for Covid



1

For Frontline Police Personnel, Health and Sanitation workers

Distributed Health and Safety Kits to Frontline Police Personnel, Health and Sanitation Workers



2

For Covid Support and Relief

Supported the 10,000 bed Covid centre on the outskirts of Delhi

Operating a mobile Covid testing van in Noida



3

For Migrant Workers

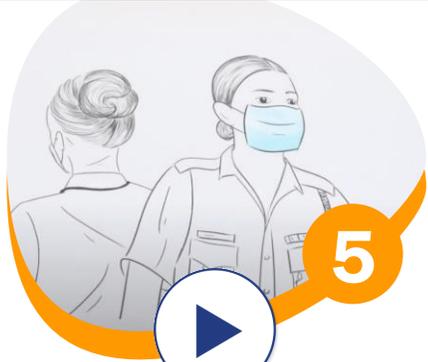
Nutritious meals were provided to families of migrant workers and urban poor, who were the most severely hit by the lockdown across India



4

For Communities

Stitched and Distributed Face Masks



5

Special Communication to thank frontline Corona warriors





Swasthya Aur Suraksha

Conducted Safe & Nutritious Foods (SNF) campaigns at 30 schools

1.5 lakh patients examined at 1,208 health camps in FY20

Held 34 Self Defence Training Sessions in 12 schools for 1,333 students

Water, Sanitation & Hygiene (WaSH)

Constructed around 4,000 household toilets till date

52 villages achieved Open Defecation-Free status



Promotion of Education

14,482 kids in 55 schools in 6 states benefited by School Support Programme

25,000 girl students reached through Dabur Amla Hair Oil 'Tu Padhti Ja, Tu Badhti Ja'



Environment Sustainability Project

4,820 acres of land under cultivation of medicinal herbs

6,947 Farmers engaged in cultivation of medicinal herbs

1,800 farmers involved in bee-keeping

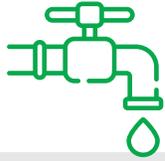


Water Conservation

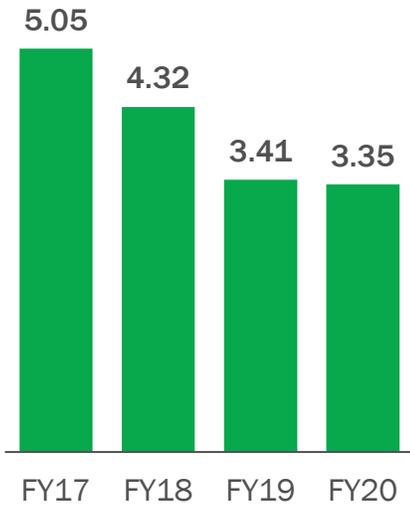
1,200 families benefited from Desert Bloom, a project which uses cost-effective, eco-friendly community-based technologies to harvest water in rural Rajasthan



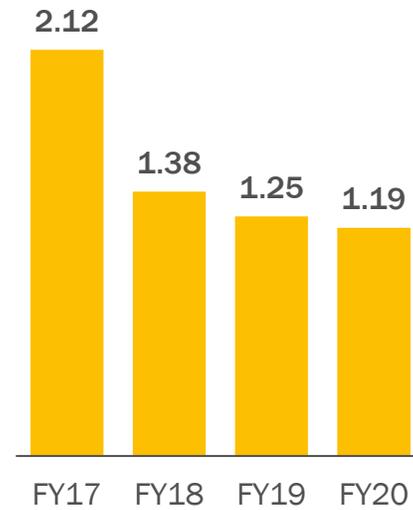
Our efforts towards conserving the environment



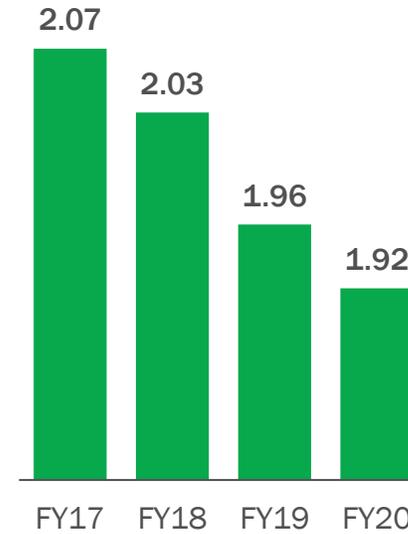
Raw Water Used
(KL/MT)



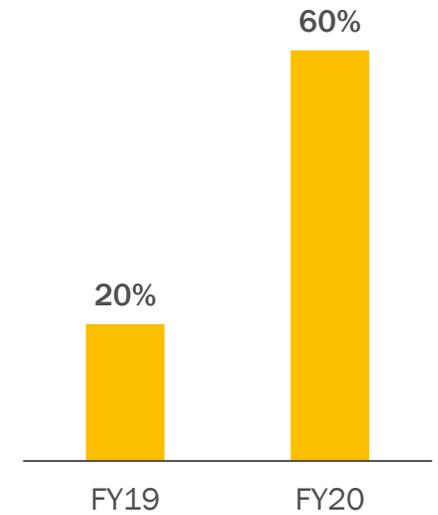
Effluent Generation
(KL/MT)



Energy Consumed
(GJ/MT)



Plastic Waste Collected and Processed/Recycled
(%)





Pillars of Our Growth Strategy

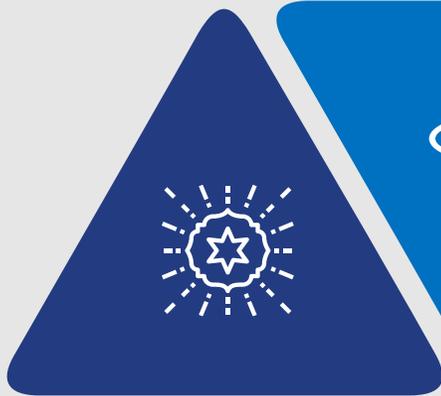


Power Brands Strategy

Consumer Marketing Reorientation

Excellence in Manufacturing and Supply Chain

Technology Enhancement and Employee Well-being



Driving Innovation

GTM Approach

Cost and Cash Flow Management

ESG Focus

The image features a close-up, top-down view of a wooden surface, likely a cutting board or a similar kitchen item. The wood grain is prominent, showing concentric circular rings that create a sense of depth and texture. Scattered across the right side of the frame are several round, green fruits, possibly grapefruits or lemons, which are slightly out of focus compared to the wood. The lighting is natural, highlighting the organic textures of both the wood and the fruit.

**Remaining dedicated to the
Health and Well-Being of every
Household...**

Thank You

