



Ref: SEC/SE/2022-23

Date: June 8, 2022

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

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

BSE Scrip Code: 500096

NSE Scrip Symbol - DABUR

Sub: Submission of information under Regulation 30 of the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015

Presentation for Analyst/ Institutional Investor Meet

Dear Sir/Madam,

Pursuant to provisions of Regulation 30 of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, in continuation to our letter dated June 6, 2022, please find attached a copy of presentation to be shared with investors in the “Edelweiss India Conference” to be held on June 08, 2022 at London and on June 09, 2022 at New York, which shall be attended by the officials of the Company.

The aforesaid information is also being disclosed on the website of the Company at www.dabur.com.

This is for your kind information and records.

Thanking you,

Yours faithfully,

For **Dabur India Limited**

(A K Jain)

Executive V P (Finance) and Company Secretary

Encl: as above

Building Business Purposefully And Sustainably



Stay safe and protected

Dabur Chyawanprash 2x IMMUNITY

PROTECTIVE IMMUNITY

WORLD'S NO.1

20% EXTRA

Dabur Honey

NO SUGAR

100% PURITY GUARANTEED

Stay safe and protected

Dabur Chyawanprash 2x IMMUNITY

PROTECTIVE IMMUNITY

WORLD'S NO.1

20% EXTRA

Dabur Honey

NO SUGAR

100% PURITY GUARANTEED

Be Sweet to others

Dabur Honey

WORLD'S NO.1

20% EXTRA

Dabur Honey

NO SUGAR

100% PURITY GUARANTEED

Be Sweet to others

Dabur Honey

WORLD'S NO.1

20% EXTRA

Dabur Honey

NO SUGAR

100% PURITY GUARANTEED

Stay Fit & Healthy

Dabur Real Fruit Puree Mixed Fruit

Stay Fit & Healthy

Dabur Real Fruit Puree Mixed Fruit

Stand Tall

Dabur Lal Tail

AYURVEDIC BODY MASSAGE OIL

Stand Tall

Dabur Lal Tail

AYURVEDIC BODY MASSAGE OIL

Stay Strong

Dabur Amla Hair Oil

WORLD'S NO.1 HAIR OIL

Stay Strong

Dabur Amla Hair Oil

WORLD'S NO.1 HAIR OIL

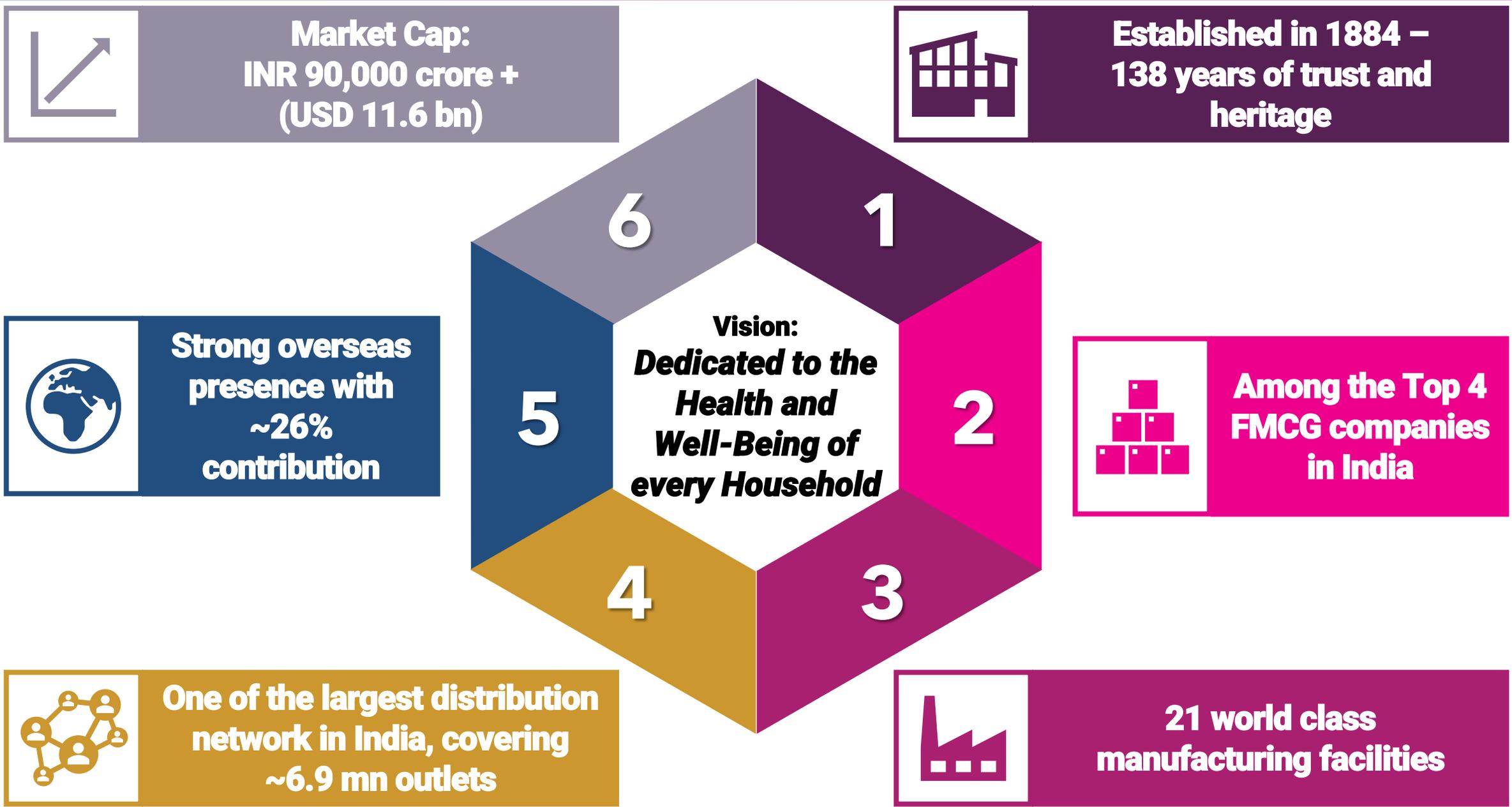
Keep Smiling

Dabur RED

Keep Smiling

Dabur RED

Edelweiss India Conference June 2022



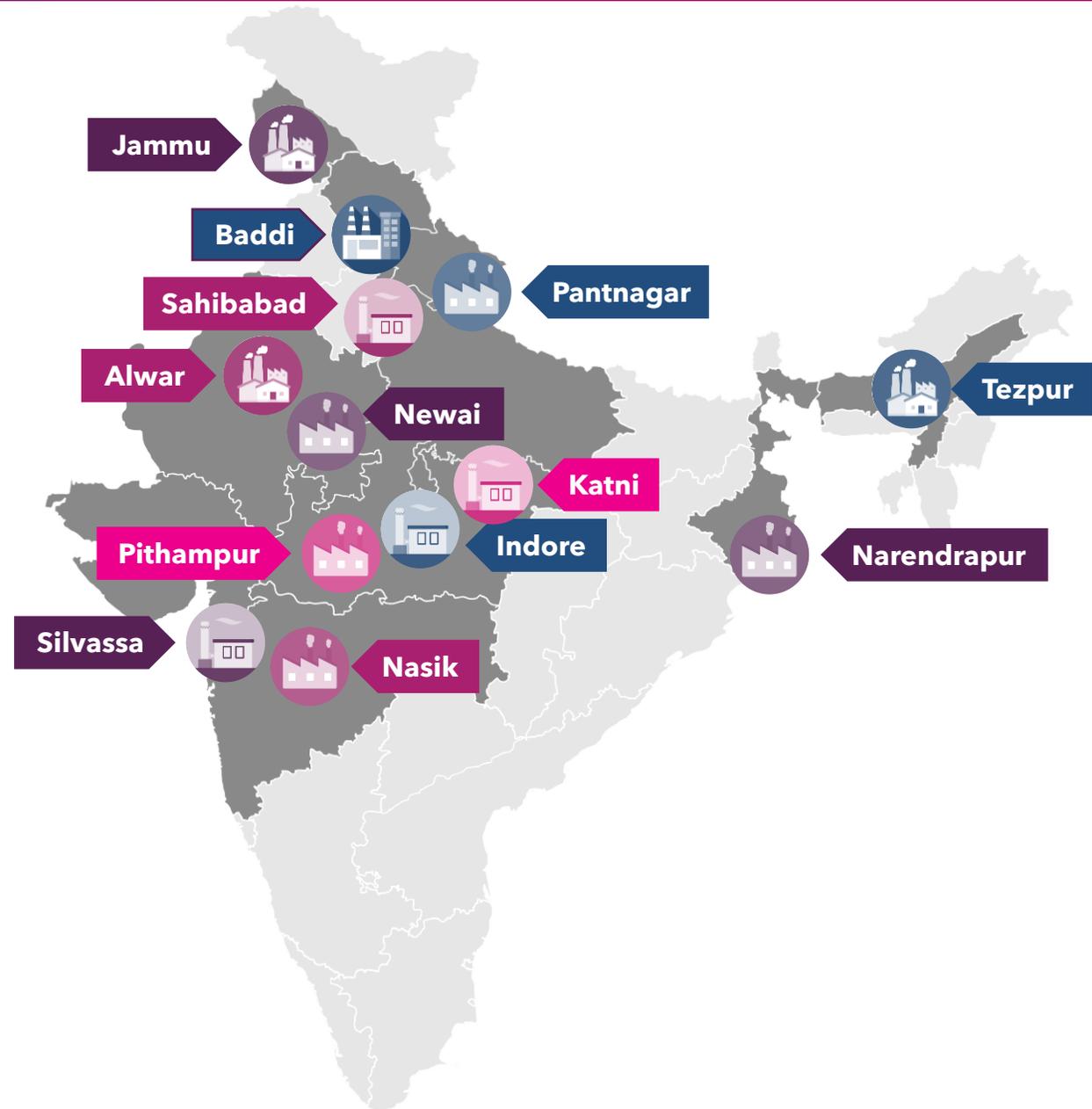
1884	Birth of Dabur in an Ayurvedic pharmacy in Kolkata
1894	Establishes first unit to produce Ayurvedic medicines
1919	Establishes research lab for Ayurvedic medicines
1972	Company shifts base from Kolkata to Delhi
1986	Registered as a Public Limited Company
1994	Listed on BSE; IPO oversubscribed 21 times
1998	Burman family begins handing over management to professionals
2003	Pharma business demerged to focus on core FMCG business



2004	Identity makeover; Sets up international business in Dubai
2005	Acquires Balsara to strengthen Oral Care portfolio
2007	Forays into Beauty Retail under NewU brand
2008	Acquires Fem Care; Strengthens Skin Care presence
2010	Twin overseas acquisitions with Hobi of Turkey and Namaste of US
2018	Market Capitalisation crosses \$10 bn
2021	Market Capitalisation crosses INR 1 trillion
2022	Revenue from Operations crosses INR 10,000 crore (to touch INR 10,889 crore in FY22)

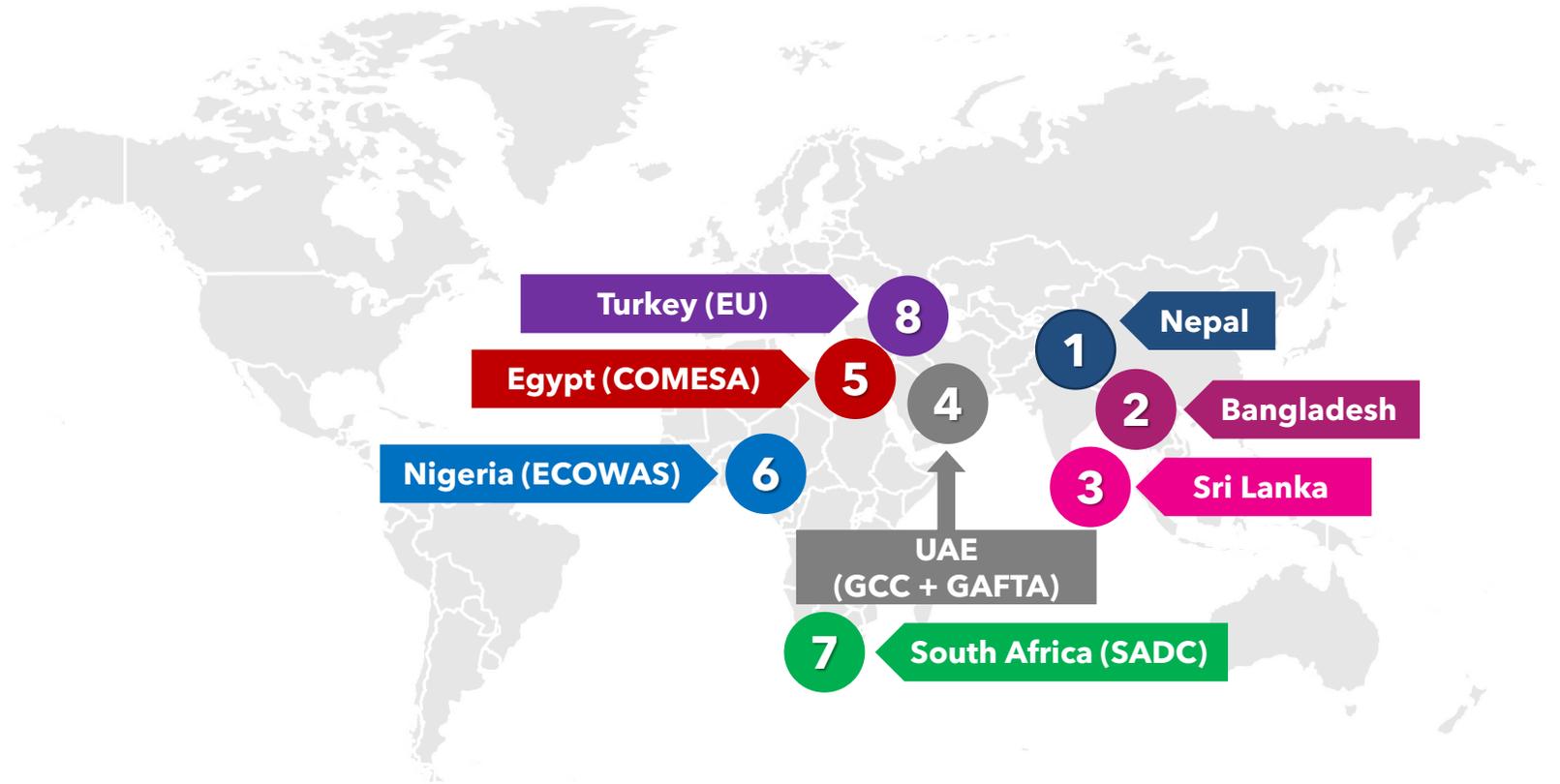
13

Manufacturing facilities in India



8

Manufacturing facilities overseas



**3P manufacturing facilities in USA not shown*



Consol Revenue crosses INR 10,000 cr for the first time



Standalone Revenue crosses INR 8,000 cr for the first time



Highest annual revenue growth in last 8 years

13.9%

Consolidated Revenue Growth

13.8%

India Standalone Revenue Growth

15.8%

International Business Growth in Constant Currency

12.5%

Operating Profit Growth

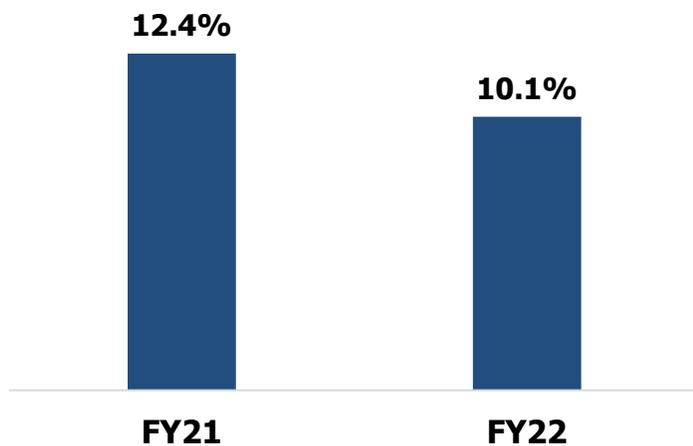
14.5%

Profit Before Tax and Exceptional Items Growth

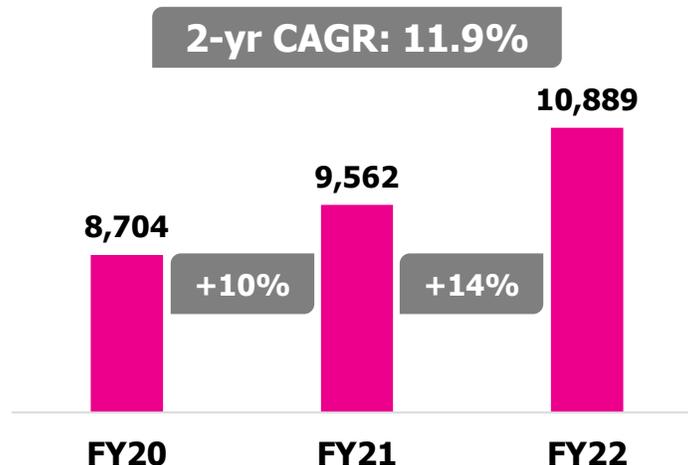
7.7%

PAT before exceptional items Growth

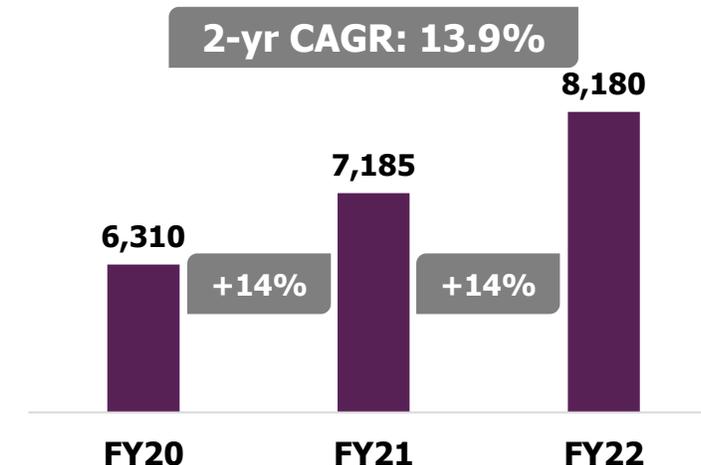
Volume Growth - Domestic Business



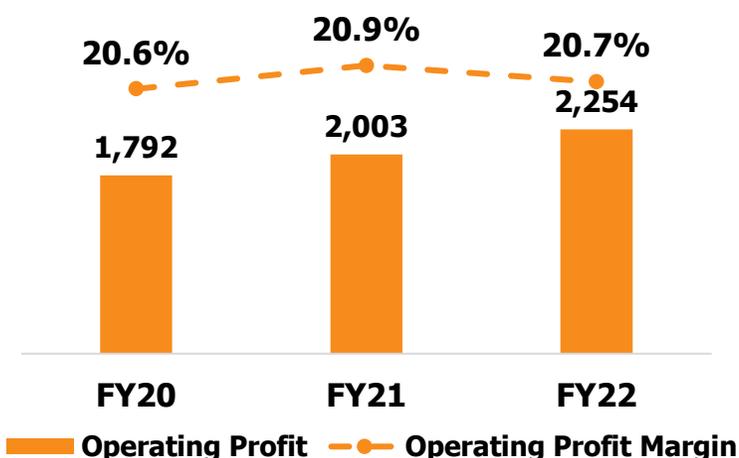
Consolidated Revenue from Operations (INR cr)



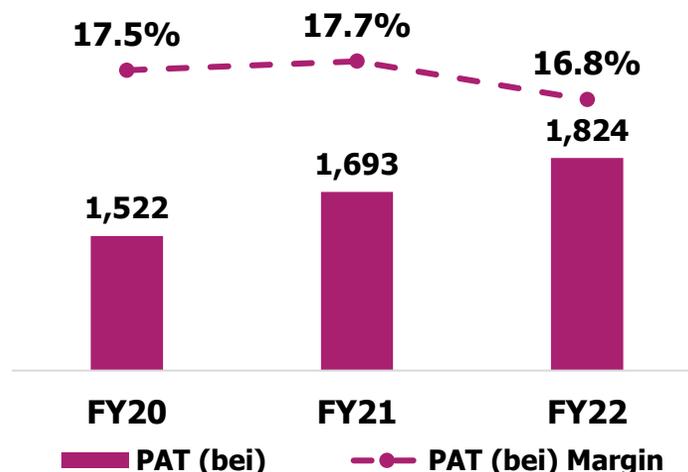
Standalone Revenue from Operations (INR cr)



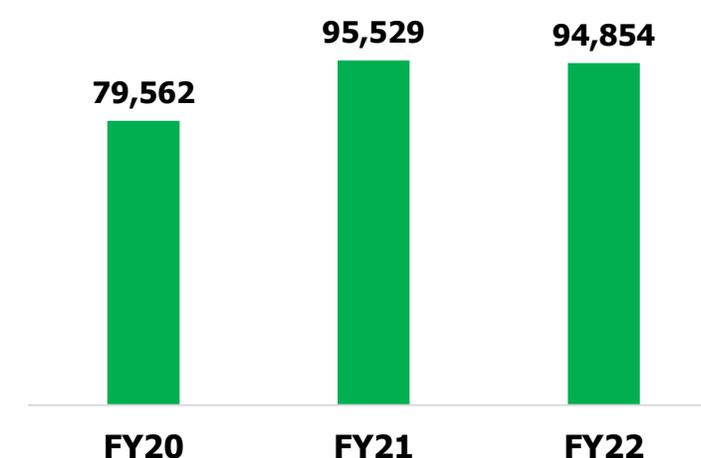
Consolidated Operating Profit (INR cr) and Margin (%)

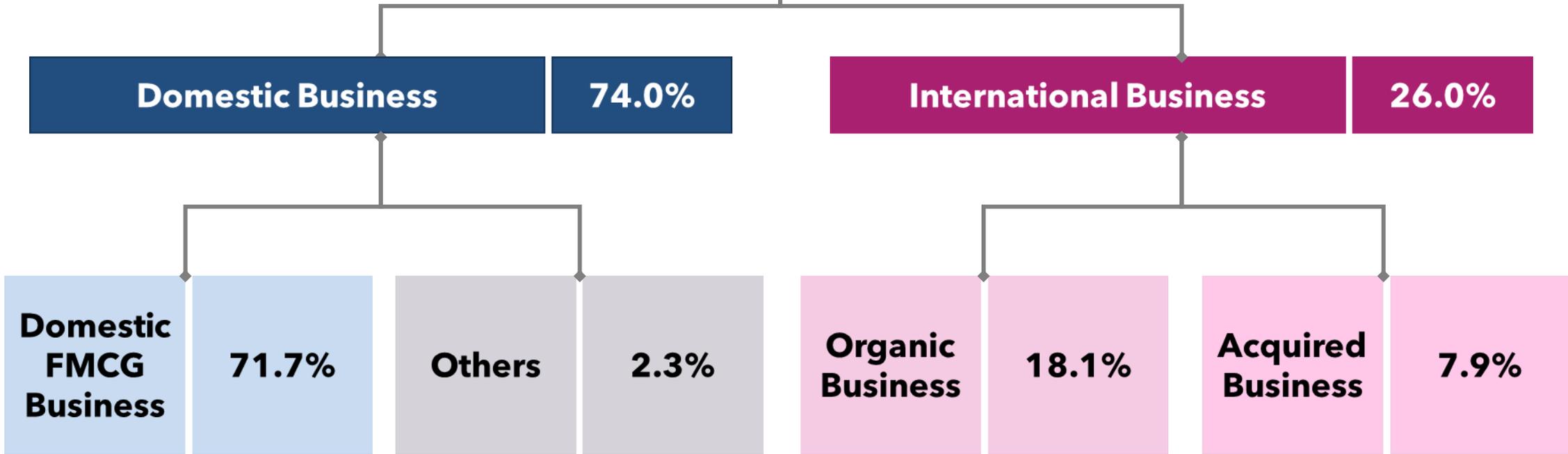


Consolidated PAT before exceptional items (INR cr) and Margin (%)



Market Cap (INR cr)





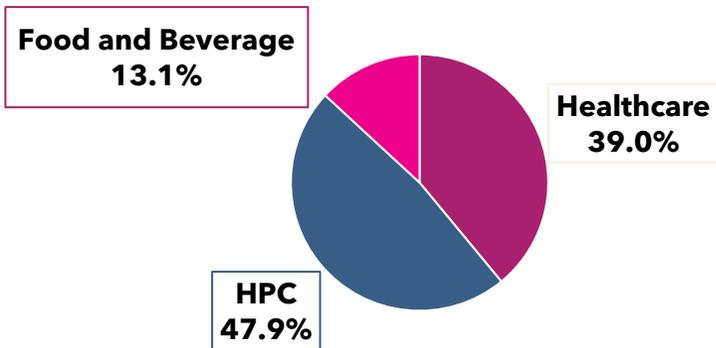
Key Brands



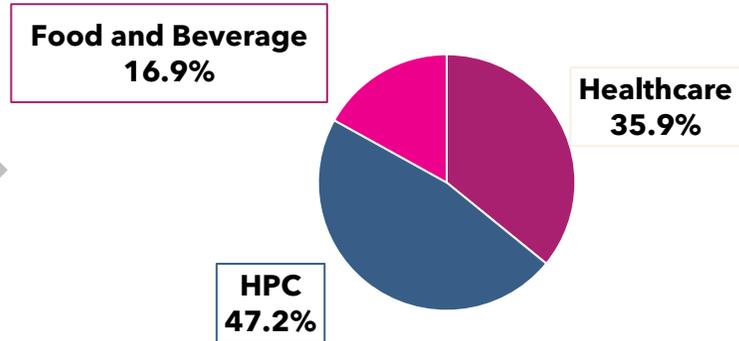
Key Brands



FY21 Sales Contribution



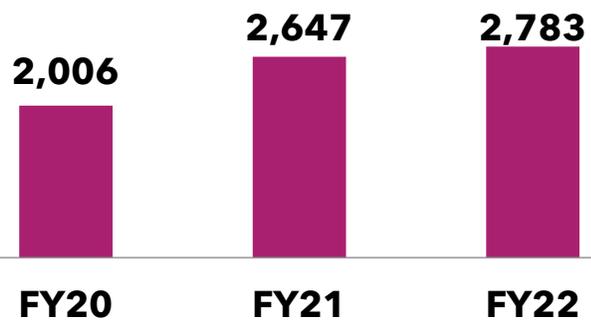
FY22 Sales Contribution



Healthcare

2-yr CAGR: 17.8%

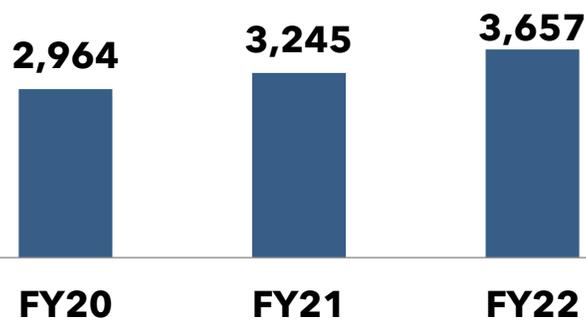
5.2%



Home & Personal Care (HPC)

2-yr CAGR: 11.1%

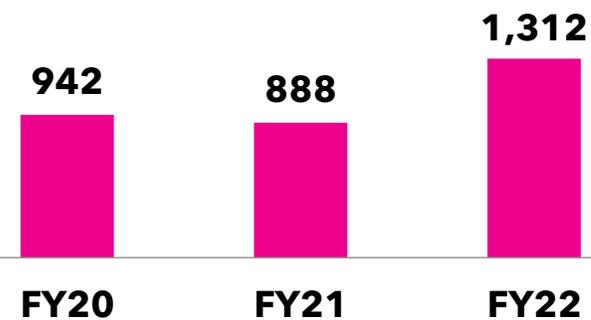
12.7%



Food & Beverage (F&B)

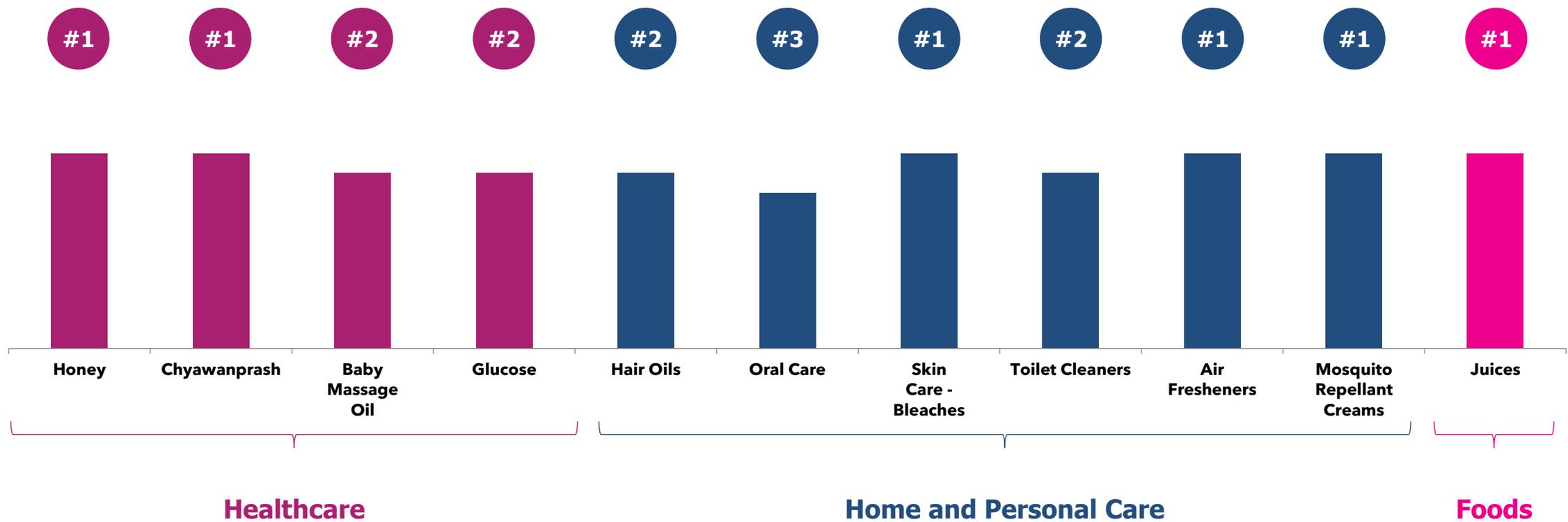
2-yr CAGR: 18.0%

47.7%

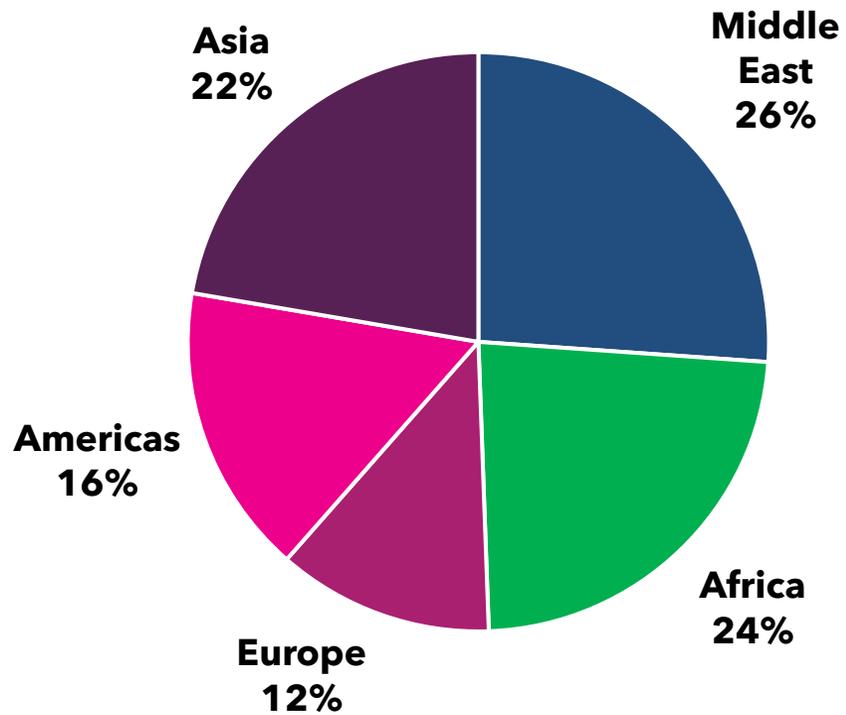


Leading position in key categories across verticals

#Relative Competitive Position

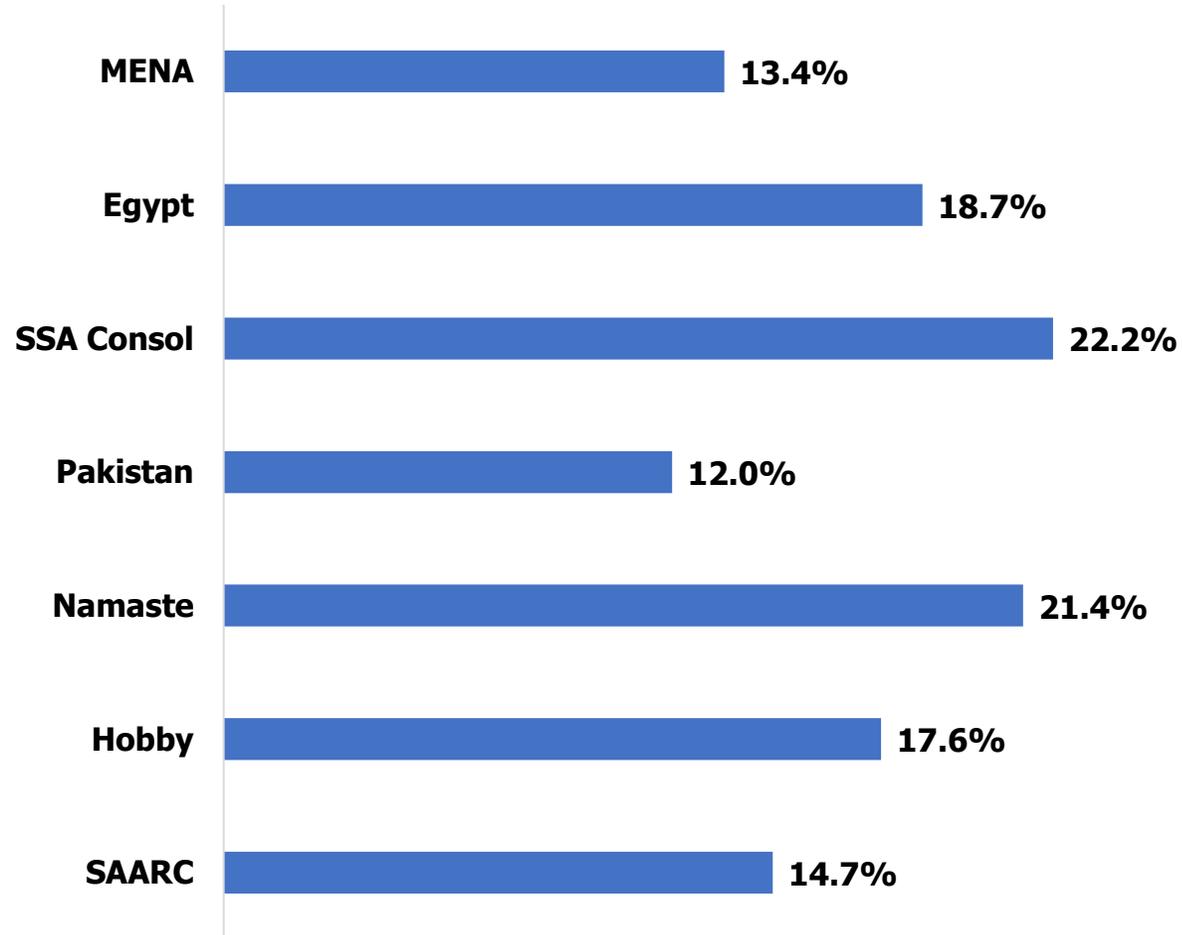


International Business FY22 Revenue Breakdown



International Business grew by 15.8% in CC terms (11.8% in INR)

FY22 Constant Currency Growth %





Saudi Arabia

Hair Oil
Hair Cream
Hair Gel
Hair Mask

Hair Serums
Depilatories



Egypt

Hair Oil
Hair Cream
Hair Mask

Hair Gel

Hair Serums

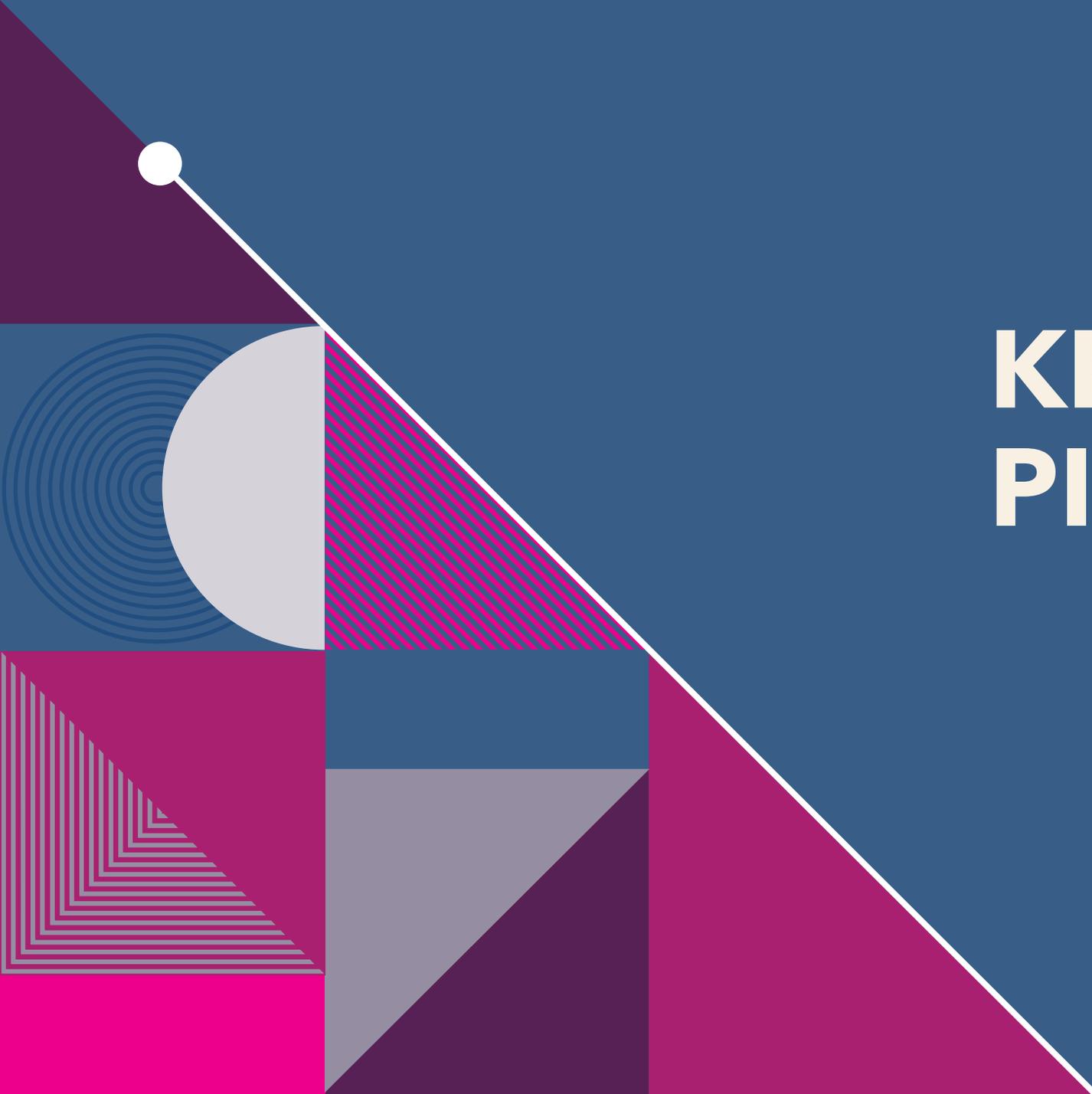


United Arab Emirates

Hair Oils
Hair Cream
Hair Gel
Hair Mask

Hair Serums
Depilatories

Toothpaste



KEY STRATEGIC PILLARS

KEY STRATEGIC PILLARS

1

Power Brands to Power Platforms

2

Dial up innovation capability

3

Scale up RTM

4

Transform into a data powered and tech-driven organization

5

Drive efficiencies through Operational Excellence

6

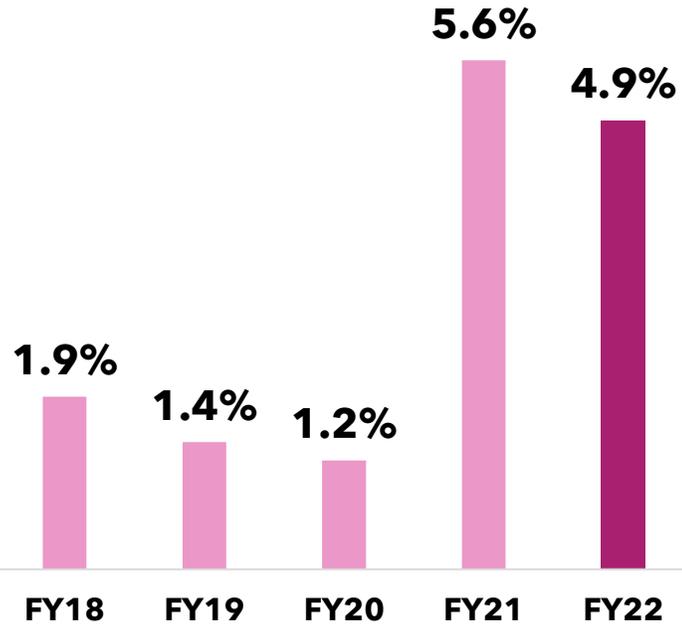
Build a sustainable, ESG compliant business

1. Power Brands to Power Platforms

	<p>From</p>  <p>Juices, Nectars & Coconut Water</p>	<p>To</p>  <p>Mango Drink Real PET Real Fizz Real Mini</p> <p>Real VAD (under Real Milk Power) Real Health (Chia Seeds, Roasted Pumpkin Seeds)</p> <p>Real Seeds (under Real Health)</p>	<ul style="list-style-type: none"> • Increase MS in core J&N category • Scale up fruit drinks category • Extensions into adjacencies planned • Premiumize portfolio
	<p>From</p> 	<p>To</p>  <p>Flanker Amla Brands - Hair Oil Premium Amla Brand Dabur Amla Kids Range</p>	<ul style="list-style-type: none"> • Increase MS • Extensions into adjacencies planned • Premiumize portfolio

2. Dial up innovation capability

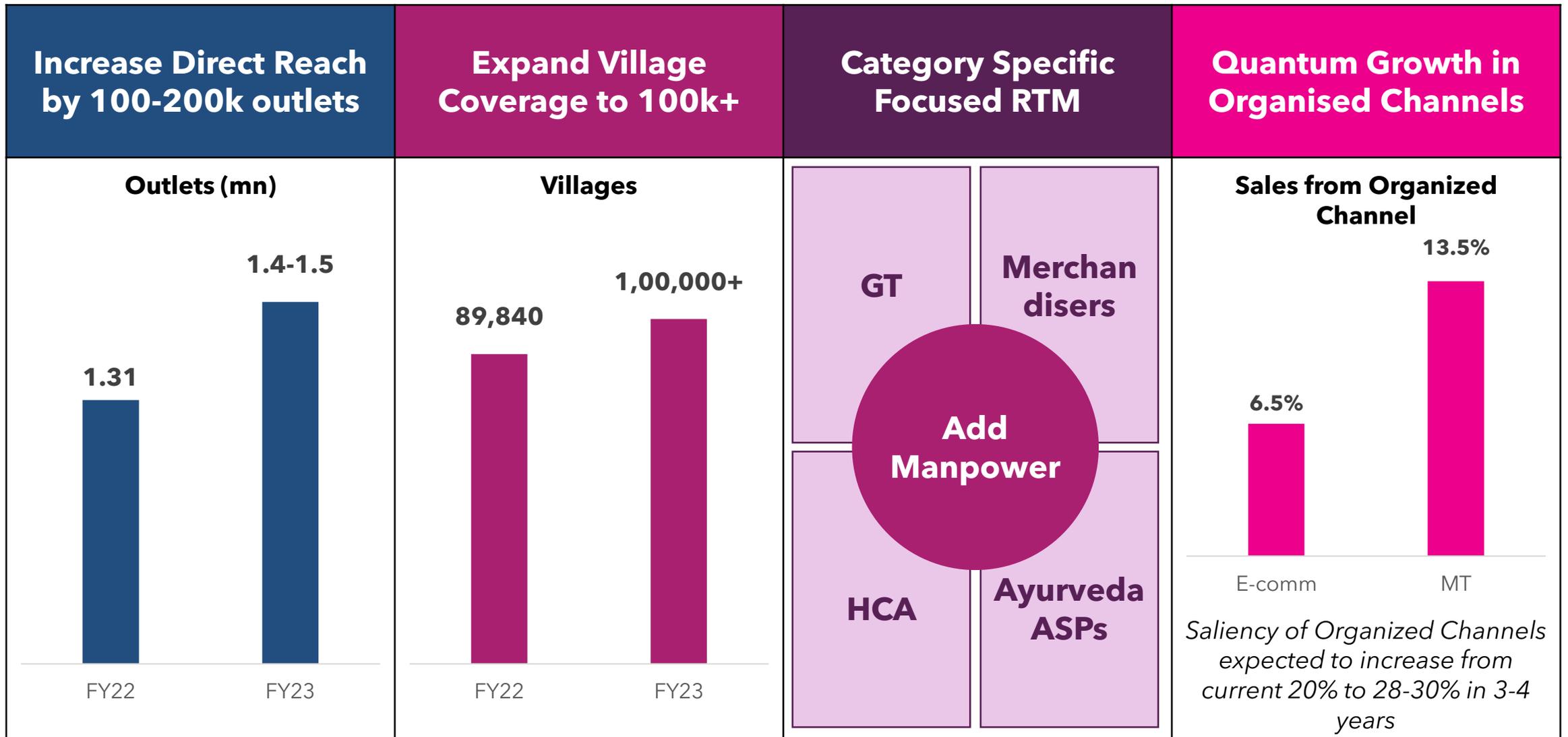
Innovation contribution



Select NPDs of FY22



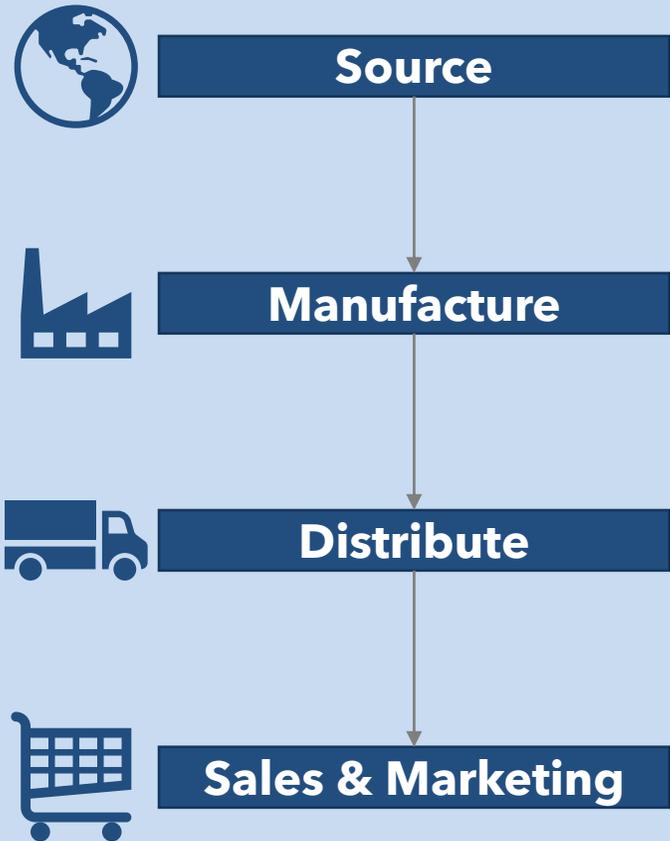
3. Scale up RTM



4. Transform into a data powered and tech-driven organization

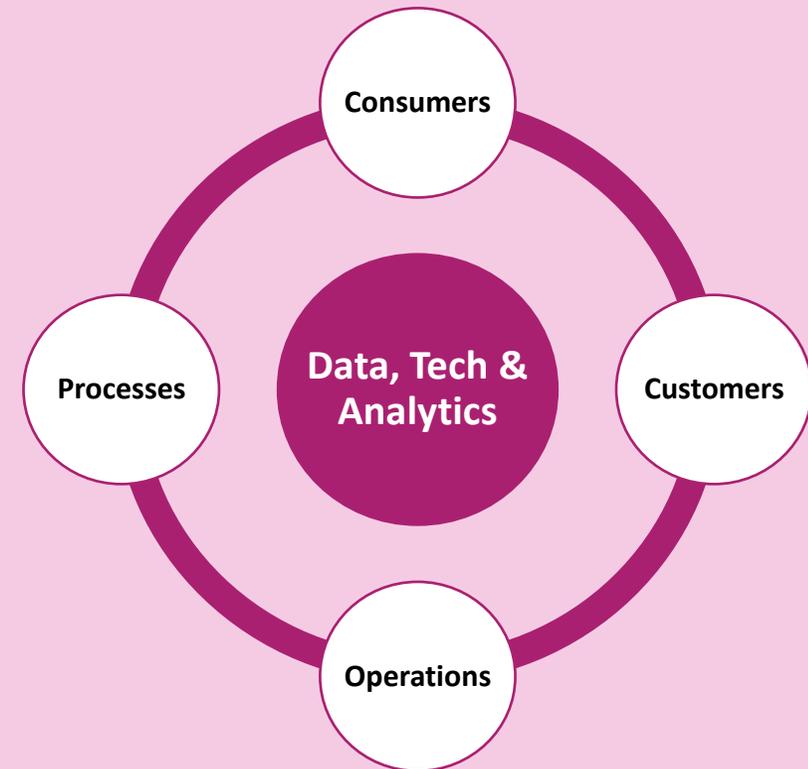
TODAY

Linear & Fragmented Value Chain



TOMORROW

Connected, Agile, Non-Linear Data Driven Enterprise



5. Drive efficiencies through Operational Excellence

Medium term plan for Operational Excellence

	Procurement	Manufacturing	Packaging	Supply Chain
Delivery & Service Level Management	<ul style="list-style-type: none"> Strengthen backward integration of jadi-bootis and other agri products Digitize processes including documentation, traceability 	<ul style="list-style-type: none"> RDP Adherence to improve OEE Improvement Scale up Indore factory 	<ul style="list-style-type: none"> New global packaging formats & technologies to reduce cycle time, pack standardization, weight optimization 	<ul style="list-style-type: none"> Distributor RA to increase MT fill rate to improve Analytics driven S&OP
Cost Management	<ul style="list-style-type: none"> Increase use of data analytics in procurement Explore creation of Commodity Futures Desk 	<ul style="list-style-type: none"> Reduce manufacturing cost / case 	<ul style="list-style-type: none"> Reduce packaging cost through value engineering Introduce recyclable material in commercially viable areas 	<ul style="list-style-type: none"> Reduce cost of supply

Samridhhi Project to continue to drive cost savings and value creation

6. Build a sustainable, ESG compliant business

TODAY

First Indian FMCG company to be plastic waste neutral

51%

% of Energy consumed from renewable energy sources

Improvement in Environment Indicators (vs 2017-18)

Reduction in SOx emissions	54%
Reduction in Raw Water Usage	33%
Reduction in CO2 emissions	20%
Reduction in Hazardous Waste	17%
Reduction in Effluent Generation	10%

CSR Initiatives

FY22 CSR Expenditure (INR cr) **31.2**

FY22 CSR Beneficiaries (mn) **2.3**

CSR Focus Areas:

- **Covid support initiatives**
- **Eradicating hunger, poverty and malnutrition**
- **Promoting Preventive Healthcare**
- **Environment Sustainability**
- **Promotion of Education**

FUTURE STRATEGY

E

- Plastic positive YoY
- Reduction in Energy Intensity and Water Intensity
- Usage of Renewable Sources for Energy to increase
- Become Water Positive in the long term
- Reduce emissions, Become Carbon Neutral in the long term
- Water Recycling % to improve

S

- Improve gender diversity
- Increase women representation in Management Positions
- D&I agenda to include disability, age & geography/nationalities
- Increase in Employee training manhours

G

- Risk management training to all employees
- Undertaking code of conduct and ethics training with all employees
- Ensure 100% compliance to transparency & disclosures



ANNEXURE

<i>All figures are in INR cr</i>	FY22	FY21	Y-o-Y (%)
Revenue from operations	10,888.7	9,561.7	13.9%
Other Income	393.2	325.3	20.9%
Total Income	11,281.8	9,886.9	14.1%
Material Cost	5,639.7	4,789.0	17.8%
<i>% of Revenue</i>	51.8%	50.1%	
Employee expense	1,079.9	1,033.5	4.5%
<i>% of Revenue</i>	9.9%	10.8%	
Advertisement and publicity	777.9	784.4	(0.8%)
<i>% of Revenue</i>	7.1%	8.2%	
Other Expenses	1,137.3	952.2	19.4%
<i>% of Revenue</i>	10.4%	10.0%	
Operating Profit	2,253.8	2,002.6	12.5%
<i>% of Revenue</i>	20.7%	20.9%	
EBITDA	2,647.0	2,327.9	13.7%
<i>% of Revenue</i>	24.3%	24.3%	
Finance Costs	38.6	30.8	25.3%
Depreciation & Amortization	252.9	240.1	5.3%
Profit before exceptional items, tax and share of profit/(loss) from joint venture	2,355.5	2,057.0	14.5%
<i>% of Revenue</i>	21.6%	21.5%	
Share of profit / (loss) of joint venture	(1.8)	(1.0)	77.7%
Exceptional item(s)	85.0	0.0	n.m.
Tax Expenses	526.4	361.1	45.8%
Net profit after tax and after share of profit/(loss) from joint venture	1,742.3	1,694.9	2.8%
<i>% of Revenue</i>	16.0%	17.7%	
Non controlling interest	3.1	1.7	86.7%
Net profit for the period/year	1,739.2	1,693.3	2.7%
<i>% of Revenue</i>	16.0%	17.7%	

Exceptional item relates to INR 85 cr of goodwill impairment of wholly-owned subsidiary, M/s Hobi Kozmetik

Profit before tax and exceptional items saw a growth of 14.5% in FY22; Profit after tax and before exceptional items saw a growth of 7.7% in FY22

Particulars	As at 31/03/2022	As at 31/03/2021
A Assets		
1 Non-current assets		
(a) Property, plant and equipment	1,968	1,812
(b) Capital work-in-progress	167	147
(c) Investment property	49	50
(d) Goodwill	251	336
(e) Other Intangible assets	40	45
(f) Investments in joint venture	9	11
(g) Financial assets		
(i) Investments	5,356	3,402
(ii) Others	23	111
(h) Deferred tax assets	1	18
(i) Non-current tax assets (net)	5	4
(j) Other non-current assets	99	134
Total Non-current assets	7,968	6,071
2 Current assets		
(a) Inventories	1,911	1,734
(b) Financial assets		
(i) Investments	855	746
(ii) Trade receivables	646	562
(iii) Cash and cash equivalents	256	241
(iv) Bank Balances other than (iii) above	314	1,088
(v) Others	36	17
(c) Current tax asset(net)	1	0
(d) Other current assets	297	387
Total current assets	4,317	4,776
Total Assets	12,285	10,847

Particulars	As at 31/03/2022	As at 31/03/2021
B Equity and Liabilities		
1 Equity		
(a) Equity share capital	177	177
(b) Other Equity	8,205	7,487
Equity attributable to shareholders of the Company	8,381	7,664
Non Controlling Interest	41	37
Total equity	8,422	7,700
2 Non-current liabilities		
(a) Financial liabilities		
(i) Borrowings	250	1
(ii) Lease liabilities	140	133
(iii) Other financial liabilities	4	1
(b) Provisions	64	63
(c) Deferred tax liabilities (Net)	82	14
Total Non-current liabilities	540	213
3 Current liabilities		
(a) Financial liabilities		
(i) Borrowings	617	349
(ii) Lease liabilities	23	26
(iii) Trade payables	2,018	1,915
(iv) Other financial liabilities	252	213
(b) Other current liabilities	91	158
(c) Provisions	186	188
(d) Current tax Liabilities (Net)	135	85
Total Current liabilities	3,323	2,934
Total Equity and Liabilities	12,285	10,847

**For more information and
updates, visit:
[http://www.dabur.com/in/en-
us/investor](http://www.dabur.com/in/en-us/investor)**

