



Dabur

The Science of Ayurveda

INVESTOR PRESENTATION

JUNE 2017

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

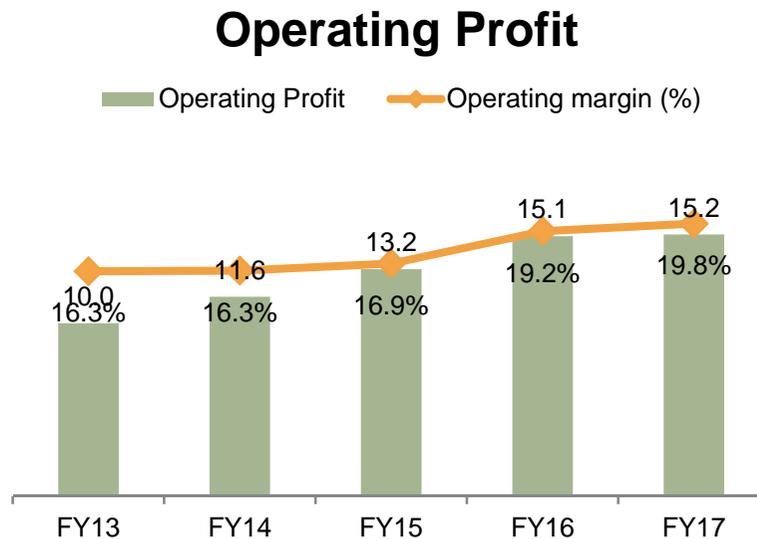
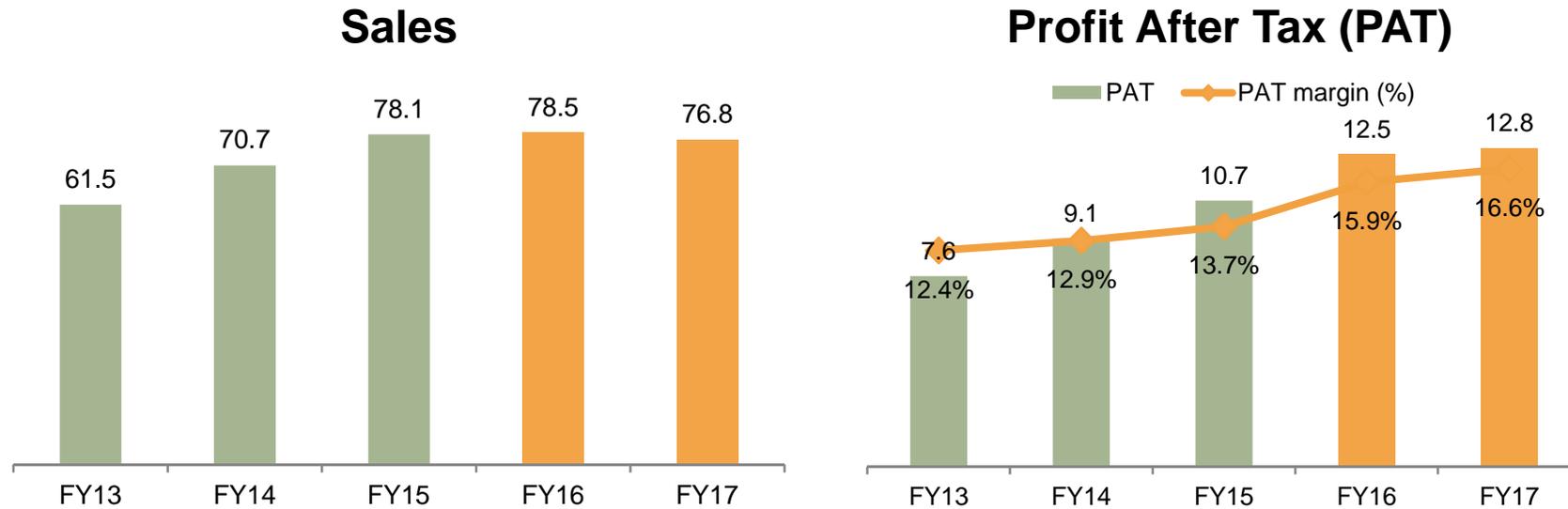
Total reach of 6 mn outlets, one of the highest among FMCG companies

Nineteen world class manufacturing facilities catering to needs of diverse markets

Strong overseas presence with 30% contribution to consolidated sales

STRONG FINANCIAL PROFILE

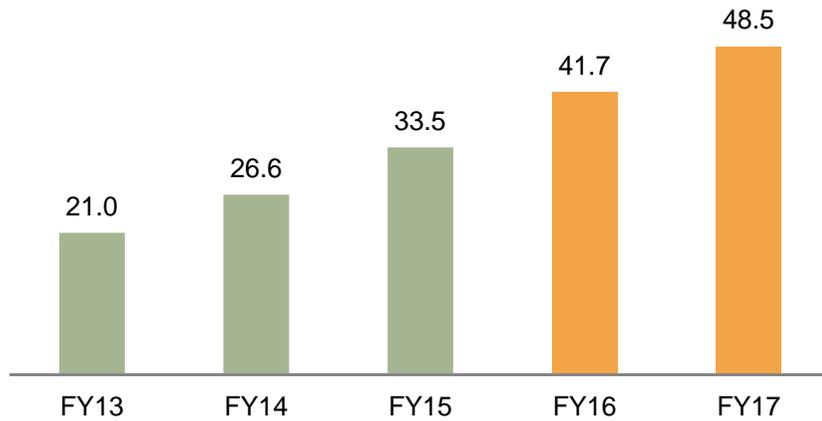
In INR Bn



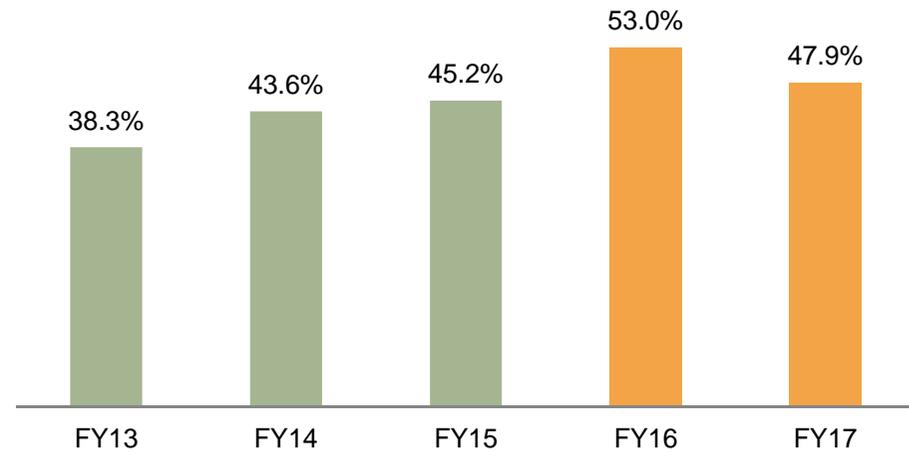
 FY16 and FY17 are basis IND AS

STRONG FINANCIAL PROFILE

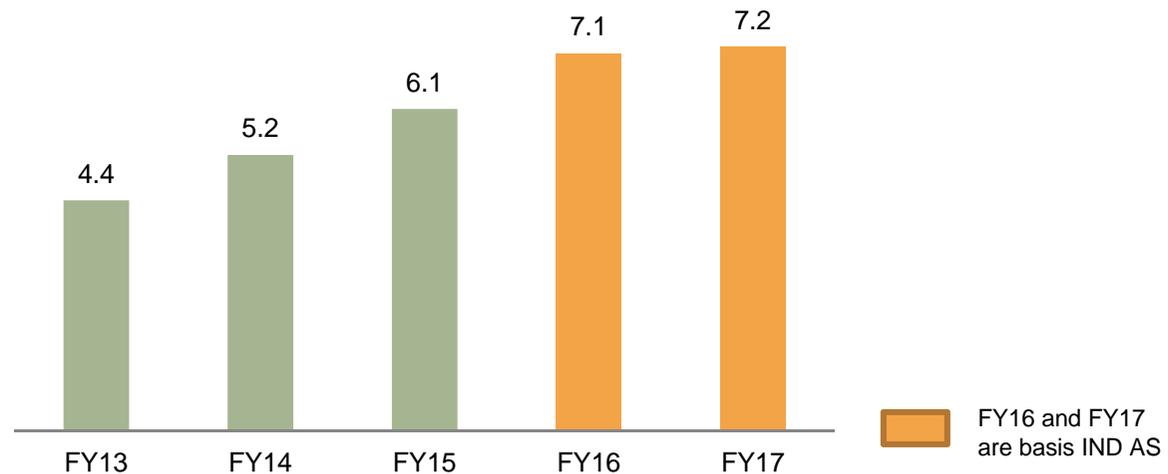
Shareholders' Funds(INR Bn)



ROIC



Earnings Per Share



 FY16 and FY17 are basis IND AS

KEY MANUFACTURING FACILITIES

Twelve Domestic Manufacturing Locations in India

Baddi, Himachal Pradesh

Pantnagar, Uttaranchal

Sahibabad, Uttar Pradesh

Jammu, J&K

Silvasa, Dadra & Nagar Haveli

Alwar, Rajasthan

Katni, Madhya Pradesh

Narendrapur, West Bengal

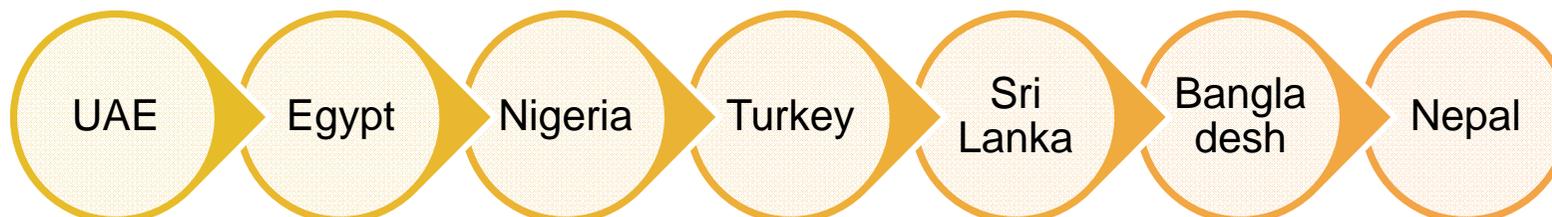
Pithampur, Madhya Pradesh

Tezpur, Assam

Newai, Rajasthan

Nasik, Maharashtra

Seven International Manufacturing Locations



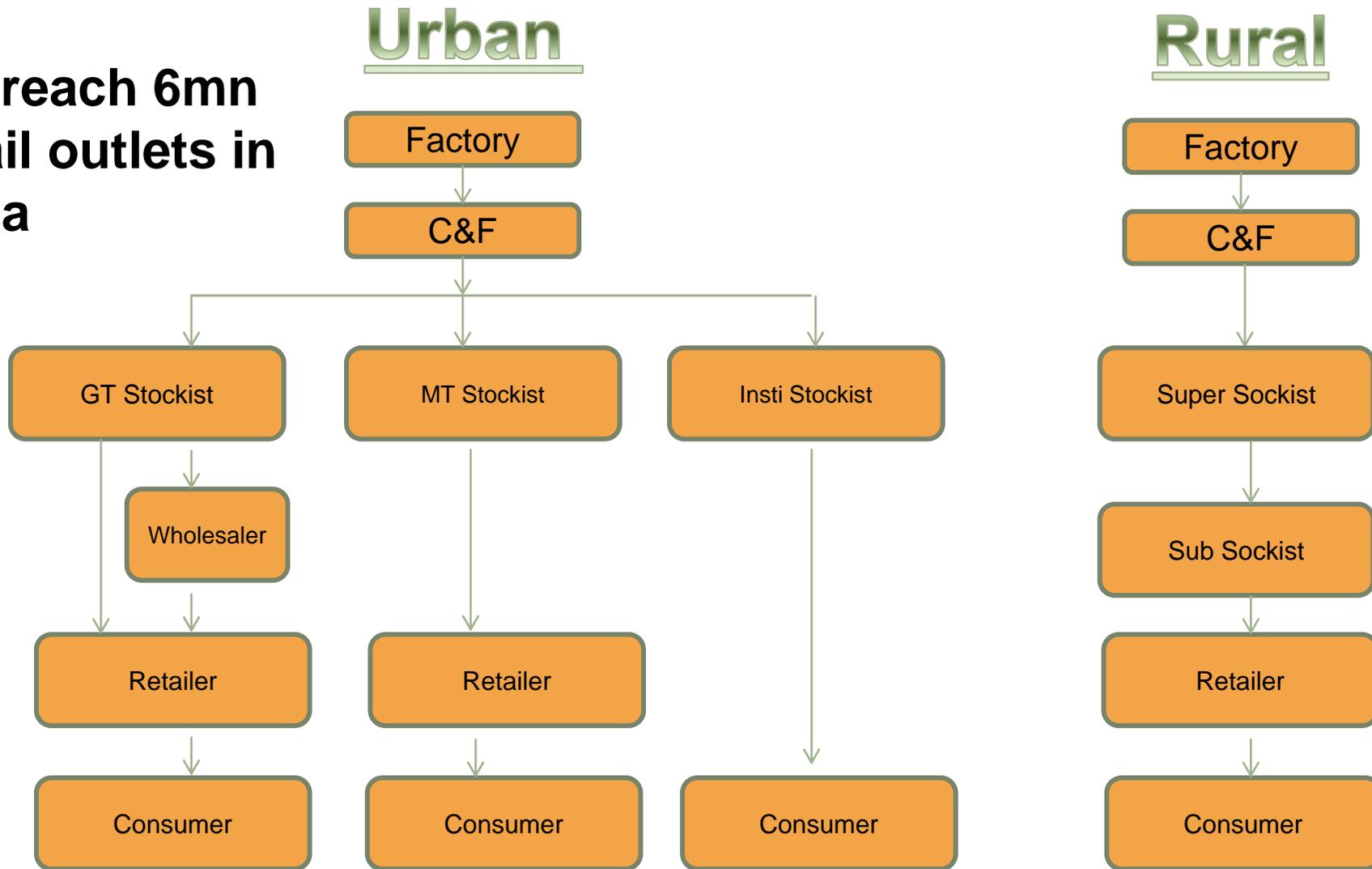
TEZPUR PLANT

- **Dabur commissioned a new manufacturing facility in Tezpur, Assam in March'17.** Set up with an investment of Rs 250 Crore, the Tezpur factory is the largest production facility for Dabur across the globe
- Entire range of Dabur's Ayurvedic Medicines, Health Supplements, Hair Oils, Shampoos, Toothpastes, Skin Care and Home Care products will be manufactured in this plant
- Spread over 30 acres of land, this factory features fully automated processing lines and automated packing lines to optimize supply chain and quality management with special focus on environment and sustainability



DISTRIBUTION NETWORK

We reach 6mn retail outlets in India



DISTRIBUTION INITIATIVES



Focus on enhancing field efficiencies

- Inducted around 1000 Village salesmen on company rolls
- Increase the outlet coverage per SSM

Increasing Direct Reach

- Near term target to increase direct reach to 1 mn outlets

Product Focus

- Rural Focused Product Mix
- Innovative launches in Urban

Capability enhancement through training and IT enablement

Focus on alternative channels- Increased role of Modern Trade, Cash & Carry and E Commerce

WHAT IS AYURVEDA?



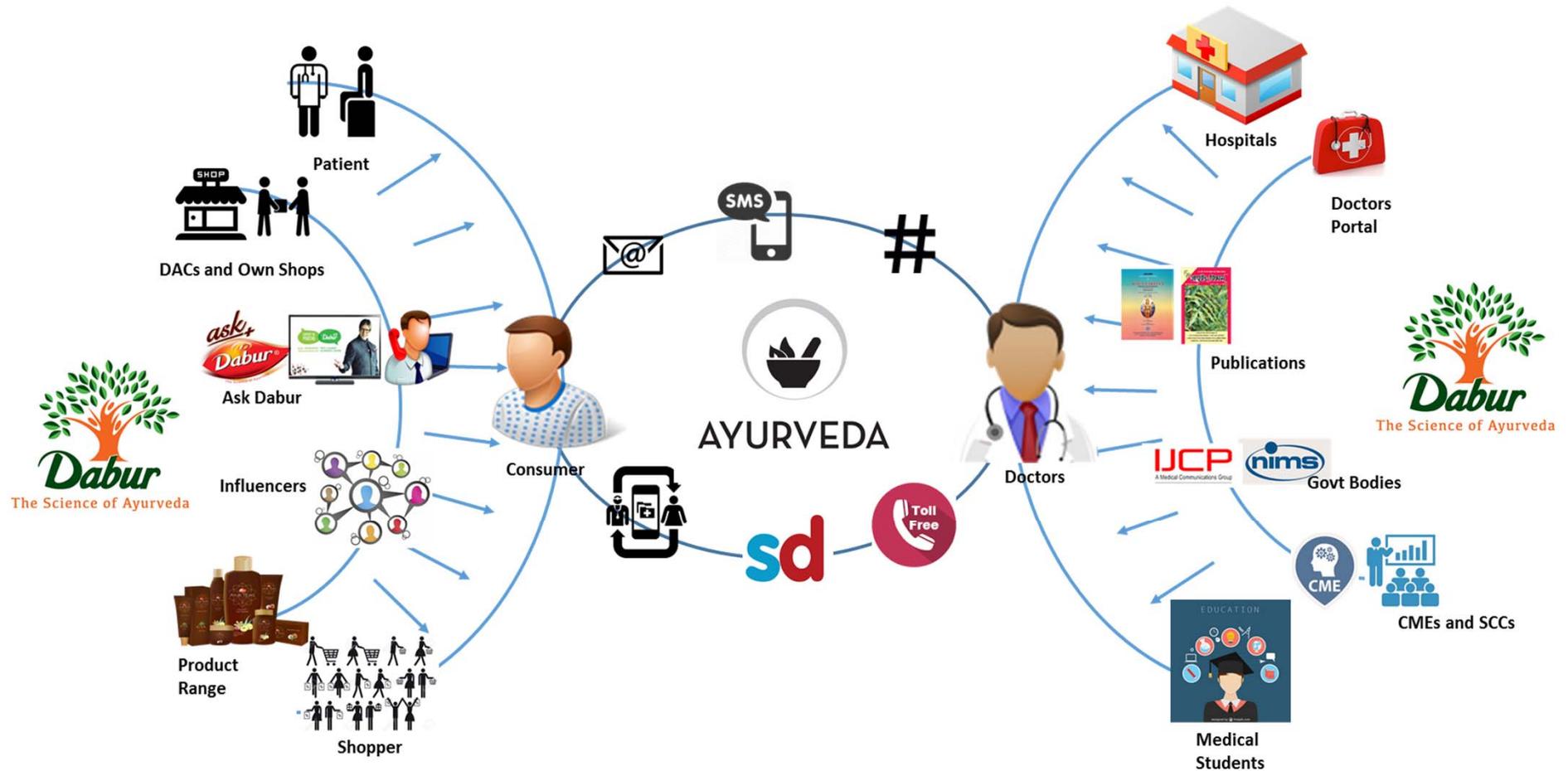
“AYUR” + “VEDA” = SCIENCE OF LIFE

Ayurveda is the traditional system of healthcare which promotes **PREVENTION** and **CURE**

- Ayurveda is based upon Natural Remedies which incorporate the healing properties of plants and herbs.
- It is a holistic system which heals by activating the natural inherent curative force of the body



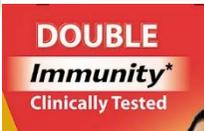
DABUR & AYURVEDA



CLAIM BASED COMMUNICATION



Double immunity



Clinically proven formula



2X faster physical growth



Clinically proven formula



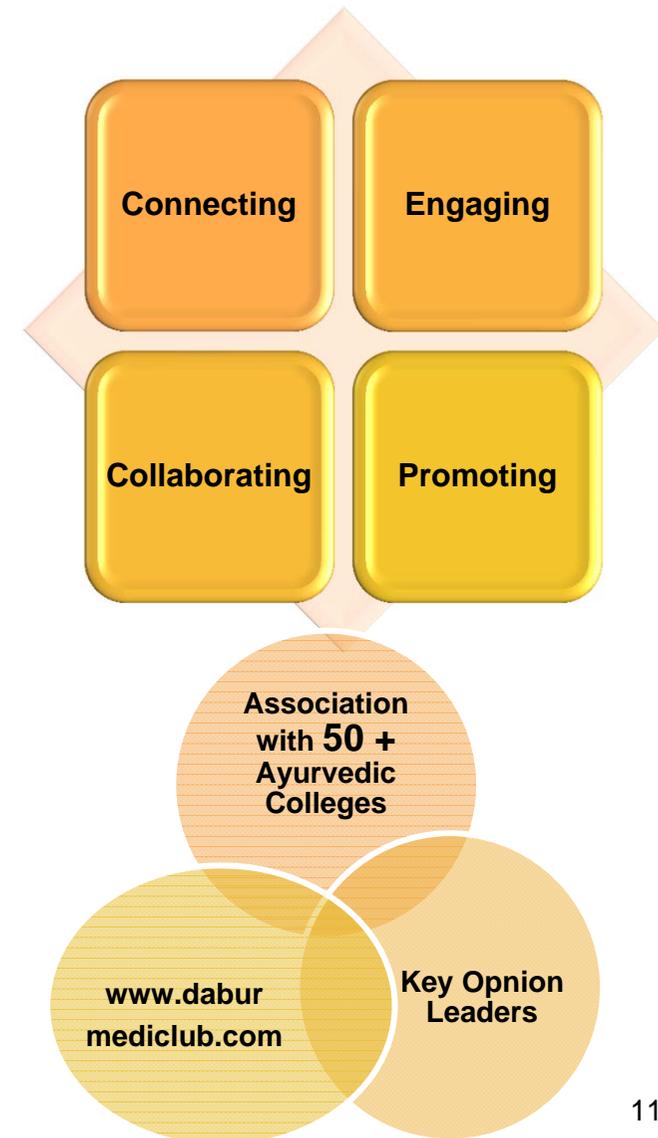
Stay fit, feel young



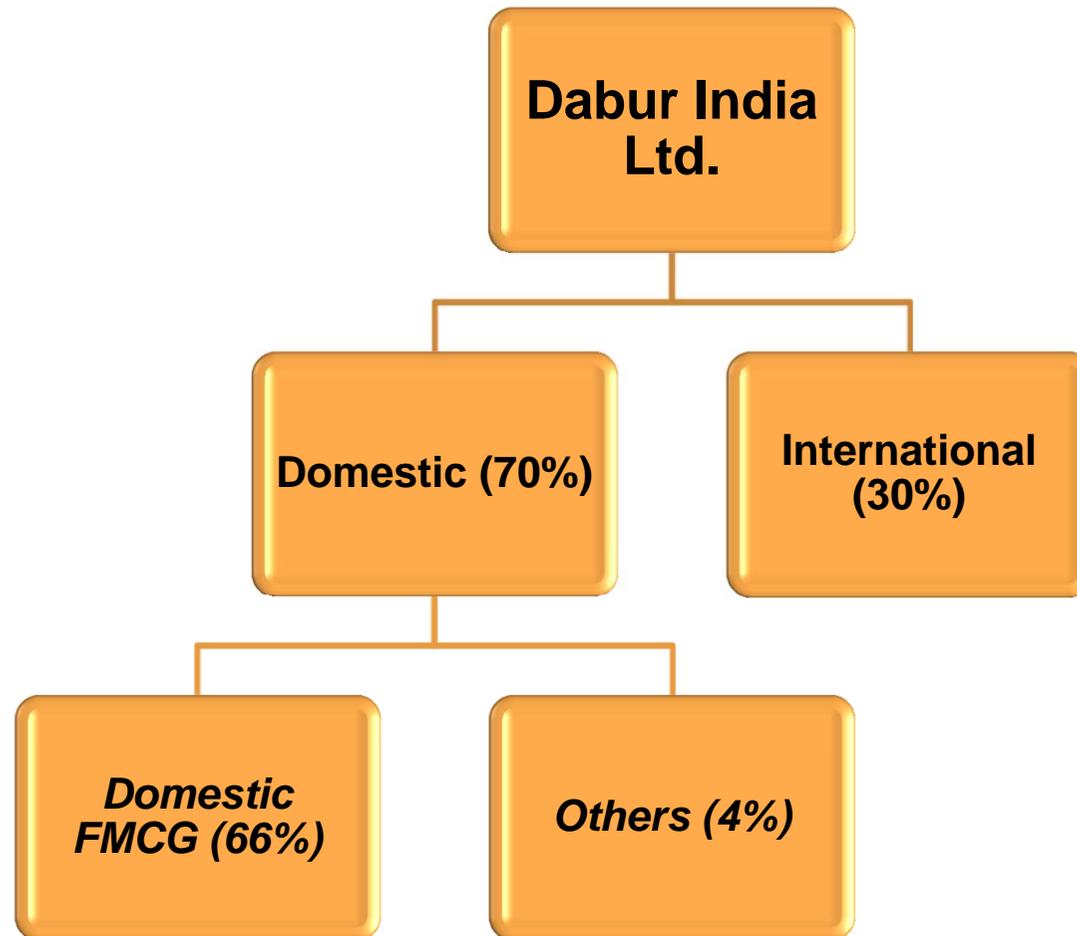
PROMOTING AYURVEDA: DOCTOR REACH

Directly
reaching
32000+
Doctors

- Detailing and Product sampling



DABUR BUSINESS STRUCTURE

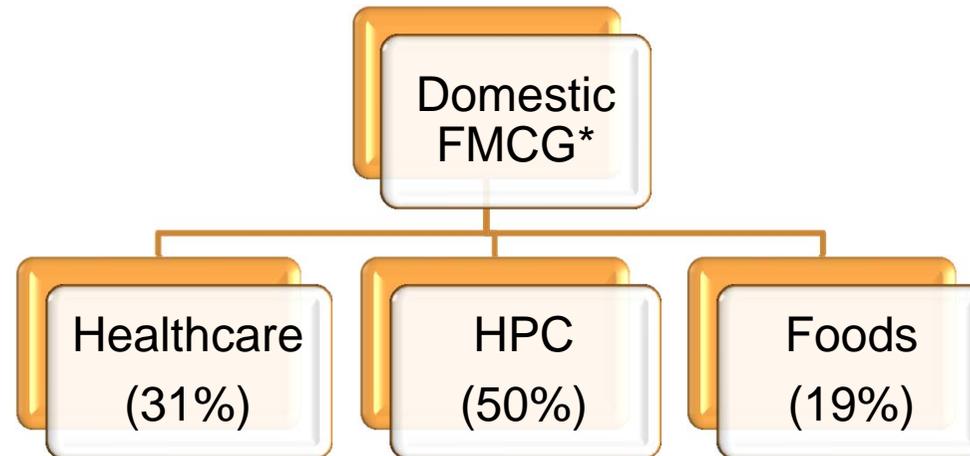


* Others include Retail, Commodity exports etc

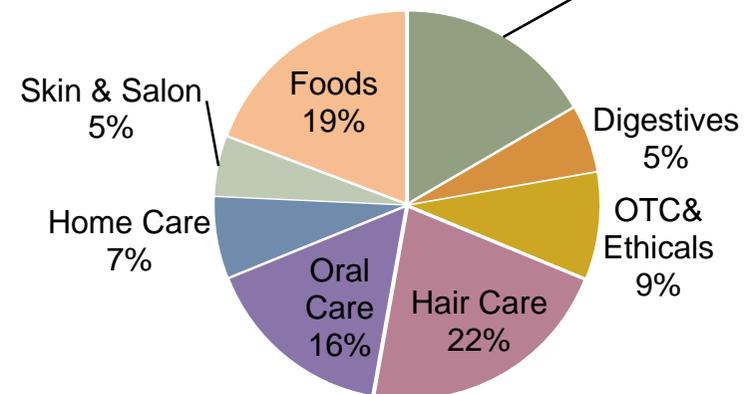
Note: % figure in brackets indicate % share in Consolidated Sales for FY17

INDIA BUSINESS

SALES BY BUSINESS VERTICAL



Domestic FMCG Business Health Supplements 17%

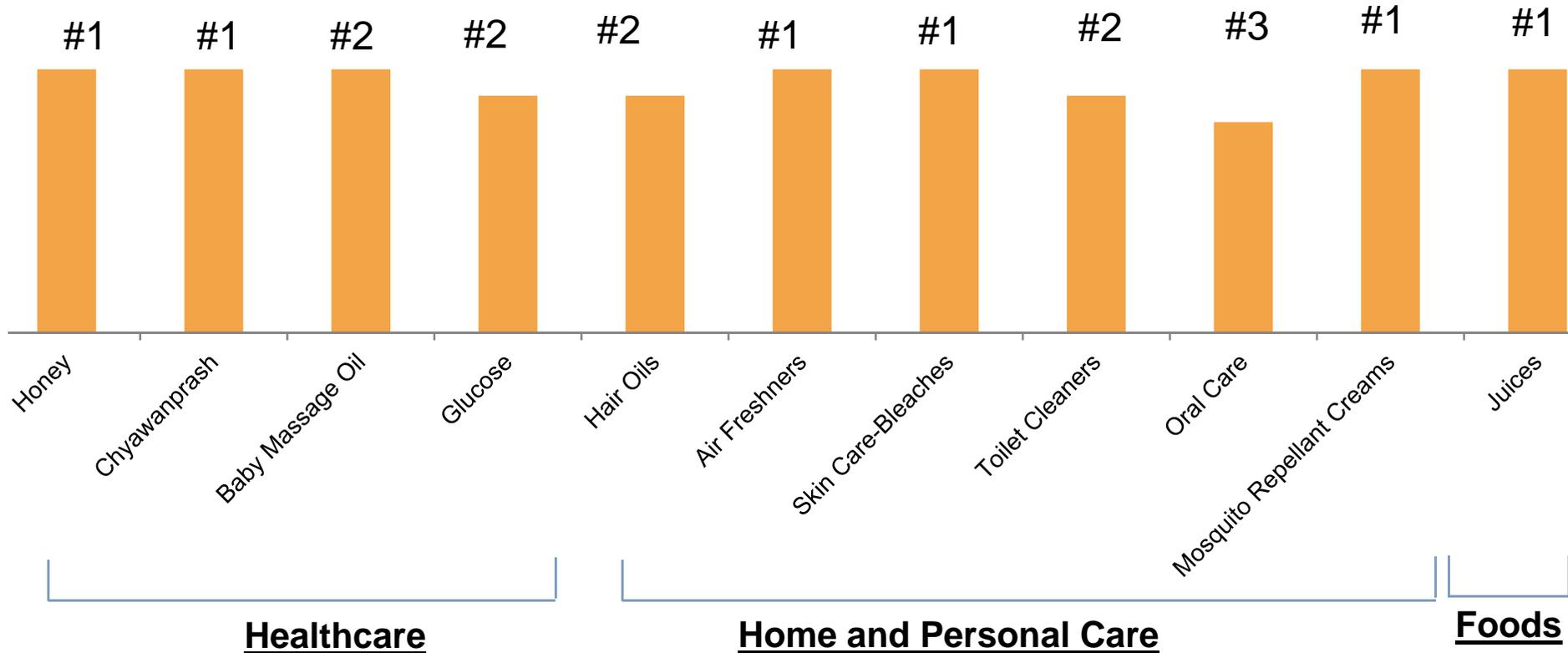


* Breakdown of Domestic FMCG business basis FY17 Sales

MARKET LEADER IN 6 CATEGORIES

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

#Relative Competitive Position



* Position basis Nielsen Market Share data MAT Mar'17
15.

BUSINESS STRATEGY

Healthcare

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

Home & Personal Care

- Ayurvedic / Herbal focus
- Premiumization & Differentiation
- Strong innovation agenda

Foods

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

BUILDING CONSUMER CONNECT

Glucose- Ab Daudega Hindustan



Dabur Odomos- Dengue Awareness Tie up with NDMC & ITDC



Dil Se DUA- Rakhi Gift Pack(Real)



Dabur Amla Dulaar Activation



FOCUS ON INNOVATIONS



Dabur Red Gel



Dabur Woman Restorative Tonic



Dabur Honey Tulsi & Ginger



Dabur Madhurakshak



Dabur Brahmi Amla Hair Oil



Honitus Hot Sip



Real Wellnezz Amla



Fem Ultra Gold Bleach

CONTINUE TO BUILD BIGGER BRANDS

10bn+



1bn+



16 brands with turnover of INR 1bn+ with 3 brands over 10bn

MOST TRUSTED BRANDS



ORAL CARE

2016 2015

1	Colgate	1
2	Closeup	2
3	Dabur (Toothpaste)	4
4	Pepsodent	3
5	Patanjali Dant Kanti	NE
6	Oral-B	5
7	Vicco Vajradanti	7
8	Babool	6
9	Sensodyne	9
10	Anchor	8

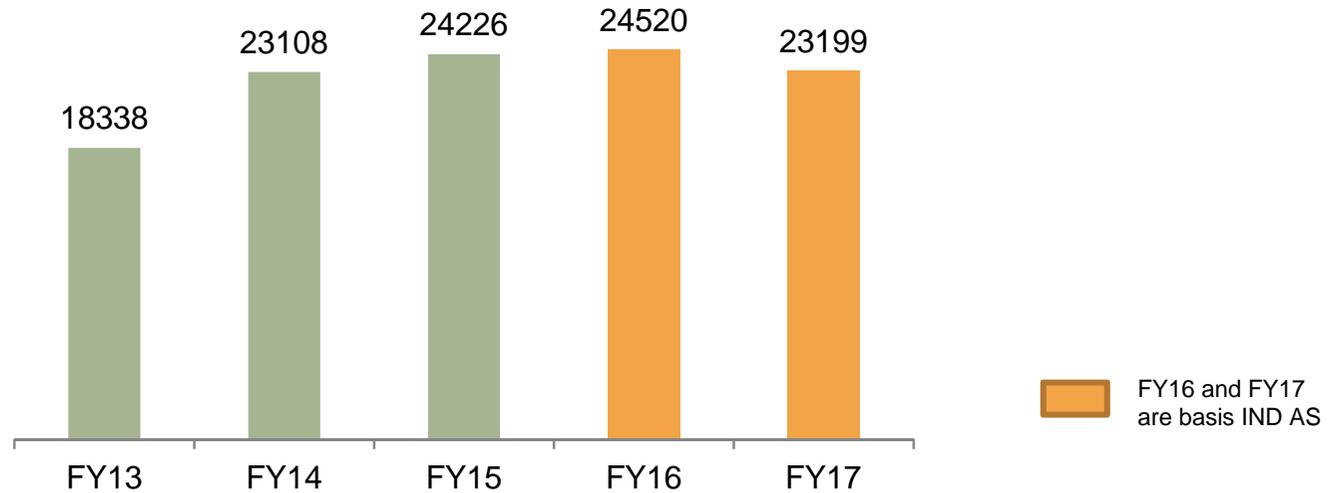
- **Dabur Red Paste** and **Dabur Hajmola** – have been ranked amongst the **biggest gainers** in the latest **Brand Equity Most Trusted Brands List**
- Dabur Red Paste moved up 66 places and **was ranked 34** in the **Brand Equity Most Trusted Brands 2016** list, released by The Economic Times, up from its ranking of 100 in the previous year
- In the Oral Care category list, ***Dabur Red Paste took the third place***, a gain of one rank from the previous year. The year 2016 had seen Dabur Red Paste also break into the Top 3 in the market, becoming the third largest toothpaste brand in the country.
- **Hajmola** gained 38 places and was ranked 85 in the list. The brand was also ranked in the **Top 5 in the OTC category** for 2016

INTERNATIONAL BUSINESS

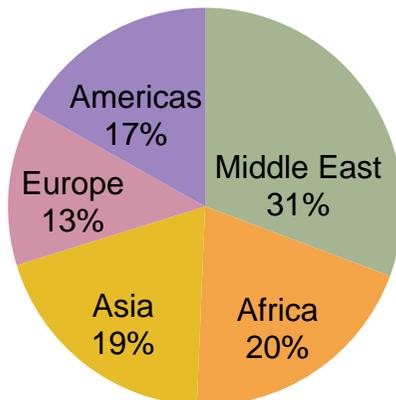
BUSINESS OVERVIEW

In INR Mn

Sales Trend



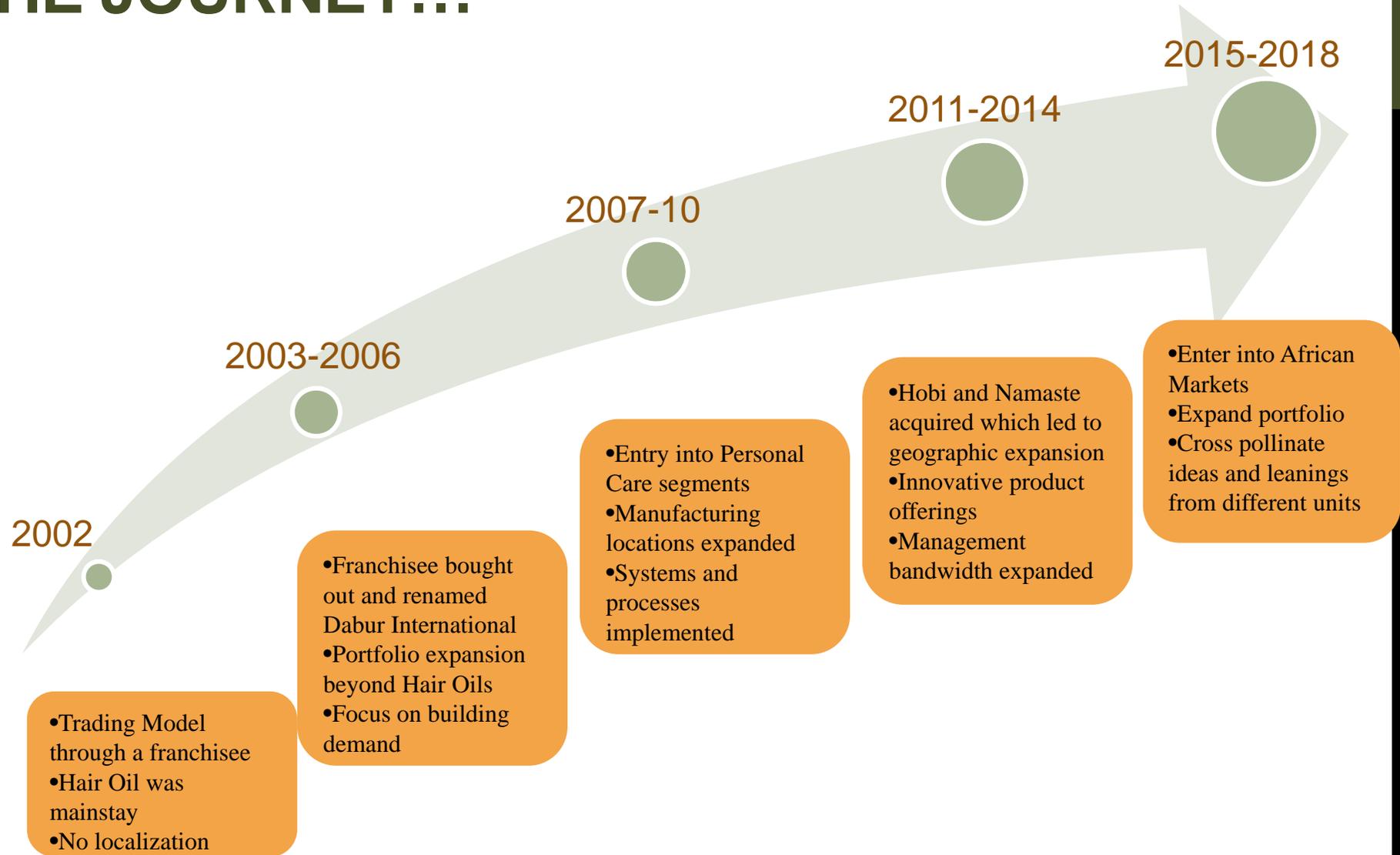
Regionwise Sales:FY 2016-17



Key Markets

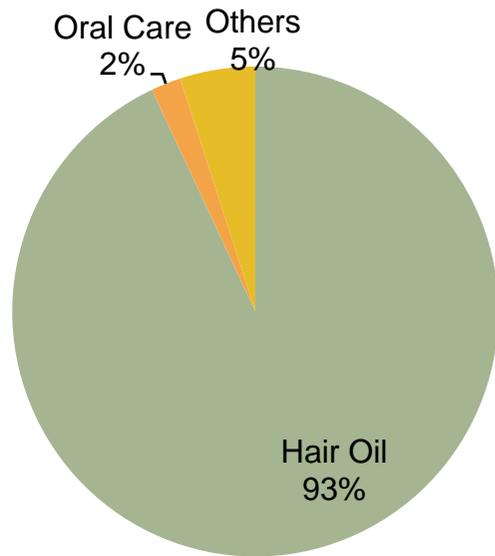


THE JOURNEY...

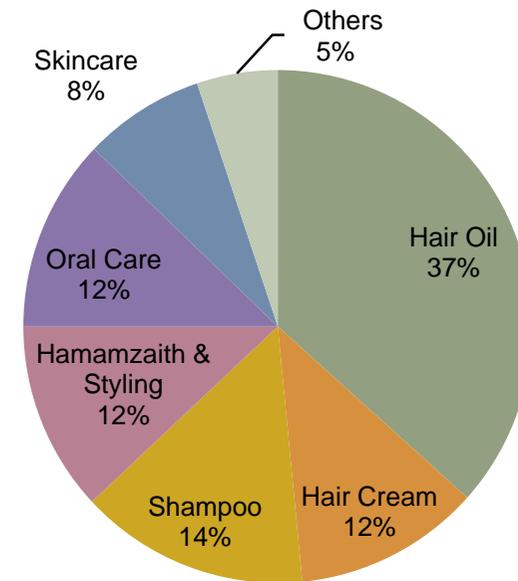


ORGANIC INTERNATIONAL BUSINESS

2005-06



2016-17



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

RECENT INNOVATIONS



Dermoviva Facial Fluid Range



Amla Men Hair Tonic



Herbal Olive Enamel Care Toothpaste



Vatika Shampoo Relaunch



Dermoviva Baby Range- Olive Enriched Powder and Olive Baby Soap



Vatika Stand Tough Styling Gel

IBD : BUSINESS STRATEGY

Capitalize on the “Herbal Wave” trend

Focus on Core Categories like Hair Care, Oral Care and Skin Care

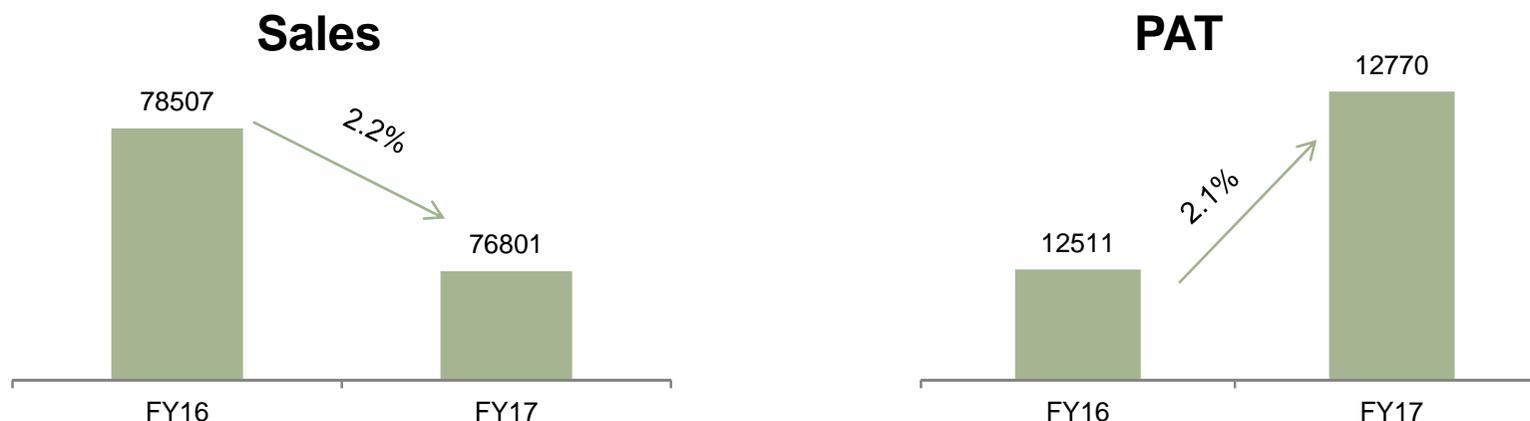
Leveraging Digital platform to enhance consumer awareness and brand visibility

Optimize Advertising spends and capture better efficiencies

Continued focus on brand innovation and renovation

CONSOLIDATED BUSINESS PERFORMANCE FY16-17

In INR Mn



- Sales for FY17 declined by 2.2% and stood at Rs.76.8 bn. However, Sales were flattish in constant currency terms
- PAT increased by 2.1% and stood at Rs.12.77 bn.
- Operating margin increased from 19.3% in FY16 to 19.6% in FY17
- Domestic business was impacted because of trade disruption and pipeline correction during demonetisation
- International business faced headwinds because of geo political disturbance in the Middle East and currency volatility in Egypt, Nigeria and Turkey

SUSTAINABILITY: A KEY FOCUS

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

2537

*farmers/beneficiaries
of our Agronomical
initiatives in India*

9.3 lakh

*saplings of rare herbs
distributed free of
cost to farmers*

1253 Household
toilets constructed

2374 students

*benefited from School
Support Programmes*

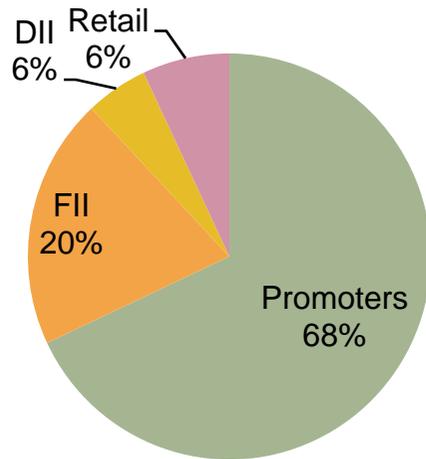
393

*Women gained literacy
at our Adult literacy
centres*

510 women trained
at our vocational
training centers

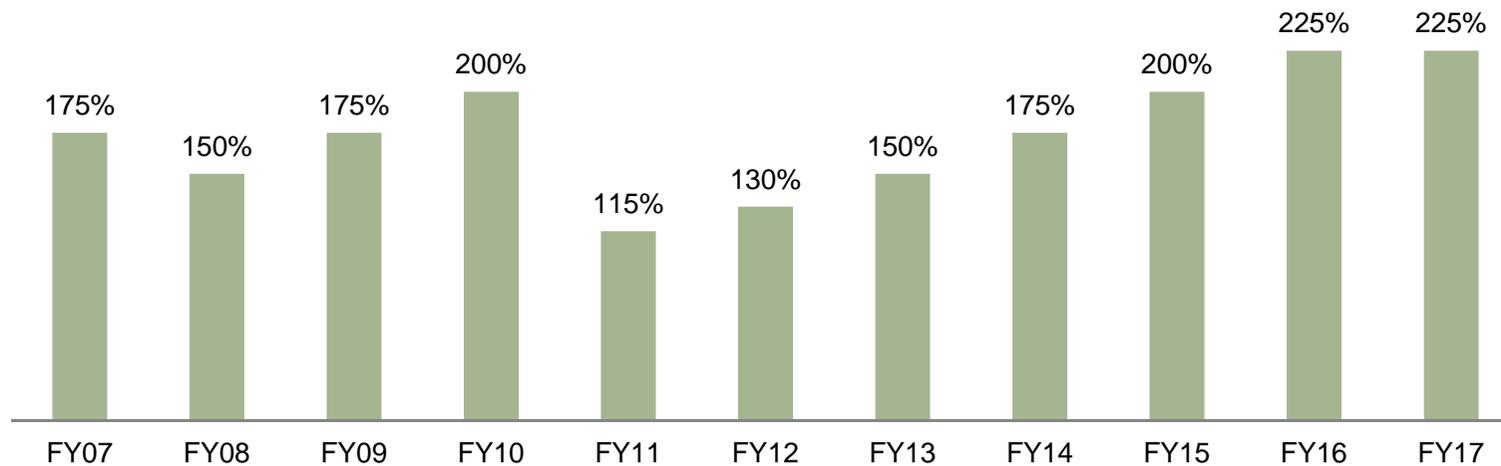
SHAREHOLDING PATTERN AND DIVIDEND HISTORY

Shareholding Pattern- As on 31st March, 2017



32% of Dabur's shares are held by the Public

Dividend History



AWARDS AND ACCOLADES



Dabur India Ltd Chairman Dr. Anand C. Burman receives the 'Outstanding Institution Builder' award from Union Railway Minister Suresh Prabhu at the AIMA Awards ceremony

Dabur India Ltd CEO Mr. Sunil Duggal named the Best CEO in the FMCG Category for the second year in a row, by the Business Today magazine. Union Minister for Law & Justice Mr. Ravi Shankar Prasad presented the award.



Dabur India Ltd CFO Mr. Lalit Malik was presented the recognition of excellence for exceptional calibre and contribution to the world of finance.

AWARDS AND ACCOLADES

Dabur bagged the award for 'Best Risk Management Practice' in the FMCG category, at the 3rd India Risk Management Awards, organized by CNBC TV18



Dabur bagged the Silver award in the Manufacturing–Private Sector category at the 12th BML Munjal awards for 'Business Excellence through Learning & Development'. The award was presented by Union HRD Minister Mr. Prakash Javadekar

CONSOLIDATED P&L

In INR Mn

DIL (Consolidated) P&L in Rs. million	Q4FY17	Q4FY16	YoY (%)	FY17	FY16	YoY (%)
Net Sales	19,090	20,061	-4.8%	76,801	78,507	-2.2%
Other Operating Income	57	40		214	180	
Material Cost	9,761	9,920	-1.6%	38,432	38,496	-0.2%
<i>% of Sales</i>	51.1%	49.5%		50.0%	50.1%	
Employee Costs	1,731	2,018	-14.2%	7,896	7,941	-0.6%
<i>% of Sales</i>	9.07%	10.1%		39.4%	39.6%	
Ad Pro	1,230	1,565	-21.4%	6,461	7,716	-16.3%
<i>% of Sales</i>	6.4%	7.8%		32.2%	38.5%	
Other Expenses	2,249	2,445	-8.0%	9,135	9,352	-2.3%
<i>% of Sales</i>	11.8%	12.2%		45.5%	46.6%	
Operating Profit	4,176	4,151.9	0.6%	15,089	15,183	-0.6%
<i>% of Sales</i>	21.9%	20.7%		19.6%	19.3%	
Other Income	650.4	538.7	20.7%	2983.5	2171.9	37.4%
EBITDA	4,826.1	4,690.5	2.9%	18,072.9	17,354.7	4.1%
<i>% of Sales</i>	25.3%	23.4%		23.5%	22.1%	
Finance Costs	116.6	131.9	-11.6%	540.3	484.8	11.4%
Depreciation & Amortization	395.4	357.6	10.5%	1428.6	1331.9	7.3%
Profit Before Tax (PBT)	4314.1	4201.0	2.7%	16104.1	15538.0	3.6%
Tax Expenses	976.7	868.1		3303.4	2999.0	
PAT(Before extraordinary item)	3337.4	3332.9	0.1%	12800.7	12539.0	2.1%
<i>% of Sales</i>	17.5%	16.6%		16.7%	16.0%	
Extraordinary Item	0.0	0.0		0.0	#DIV/0!	
PAT(After extraordinary Items)	3337.4	3332.9		12800.7	12539.0	
Minority Interest - Profit/(Loss)	5.4	14.6	-63.1%	33.7	27.4	22.8%
<i>Share of profit / (loss) of associates & joint venture</i>	-0.76	-3.52		0.6%	0.5%	
PAT (After Minority Int)	3,331	3,315	0.5%	12,770	12,511	2.1%
<i>% of Sales</i>	17.5%	16.5%		16.6%	15.9%	

Note: IND AS implemented w.e.f 1st April, 2016

STATEMENT OF ASSETS AND LIABILITIES

In INR Mn

Particulars		FY17	FY16
A	ASSETS		
1	Non-current assets		
	(a) Property, plant and equipment	1,479.02	1,238.77
	(b) Capital work-in-progress	42.10	44.80
	(c) Investment property	54.99	60.60
	(d) Goodwill	410.53	410.53
	(e) Other Intangible assets	13.86	18.10
	(f) Financial assets		
	(i) Investments	2,499.41	1,880.91
	(ii) Others	12.36	13.17
	(g) Other non-current assets	102.30	49.76
	Total Non-current assets	4,614.57	3,716.64
2	Current assets		
	(a) Inventories	1,106.71	1,096.50
	(b) Financial assets		
	(i) Investments	740.75	749.23
	(ii) Trade receivables	650.42	809.20
	(iii) Cash and cash equivalents	163.22	131.15
	(iv) Bank Balances other than (iii) above	141.59	88.67
	(v) Others	34.11	29.06
	(c) Current Tax Asset (Net)	-	3.06
	(c) Other current assets	279.67	308.79
	Total current assets	3,347.91	3,451.87
	TOTAL ASSETS	7,962.48	7,168.51
B	EQUITY AND Liabilities		
1	Equity		
	(a) Equity share capital	176.15	175.91
	(b) Other Equity	4,671.24	3,994.70
	Equity attributable to shareholders of the Company	4,847.39	4,170.61
	Non Controlling Interest	24.77	21.71
	Total equity	4,872.16	4,192.32
2	Non-current liabilities		
	(a) Financial liabilities		
	(i) Borrowings	471.21	342.42
	(ii) Other financial liabilities	3.71	4.96
	(b) Provisions	53.40	50.88
	(c) Deferred tax liabilities (Net)	108.04	88.24
	Total Non-current liabilities	636.36	486.50
3	Current liabilities		
	(a) Financial liabilities		
	(i) Borrowings	440.33	449.74
	(ii) Trade payables	1,302.67	1,330.12
	(iii) Other financial liabilities	173.72	120.33
	(b) Other current liabilities	175.44	231.73
	(c) Provisions	91.89	90.54
	(d) Current tax Liabilities (Net)	38.47	31.02
	Total Current liabilities	2,222.52	2,253.48
	TOTAL EQUITY AND LIABILITIES	7,731.04	6,932.30

Thank You

