



Ref: SEC/SE/2024-25
Date: May 29, 2024

To,
Corporate Relations 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

BSE Scrip Code: 500096

NSE Scrip Symbol: DABUR

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

Sub: Schedule of Analyst/Institutional Investor Meet

Dear Sir/Madam,

Pursuant to provisions of Regulation 30 of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, we wish to inform you that the officials of the Company shall be attending the following Conference:

Day, Date and Time	Name of the Conference	Place
Monday, June 3, 2024 at 10.00 AM	BofA 2024 India Conference	Hotel St. Regis, Mumbai

Note: The schedule of the aforesaid conference is subject to change due to exigencies on the part of Company/Organizer.

Please find enclosed a copy of presentation to be shared with investors in the said conference. The Presentation is also being made available on the website of the Company at www.dabur.com.

Note: No Unpublished Price Sensitive Information will be shared at the conference.

This is for your kind information and records.

Thanking you,
Yours faithfully
For **Dabur India Limited**


(A.K. Jain)
EVP (Finance) and Company Secretary

Encl: as above



Investor Presentation

June 2024



Swad Sugandh ka Raja



KEY AGENDAS FOR TODAY



DABUR OVERVIEW



**FY24 PERFORMANCE
HIGHLIGHTS**



STRATEGIC PILLARS



ANNEXURE

1



DABUR OVERVIEW



**FY24 PERFORMANCE
HIGHLIGHTS**

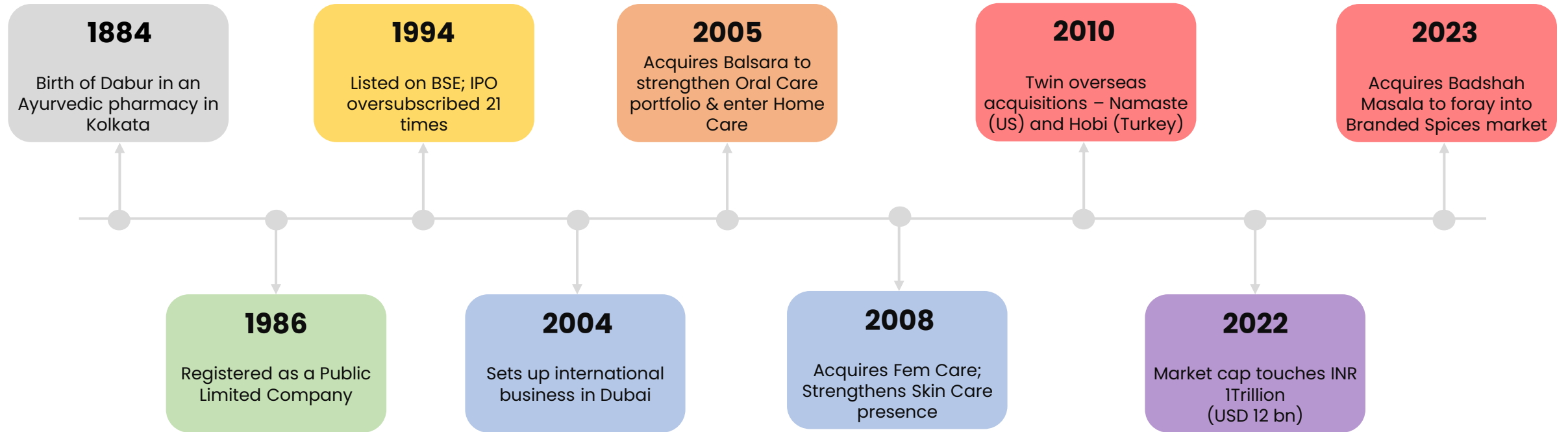


STRATEGIC PILLARS



ANNEXURE

Dabur's 140 Year Heritage



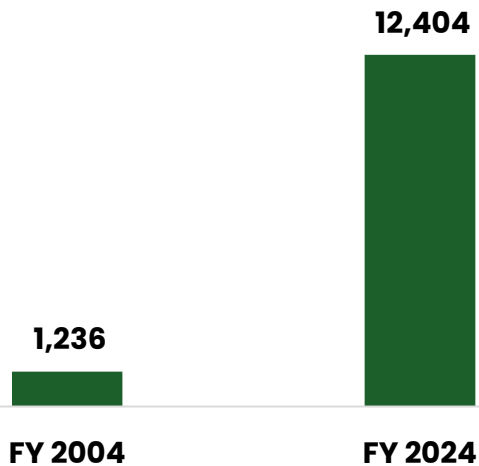
Strong Track Record

Revenue from Operations

12.2%

20 Year CAGR

Revenue from Operations

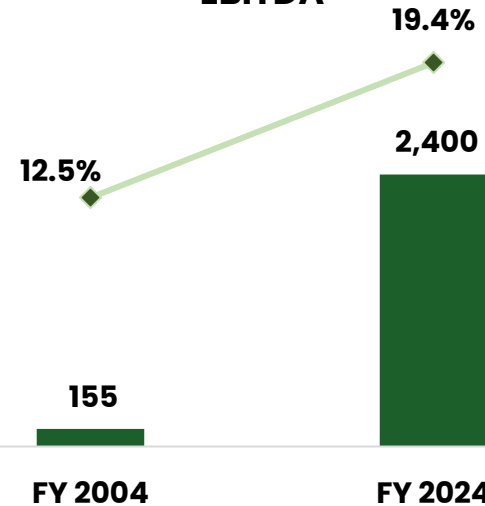


EBITDA

14.7%

20 Year CAGR

EBITDA

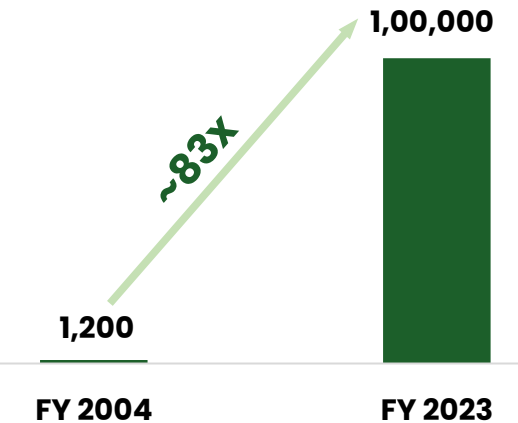


Market Capitalization

83x

In last 20 Years

Market Cap



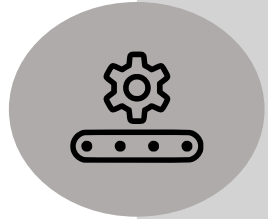
Dabur – A Leader in Ayurveda and Natural Healthcare



**AMONG TOP 4 FMCG
COMPANIES IN INDIA**



**8 out of 10 Households
consuming Dabur
Products**



**22 MANUFACTURING
FACILITIES**



**ONE OF THE LARGEST
DISTRIBUTION ~ 7.9 MN
OUTLETS**



**STRONG OVERSEAS
PRESENCE WITH 25%
SALIENCY**



- **FY24 SALES: INR 124 BN**
- **FY24 PAT: INR 18 BN**

Business Structure



Domestic Business

75%

International Business

25%

Power Brands



Power Brands



Key Brands



INR 1 billion club brands

Revenue (INR)	Brands					
>1500 Cr						
1,000–1,500 Cr						
500–1,000 Cr						
100–500 Cr						
						
						 

Market Leadership in Domestic Business

Leading position in key categories across verticals

Market Leaders



Juices & Nectars



Chyawanprash



Honey



Air Fresheners



MRC



Bleaches

#2 Player



Hair Oils



Oral care






BMO



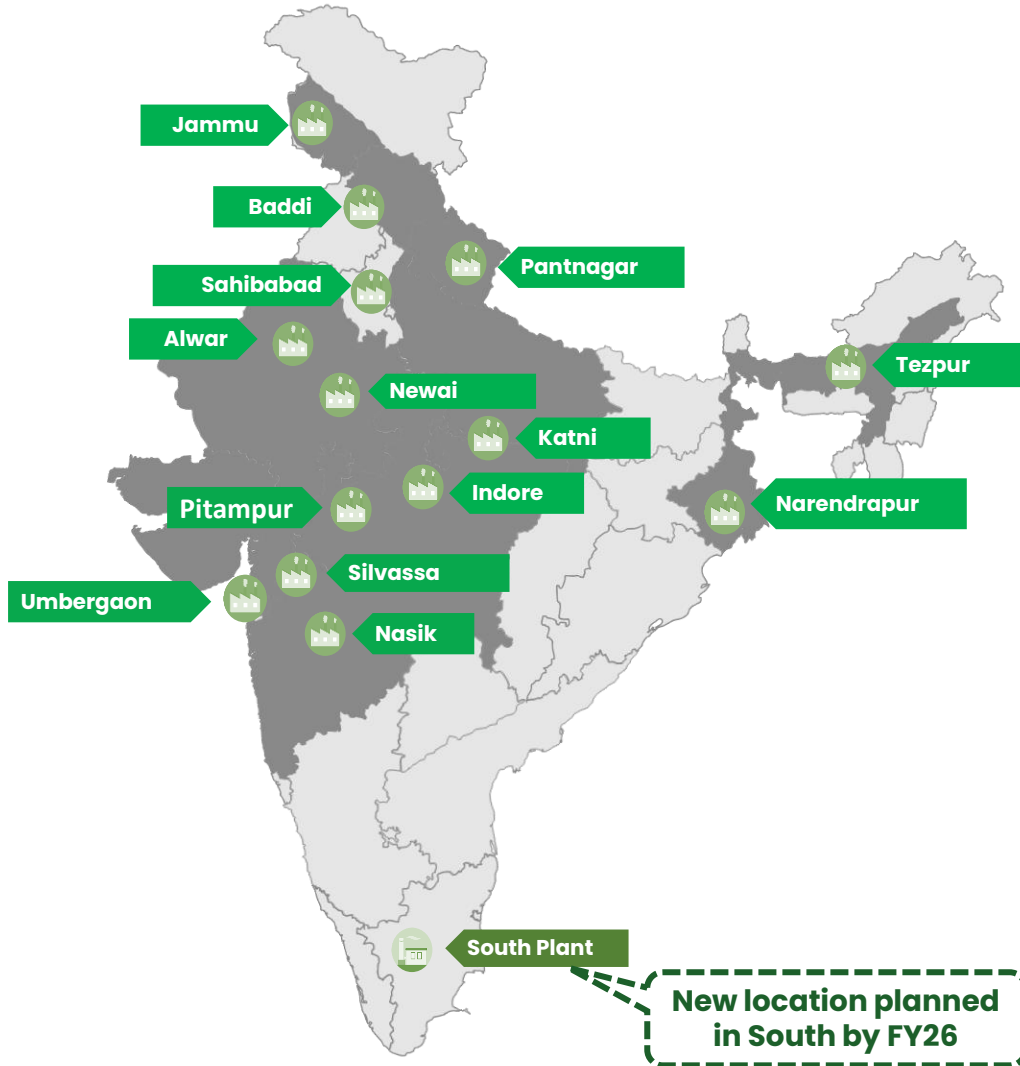
Glucose

Market Leadership in International Business

	#1	#2	#3
 <p>Saudi Arabia</p>	<p>Hair Oil Hair Cream Hair Gel Hair Mask</p>		<p>Hair Serums Depilatories</p>
 <p>Egypt</p>	<p>Hair Oil Hair Cream Hair Mask</p>	<p>Hair Gel</p>	<p>Hair Serums</p>
 <p>United Arab Emirates</p>	<p>Hair Oils Hair Cream Hair Gel Hair Mask</p>	<p>Hair Serums Depilatories</p>	<p>Toothpaste</p>

Diverse Manufacturing Locations

14 Locations in India



8 International Locations



2



DABUR OVERVIEW



FY24 PERFORMANCE
HIGHLIGHTS



STRATEGIC PILLARS



ANNEXURE

FY24 Summary

Quality Growth across all levers

7.6%

Consolidated Revenue Growth

16.4%

International Revenue CC Growth

240 bps

Gross Margin Expansion

11%

Operating Profit Growth
60 bps Margin Expansion @ 19.4%

8%

PAT Growth

5.5%

India Volume Growth
(including Badshah)

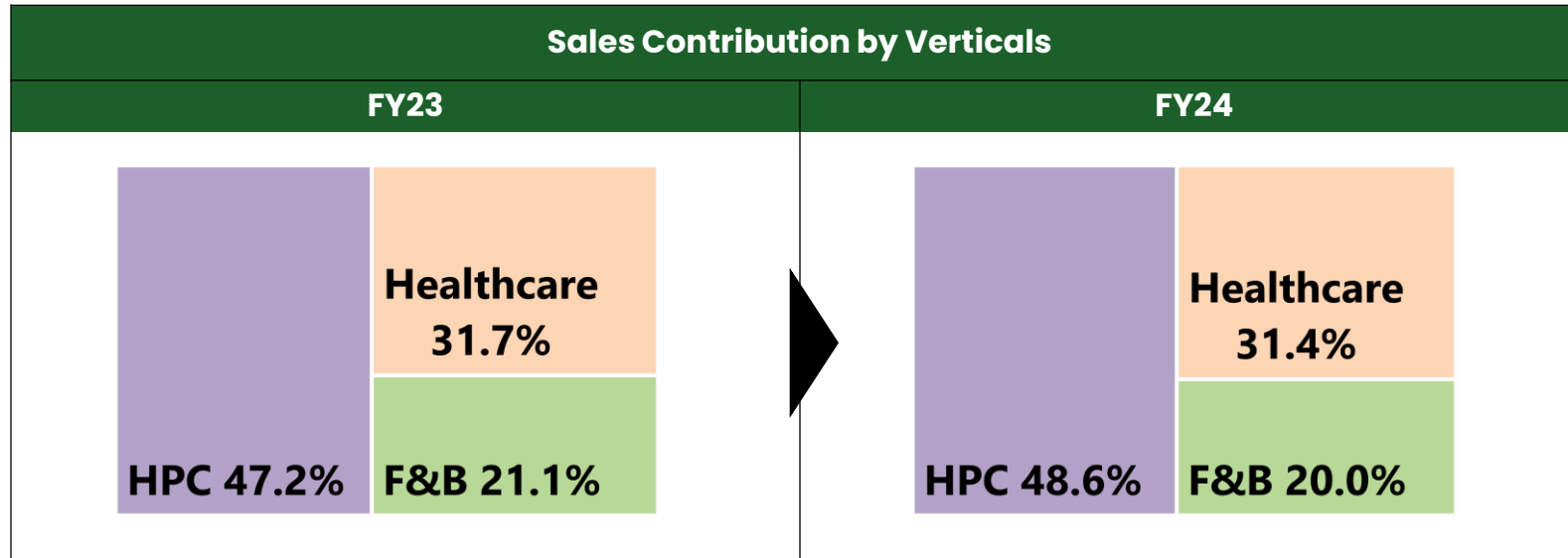
Supported by Strong Balance Sheet

INR 64 Bn Net Cash as on
31st March 24

0.14x Debt to Equity Ratio

38% Return on Invested
Capital

FY24 | Domestic FMCG Business Growth – By Verticals



Healthcare

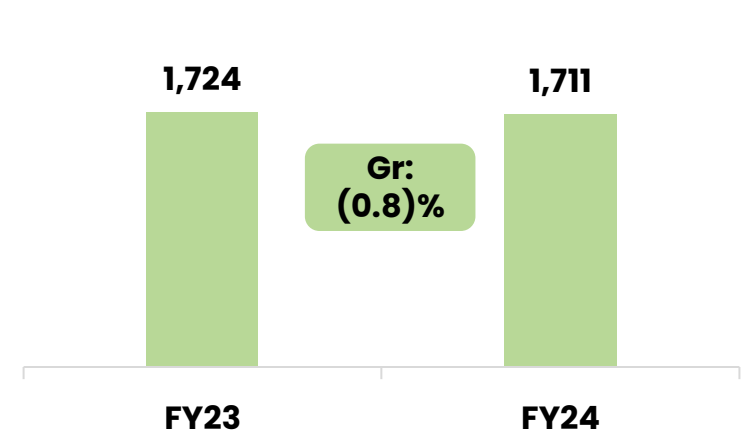
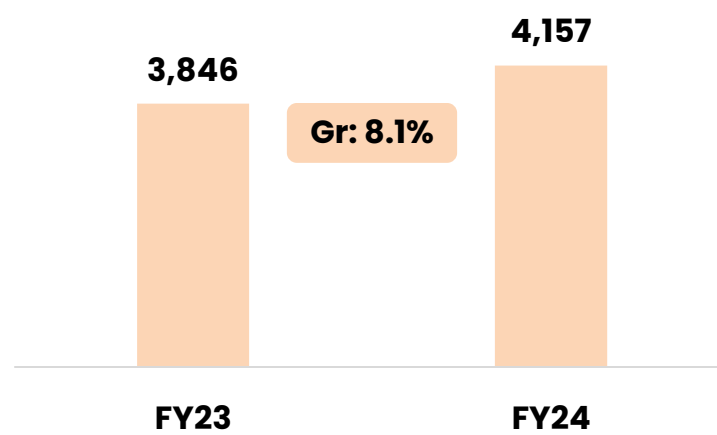
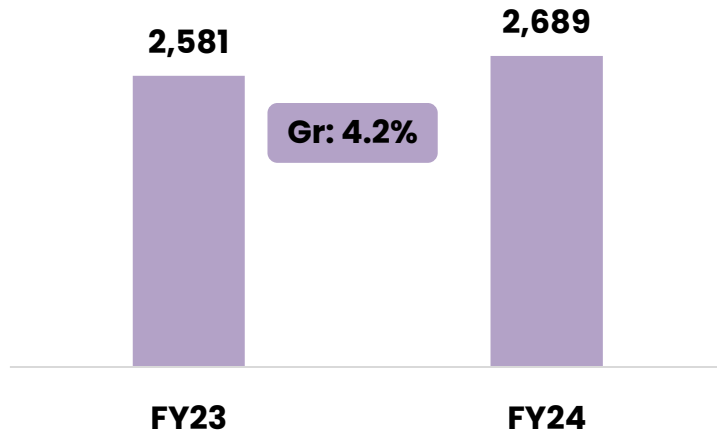
4-year CAGR: 7.6%

Home & Personal Care (HPC)

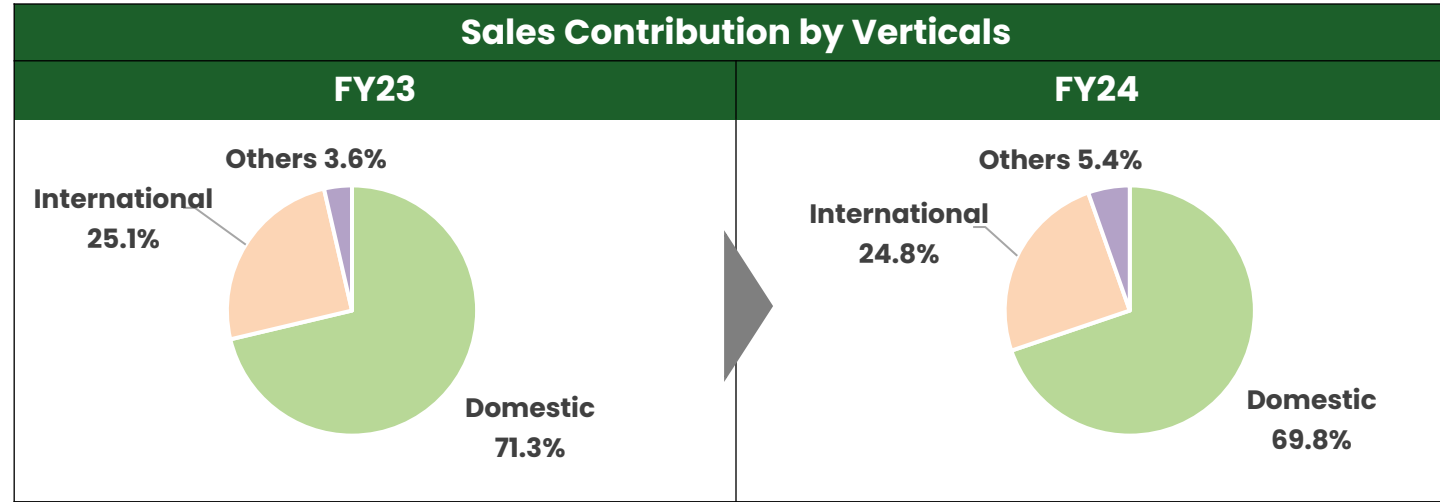
4-year CAGR: 8.8%

Food & Beverage (F&B)

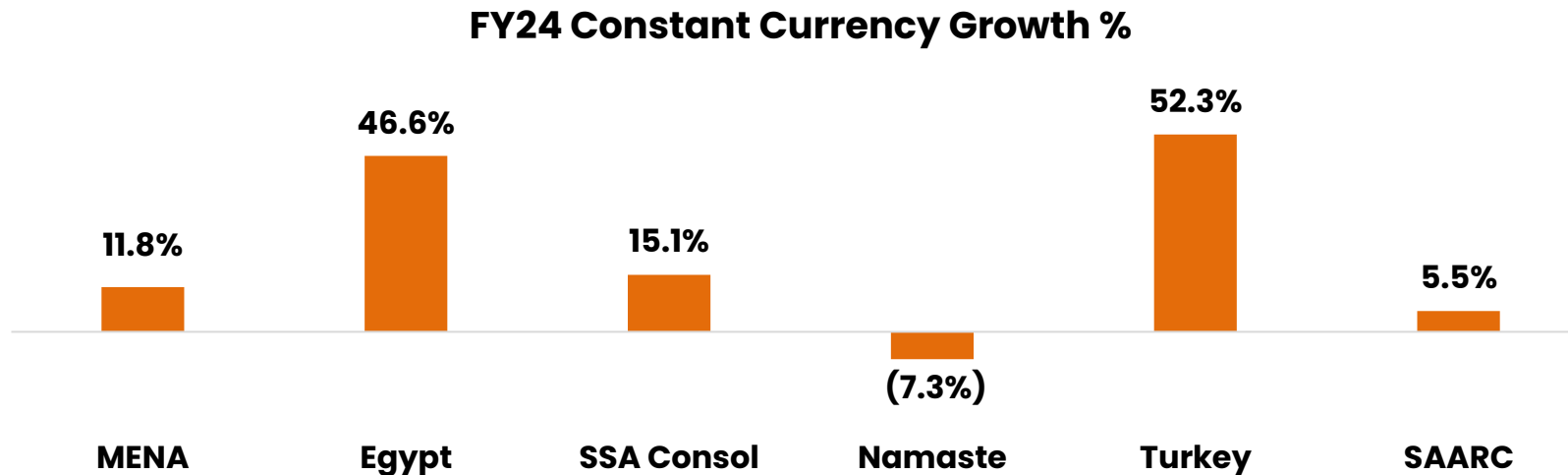
4-year CAGR: 16%



FY24 | International Business – Performance Overview



International Business grew by 16.4% in CC terms (6.2% in INR terms)



3



DABUR OVERVIEW



FY24 PERFORMANCE
HIGHLIGHTS

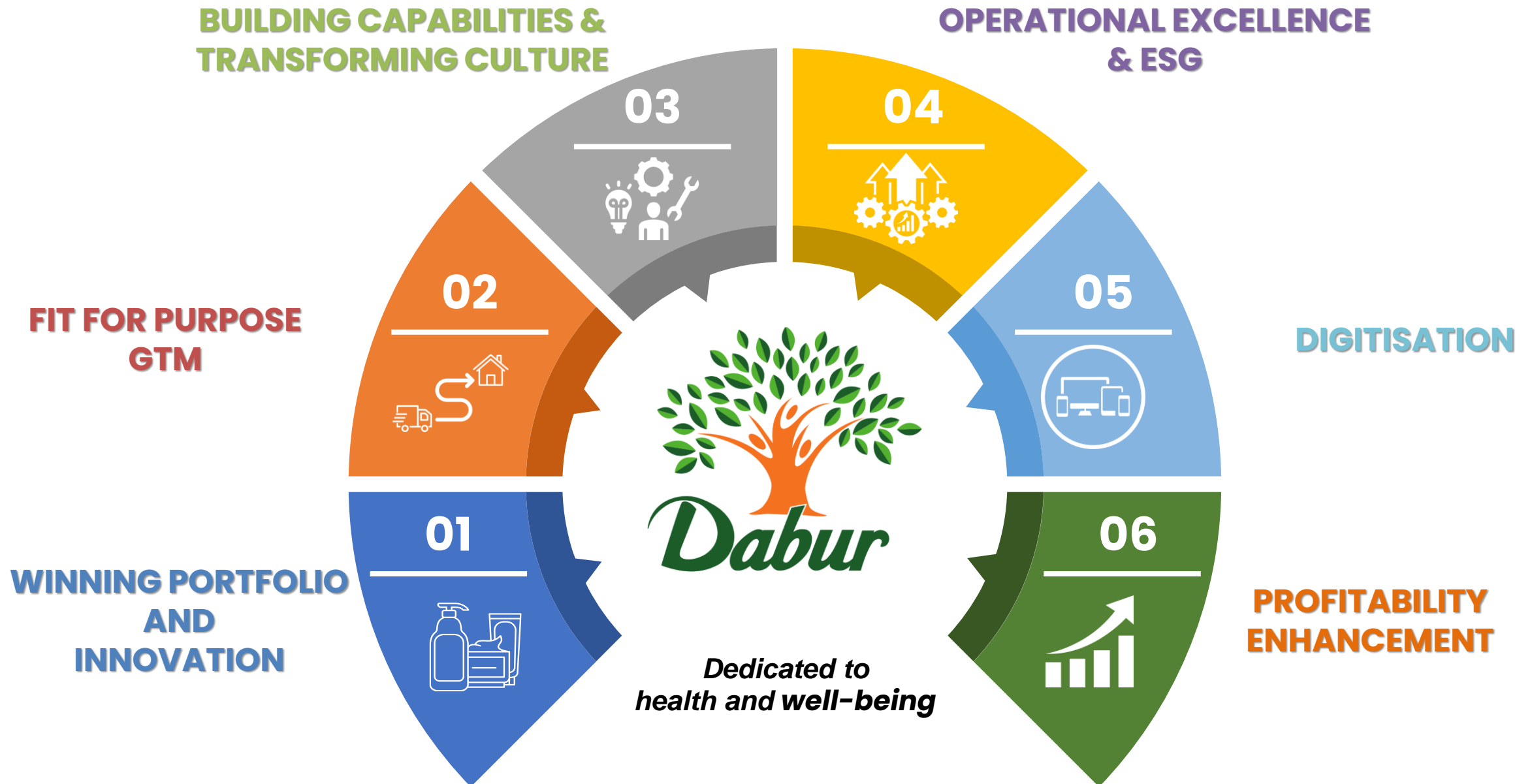


STRATEGIC PILLARS

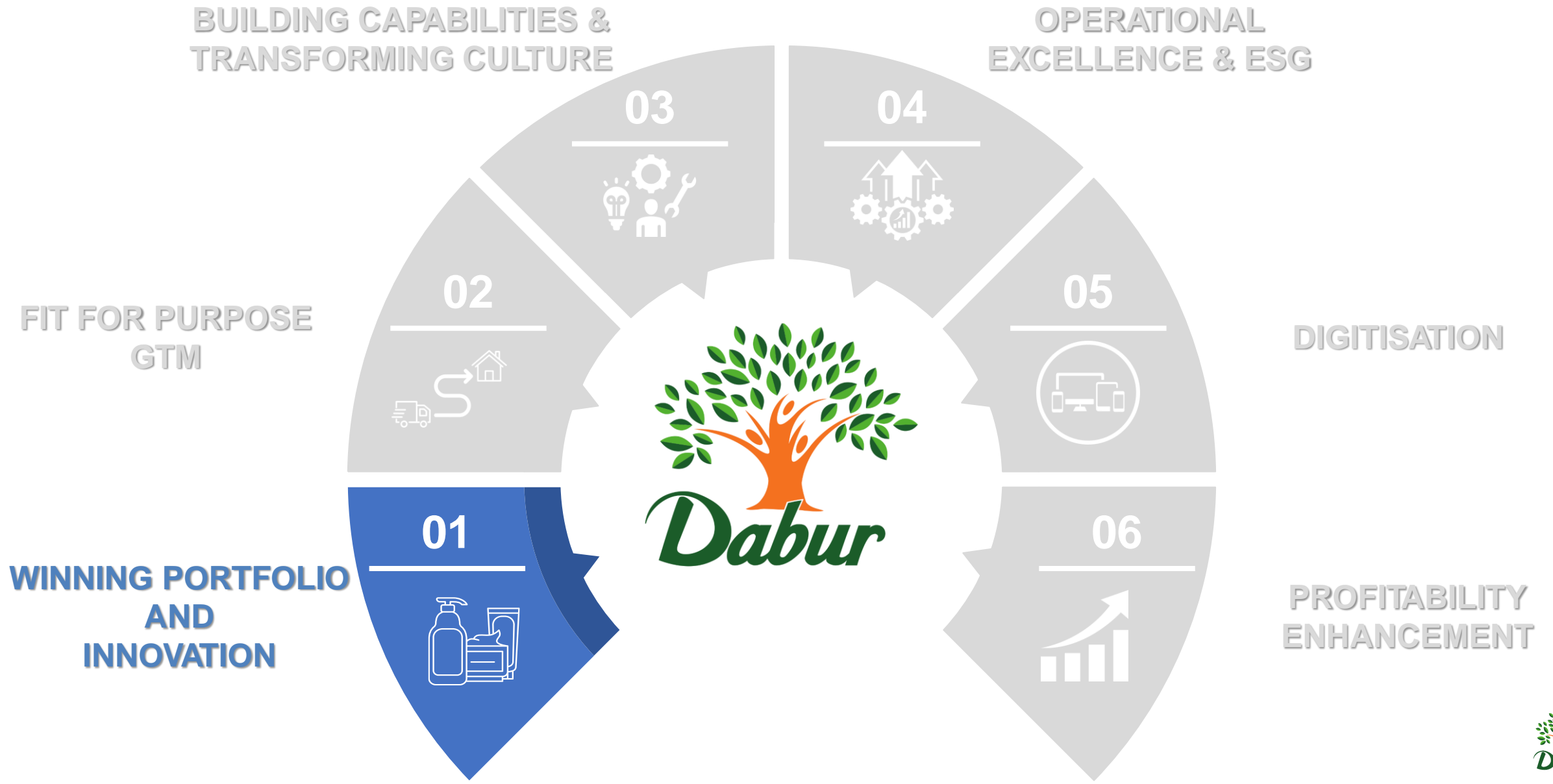


ANNEXURE

Business Metamorphosis continues



Business Metamorphosis continues



1



Restaging Core
For Younger India

2



Power Brands to Power
Platforms

3



Expansion of Existing
Categories/ Entry into
Adjacencies

4



Focusing on Digital with
increasing prominence

1

Stronger Scientific Claims



Restaging Core
For Younger India

Dabur Amla:
2X
Stronger
Hair



World's No. 1
Hair Oil

Dabur
Chyawanprash:

Strength to
Fight 100+
Diseases



3x Immunity
Scientifically Tested

Dabur Red
Toothpaste:

3X Better
Gum care,
Plaque, Stain-
removal



Stronger Scientific Claims

Increasing Relevance through
New Age Formats

Aspirational Packaging

Dabur Lal Tail:
2X faster
physical
growth



Dabur Honitus:

Clinically tested
Fast Relief

Starts Action on Cough
from 15 mins



Odomos:
99.9%
Protection



Increasing Relevance through New Age Formats

1



Restaging Core
For Younger India

Stronger Scientific Claims

Increasing Relevance through
New Age Formats

Aspirational Packaging



Format Extension

Variant Extension

Dabur
Honitus[®]



Cough Drops



Hot Sip
(Kaadha powder)



Blister Lozenges
Premiumisation



Tea Bags



RISE initiative
West



Sugar Free
Variant

Increasing Relevance through New Age Formats

1



Restaging Core
For Younger India

Stronger Scientific Claims

Increasing Relevance through
New Age Formats

Aspirational Packaging

Format
Extension



Mosquito Repellent
Spray



Mosquito Repellent
Gels



Fabric Roll on



Mosquito Repellent
Lotions



Odomos Naturals

Extension
into
Naturals

Entry into New
age formats



Odomos LVP



Odomos
Insecticides



Odomos
Racquets


Aspirational Packaging

1



Restaging Core
For Younger India



Stronger Scientific Claims

Increasing Relevance through
New Age Formats

Aspirational Packaging



Transition from Power Brands to Power Platforms | F&B



Real Nectars – 100% Activ



Real Nectars



Real Vitamin Boost



Real Masala Range



Real Mango Drink



Real PET



Real Aloe Power



Real Plant Based Drinks



Real Fizzin



Real Milkshakes



Real Activ Coconut Water



Real Seeds/Superfoods



Real Peanut Butter

Transition from Power Brands to Power Platforms | HPC



Red Bae Fresh Gel

Red Pulling Oil



Sarson Amla

Badam Amla

Brahmi Amla

Amla Aloe Vera

Amla Kids



Premium Shampoo Range
(Onion & Olive)



Neelibhringa21 Hair Oil



International Range



Transition from Power Brands to Power Platforms | Healthcare



Health Variants

Organic Honey

Honey Tasties (Spreads)

Himalayan Honey



Chyawanprakash

DCPK Tablets

Gur Chyawanprash

Kesar Prash



Variants
(Chatcola, Limcola)

Maha Candy (Albeli Aam,
Chulbuli Imli, ChatCola)

Amla Candy

Tingoli



Scaling Existing Categories by Entry into New Adjacencies

Therapeutics



Baby Care



Hair Oils



Toothpastes



Tea



Foods



Badshah



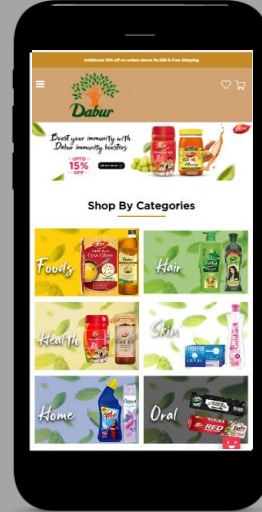
Digital continues to gain prominence

Spends towards digital increased to

30%

in FY24 (vs <10% in FY18)

Building a direct connect with consumers through DaburShop



New-age command center established for Social Listening



E-commerce business

built up in last few years, contributing to **~9% of the business** (best in industry)

364

Digital Campaigns in FY24 leading to 4.45 bn Impressions & 1.45 bn Views

Programmatic spends at

85%+ in FY24

(vs <40% in FY20)

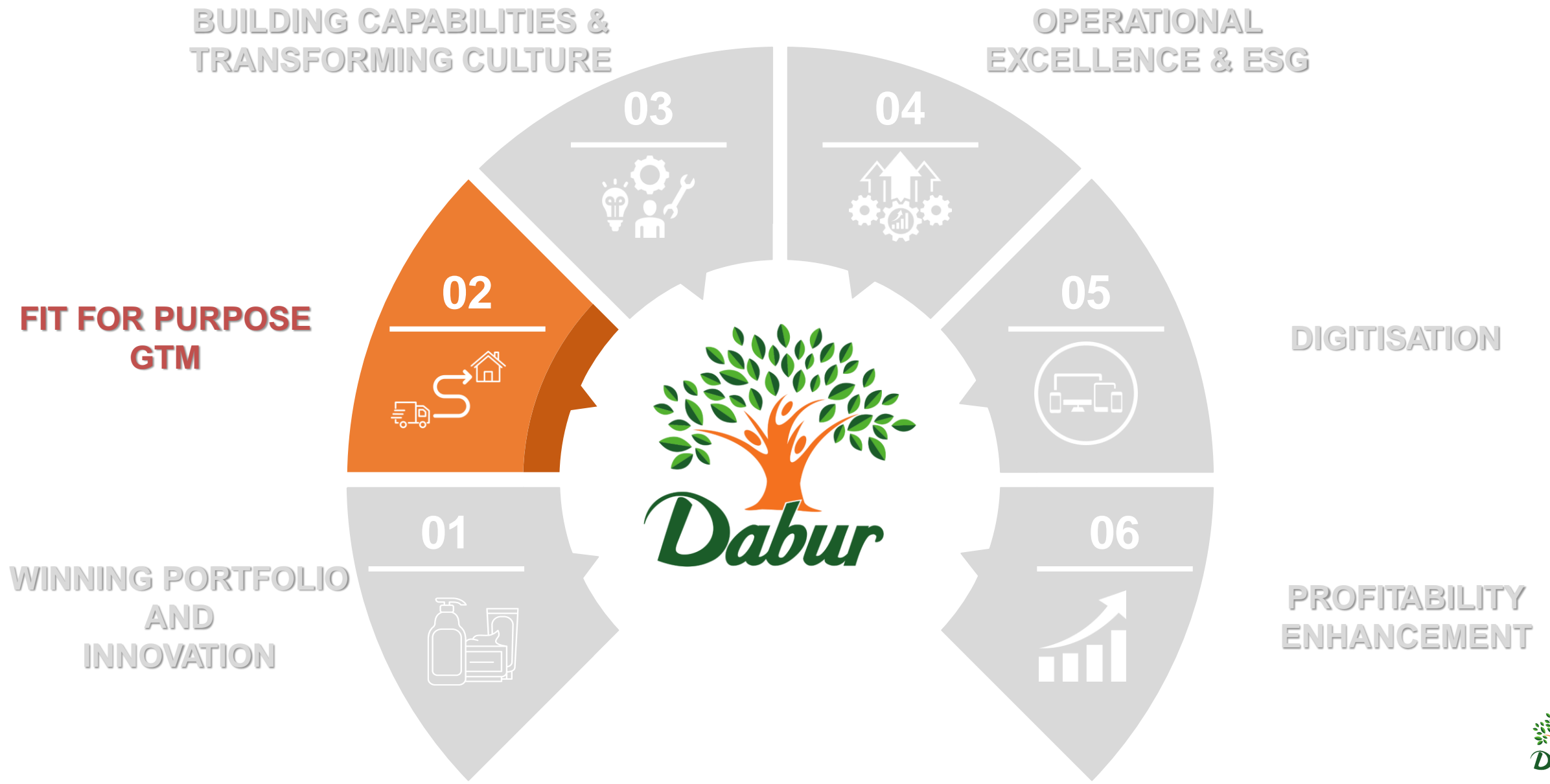
Partnering with **2,400+** influencers

in India (257 MN Reach, 169 MN Views in FY24)

33 Awards in FY24



Business Metamorphosis continues



Ghar Ghar Dabur

Category Specific GTM

Healthcare

+Chemist Focused

AYR

Dr Detailing and
Selling Arms

Therapeutic

HPC 1

Category

HPC 2

Specific Teams

Beverages

Separate
network in P1
Geos

Salon

Channel Specific
Teams

Urban Business

Town Class level segmented
strategy on

Infrastructure



Consolidated/Quality/Split

Assortment

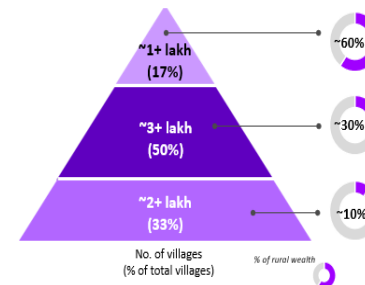


MSL @ Town/ Outlet

Engagement

Specific Programs
@ Channels

Distribution

Direct to Total
Distribution
BenchmarksRural Expansion and
ExtractionReaching Top 1 Lac
Villages

योद्धा

VLEs for
deeper reach

21,357 Yodhas Appointed



Driving new age channels

Operation model change
to strengthen and bolster
the Channels

Alternate Channels Head

MT & E-B2C Head

E-B2B and C&C Head

Enterprise Head

Increasing Salience of
New-Age Channels

FY19

12%

FY24

20%

Become an Intelligent &
Data Driven Sales
OrganizationPlatforms at next level to
identify lead measureGamification & technology
driven Capability buildingRural sales
VisibilityRetailer
Application

SALES MTD DASHBOARD

Sales/Volume	Market Sales		Sales Growth YTD MTD	
	Primary	Secondary	Primary	Secondary
Primary/Secondary	35.2	30.8	762.3%	33.1%

New Gen Sales Dashboards
powered by DOMO

E Gurukul

Expanded Distribution

	FY19	FY24	Increase/(Decrease)
Total Reach (Mn Outlets)	6.7	7.9	1.2
Direct Reach (Mn Outlets)	1.1	1.4	0.3
Village Coverage (in '000s)	44	122	78
Yoddhas	0	21,357	21,357
Chemist Coverage (in'000s)	216	293	77

Business Metamorphosis continues

BUILDING CAPABILITIES & TRANSFORMING CULTURE

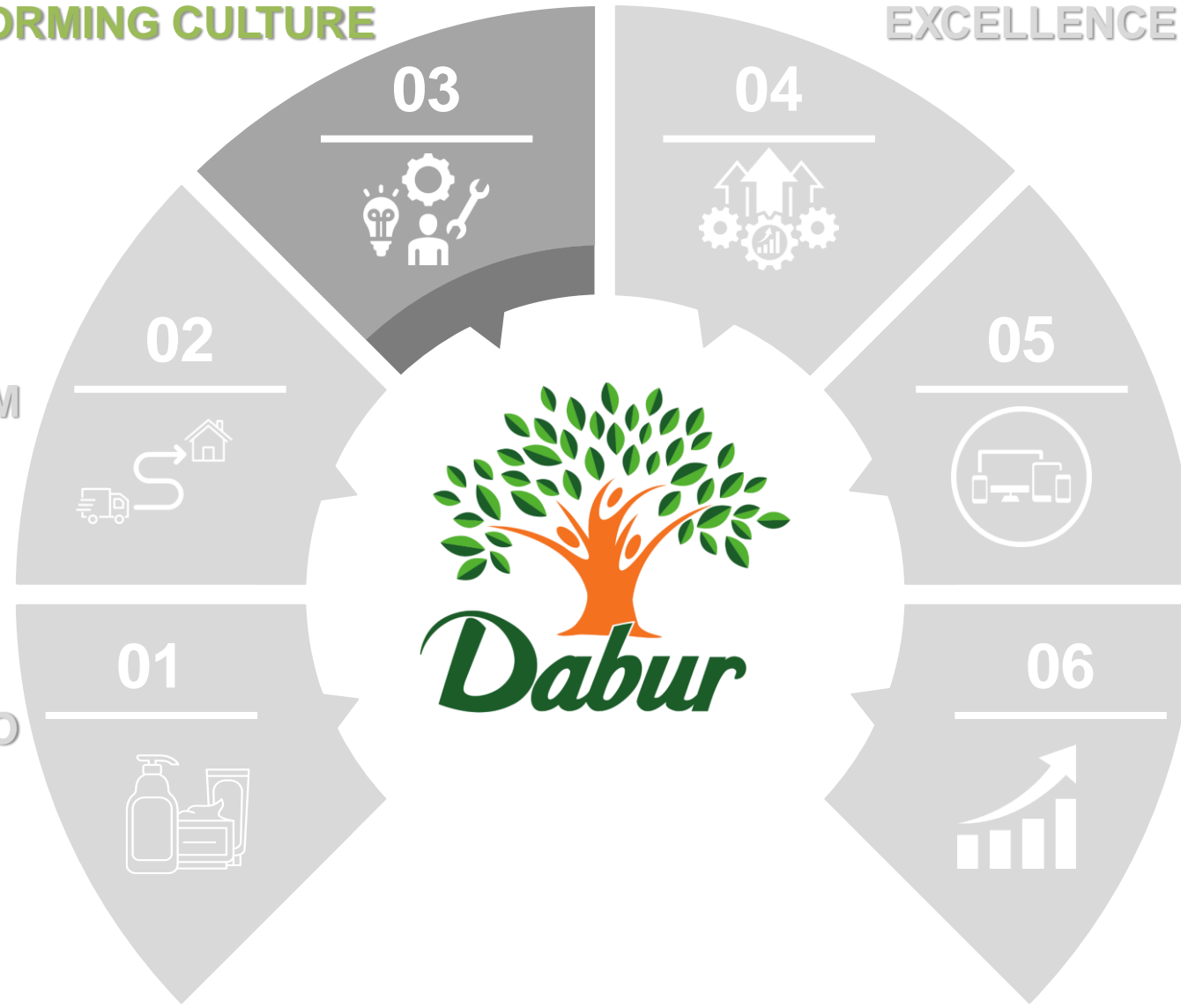
OPERATIONAL EXCELLENCE & ESG

PURPOSE DRIVEN GTM

DIGITISATION

WINNING PORTFOLIO AND INNOVATION

PROFITABILITY ENHANCEMENT



Transforming Culture & Building Capabilities

A. Operating Model
Change for more agile and
accountable BUs

B. Connect & Develop
Open Innovation Culture

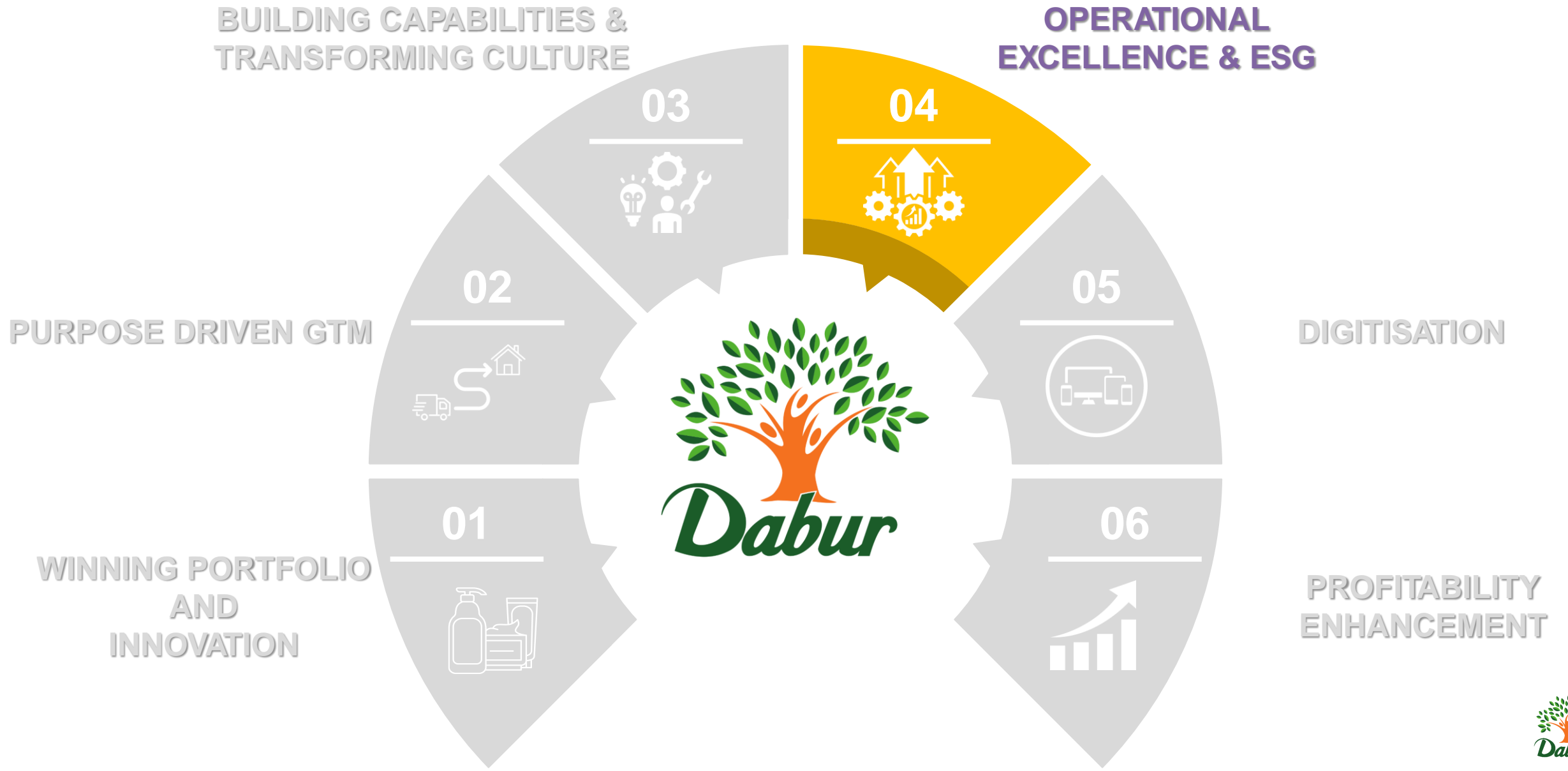
C. Fearless Approach
Fail Fast

D. Progression vs Perfection

E. Building Capabilities

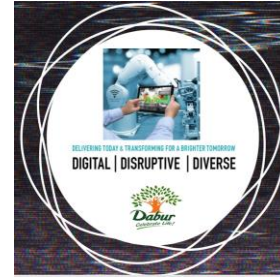


Business Metamorphosis continues



Dabur Operations | Digital, Disruptive, Diverse & Sustainable

Delivering Today & Transforming for a Brighter Tomorrow



Planning & Logistics

- Serving 3000+ distributors
- 8 million+ outlets
- 2000+ SKUs

Procurement

- Global sourcing network across 4 continents, 15 countries 2000+ suppliers,
- 9,000 unique RM/PM
- 40%+ sourcing from micro/small vendors
- Sustainable and traceable sourcing

Manufacturing

- Spread across 3 continents
- 22 own manufacturing sites
- 60 contract mfg locations
- 60 mil+ cases yearly

Packaging Development

- NPD – Speed to Market
- Innovation
- Packaging Sustainability
- Cost Savings








Corporate Quality Assurance

- Continuous Improvement
- Customer Focus
- First Time Right

Biodiversity

- 2 nurseries and 26 satellite nurseries in India and Nepal
- 24 million saplings annually produced
- Working with 20,000 farmers & ~8,000 acres of farm land

Among the top FMCG companies in India with 140% improvement in DJSI score

<p>Climate & Biodiversity</p>  <p>Target</p> <ul style="list-style-type: none"> Achieve Net Zero by 2045 <p>Achievement</p> <ul style="list-style-type: none"> Coal Free operations since Aug'23 10,145 acres under cultivation of medicinal herbs in FY24 	<p>Circular Economy</p>  <p>Target</p> <ul style="list-style-type: none"> Maintain Plastic Waste Positivity in FY24 <p>Achievement</p> <ul style="list-style-type: none"> Plastic Waste Positivity achieved by recycling/processing 103% plastic in FY24 	<p>Sustainable Sourcing</p>  <p>Target</p> <ul style="list-style-type: none"> Ensure zero deforestation of high-risk materials by FY26 <p>Achievement</p> <ul style="list-style-type: none"> Achieved 86% sustainable sourcing of high deforestation risk materials 	<p>Governance</p>  <ul style="list-style-type: none"> 100% Independent Audit Committee Appointed Lead Independent Director 5 out of 6 Committees are led by Independent Directors ESG committee was formed in FY23, Independent Director inducted as member
<p>Energy & Water</p>  <p>Target</p> <ul style="list-style-type: none"> 60% of the total energy consumed in operations from renewable sources by 2025-26 Reduce Water Intensity by 30% by FY26 <p>Achievement</p> <ul style="list-style-type: none"> 51% energy sourced from renewables sources in FY24 Reduced Water Intensity by 29% 	<p>Diversity</p>  <p>Target</p> <ul style="list-style-type: none"> Targeting 21% gender diversity at managerial levels by FY28 <p>Achievement</p> <ul style="list-style-type: none"> Achieved 13% gender diversity at managerial levels in FY24 Board's Gender Diversity improves from 7% to 14% (2 women directors effective 1st June 2023) 	<p>Social Impact</p>  <p>Target</p> <ul style="list-style-type: none"> 3 Mn beneficiaries of CSR projects in FY24 and 5 Mn in FY30 <p>Achievement</p> <ul style="list-style-type: none"> Enhance livelihood of 13,500 farmers by FY30 3.05 Mn beneficiaries of CSR projects in FY24 10,877 farmers engaged in herb cultivation 	

Entered S&P Sustainability Yearbook

Dabur India Limited
Personal Products

Sustainability Yearbook Member

S&P Global Corporate Sustainability Assessment (CSA) Score 2023

S&P Global CSA Score 2023: 72/100
Score date: February 7, 2024

The S&P Global Corporate Sustainability Assessment (CSA) Score is the S&P Global ESG Score without the inclusion of any modelling approaches. Position and scores are industry specific and reflect exclusion screening criteria. Learn more at <https://www.spglobal.com/esg/csa/yearbook/methodology/>

S&P Global



"Industry Mover" in Personal Products Industry as per S&P

Dabur India Limited
Personal Products

Industry Mover

S&P Global Corporate Sustainability Assessment (CSA) Score 2023

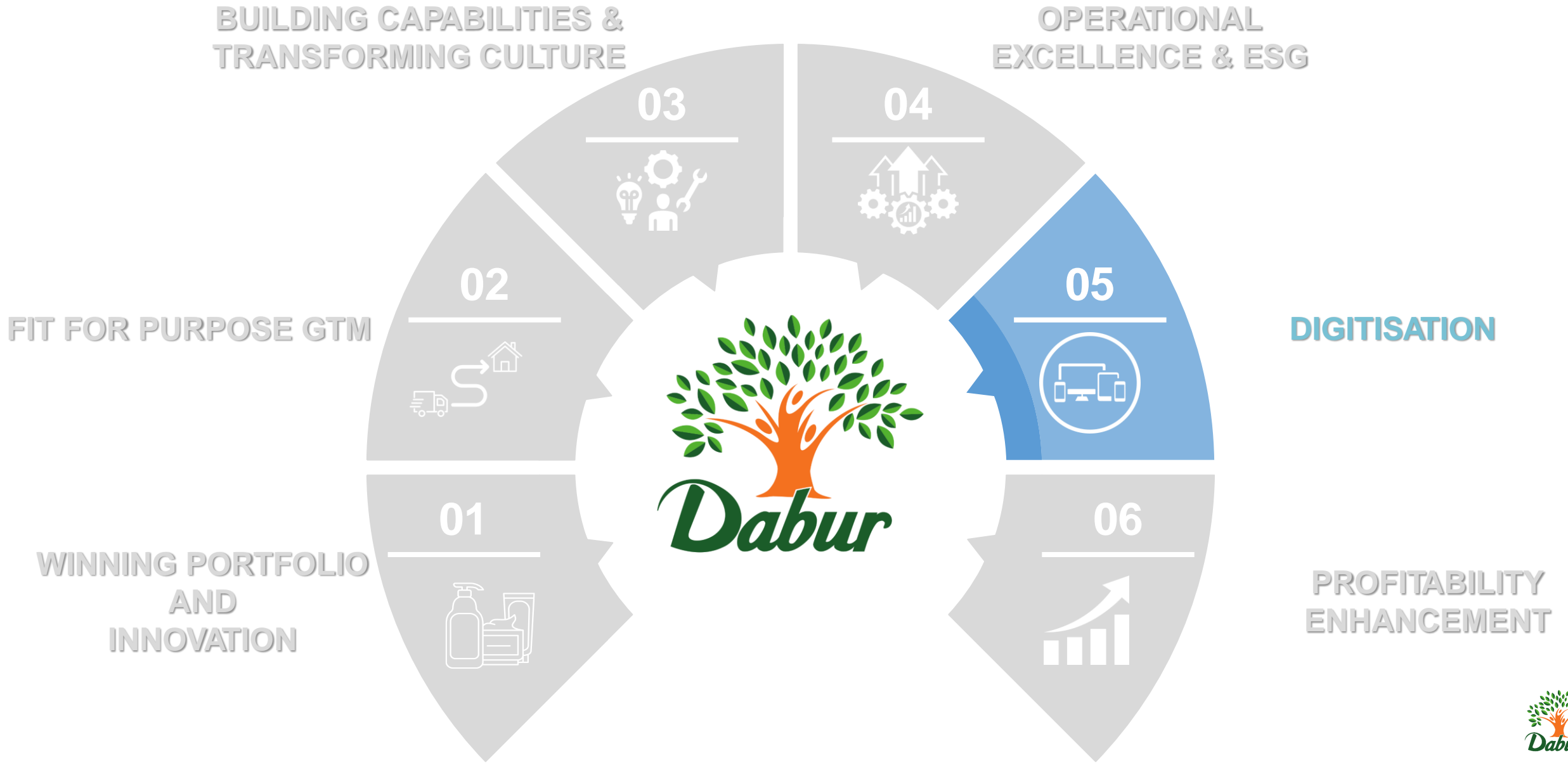
S&P Global CSA Score 2023: 72/100
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S&P Global



Business Metamorphosis continues



Dabur Tech for Digital Transformation

Company

Leveraging AI to capture business insights



- Using AI to get predictive and prescriptive business insights
- AI enabled supply chain planning process

Factory

Industrial IOT



- Asset Management improvement –
 - Préventive Maintenance,
 - Compliance & performance Monitoring.
- Safety first – Tech enabled safety monitoring system.

Distribution

Customer Engagement



- Drive salesmen efficiencies, Improve data visibility of Rural Sub – Stockist and PJP Compliance
- Improve Retailer engagement thru direct order taking capability, scheme visibility, gamification, real time nudges.
- Real time secondary sales data visibility to improve decision making.

Consumer

Consumer Engagement



- Decode Dabur consumers & create customized marketing campaigns to strengthen the marketing funnel..
- Streamline content creation, distribution & storage. Enhancing brand consistency, compliance, and consumer engagement.
- Boosting digital media operational efficiency and effectiveness.

Value Chain

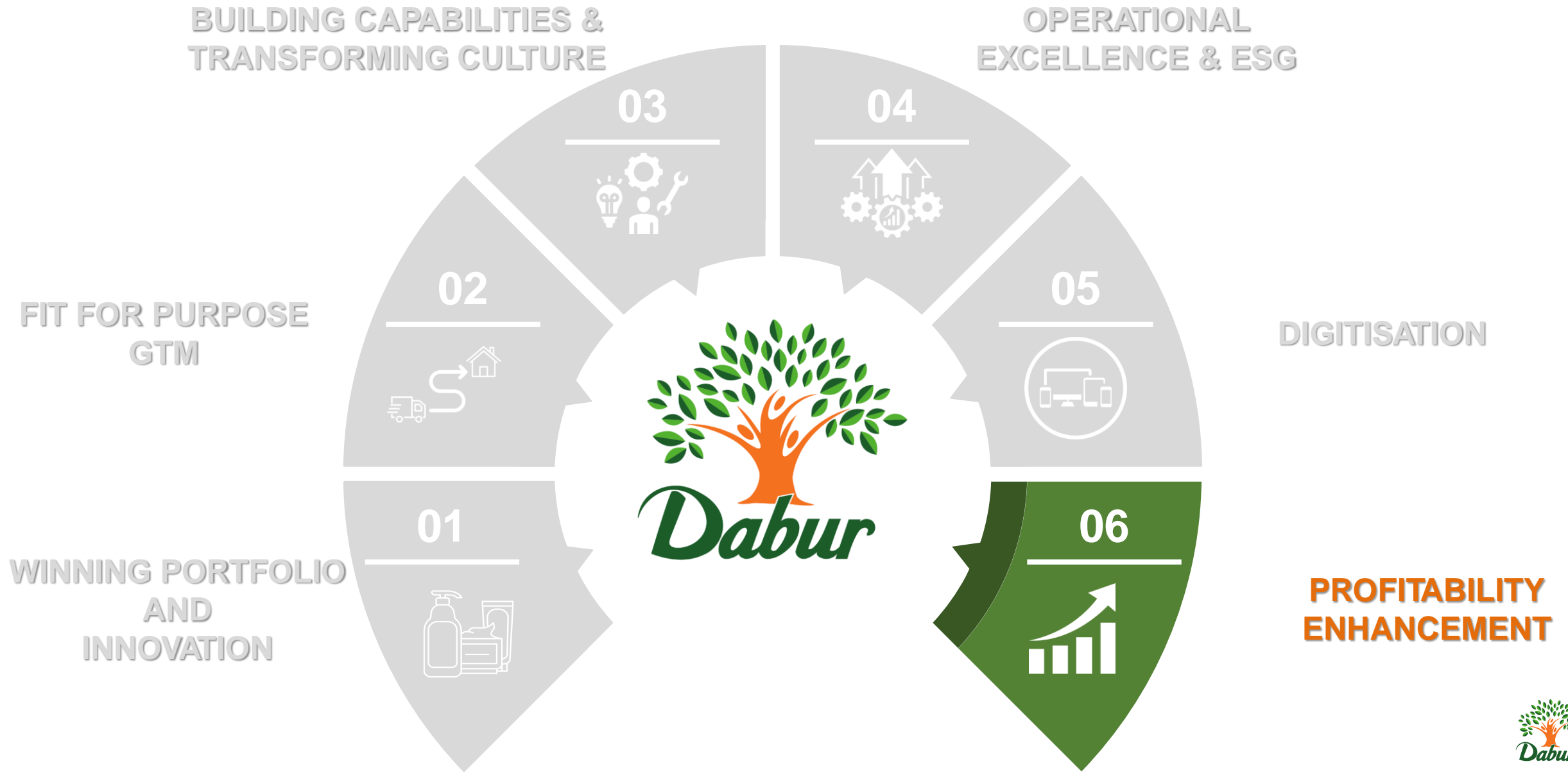
- **Implemented Data Lake** and now generating **predictive and prescriptive business insights**
- **Supply chain planning process** is now leveraging AI based insights based on multivariate analysis (vs linear in the past)
- **Implemented TMS** to improve service levels, fill rates, capacity utilization and TAT

- **Preventive maintenance** using **AI/ML** helped in **>1% improvement** in **OEE and VoH**.
- **2.5x increase in safety reporting**. Prevent accidents and improve safe behavior
- **Implemented DFOS** (Digital Factory OS) to capture real time factory data (vs manual earlier)
- **eWMS (ASRS)** in warehouses implemented.

- **Sales Analytics:** Provide operational sales analytics. E.g. chain off take etc.
- **Suggested Orders:** Guided selling opportunities at store level, using secondary sales data.
- **Integrated cloud-based sales platform** for real time sec sales reporting.
- **Shelf & Display Optimization* using image analytics** (computer vision)
- **Retailer app** – Pilot at 20k retailer with 40% engagement. Target 50k by EoY.
- **Rural sales platform - SMDMS app pilot launched** for ~500 sub-stockist.

- **Programmatic** spends increased to **~70%** (vs<40% in FY20)
- **Data driven consumer segmentation** and **target marketing** using 1P data.
- **Digital Asset 360** – creatives based on consumer behavior/ interest.
- **Digital Shelf Analytics** – actionable digital shelf intelligence.
- **Digital media management & automation** – PPC optimization at scale
- **Generative AI based** platform to discover consumer insights

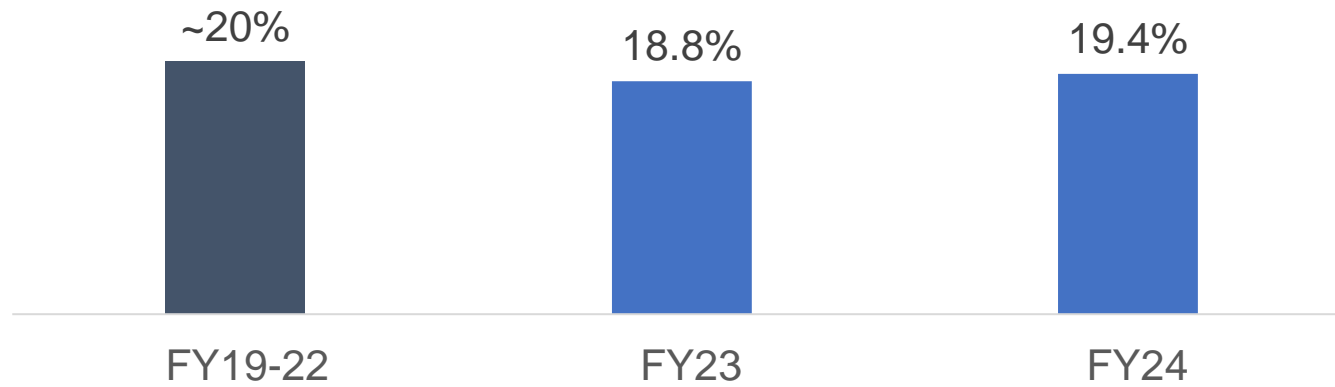
Business Metamorphosis continues



Profitability Continues

Journey from FY19 to FY24

Operating Margin



Going Forward

Gross Margin Expansion & Saving Initiatives



Brand Investments

Medium to Long Term

Journey towards 20%+ Operating Margin

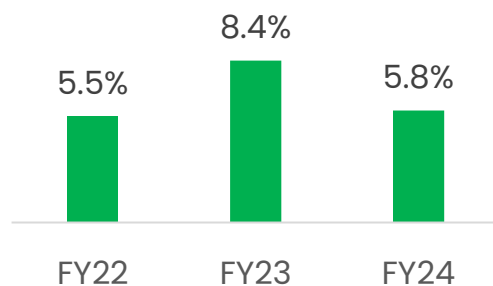


Adpro to revenue ratio in the 8-10% range

COUNTERMEASURES

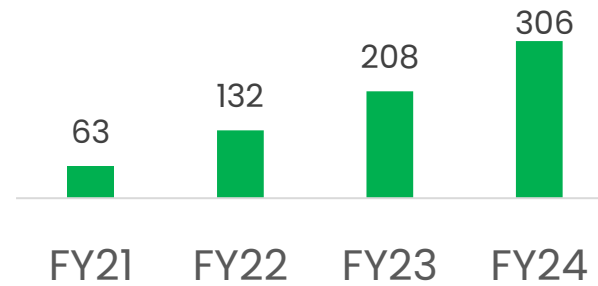
Price Increases*

Price Increase (INR cr)



Project Samriddhi

Cumulative Savings (INR cr)



*: Price increases are on MRP

Business Metamorphosis continues





DABUR OVERVIEW



FY24 PERFORMANCE
HIGHLIGHTS



STRATEGIC PILLARS



ANNEXURE

FY24 | Consolidated P&L

<i>In INR crores</i>	FY24	FY23	Y-o-Y (%)
Revenue from operations	12,404	11,530	7.6%
Material Cost	6,447	6,269	2.8%
Employee expense	1,238	1,137	8.9%
Advertisement and publicity	850	640	32.7%
Other Expenses	1,469	1,320	11.3%
Operating Profit	2,400	2,164	10.9%
% of Revenue	19.4%	18.8%	
EBITDA (incl Other income)	2,882	2,610	10.5%
% of Revenue	23.2%	22.6%	
Net profit for the period/year (after minority)	1,843	1,707	7.9%
% of Revenue	14.9%	14.8%	

FY24 | Standalone P&L

<i>In INR crores</i>	FY24	FY23	Y-o-Y (%)
Revenue from operations	9,136	8,684	5.2%
Material Cost	4,929	4,855	1.5%
Employee expense	782	726	7.7%
Advertisement and publicity	676	527	28.3%
Other Expenses	910	876	3.9%
Operating Profit	1,839	1,701	8.1%
% of Revenue	20.1%	19.6%	
EBITDA	2,257	2,093	7.8%
% of Revenue	24.7%	24.1%	
Net profit for the period/year (after minority)	1,509	1,373	9.9%
% of Revenue	16.5%	15.8%	



Dabur

Thank You



HAJMOLA®



Odonil
Air Freshener



Dabur
HOMMADE®



Swad Sugandh ka Raja

