

Ref: SEC/SE/2023-24
Date: August 10, 2023



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

BSE Scrip Code: 500096

NSE Scrip Symbol: DABUR

Sub: Presentation made at 48th Annual General Meeting (AGM) of the Company

Dear Sir /Madam,

With reference to the captioned subject, please find attached herewith copy of the presentation made to shareholders at the 48th AGM of the Company held today i.e. 10th August, 2023. 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



48th AGM

Presentation by
Mohit Malhotra, CEO

10 August 2023



AGENDA



Dabur - Brief Overview



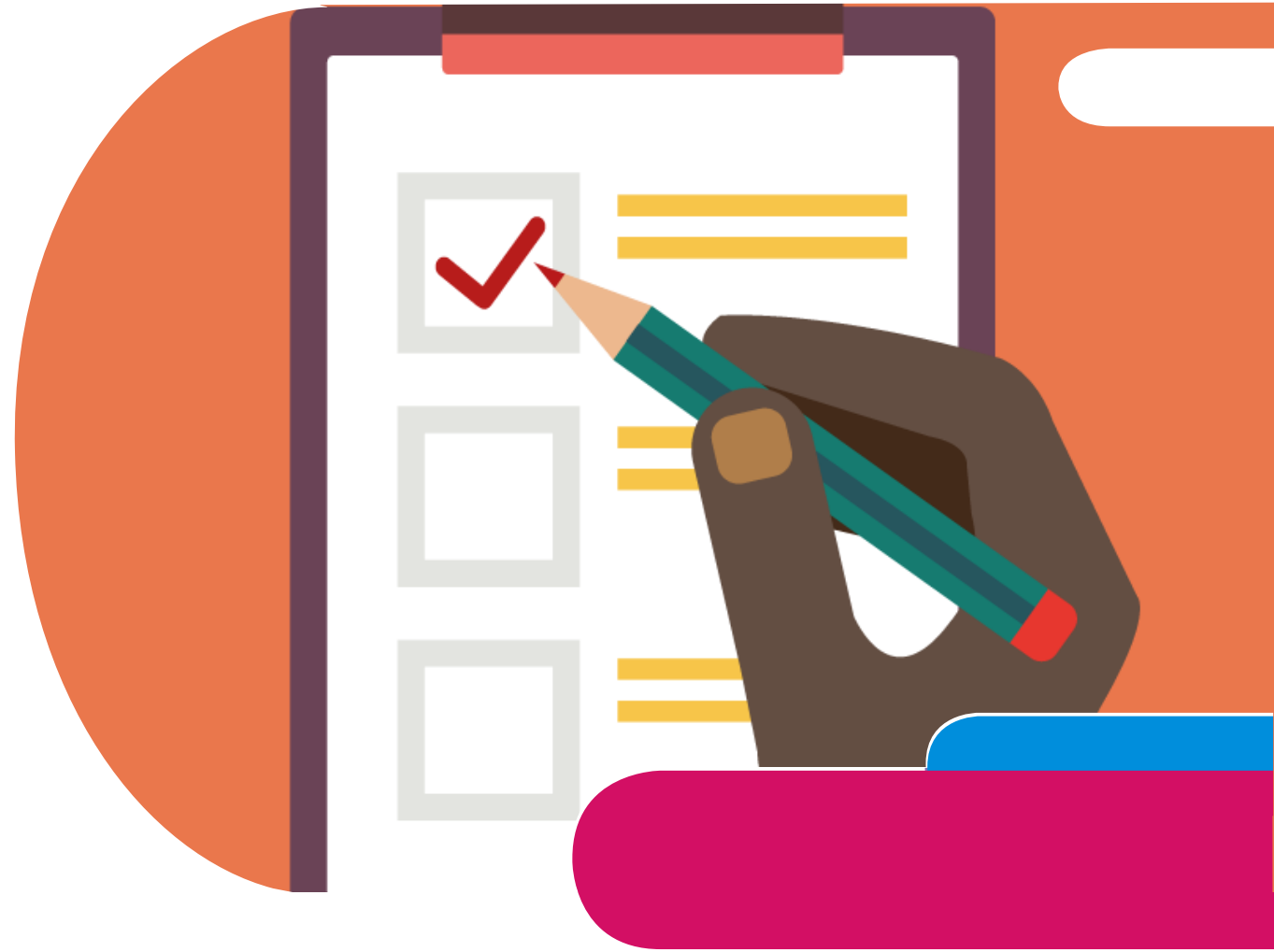
**FY23:
Performance Overview**



**FY23:
Key Highlights**



**Q1 FY24:
Performance Overview**



AGENDA



Dabur - Brief Overview



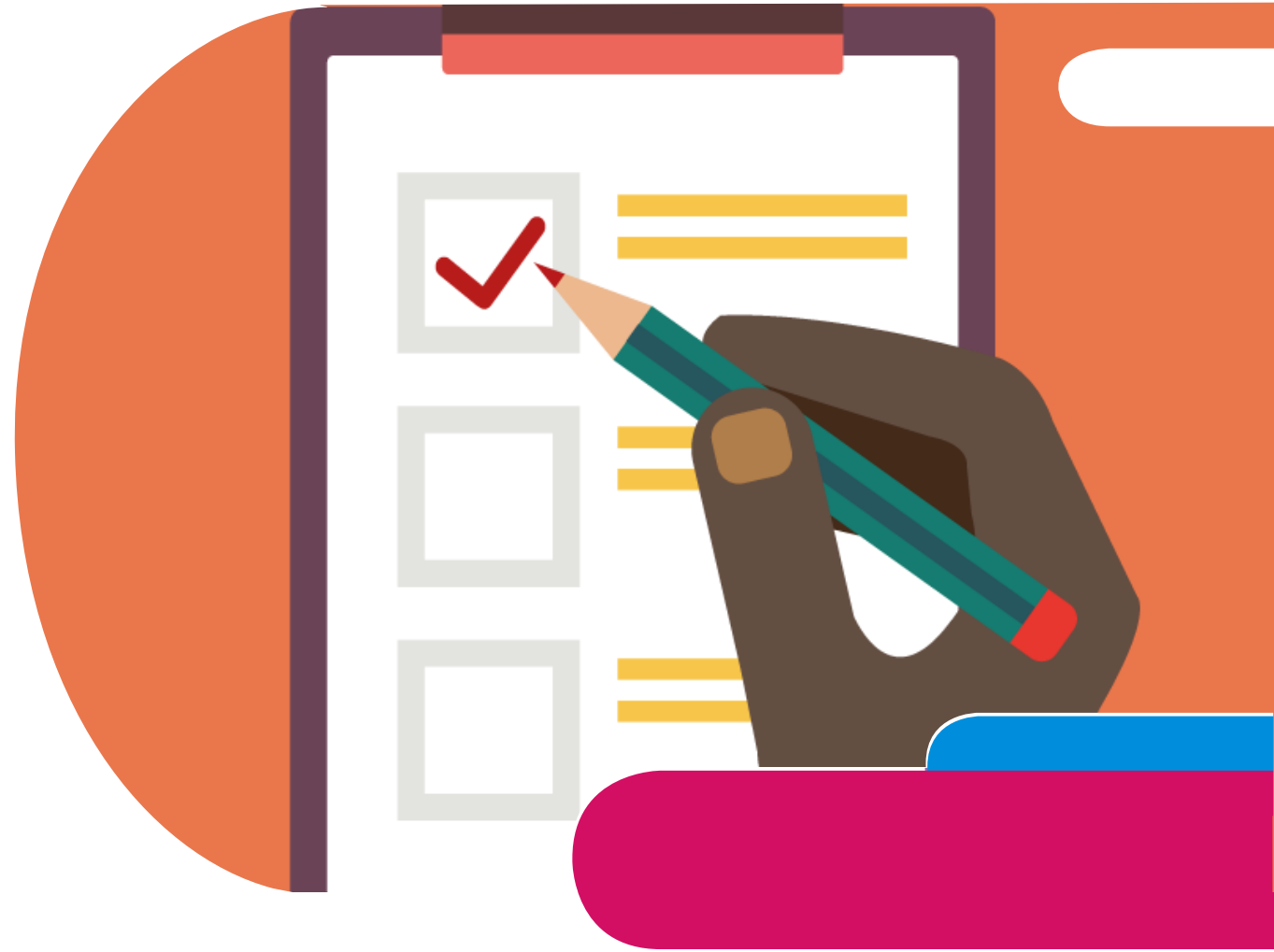
**FY23:
Performance Overview**



**FY23:
Key Highlights**



**Q1 FY24:
Performance Overview**



Dabur - Brief Overview



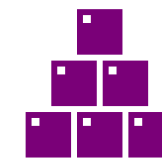
Market Cap:
INR 1 tn
(USD 12 bn)



Established in 1884 –
139 years of trust and
heritage



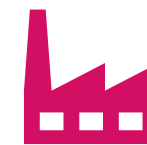
Strong overseas
presence with
~25%
contribution



Among the Top 4
FMCG companies
in India



One of the largest distribution
network in India, covering
~7.7 mn outlets



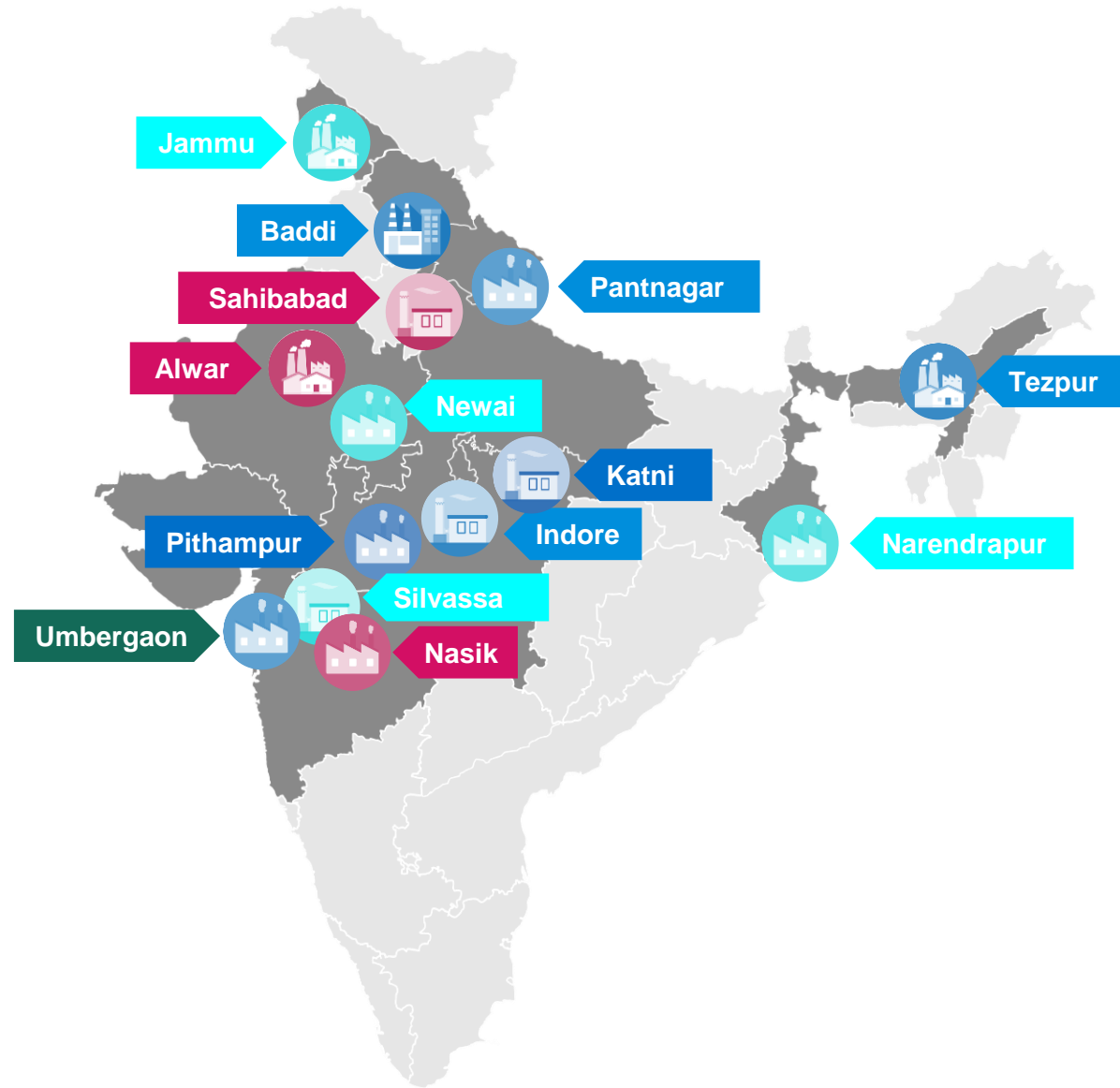
22 world class
manufacturing facilities



Manufacturing Presence in India

14

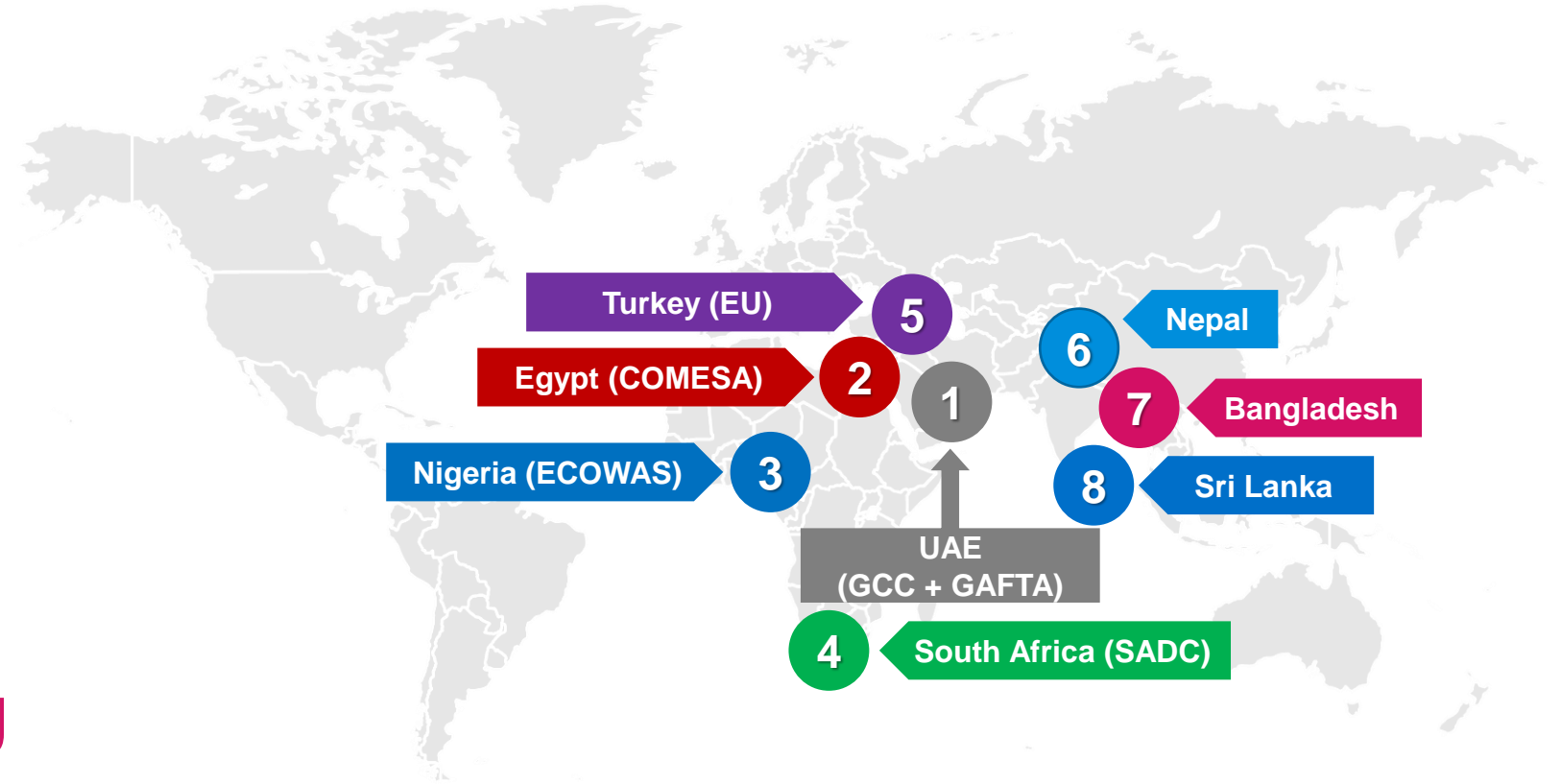
Manufacturing facilities in India



Manufacturing Presence in Overseas Markets

8

**Manufacturing
facilities overseas**



Business Structure



Domestic Business 75%

International Business 25%

Power Brands



Power Brands



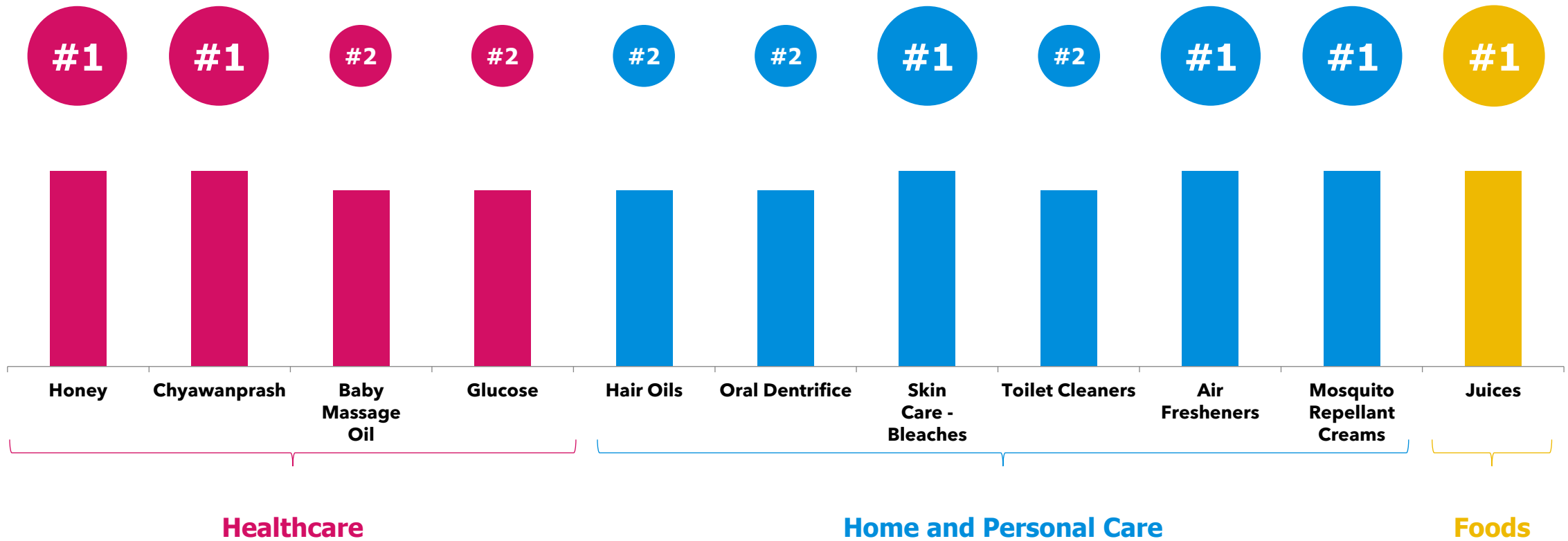
Key Brands



Market Leadership in Domestic Business

Leading position in key categories across verticals

#Relative Competitive Position



Market Leadership in International Business



**Hair Oil
Hair Cream
Hair Gel
Hair Mask**

**Hair Serums
Depilatories**



**Hair Oil
Hair Cream
Hair Mask**

Hair Gel

Hair Serums



**Hair Oils
Hair Cream
Hair Gel
Hair Mask**

**Hair Serums
Depilatories**

Toothpaste

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Dabur - Brief Overview



FY23:
Performance Overview



FY23:
Key Highlights



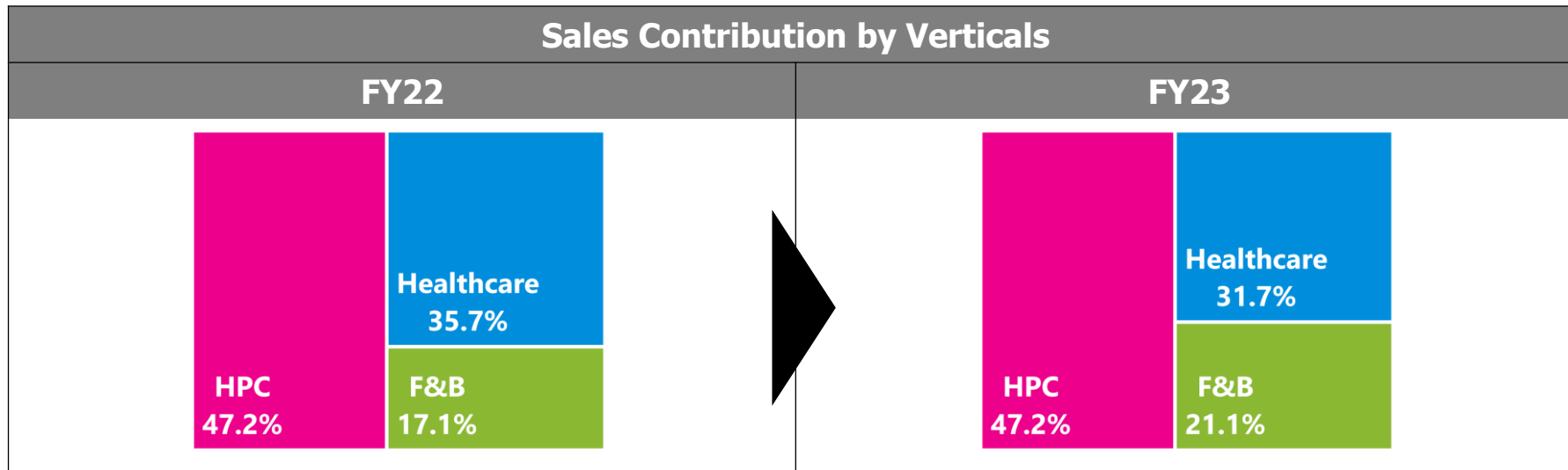
Q1 FY24:
Performance Overview



FY23 - Performance Highlights

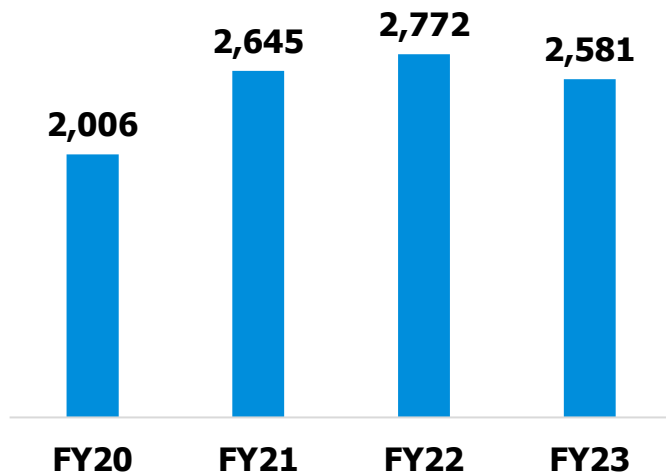
<p>Consol Revenue crosses INR 11,000 cr to close FY23 at</p> <p>INR 11,530 cr</p>	<p>Consol Revenue Growth in FY23</p> <p>5.9%</p>	<p>Consol Revenue 3-year CAGR</p> <p>10%</p>
<p>India Business crosses 8,500 cr to close the FY23 at</p> <p>INR 8,684 cr</p>	<p>India Business Revenue Growth in FY23</p> <p>6.2%</p>	<p>India Revenue 3-year CAGR</p> <p>11%</p>
<p>Consol Operating Profit in FY23</p> <p>INR 2,164 cr</p>	<p>Operating Profit Margin in FY23</p> <p>18.8%</p>	<p>Consol Profit in FY23</p> <p>INR 1,707 cr (14.8%)</p>

Domestic FMCG Business Growth - By Verticals



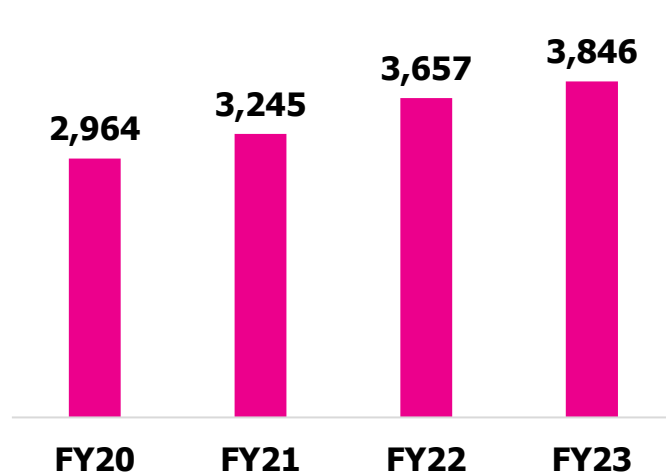
Healthcare

3-year CAGR: 9%



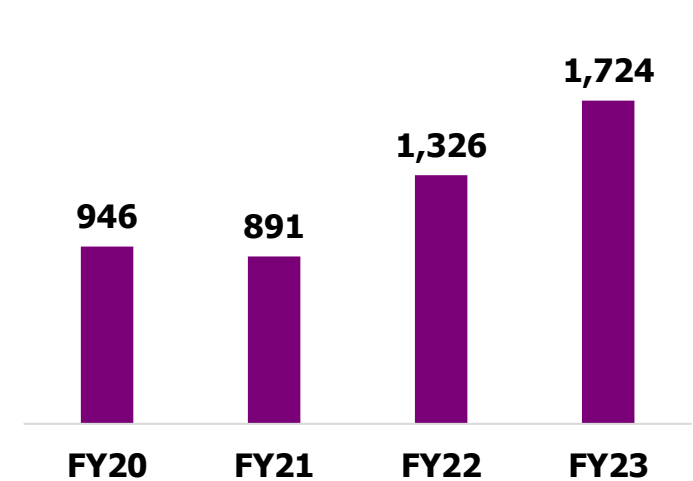
Home & Personal Care (HPC)

3-year CAGR: 9%



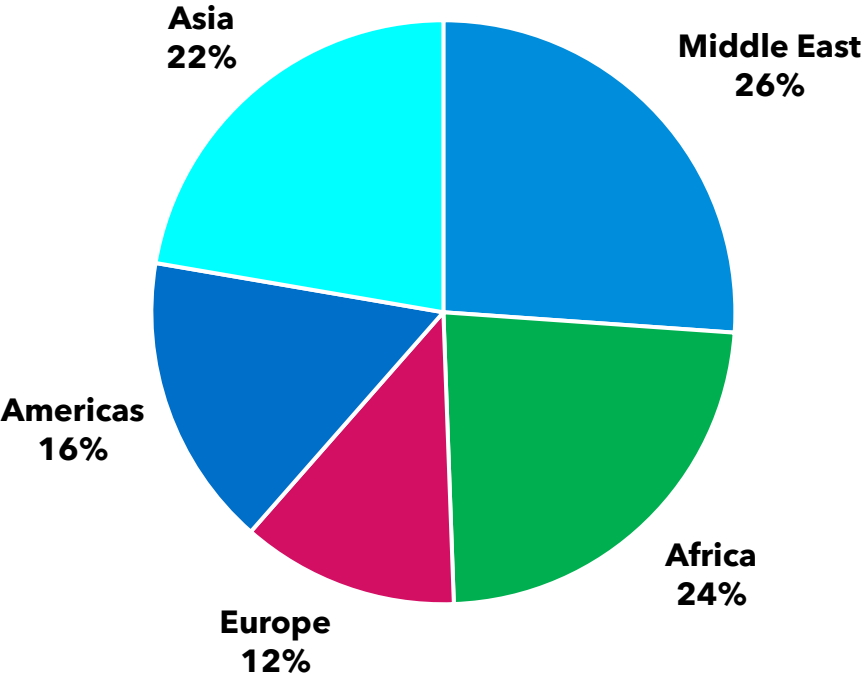
Food & Beverage (F&B)

3-year CAGR: 22%



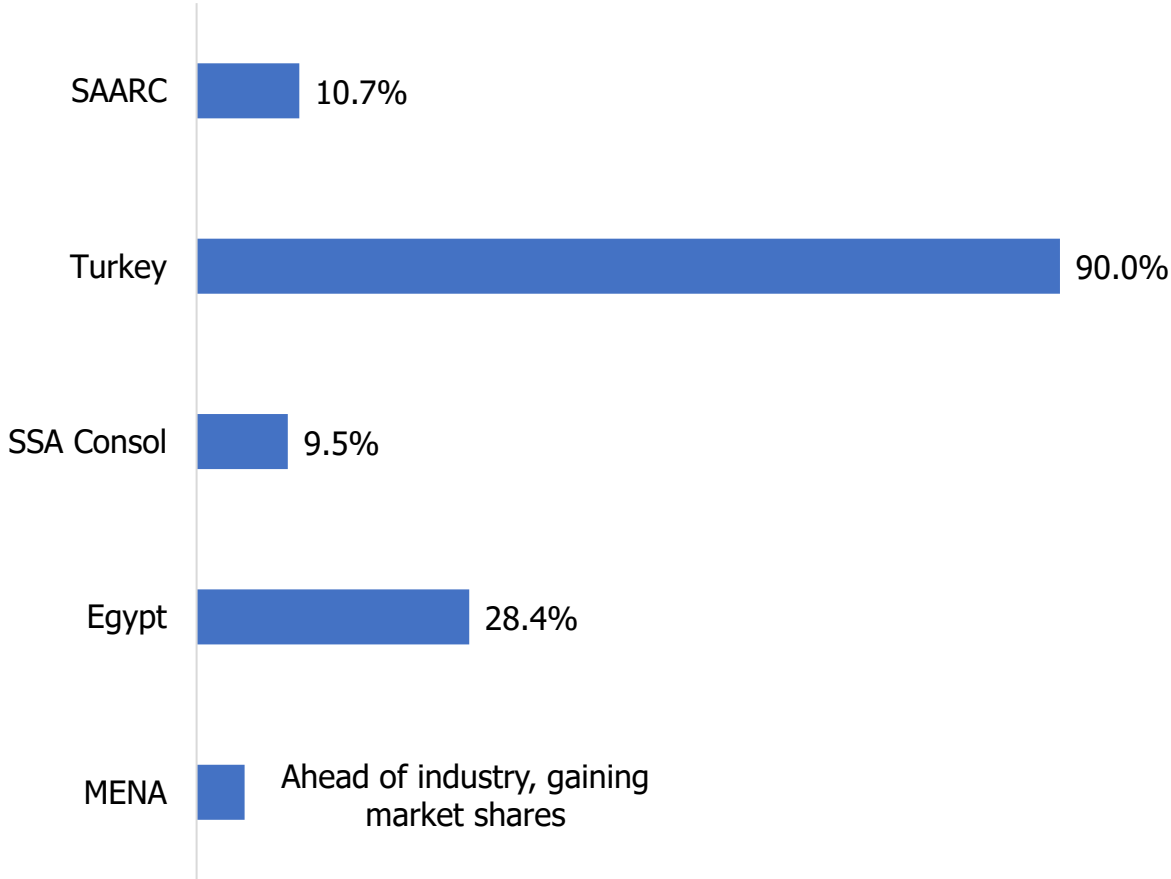
International Business - FY23 Business Performance Overview

International Business FY23 Revenue Breakdown



International Business grew by 11% in CC terms

FY23 Constant Currency Growth %



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Dabur - Brief Overview



FY23:
Performance Overview



FY23:
Key Highlights



Q1 FY24:
Performance Overview



FY23 - Key Strategic Pillars

1

Power Brands to Power Platforms

Increasing the addressable market across our portfolio

2

Innovation continued to be the cornerstone of our strategy

Innovation contribution at ~4% in FY23

3

Digital continued to gain prominence (@31% in FY23) - targeting millennials and GenZ

4

Continued to expand distribution infra

Covering 1.4 mn outlets, ~100k+ villages

5

Operational effectiveness for cost optimization and productivity enhancement

6

Acquired Badshah Masala - marking our entry into the 25,000 cr branded spices market

7

Dabur - Sustainably Yours

1. Transition from Power Brands to Power Platforms - Healthcare

Dabur
Honey



Health Variants



Organic Honey



Honey Tasties



Himalayan Honey

Dabur
Chyawanprash



Chyawanprakash



DCPK Tablets



Gur Chyawanprash



Kesar Prash

HAJMOLA



Variants (Chatcola, Limcola)



Maha Candy (Albeli Aam, Chulbuli Imli, ChatCola)



Amla Candy



Tingoli

1. Transition from Power Brands to Power Platforms - HPC



Dabur RTP



Red Bae Fresh Gel



Dabur Red Pulling Oil



Dabur Amla Hair Oil



Sarson Amla



Badaam Amla



Brahmi Amla



Amla Aloe Vera



Amla Kids



1. Transition from Power Brands to Power Platforms - F&B



Juices, Nectars & Coconut Water



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



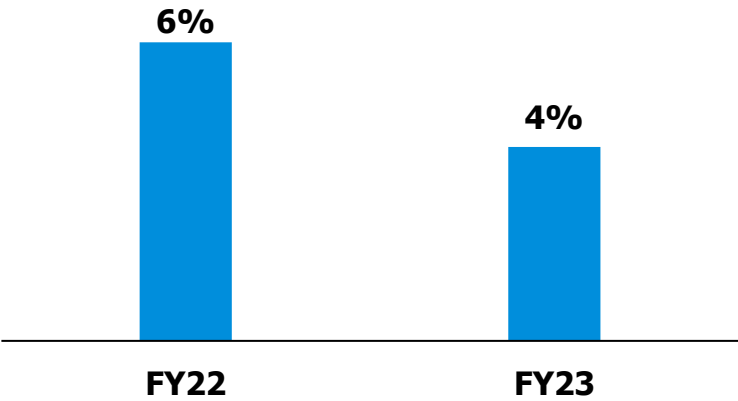
Real Seeds



Real Peanut Butter

2. Innovation continued to be the cornerstone of our strategy

NPD % to Sales



Select NPDs launched during the last few years



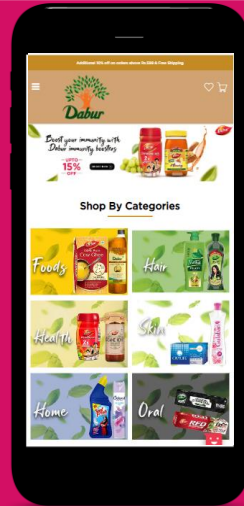
3. Digital continued to gain prominence

Spends towards digital increased to

31%

in FY23 (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)

771

Digital Campaigns in FY23 leading to 3.4 bn Impressions & 1.4 bn Views

Programmatic spends at

74%

in FY23

(vs <40% in FY20)

Partnering with 2,000+ influencers

in India (221 MN Reach, 341 MN Views in FY23)

46 Awards

in FY23



4. Continued to expand distribution infra and improve efficiency

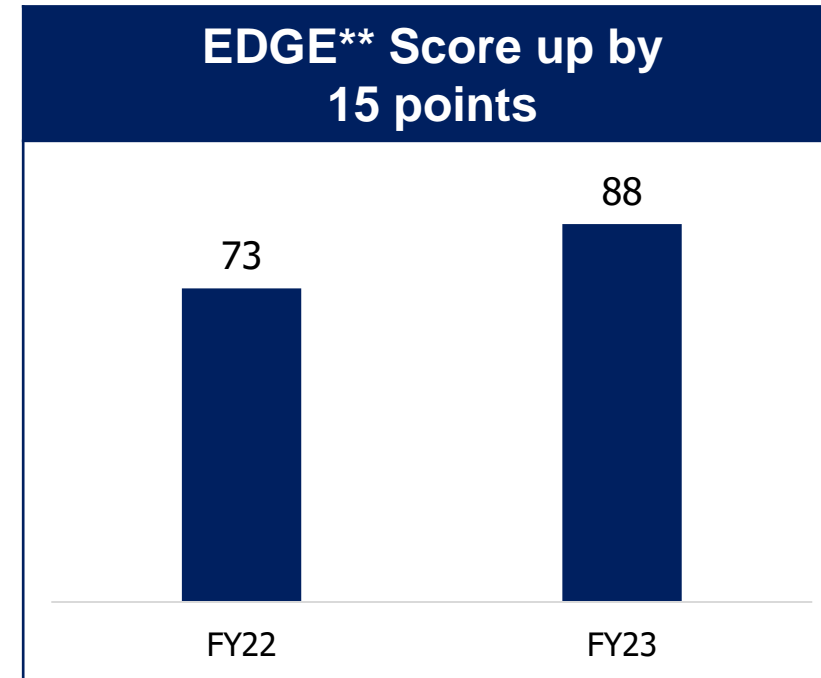


Coverage Expansion



Efficiency Improvement

	LY	TY	Inc.
Total O/ls	13.0 lakhs	14.0 lakhs	~1 lakh
Villages	89,840	1,00,638	10,798
Yoddha*	8,644	11,804	3,160
Chemist	2.60 Lakhs	2.70 Lakhs	~10k



5. Operational effectiveness for cost optimization and productivity improvement

Building world-class manufacturing facilities (Indore)



9,653 farmers engaged in cultivation of herbs, 11,220 beekeepers engaged



Impacting positively through our CSR initiatives lives of

9 mn

Beneficiaries
In last 4 years

**New
warehouses**
at 2 locations in Jabalpur and Ranchi

Cost Optimization through Project Samriddhi leading to 4-year savings of
**INR
300 cr**

6. Acquired 51% stake in Badshah Masala



- **Badshah Masala Private Limited is a leading player in the spices and condiments category with major presence in Gujarat, Maharashtra and Telangana.**
- Has over 52 variants (300+ SKUs) available in India and International markets
- Provides primarily four categories of products – Blended spices, Ground spices, Seasonings and Premix Tea
- Blended spices contribute to 82% of the revenue
- **With this acquisition, Dabur enters the 25,000 cr branded Spices category, in line with its strategy to scale up the Foods portfolio**

7. Dabur - Sustainably Yours



Climate & Biodiversity

- **Achieve Net Zero by 2045**
- 7,731 acres under cultivation of medicinal herbs in FY23



Circular Economy

- **100% Plastic positivity achieved in FY23**



Sustainable Sourcing

- **Ensure zero deforestation of high-risk materials by FY26**



Governance

- 100% Independent Audit Committee
- 5 out of 6 Committees are led by Independent Directors
- **ESG committee was formed in FY23, Independent Director inducted as member**
- Published Integrated Report (IR) and Business Responsibility and Sustainability Report (BRSR) of FY23 (available on website)



Energy & Water

- **50% of the total energy consumed in operations is from renewable sources**
- Reduced Water Intensity (KL/MT) by 22% vs FY19



Diversity

- **Board's Gender Diversity improves from 7% to 14% (2 women directors effective 1st June 2023)**
- **Targeting 18% gender diversity at managerial levels by FY28**



Social Impact

- **2.76 mn beneficiaries of CSR projects in FY23**
- 9,653 farmers engaged in cultivation of herbs
- 11,220 beekeepers engaged

That was about FY23, in Q1 FY24....



Q1 FY24 - Performance Highlights

Consol Revenue crosses INR 3,000 cr to close Q1 FY24 at

INR 3,130 cr

Consol Revenue CC Growth in Q1 FY24

13.3% (INR growth of 11%)

India Business Revenue in Q1 FY24

INR 2,347 cr

India Revenue 4-year CAGR

10%

Consol Operating Profit in Q1 FY24

INR 605 cr

Operating Profit Growth in Q1 FY24

11.2%

Reported PAT after Minority in Q1 FY24

INR 464 cr

PAT margin

14.8%



Thank You

For more information and updates, visit:

<http://www.dabur.com/in/en-us/investor>

