



Ref: SEC/SE/2024-25  
Date: September 16, 2024

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

Listing Department  
**National Stock Exchange of India Ltd.**  
Exchange Plaza, 5<sup>th</sup> 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/Summit:

Day, Date and Time	Name of the Conference/Summit	Place
Monday, September 23, 2024 at 10 AM	J. P. Morgan India Investor Summit 2024	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](http://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Note: No Unpublished Price Sensitive Information will be shared at the conference.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**

  
(Saket Gupta)  
Company Secretary & Compliance Officer

Encl: as above



# Investor Presentation

September 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**

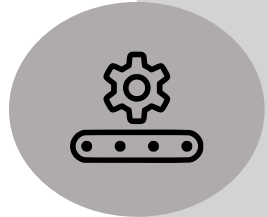
# Dabur – A Leader in Ayurveda and Natural Healthcare



**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**

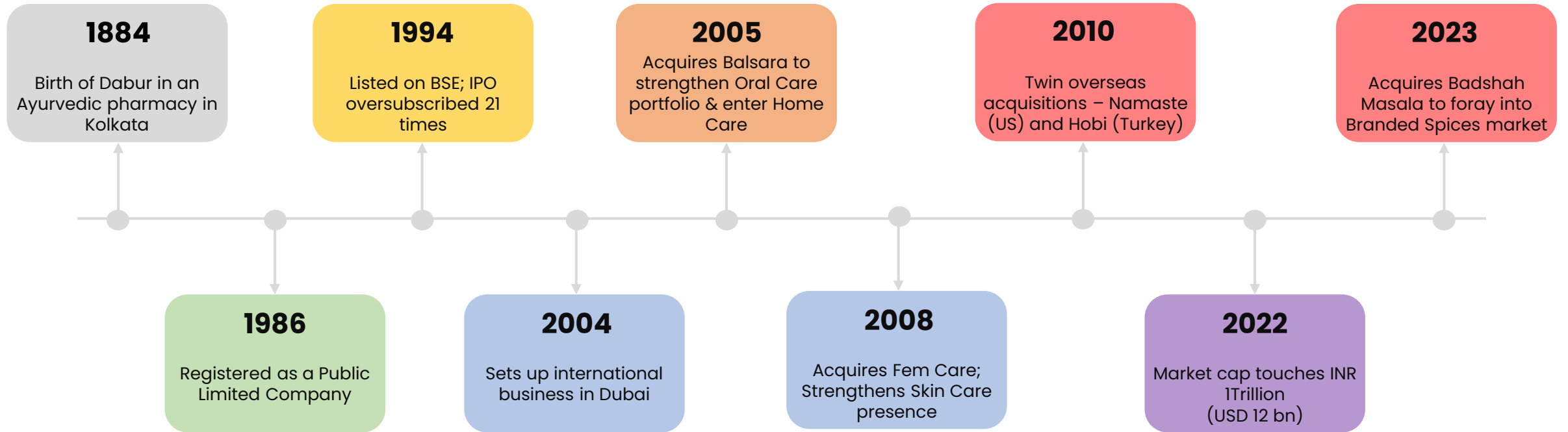


**STRONG OVERSEAS  
PRESENCE WITH 25%  
SALIENCY**



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

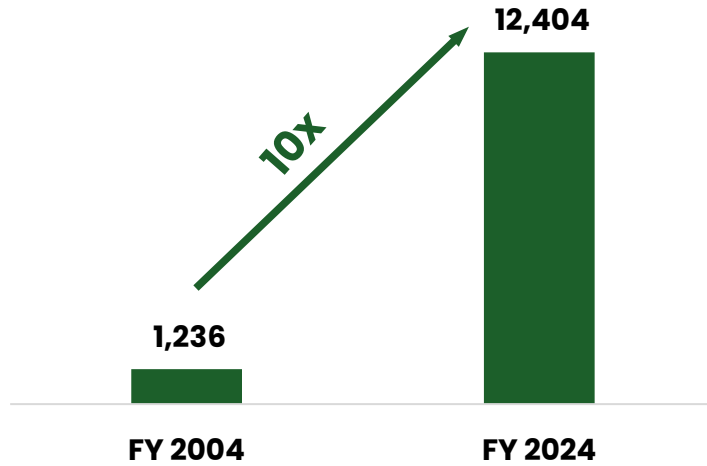
# Dabur's 140 Year Heritage



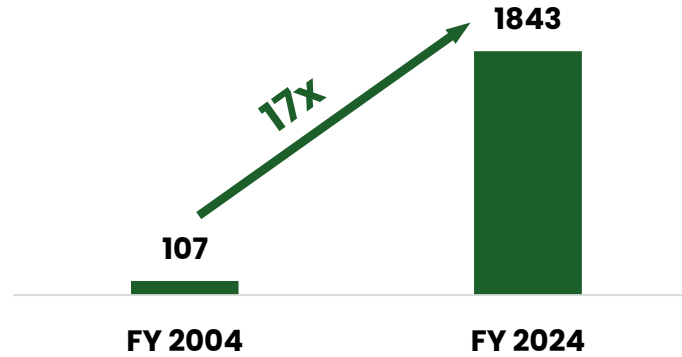


# Achieved INR 1 Trillion Market Cap

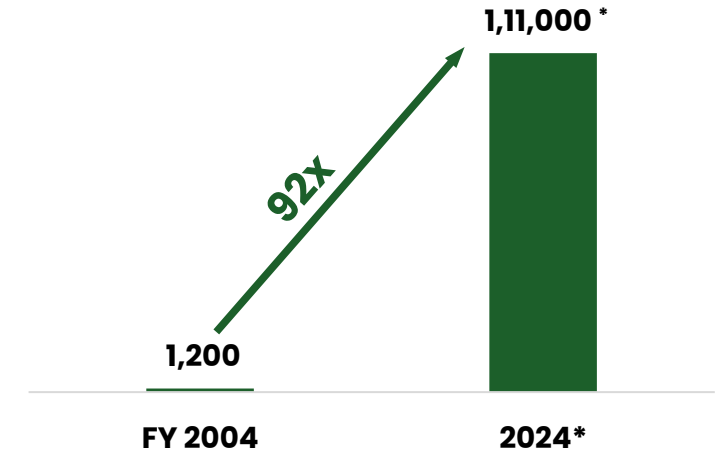
Revenue from Operations



PAT



Market Cap



Revenue from Operations

**12.2%**

**20 Year CAGR**

PAT

**15%**

**20 Year CAGR**

Market Capitalization

**92x**

**In last 20 Years**

Figures in INR Crores  
\*: Mcap as on 2<sup>nd</sup> Aug 2024



# Business Structure



**Domestic Business**      **75%**

**International Business**      **25%**

Power Brands

Chyawanprash

Honey

Pudim Hara

Lal Tail

Honitus

Amla Hair Oil

RED PASTE

Real Fruit Power

Power Brands

Dabur Vatika PREMIUM NATURALS

Dabur Amla Hair Oil

Key Brands

DermoViva™

HOBBY®

Dabur Herb 1 Toothpaste

ORS FORMERLY ORGANIC ROOT STIMULATOR





# 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

**#1  
Player**



Juices &  
Nectars



Chyawanprash



Honey



Air  
Fresheners



MRC



Bleaches



Hair Oils

**#2  
Player**



Oral care



BMO



Glucose

# Market Leadership in International Business



Saudi Arabia



Egypt



United Arab Emirates



Hair Oils

#1

#1

#1



Hair Cream

#1

#1

#1



Hair Gel

#1

#2

#1



Hair Mask

#1

#1

#1



Hair Serum

#3

#3

#2



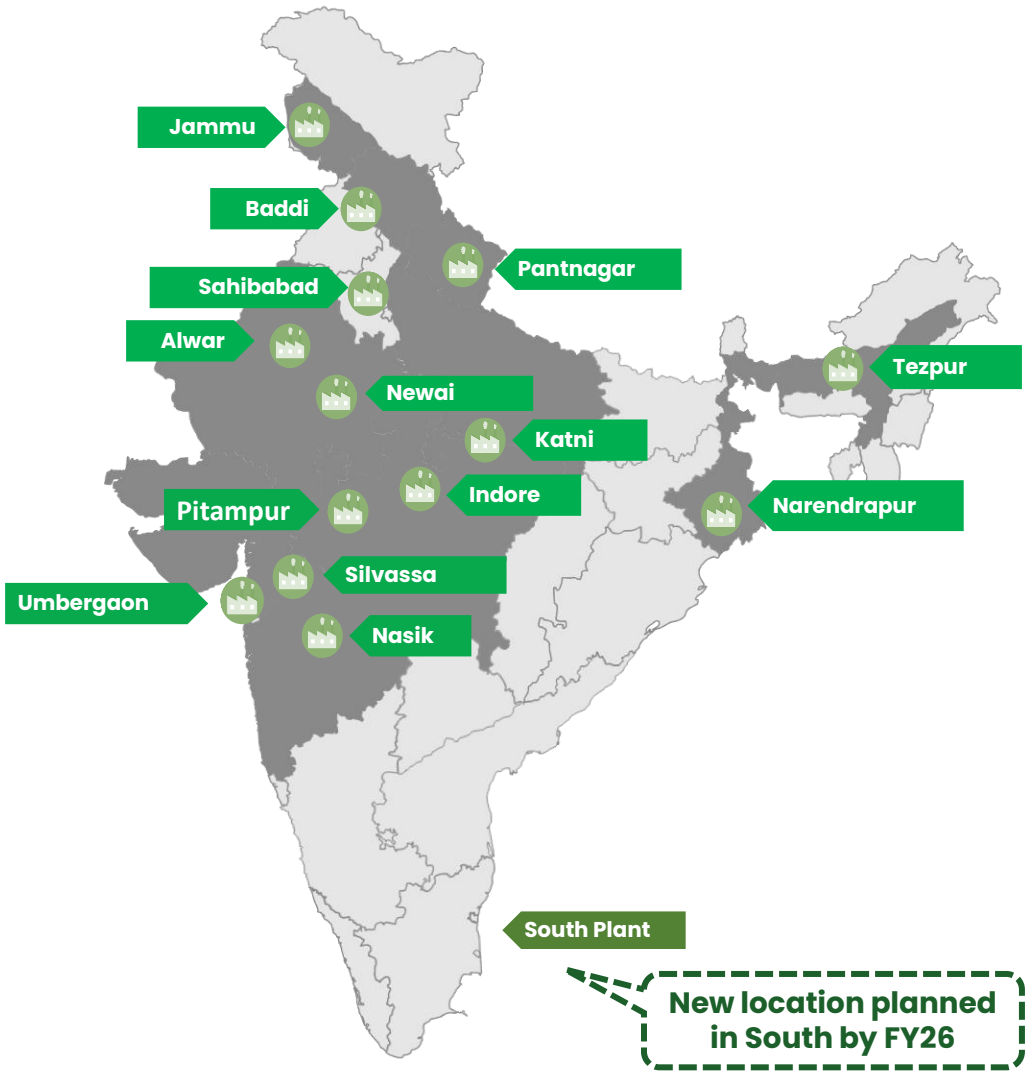
Toothpastes

#3



# 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

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**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

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**INR 64 Bn** Net Cash as on  
31<sup>st</sup> March 24

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**INR 99 Bn** Net Worth

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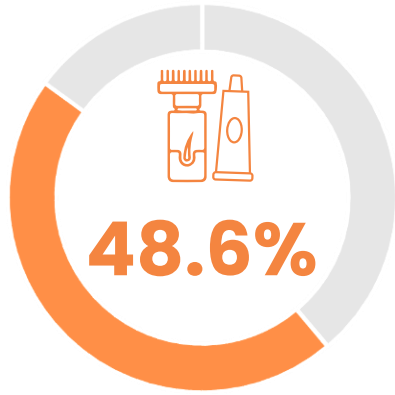
**38%** Return on Invested  
Capital

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# FY24 | Domestic FMCG Business Growth – By Verticals

## Home & Personal Care

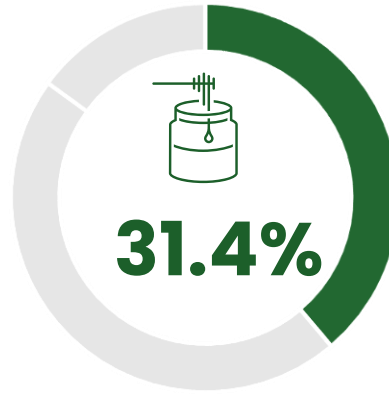


INR 4,157 Cr

8.1% Growth YoY

4 Yr. CAGR: 8.8%

## Health Care

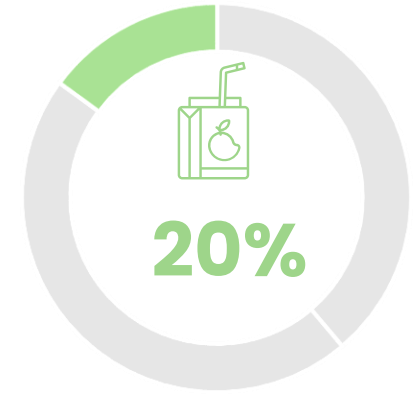


INR 2,689 Cr

4.2% Growth YoY

4 Yr. CAGR: 7.6%

## Foods & Beverages

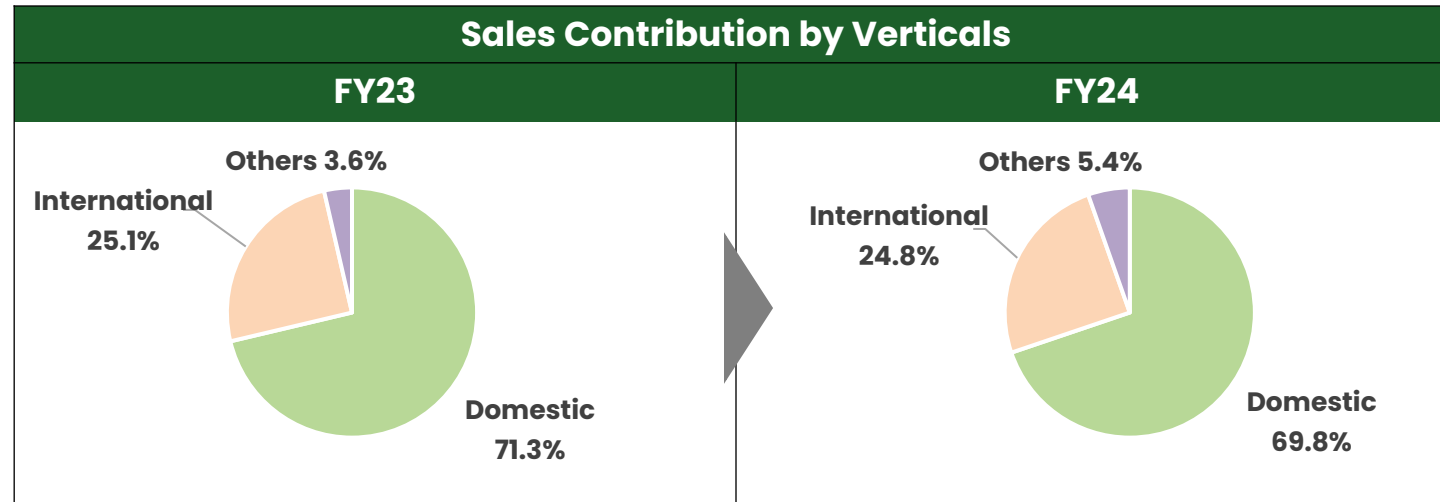


INR 1,711 Cr

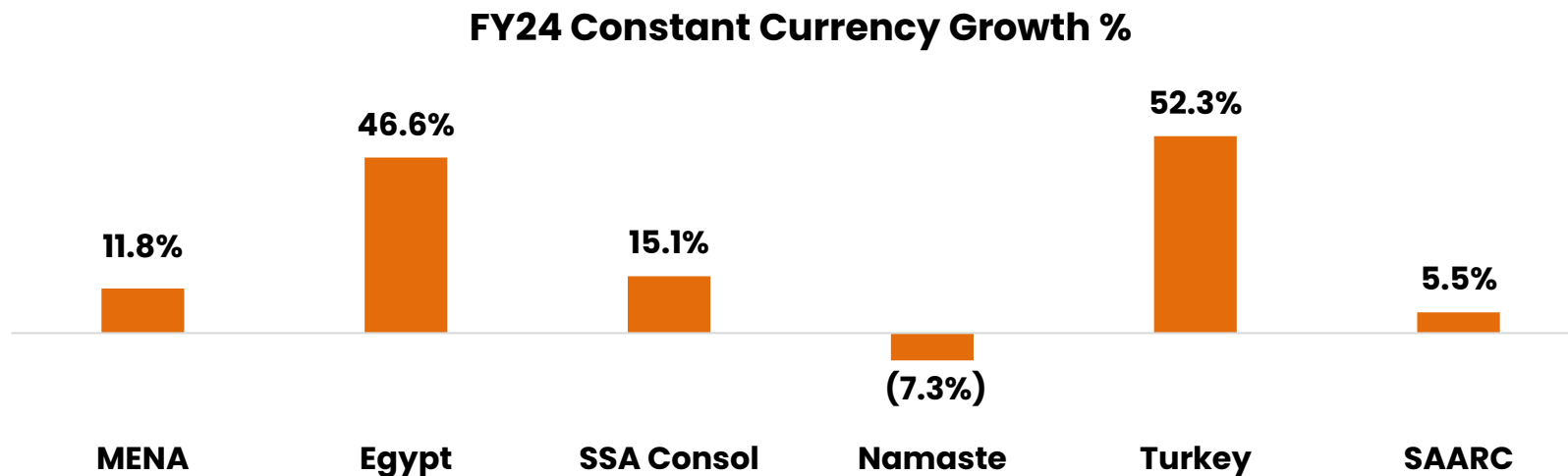
Flat

4 Yr. CAGR: 16%

# FY24 | International Business – Performance Overview



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



# Q1 FY25 | Performance Highlights

**7%** consolidated topline Growth in Q1 (INR 3349 Cr)  
*(CC growth at 9.8%)*

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**8.3%** Consol Operating Profit Growth (INR 655 Cr)  
**19.6% Operating Margin for Q1**

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**7.8%** Consol PAT Growth (INR 500 Cr.)  
**CC PAT Growth: 9.5%**

**120 bps** Gross Margin Expansion

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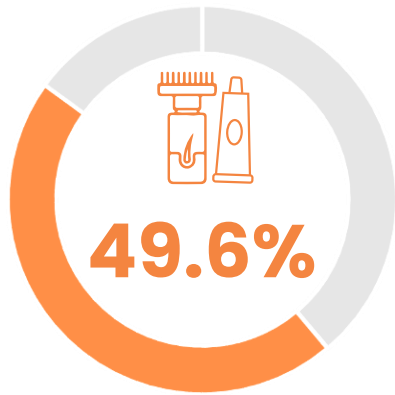
**5%** Volume Growth in India Business

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**18.4%** CC Growth in International  
Business

# Q1 FY25 | Domestic FMCG Business Growth – By Verticals

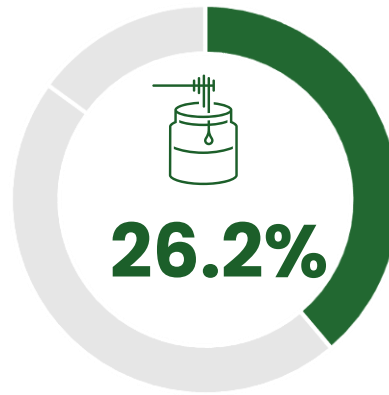
## Home & Personal Care



**INR 1,175 Cr**

**8.1% Growth YoY**

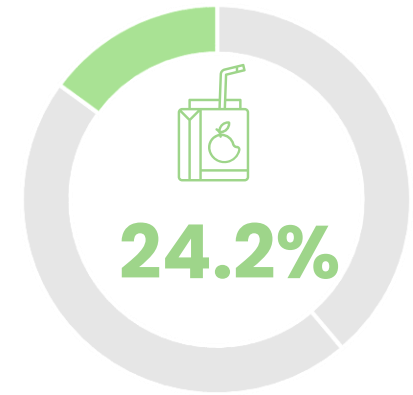
## Health Care



**INR 620 Cr**

**7% Growth YoY**

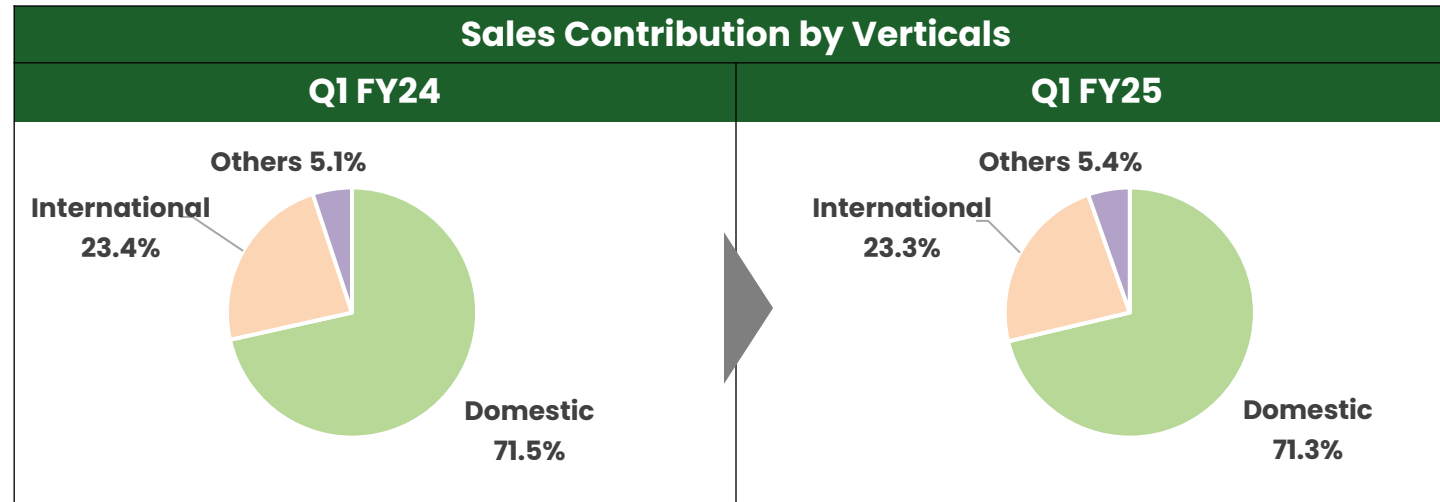
## Foods & Beverages



**INR 572 Cr**

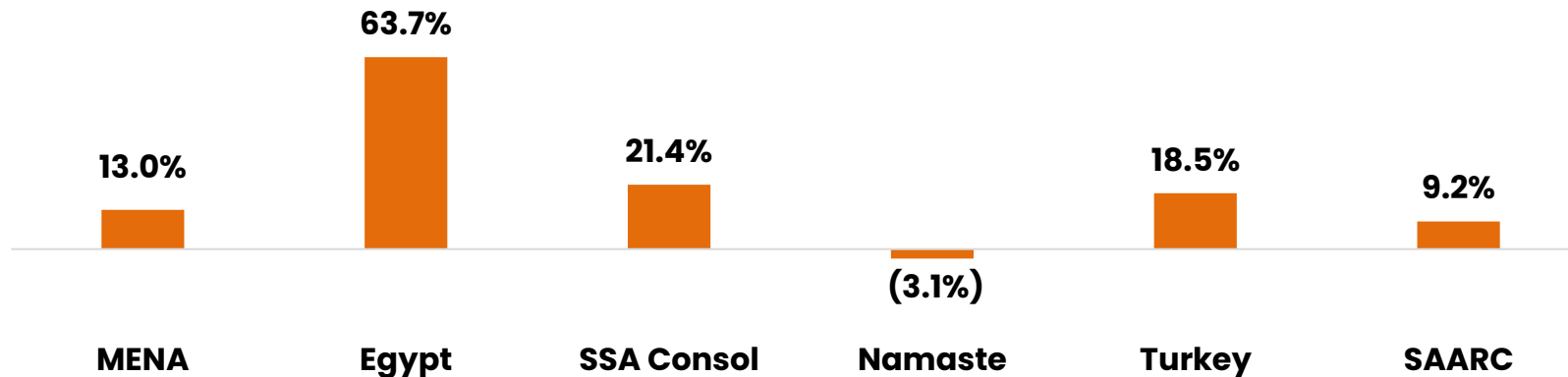
**4% Growth YoY**

# Q1 FY25 | International Business – Performance Overview



**International Business grew by 18.4% in CC terms (6.3% in INR terms)**

**Q1 FY25 Constant Currency Growth %**



3



DABUR OVERVIEW



FY24 PERFORMANCE  
HIGHLIGHTS



STRATEGIC PILLARS



ANNEXURE



# Strategic Pillars

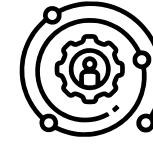
## Strengthening Branch Franchise

Increasing the addressable markets across our portfolio & Innovation continues to be Key Strategic Pillar



## Distribution Expansion & New Age Channels Focus

7.9Mn Outlet Reach  
New Age Channels now contributing 19% of Sales



## Sustainability

ESG Score at 72  
Entry into S&P Sustainability Yearbook

01

02

03

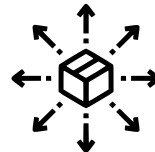
04

05



## Digital Media

Digital media spends at 30% in FY24 – targeting Millennials & GenZ



## Operating Effectiveness

Operational effectiveness for cost optimization and productivity enhancement



# Transition from Power Brands to Power Platforms | F&B



**Real Nectars – 100% Activ**



**Real Nectars**



**Real Vitamin Boost**



**Real Masala Range**



**Real Drinks**



**Real PET**



**Real Aloe Power**



**Real Plant Based Drinks**



**Real Fizzin**



**Real Milkshakes**



**Real Activ Coconut Water**



**Real Seeds/Superfoods**



**Real Peanut Butter**



**Real Bites in Can**



# Transition from Power Brands to Power Platforms | HPC



Red Bae Fresh Gel



Sarson Amla



Badam Amla



Brahmi Amla



Amla Aloe Vera



Amla Kids



Premium Shampoo Range  
(Onion, Rosemary & Olive)



Neelibhringa21 Hair Oil



Mask



International Range





# Transition from Power Brands to Power Platforms | Healthcare

**Dabur Honey** →  →    

**Sundarbans Honey**      **Organic Honey**      **Breakfast Cereals**      **Himalayan Honey**

**Dabur Chyawanprash** →  →     

**Chyawanprakash**      **DCPK Tablets**      **Gur Chyawanprash**      **Kesar Prash**      **Khajurprash**

**HAJMOLA** →  →     

**Variants (Chatcola, Limcola)**      **Mr. Aam**      **Amla Candy**      **Zeera Drink**      **Mukhwas**



# New Category Entry

**Expanding**  
Total Addressable  
Market



**Odomos LVP**



**Health Juices**



**Vedic Tea**



**Pure Cow Ghee**



**Mustard Oil**



**Breakfast Cereals**



**Baby Care Range**



**Real Bites in Can**



**Real Lemon Drink**



# Q1 FY25 | Innovation Contribution at ~3%

NPD % to Sales

3.0%



Q1 FY25

NPD % to Sales – Vertical Wise in FY24





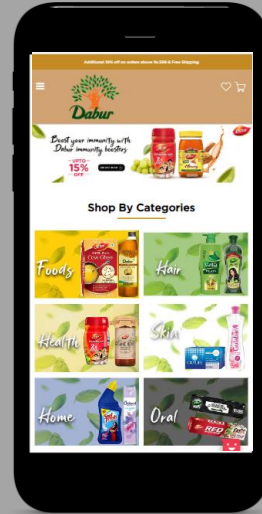
# FY24 | Digital continues to Gain Prominence

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



# Q1 FY25 | Distribution Expansion & Efficiency Improvement

**DIRECT REACH**



**1.45 Mn**

(YoY: 50,000 Increase)

**VILLAGE COVERAGE**



**1.22 lakhs**

(YoY: 22,000 Increase)

**YODDHAS**



**21,357**

**CHEMIST**



**2.75 lakhs**

(YoY: 6,000 Increase)

# FY24 | Cost Optimization & Productivity Improvement

**Cost Optimization**

**INR  
400 cr**

Cumulative Savings  
over last 5 Years

**Continuous Improvement**

**2,210**

Kaizens implemented in  
FY24

**Manufacturing Investment**

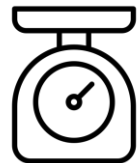
**INR  
456 cr**

Capex incurred in FY24

**Optimization across Value Chain**



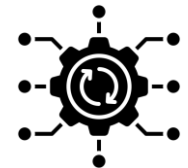
**Packaging**



**Grammage**



**Alternate Vendor  
for Procurement**



**Network  
Optimization**

# Dabur Operations | Digital, Disruptive, Diverse & Sustainable

## Delivering Today & Transforming for a Brighter Tomorrow

### Planning & Logistics

- ❖ 3000+ distributors
- ❖ 2000+ SKUs & 8 million+ outlets



### Procurement

- ❖ 4 continents, 15 countries 2000+ suppliers,
- ❖ 9,000 unique RM/PM & 40%+ sourcing from micro/small vendors

### Manufacturing

- ❖ 3 continents & 60 contract mfg. locations
- ❖ 22 own mfg. sites, 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, 26 satellite nurseries in India & Nepal
- ❖ 24 million saplings P.A
- ❖ 20,000 farmers & ~8,000 acres of farmland





# FY24 | ESG Goals & Achievements

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

## Climate & Bio-Diversity

**Target:**  
Achieve Net Zero By 2045

**Achievement:**  
Coal Free Operations since 2023  
10,145 Acres under cultivation of medicinal herbs

## Circular Economy

**Target:**  
Maintain Plastic Waste Positivity

**Achievement:**  
Plastic Waste Positivity achieved by recycling/processing 103% plastic in FY24

## Operations Outside Protected Bio-diversity zone

**Target:**  
100% Operations outside protected and eco sensitive zones

**Achievement:**  
100% operations are outside protected zones

## Energy & Water

**Target:**  
60% of the total energy from renewable sources by 2025-26  
Reduce Water Intensity by 30% by FY26

**Achievement:**  
51% energy sourced from renewables sources in FY24  
Reduced Water Intensity by 29%

## Diversity

**Target:**  
Targeting 21% gender diversity at managerial levels by FY28

**Achievement:**  
Achieved 13% gender diversity at managerial levels in FY24

## Social Impact

**Target:**  
3 Mn beneficiaries in FY24 and 5 Mn in FY30  
Enhance livelihood of 13,500 farmers by FY30

**Achievement:**  
3.05 Mn beneficiaries in FY24  
10,877 farmers engaged in herb cultivation



DABUR OVERVIEW



FY24 PERFORMANCE HIGHLIGHTS



STRATEGIC PILLARS



ANNEXURE

# Q1 FY25 | Consolidated P&L

<i>In INR crores</i>	<b>Q1 FY25</b>	<b>Q1 FY24</b>	<b>Y-o-Y (%)</b>
<b>Revenue from operations</b>	3,349.1	3,130.5	<b>7.0%</b>
Material Cost	1,748.7	1,671.7	4.6%
Employee expense	322.9	297.2	8.6%
Advertisement and publicity	235.9	204.3	<b>15.4%</b>
Other Expenses	386.6	352.4	9.7%
<b>Operating Profit</b>	<b>655.0</b>	<b>604.7</b>	<b>8.3%</b>
<b>% of Revenue</b>	<b>19.6%</b>	<b>19.3%</b>	
<b>EBITDA (inc Other income)</b>	<b>784.4</b>	<b>714.5</b>	<b>9.8%</b>
<b>% of Revenue</b>	<b>23.4%</b>	<b>22.8%</b>	
<b>Net profit for the period/year (after minority)</b>	<b>500.1</b>	<b>463.9</b>	<b>7.8%</b>
<b>% of Revenue</b>	<b>14.9%</b>	<b>14.8%</b>	

# Q1 FY25 | Standalone P&L

<i>In INR crores</i>	<b>Q1 FY25</b>	<b>Q1 FY24</b>	<b>Y-o-Y (%)</b>
<b>Revenue from operations</b>	2,514.2	2,347.4	<b>7.1%</b>
Material Cost	1,380.4	1,304.3	5.8%
Employee expense	202.6	189.4	7.0%
Advertisement and publicity	188.7	167.4	<b>12.8%</b>
Other Expenses	245.5	223.9	9.6%
<b>Operating Profit</b>	<b>496.9</b>	<b>462.4</b>	<b>7.5%</b>
<b>% of Revenue</b>	<b>19.8%</b>	<b>19.7%</b>	
<b>EBITDA (inc Other income)</b>	<b>607</b>	<b>561.5</b>	<b>8.0%</b>
<b>% of Revenue</b>	<b>24.1%</b>	<b>23.9%</b>	
<b>Net profit for the period</b>	<b>405.4</b>	<b>377.7</b>	<b>7.3%</b>
<b>% of Revenue</b>	<b>16.1%</b>	<b>16.1%</b>	





Dabur

Thank You



Hajmola



Odonil Air Freshener



Dabur HOMMADE



Swad Sugandh ka Raja

