



Ref: SEC/SE/2016-17/39  
Date: 08.02.2017

To,  
Corporate Relation Department  
Bombay Stock Exchange Ltd.  
Phiroze Jeejeebhoy Towers  
Dalal Street,  
**Mumbai – 400 001.**

National Stock Exchange of India Ltd.  
Exchange Plaza, 5th Floor  
Plot No. C/1, G Block Bandra – Kurla Complex  
Bandra (E)  
**Mumbai – 400 051.**

Metropolitan Stock Exchange of India Ltd (MSEI)  
4<sup>th</sup> Floor, Vibgyor Towers, Plot No. C-62  
G-Block, Opposite Trident Hotel,  
Bandra Kurla Complex, Bandra (E),  
**Mumbai – 400098**

**Re: Disclosure of Material Event/information under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015**

**Schedule of Analyst/Institutional Investor Meeting**

Dear Sir,

Pursuant to provisions of Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we would like to inform you that the officials of the Company shall participate in the following investor conference:

- 12<sup>th</sup> Edelweiss India Conference 2017 on 09<sup>th</sup> February, 2017 at Mumbai.

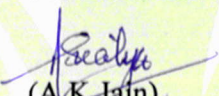
Copy of Presentation to be shared with investors in the said conference(s) is enclosed.


The aforesaid information is also disclosed on the website of the Company at [www.dabur.com](http://www.dabur.com).

This is for your information and records.

Thanking you,

Yours faithfully  
For Dabur India Limited

  
(A.K. Jain)  
V P (Finance) and Company Secretary

  
Encl: As above



The Science of Ayurveda

*INVESTOR PRESENTATION*

*FEBRUARY 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 6mn outlets, one of the highest among FMCG companies**



**19 world class manufacturing facilities catering to needs of diverse markets**



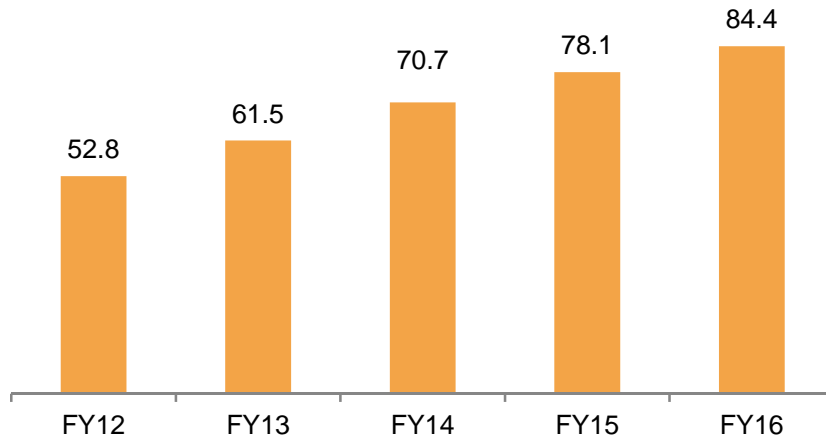
**Strong overseas presence with 32% contribution to consolidated sales**



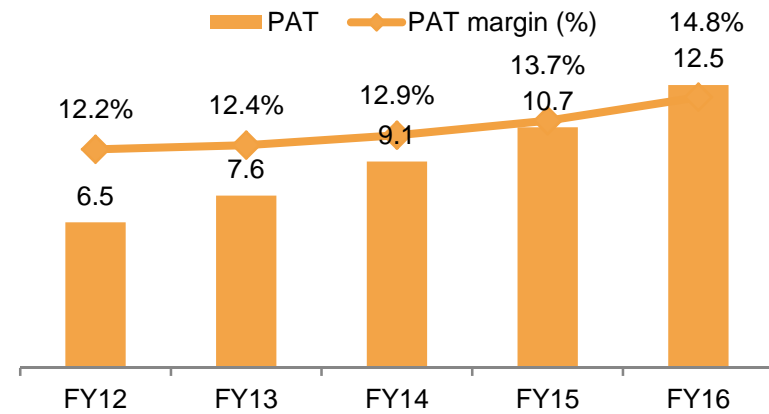
# STRONG FINANCIAL PROFILE

In INR Bn

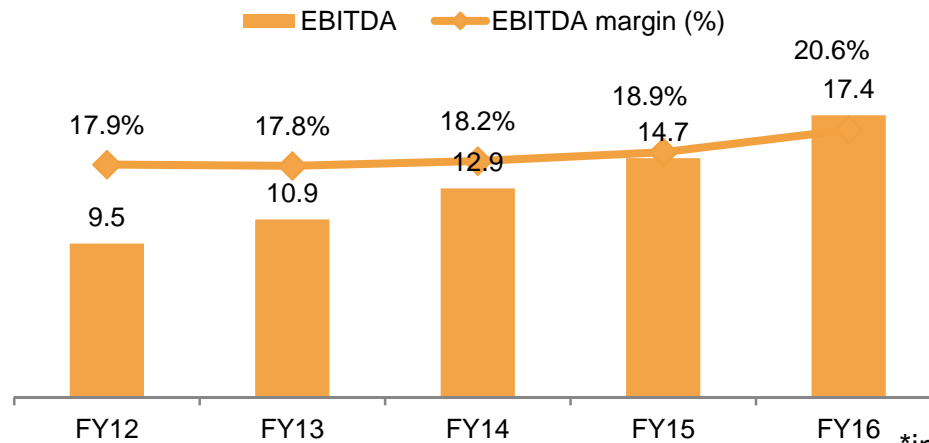
## Sales



## Profit After Tax (PAT)



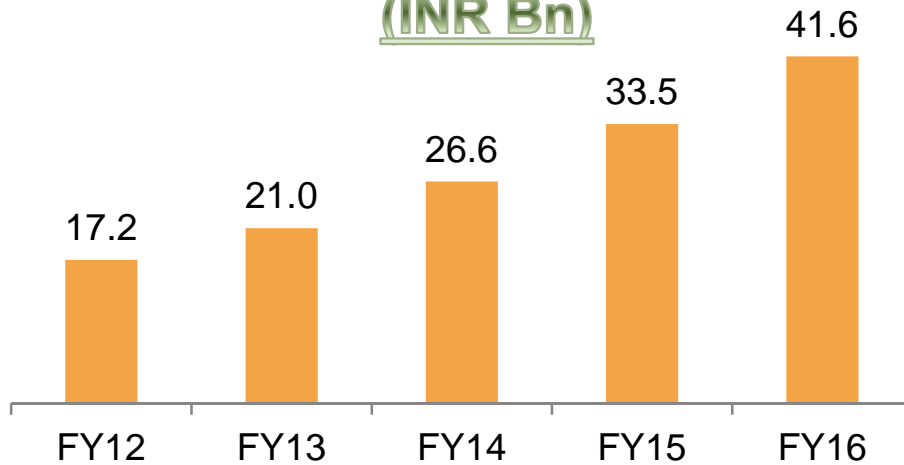
## EBITDA\*



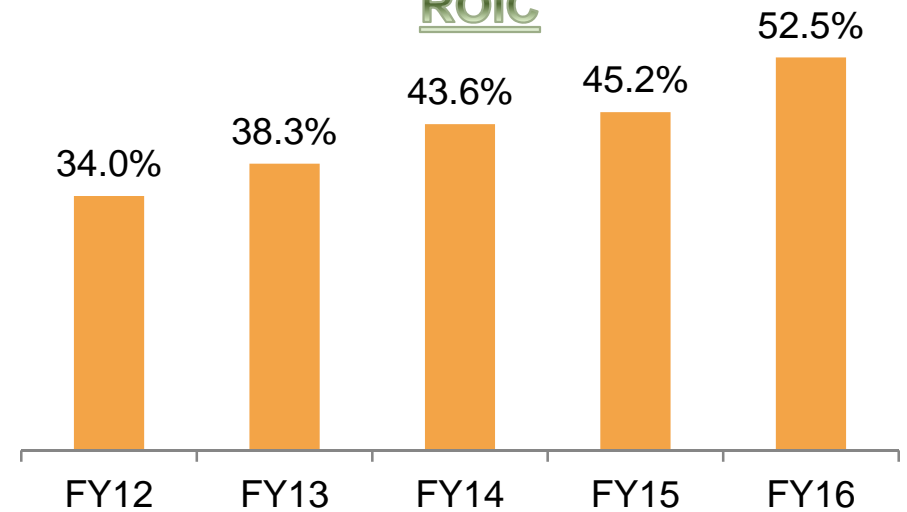
\*includes Non- Operating income 2.

# STRONG FINANCIAL PROFILE

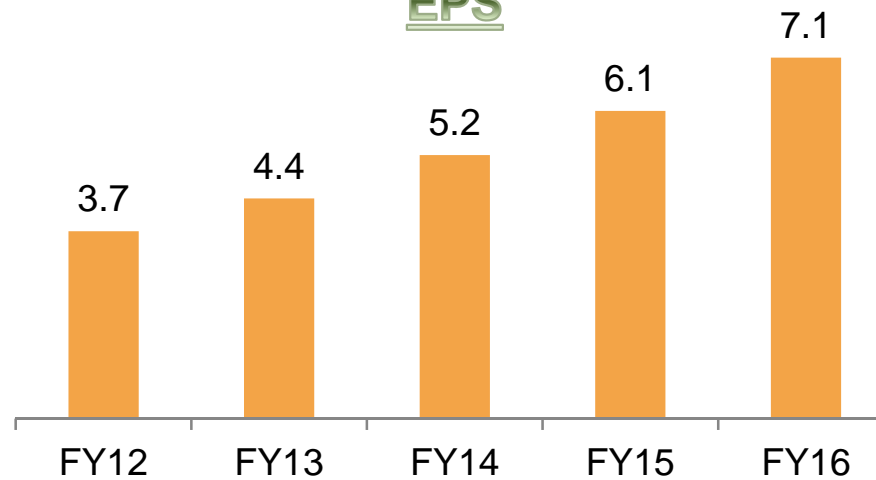
## Networth (INR Bn)



## ROIC



## EPS



# 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

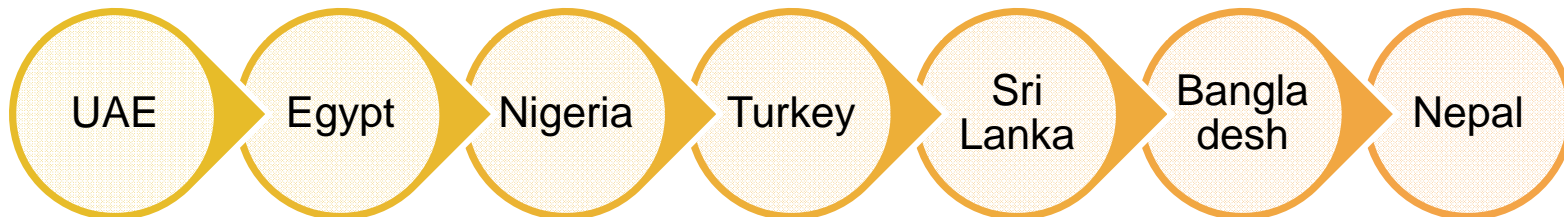
Pithampur, Madhya Pradesh

Siliguri, West Bengal

Newai, Rajasthan

Nasik, Maharashtra

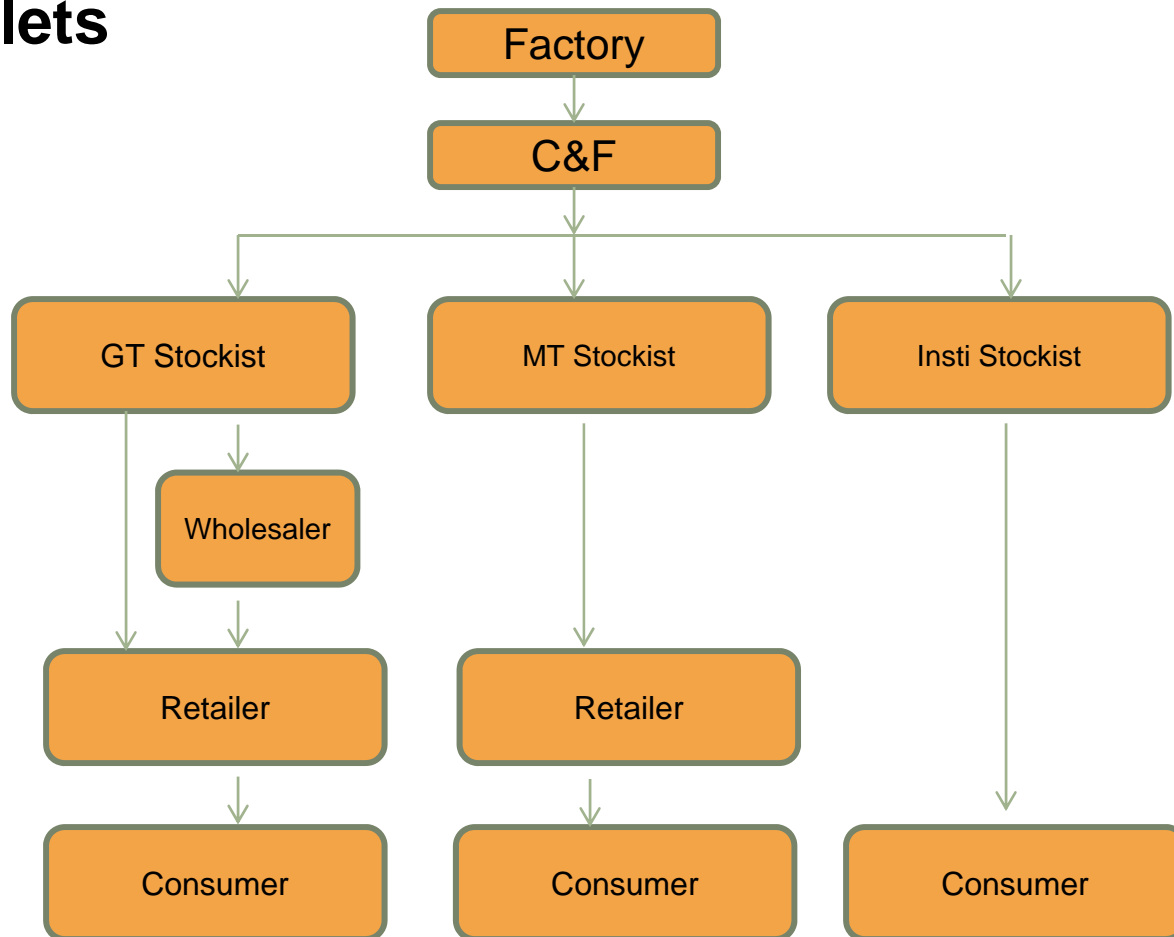
## Seven International Manufacturing Locations



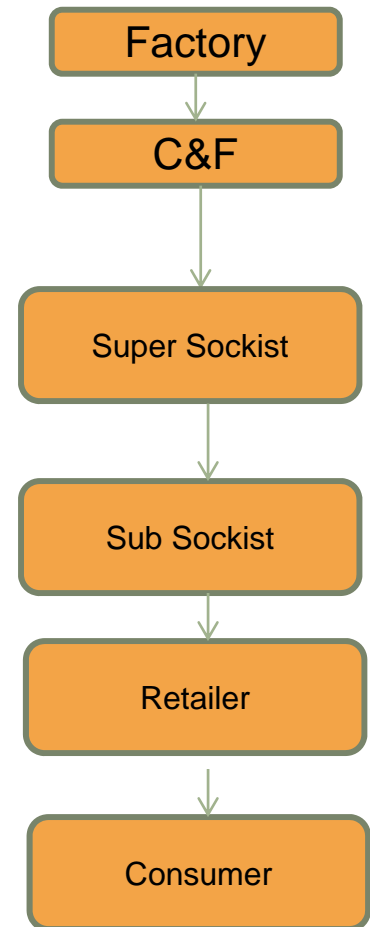
# DISTRIBUTION FRAMEWORK

We reach to 6mn  
Outlets

## Urban



## Rural



# DISTRIBUTION EXPANSION

## Project Double

- Rolled out in FY13 to expand direct coverage in rural markets
- Direct Village coverage has increased from 14000 villages in FY11 to 44,000 villages in FY15
- Focus on increasing efficiency and productivity of the channel

## Project 50-50

- Aimed at leveraging the potential of Top 130 towns which contribute to 50% of urban consumption
- Segregating the grocery channel teams for wholesale & retail
- Initiative is in line with renewed focus on urban markets

## Project CORE

- To enhance chemist coverage and provide further impetus to our Health Care portfolio
- Direct Chemist Coverage is currently 213,000
- Strategy is to increase coverage and range for better throughput



# 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***

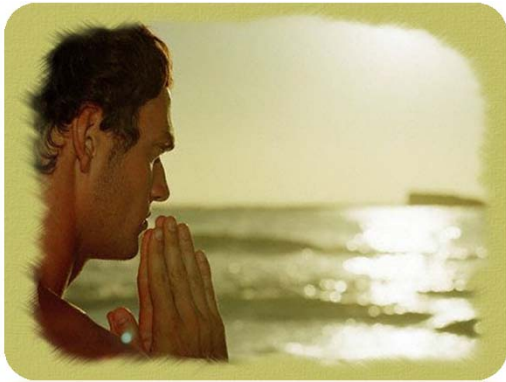
- Rural Focused Product Mix
- Innovative launches in Urban

## ***Capability enhancement through training and IT enablement***

## ***Focus on alternative channels- Increased role of Modern Trade, Cash & Carry and other channels***



# WHAT IS AYURVEDA?



**“AYUR” + “VEDA” = SCIENCE OF LIFE**

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

**Ayurveda is based upon Natural Remedies which incorporate the healing properties of plants and herbs.**



# SALIENT FEATURES OF AYURVEDA

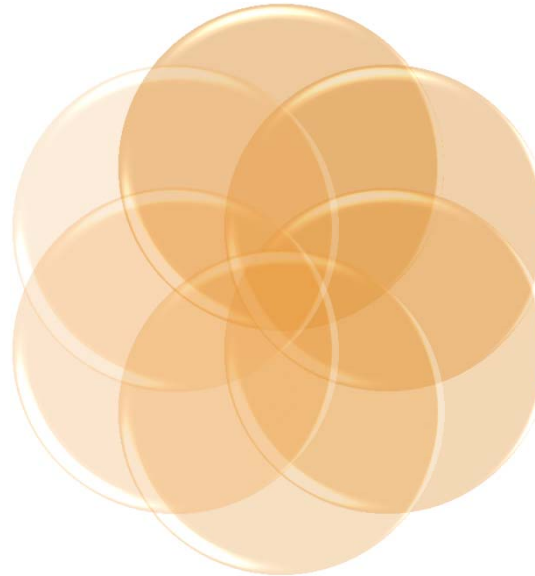
**Ayurveda heals by activating the natural inherent curative force of the body**

**It is holistic and cures the patient as a whole and not the symptoms of disease alone**

**It believes in complete cure and not only control of signs and symptoms**

**It believes not only in restoration of Health, but also the dynamic internal balance**

**It gives more stress on why is the problem rather than what is the problem**



**Being natural, it's relative safety is better than conventional chemical drugs**

# AYURVEDA IS WELL REGULATED IN INDIA



**Ministry of AYUSH**

**(Ayurveda, Yoga, Unani, Siddha & Homoeopathy)**



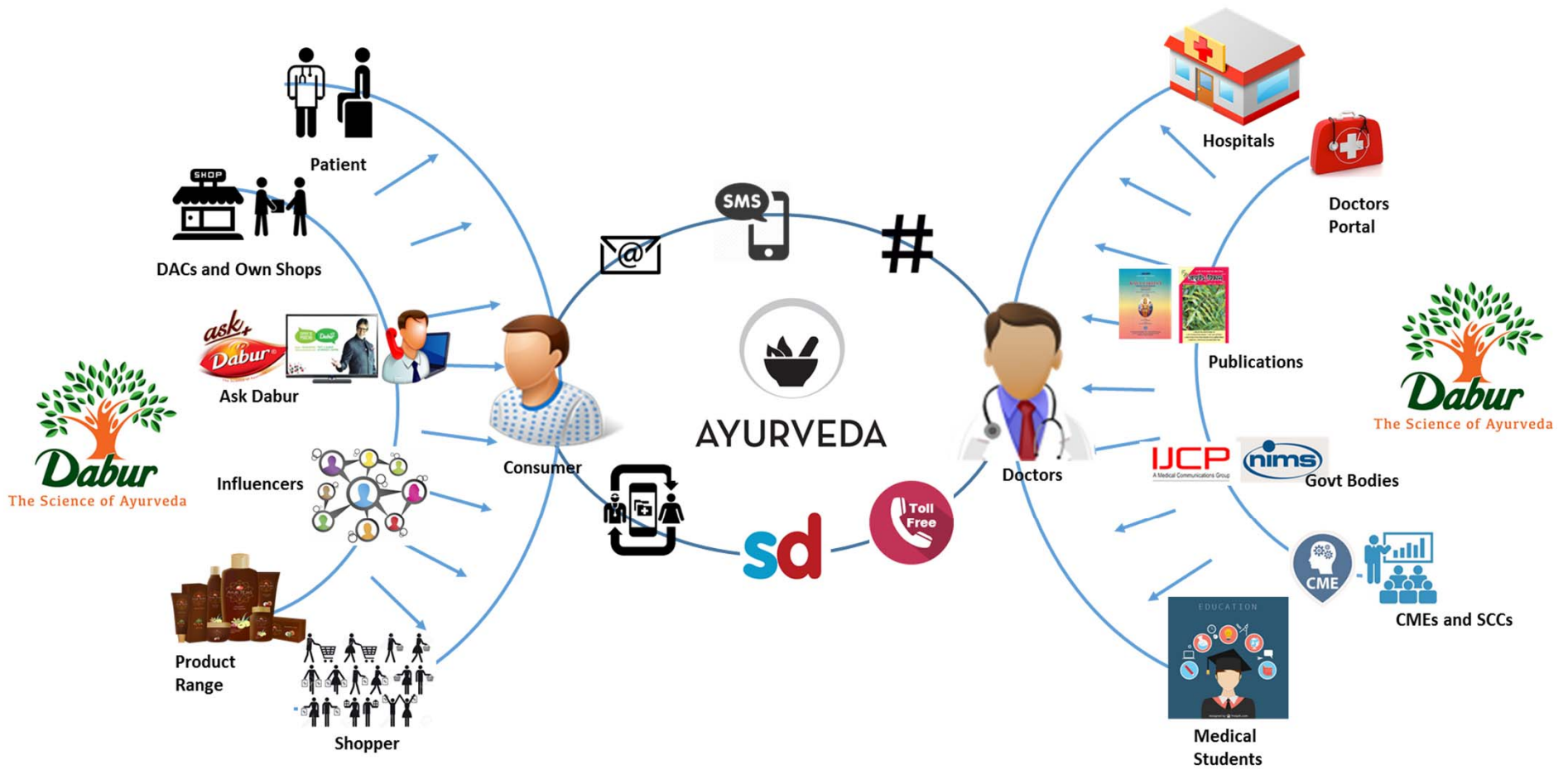
*Ayurvedic Education is controlled by*

**CCIM - 1970 Act**

**(Central Council for Indian Medicine)**

**Under Ministry of Health & Family Welfare  
Govt. of India**

# DABUR & AYURVEDA



# CLAIM BASED COMMUNICATION



Double immunity

**DOUBLE**  
**Immunity\***  
Clinically Tested



Clinically proven  
formula



2X faster physical  
growth



Clinically proven  
formula



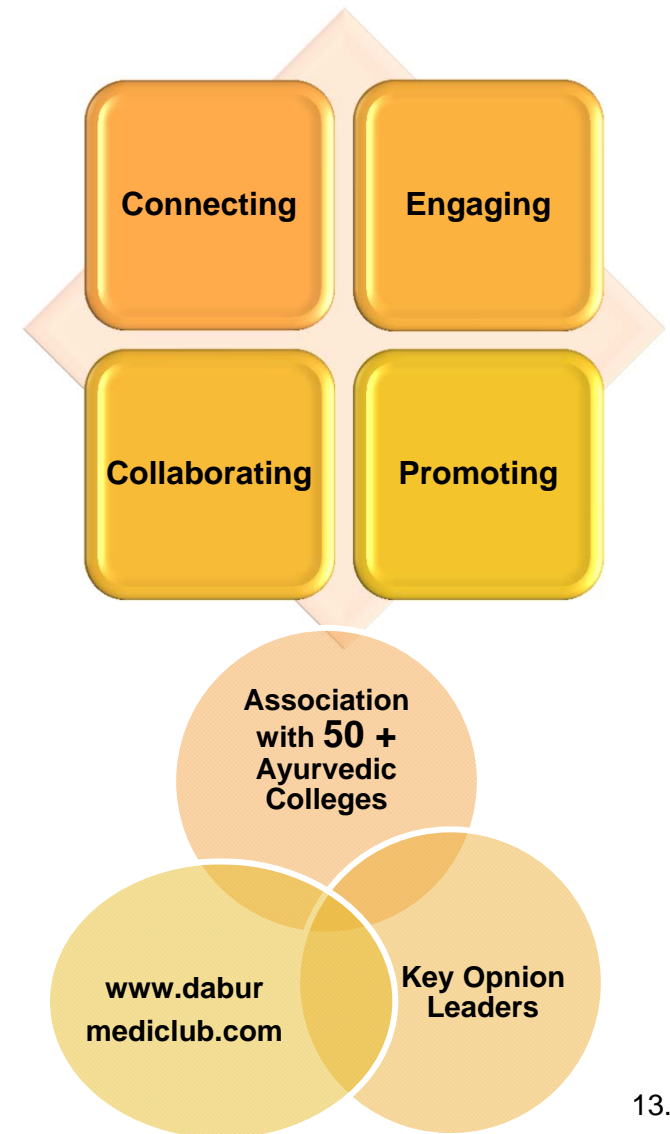
Stay fit, feel young

STAY FIT,  
FEEL YOUNG

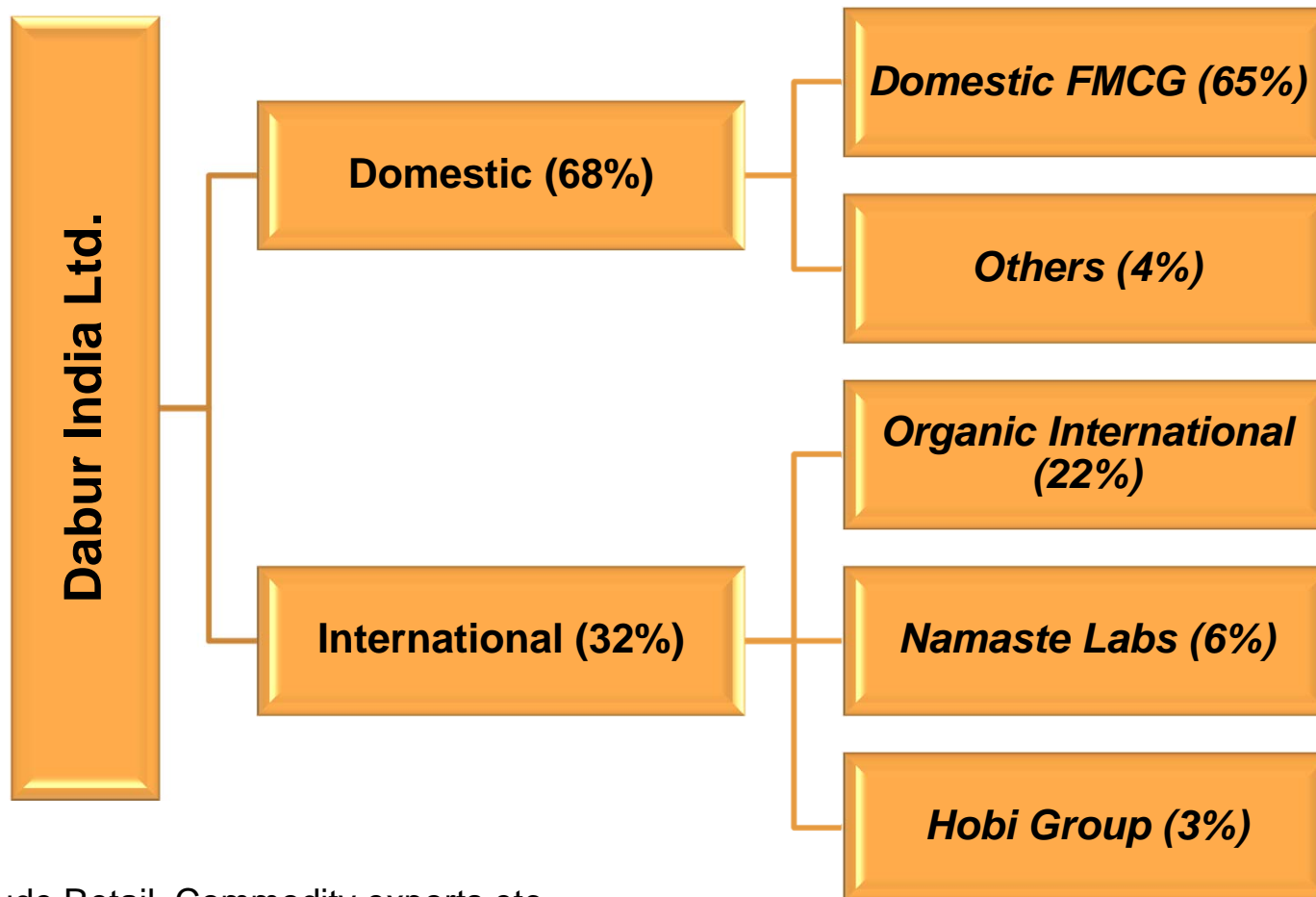
# PROMOTING AYURVEDA: DOCTOR REACH

Directly  
reaching  
**32000+**  
Doctors

- Detailing and Product sampling



# DABUR BUSINESS STRUCTURE



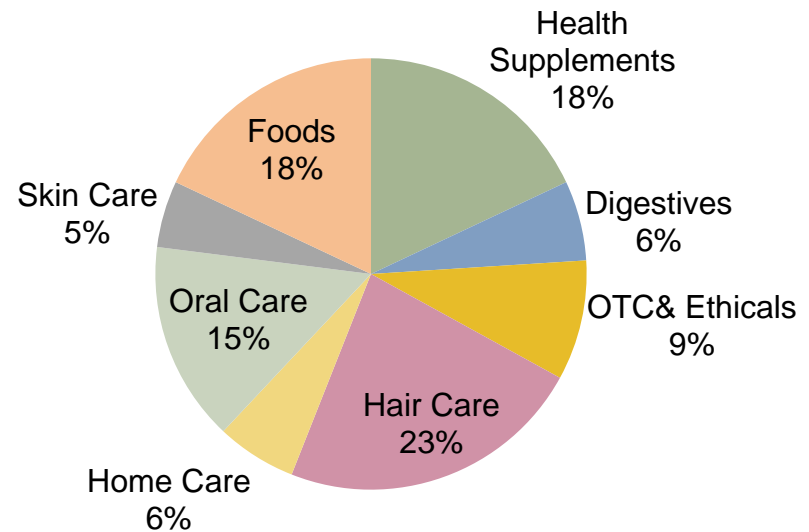
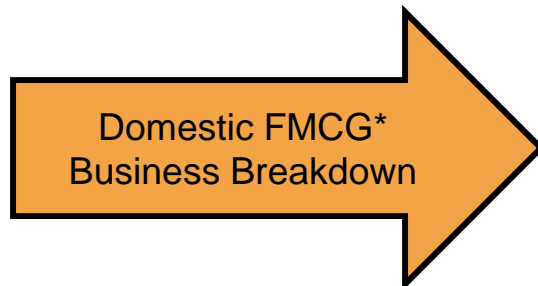
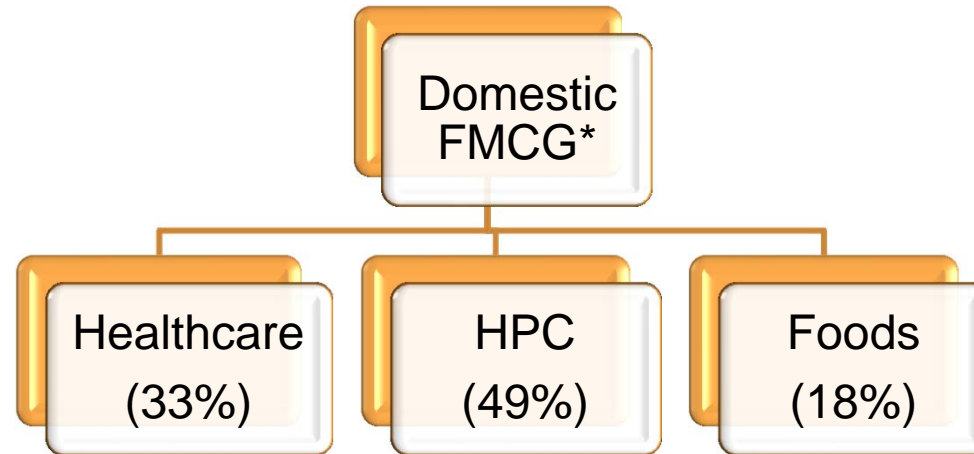
\* Others include Retail, Commodity exports etc

Note: % figure in brackets indicate % share in Consolidated Sales for FY16



# INDIA BUSINESS

# SALES BY BUSINESS VERTICAL

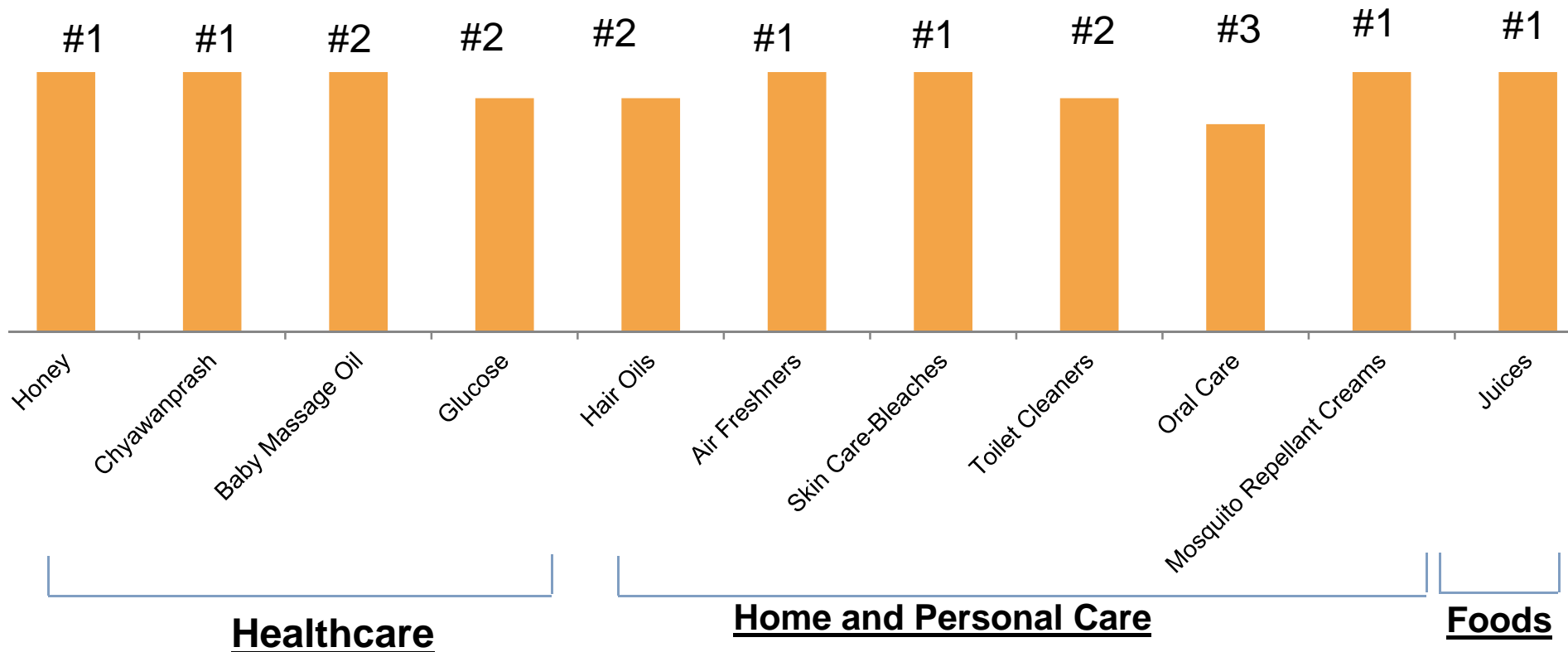


\* Breakdown of Domestic FMCG business basis FY16 Sales

# 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 Dec'16  
17.

# 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



Real Wellnezz- Amla



Honitus- Hot Sip



Dabur Madhurakshak



Dabur Brahmi Amla Hair Oil



Dabur Honey Ginger



Honey Fruit Spread



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

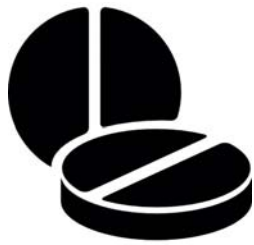
2016 2015

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



# DEMONETISATION



Medicines



Grocery and Food essentials



Personal and Home care



Impulse and Non essentials like biscuits, chocolates, Soft drinks, snacks, packaged food



Least Impacted

Highest Impacted



## Chain Reaction

Consumer product goods (CPG) cos cutting production by **10-20%**

Britannia & Parle have cut down production by **15-20%**

Dabur sales down **20%** over last week

ITC's FMCG product sales down by over **20%** (mostly in discretionary categories like instant noodles, biscuits)

Cash-led traditional trade accounts for about **72%** of CPG sales

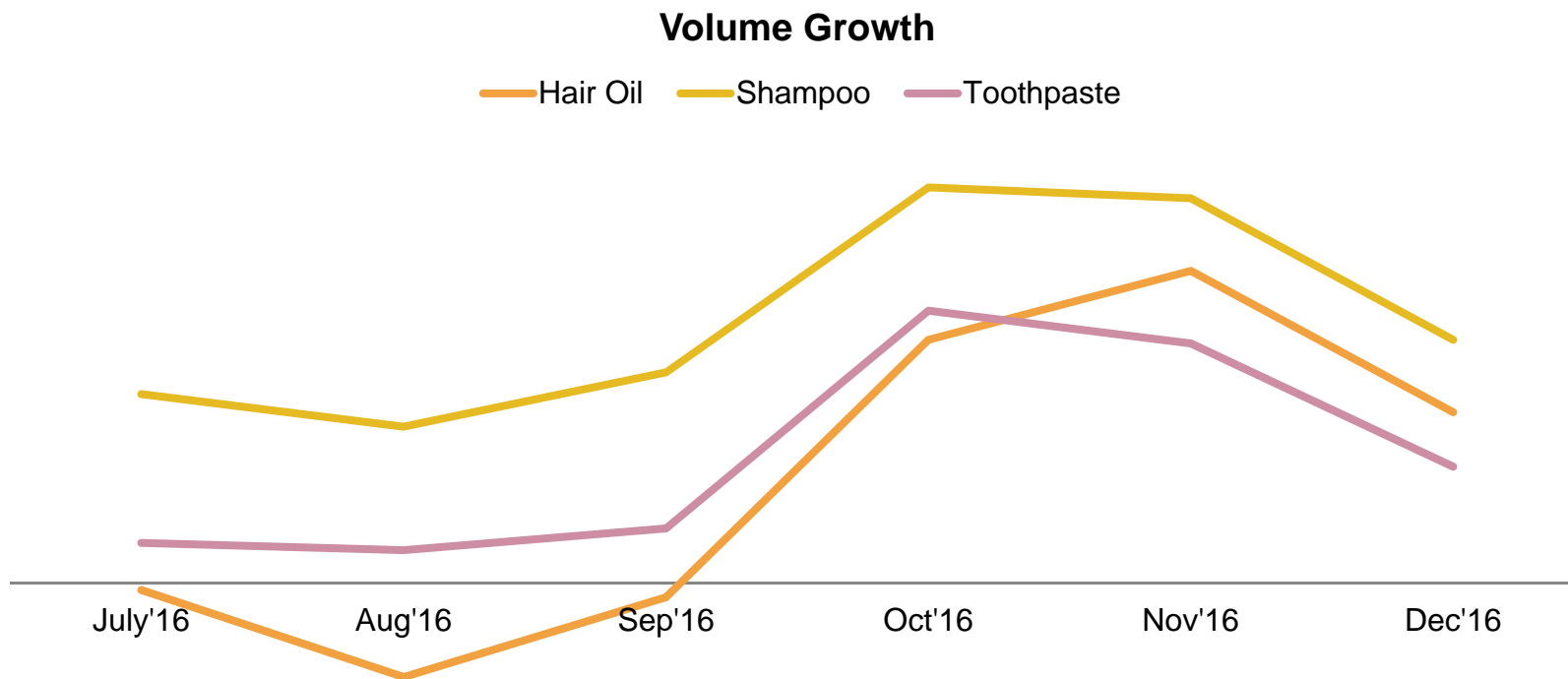
Business down for nearly **70%** of neighbourhood outlets

Sales jumped to **30%** during weekdays & **50%** on weekends for India's largest grocer Future Group



# MONTHLY TREND: CATEGORY GROWTH

On account of demonetization growth for Personal Care categories like Shampoo, Hair Oil and Toothpaste decelerated sharply in Dec'16 to almost half of Nov'16 levels



Source: December Retail Audit Report, AC Nielsen

# KEY INITIATIVES BY DABUR

Increased focus on Modern Trade, Institutional and E-Commerce channels

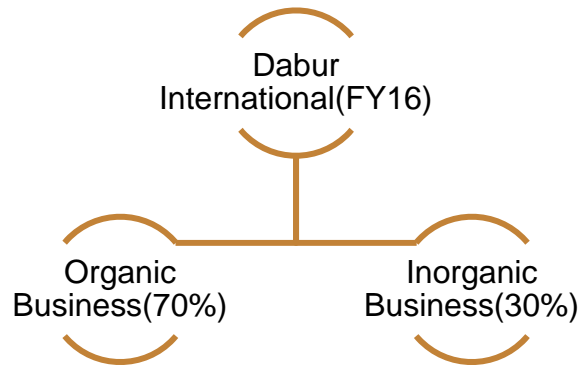
Extended credit to trade on selective basis and helped increase digitization

Destocking and improving the channel hygiene

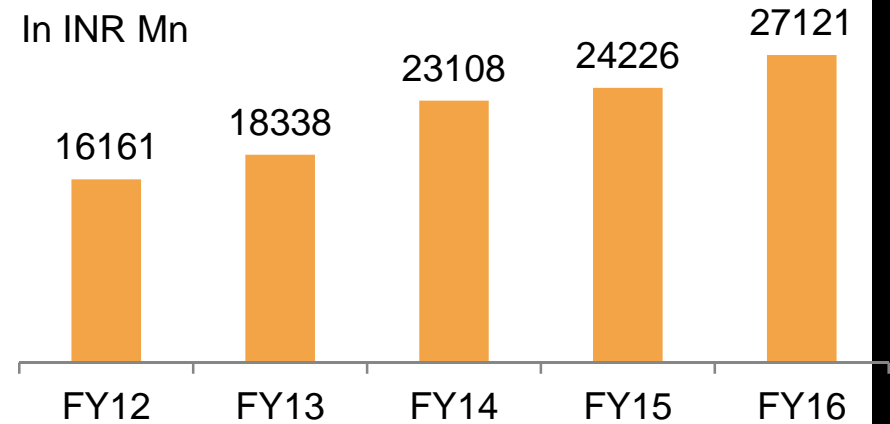
Adjusting the portfolio to market needs and sharper focus on category/ channel/ product

# **INTERNATIONAL BUSINESS**

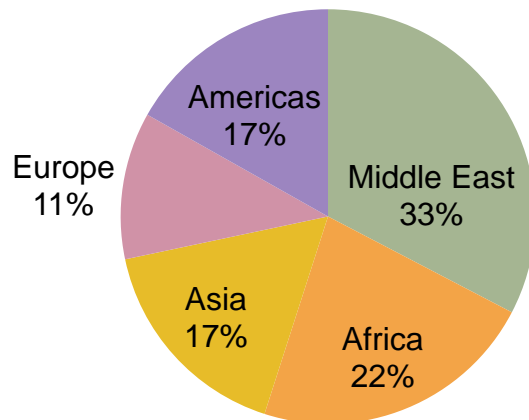
# BUSINESS OVERVIEW



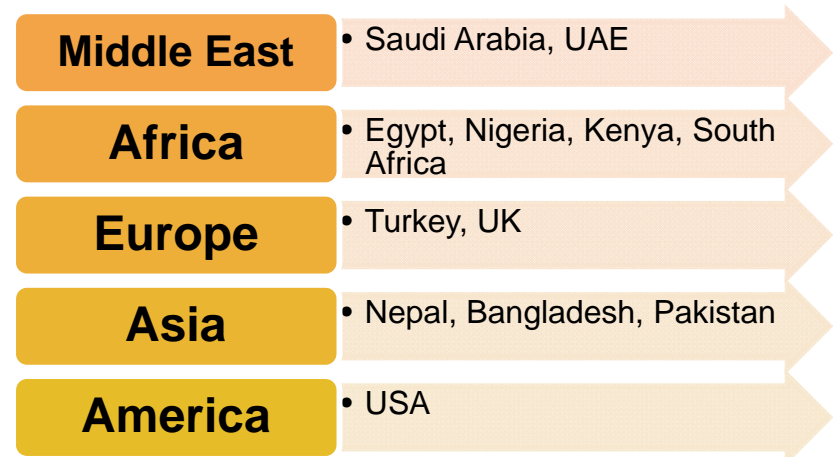
## Sales Trend



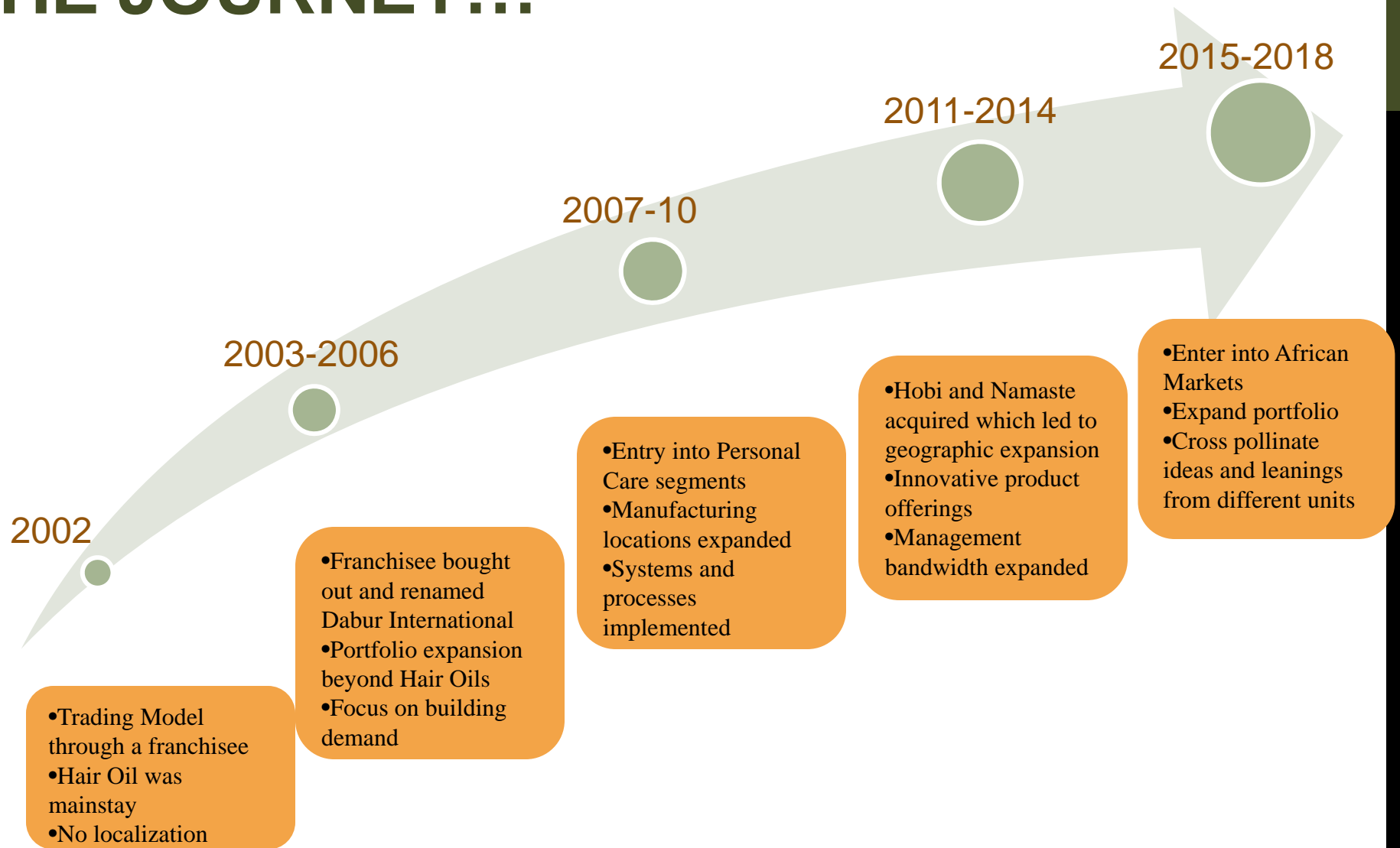
## Regionwise Sales FY16



## Key Markets

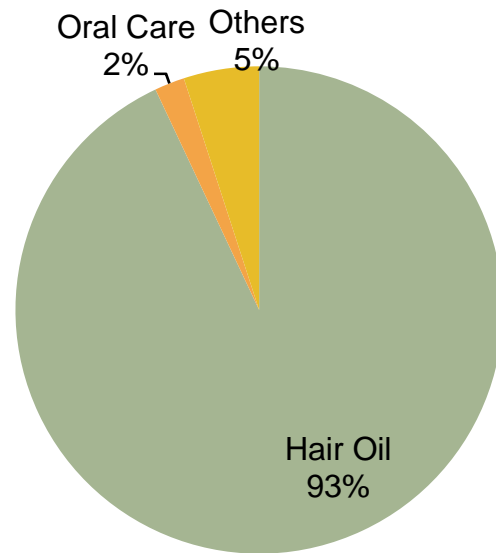


# THE JOURNEY...

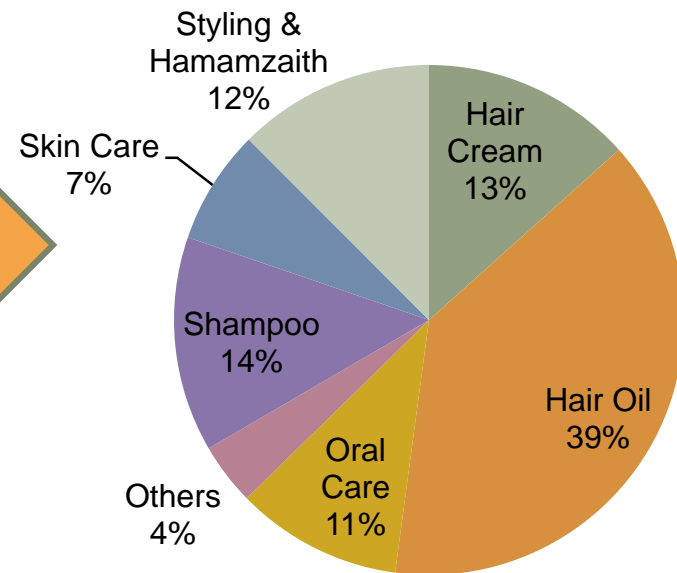


# ORGANIC INTERNATIONAL BUSINESS

2005-06



2015-16



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



# NAMASTE: FOCUS ON 'NATURAL' OFFERINGS



Olive Oil Range- Shampoo, Conditioner, Mask and Mousse



Curls Unleashed- Shea Butter & Honey Curl Defining Cream

Monoi Oil Range- Shampoo, Conditioner, Illuminating Spray and Oil Fusion



# SUSTAINABILITY: A KEY FOCUS

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

**2015** acres under cultivation for rare medicinal herbs in India

**2,110** beneficiary families of our Self – Help Group initiatives

**18,00,000** school kids benefited from health & oral hygiene programmes

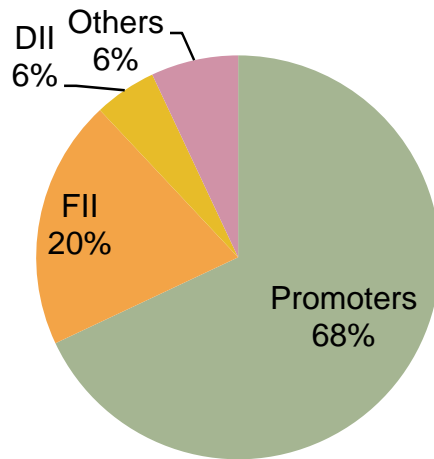
**8** States covered under our Agronomical Initiatives

**1,228** farmers/beneficiaries of our Agronomical initiatives in India

**569** women trained at our vocational training centers

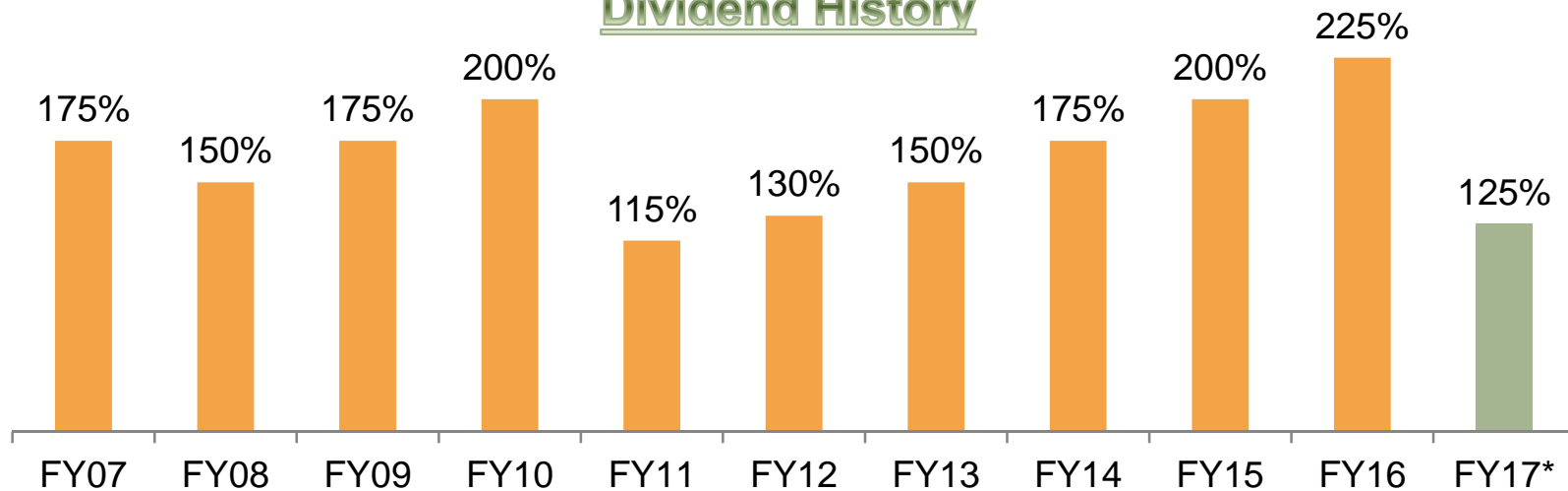
# SHAREHOLDING PATTERN AND DIVIDEND HISTORY

## Shareholding Pattern- As on 31st December, 2016



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

## Dividend History



\* Interim Dividend

# CONSOLIDATED P&L

In INR Mn

DIL (Consolidated) P&L in Rs. million	Q3FY17	Q3FY16	YoY (%)	9MFY17	9MY16	YoY (%)
<b>Net Sales</b>	<b>18,477</b>	<b>19,675</b>	<b>-6.1%</b>	<b>57,711</b>	<b>58,446</b>	<b>-1.3%</b>
Other Operating Income	52	46		157	141	
Material Cost	9,383	9,382	0.0%	28,671	28,575	0.3%
<i>% of Sales</i>	50.8%	47.7%		49.7%	49.5%	
Employee Costs	1,892	2,026	-6.6%	6,165	5,923	4.1%
<i>% of Sales</i>	10.24%	10.3%		31.3%	30.1%	
Advertising & Publicity	1,772	2,247	-21.1%	5,231	6,151	-15.0%
<i>% of Sales</i>	9.6%	11.4%		26.6%	31.3%	
Other Expenses	2,143	2,287	-6.3%	6,887	6,907	-0.3%
<i>% of Sales</i>	11.6%	11.6%		35.0%	35.1%	
<b>Operating Profit</b>	<b>3,338.8</b>	<b>3,778.0</b>	<b>-11.6%</b>	<b>10,913.8</b>	<b>11,030.8</b>	<b>-1.1%</b>
<i>% of Sales</i>	18.1%	19.2%		18.9%	18.9%	
Other Income	830.6	598.3	38.8%	2333.1	1633.2	42.9%
<b>EBITDA</b>	<b>4,169.4</b>	<b>4,376.3</b>	<b>-4.7%</b>	<b>13,246.9</b>	<b>12,664.0</b>	<b>4.6%</b>
<i>% of Sales</i>	22.6%	22.2%		23.0%	21.7%	
Finance Costs	139.4	110.1	26.6%	423.7	352.9	20.1%
Depreciation & Amortization	332.6	321.5	3.5%	1033.2	974.3	6.1%
<b>Profit Before Tax (PBT)</b>	<b>3697.3</b>	<b>3944.7</b>	<b>-6.3%</b>	<b>11790.0</b>	<b>11336.9</b>	<b>4.0%</b>
Tax Expenses	752.5	766.9		2326.7	2130.9	
<b>PAT(Before Minority Interest)</b>	<b>2944.8</b>	<b>3177.8</b>	<b>-7.3%</b>	<b>9463.3</b>	<b>9205.9</b>	<b>2.8%</b>
<i>% of Sales</i>	15.9%	16.2%		16.4%	15.8%	
Minority Interest - Profit/(Loss)	<b>9.1</b>	<b>2.5</b>	<b>262.5%</b>	<b>28.3</b>	<b>12.8</b>	<b>120.9%</b>
Share of profit / (loss) of associates & joint venture	1.78	0.42		<b>0.7%</b>	<b>0.3%</b>	
<b>PAT (After Minority Interest)</b>	<b>2,937</b>	<b>3,176</b>	<b>-7.5%</b>	<b>9,438</b>	<b>9,197</b>	<b>2.6%</b>
<i>% of Sales</i>	15.9%	16.1%		16.4%	15.7%	

**Note: IND AS implemented w.e.f 1<sup>st</sup> April,2016**

# STATEMENT OF ASSETS AND LIABILITIES\*

Particulars	As at 31/03/2016 (Audited)	As at 31/03/2015 (Audited)
<b>A EQUITY AND LIABILITIES</b>		
<b>1 Shareholders' funds</b>		
(a) Share capital	1759.1	1756.5
(b) Reserves and surplus	39841.6	31784.9
<b>Sub-total - Shareholders' funds</b>	<b>41,600.7</b>	<b>33,541.4</b>
<b>2. Minority interest</b>	<b>216.8</b>	<b>181.6</b>
<b>3. Non-current liabilities</b>		
(a) Long-term borrowings	3414.5	2105.7
(b) Deferred tax liabilities (net)	765.4	587.1
(c) Long Term Provisions	508.8	462.1
<b>Sub-total - Non-current liabilities</b>	<b>4,688.7</b>	<b>2155.0</b>
<b>4. Current liabilities</b>		
(a) Short-term borrowings	4,497.4	5,229.8
(b) Trade payables	13,301.8	10,958.5
(c) Other current liabilities	3,567.4	5,415.2
(d) Short-term provisions	3,332.0	2,581.4
<b>Sub-total - Current liabilities</b>	<b>24,698.6</b>	<b>24,184.9</b>
<b>TOTAL - EQUITY AND LIABILITIES</b>	<b>71,204.8</b>	<b>61,062.8</b>
<b>B ASSETS</b>		
<b>1. Non-current assets</b>		
(a) Fixed assets	13,732.8	13,060.3
(b) Goodwill on consolidation	6,214.0	6,214.0
(c) Non-current investments	17,873.1	13,874.0
(d) Long-term loans and advances	295.1	207.5
(e) Other non-current assets	181.7	201.3
<b>Sub-total - Non-current assets</b>	<b>38,296.7</b>	<b>33,557.1</b>
<b>2 Current assets</b>		
(a) Current investments	7,365.4	4,259.7
(b) Inventories	10,965.0	9,732.7
(c) Trade receivables	8,097.0	7,108.4
(d) Cash and bank balances	2,204.0	2,760.4
(e) Short-term loans and advances	3,265.3	2,788.7
(f) Other current assets	1,011.4	855.8
<b>Sub-total - Current assets</b>	<b>32,908.1</b>	<b>27,505.7</b>
<b>Total -Assets</b>	<b>71,204.8</b>	<b>61,062.8</b>

In INR Mn

**Thank You**

