



Ref: SEC/SE/2019-20
Date: August 30, 2019

Scrip Symbol: NSE – DABUR, BSE Scrip Code: 500096

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

Sub: Presentation made at 44th Annual General Meeting ("AGM") of the Company

Dear Sir(s),

With reference to the captioned subject, please find enclosed herewith copy of the presentation made to the shareholders at the 44th AGM of the Company held today i.e. 30th August, 2019.

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



Annual General Meeting 2019

Presentation by
Mohit Malhotra, CEO

Dabur – A Leader in Ayurveda & Natural Healthcare



Our Vision

**Dedicated to the Health &
Well-being of every Household**

Dabur – A Leader in Ayurveda & Natural Healthcare

Established in 1884 – 135 years of trust and heritage

Among the Top 4 FMCG companies in India

One of the largest distribution network in India, covering ~6.7 mn outlets

20 world class manufacturing facilities

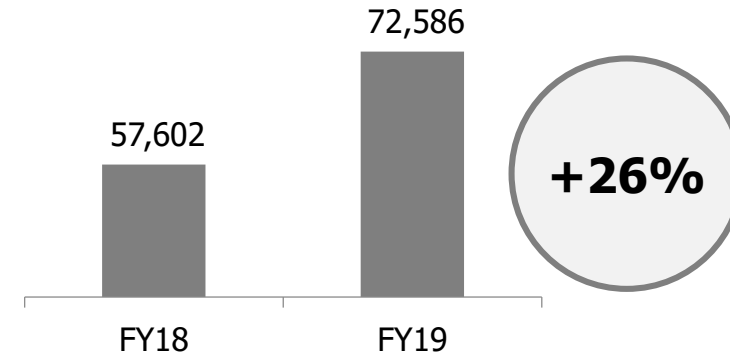
Strong overseas presence with ~27% contribution

Market Cap: US\$ 11 bn

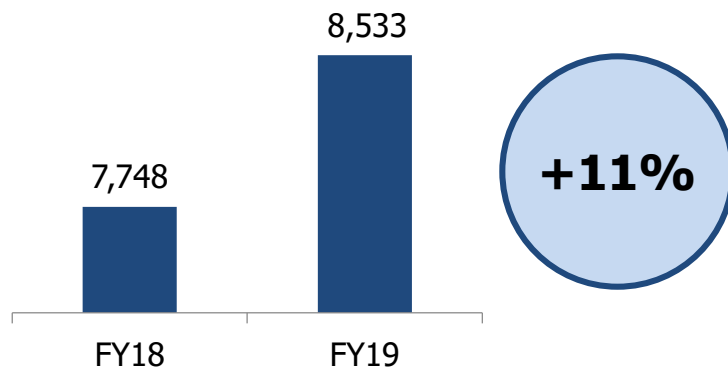
The Year Gone By – FY19 Performance

**Volume
Growth
11%**

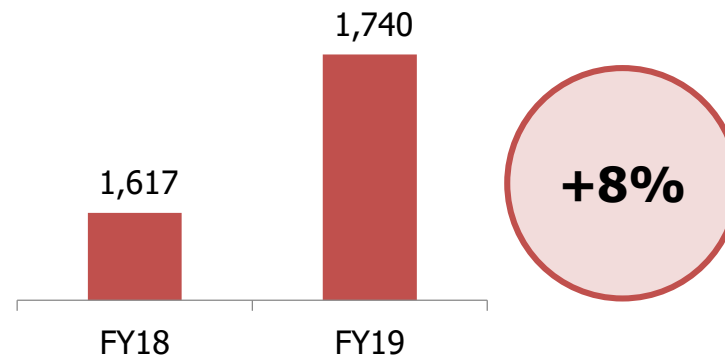
Market Capitalization (Rs. crore)



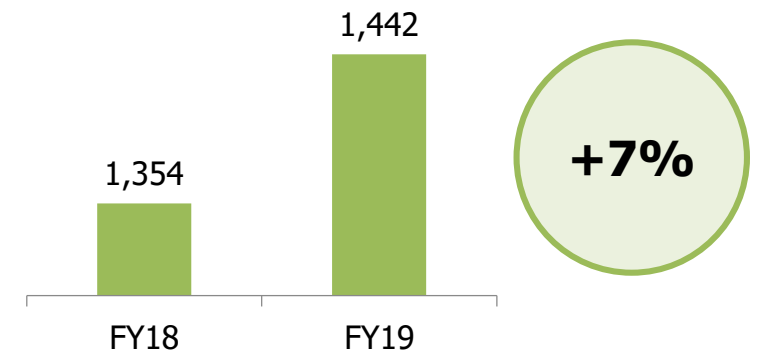
Revenue from Operations



Operating Profit



Net Profit/ PAT



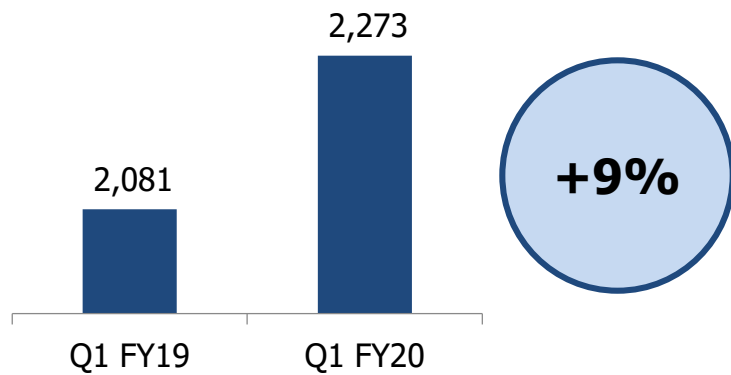
Note:

1. All figures are in INR cr
2. The figures in circle represent growth figures – for revenue from operations, the growth refers to like-to-like growth
3. Market Cap refers to the market cap on the year ending 31st March

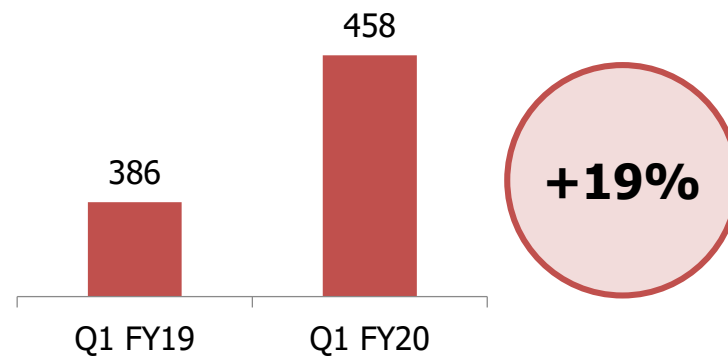
Momentum continues in Q1 FY20

Volume
Growth
9.6%

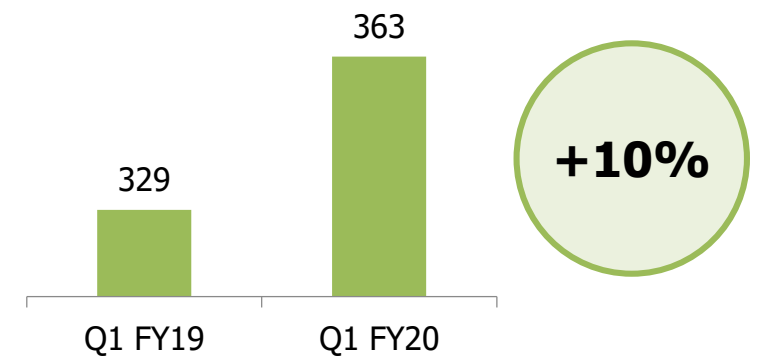
Revenue from Operations



Operating Profit



Net Profit/ PAT



Note:

1. All figures are in INR cr
2. The figures in circle represent growth figures

Pillars of Our Growth Strategy



**Power Brands
Strategy**



**Driving Innovation
and Renovation**



**Distribution
Expansion**



**Manufacturing
Excellence**



**Capability
Enhancement**



Sustainability Focus

Pillars of Our Growth Strategy



**Power Brands
Strategy**



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and Renovation**



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Excellence**



**Capability
Enhancement**



Sustainability Focus



13.7%
FY19 Sales Growth

Increase penetration and grow the category

Develop Modern Formats & communication for youth & kids

Extend usage beyond winters – monsoon campaign

Enhance chemist reach





17.3%
FY19 Sales Growth

**Grow category –
become part of
food**

**Innovation –
Launch premium
variants**

**Localised
communication
strategy**

**Focus on quality
& purity**





14.9%
FY19 Sales Growth

Market share gain

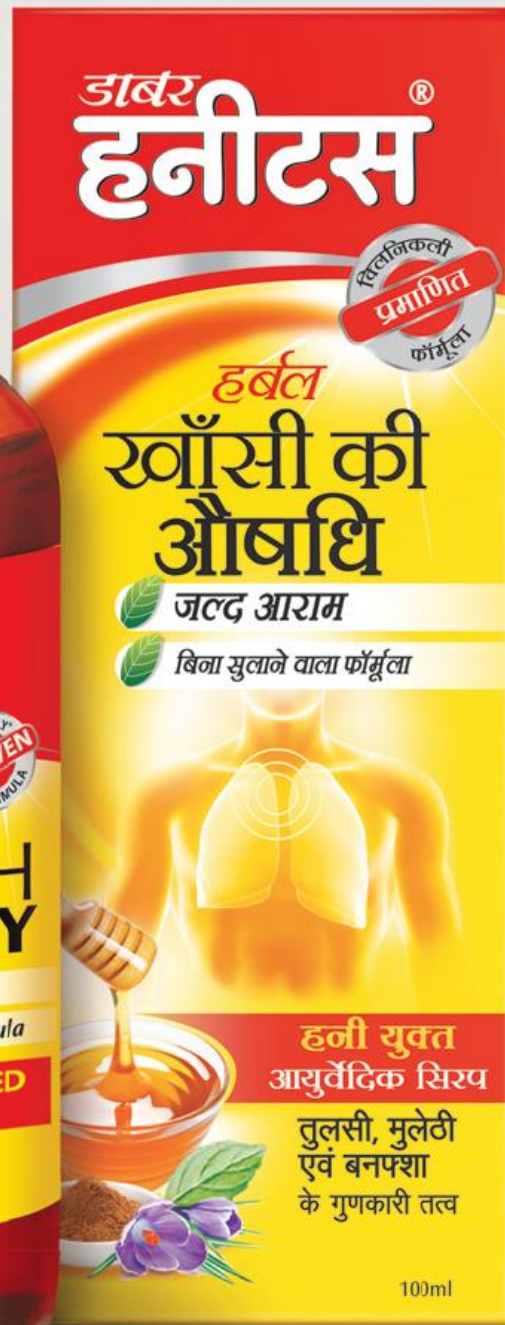
Communicate Ayurvedic positioning

Create a portfolio for baby care

Distribution enhancement



**Dabur
Honitus®**



17.3%
FY19 Sales Growth

Reinforce Ayurvedic positioning

Increase market share in cough & cold category

New formats & variants: Lozenges, Hot Sip

Distribution enhancement



आयुर्वेद है, खरा है, पुदीन हरा है.



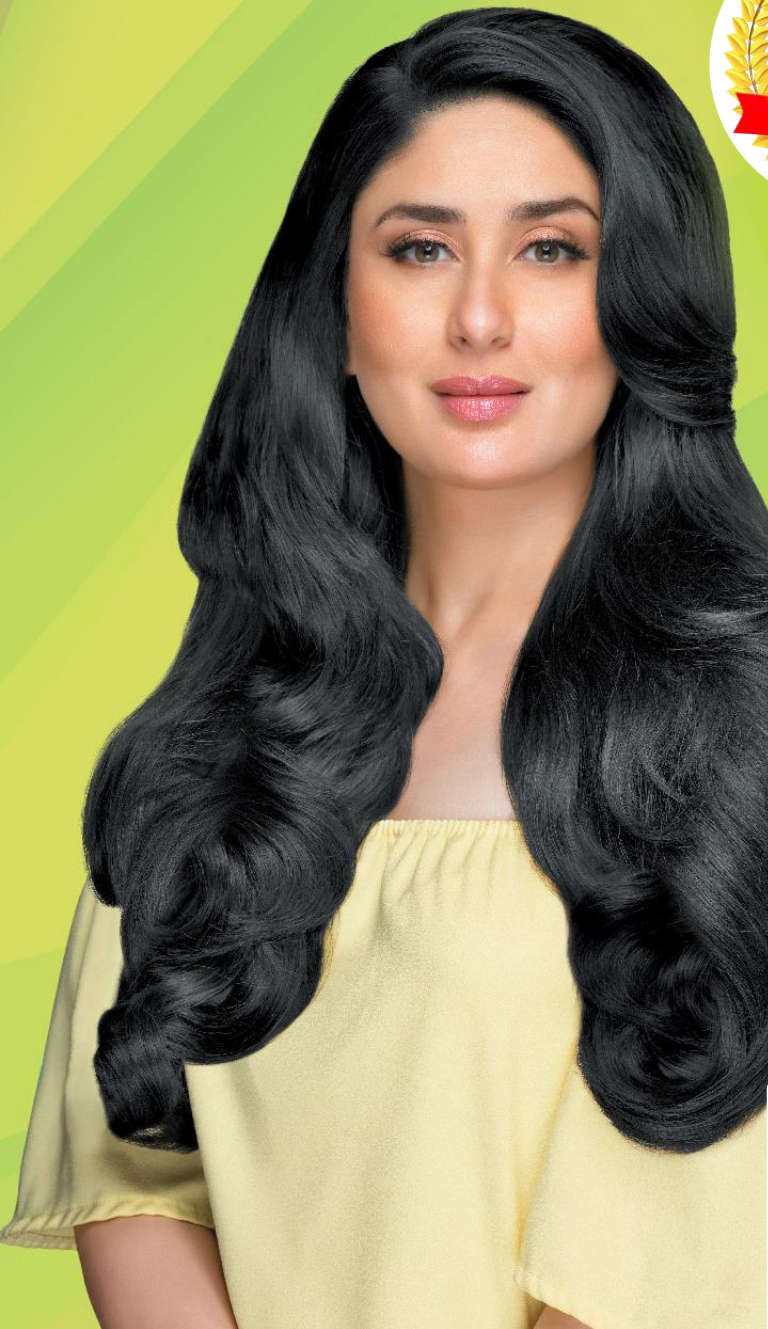
21.1%
FY19 Sales Growth

Scale up
the Powder
Fizz
portfolio

Modernization
of formats

Extend
Pudin Hara
into Food

Use digital
media to
connect with
millennials



9.3%
FY19 Sales Growth

Enhance value proposition through "Asli Amla Dabur Amla"

Connect with millennials through launch of premium variants

Create moats around Dabur Amla through flanker brands - Brahmi & Sarson Amla

Strengthen the core brand through aggressive spends



**असली आँवला,
डाबर आँवला***



22.4%
FY19 Sales Growth



Extend
Dabur Red
to premium
formats

Increase
market
share in
low
through put
markets

Grow rural
franchise
through
LUPs

Connect
digitally
with
Millennials





15%
FY19 Sales Growth

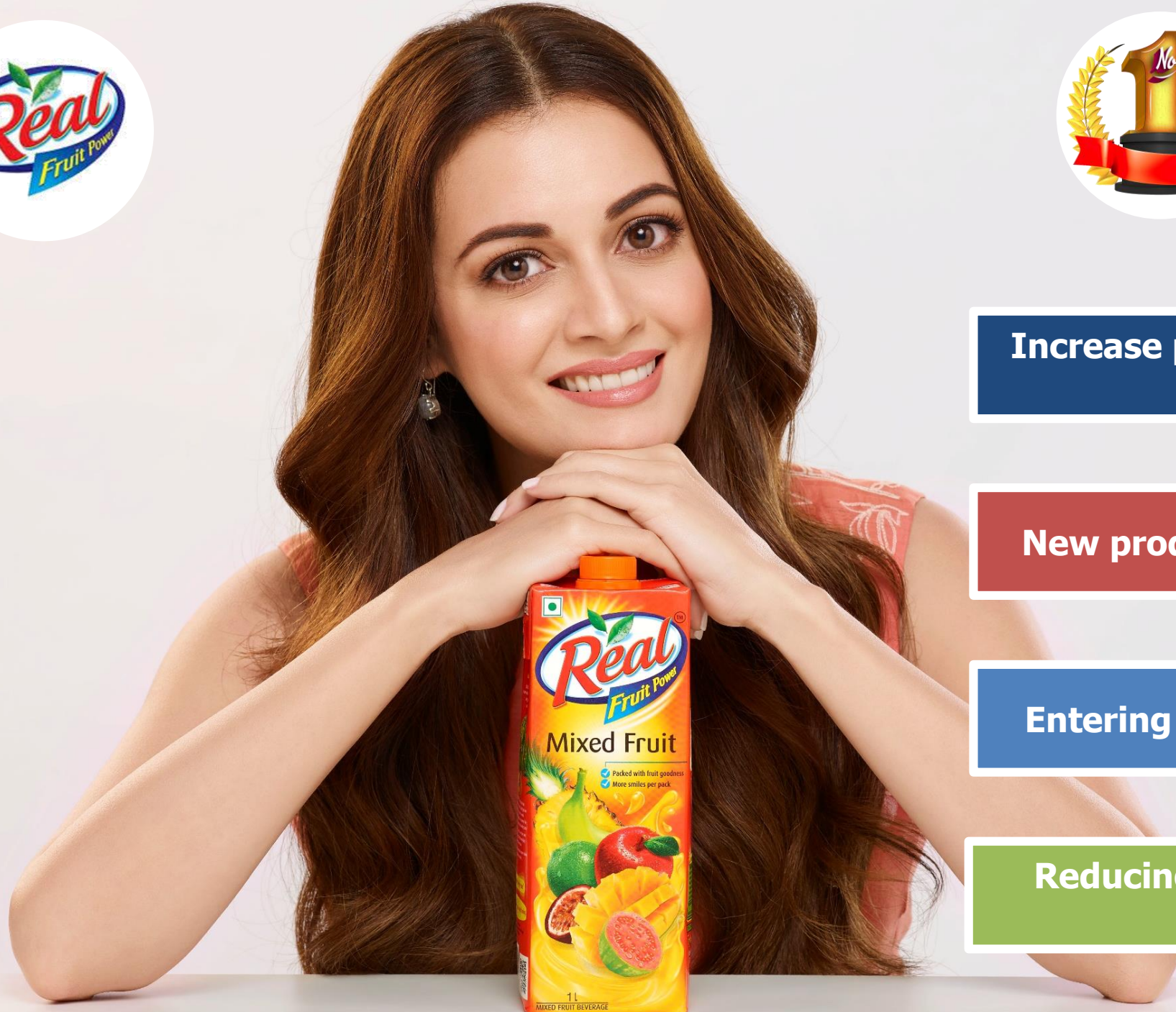


Scale up the Vatika franchise in India

Launching Ayurvedic variants

Cross-pollinating international portfolio to India

Extend distribution beyond South India



9.3%
FY19 Sales Growth

Increase penetration and grow the category

New products for premiumization

Entering the fruit drinks segment

Reducing sugar level across the portfolio

Pillars of Our Growth Strategy



**Power Brands
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and Renovation**



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Sustainability Focus

Driving Innovation and Renovation – India

Dabur Babool Ayurvedic Paste

Ayurvedic Toothpaste
For Your Family



NEW



Driving Innovation and Renovation – India



Amla · Olive · Almond



Combo Pack



Amla · Olive · Shikakai

Driving Innovation and Renovation – India

₹10/-*

₹10/-
नया
डाबर
ब्राह्मी आँवला
केश तेल
बादाम शक्ति

नया
डाबर ब्राह्मी
आँवला
केश तेल

₹10/-
NEW PACK
Dabur
Amla
Hair Oil
3 • STRONGER
• LONGER
BENEFITS • THICKER HAIR

डाबर आँवला
हेयर ऑयल

₹10/-
नया
डाबर
सरसों आँवला
केश तेल
बादाम शक्ति

नया
डाबर सरसों
आँवला
केश तेल

Driving Innovation and Renovation – India

Dabur
Vatika
Naturals

SHAMPOO



CREATED BY NATURE,
CURATED BY **Vatika**



new



Driving Innovation and Renovation – India



Hair Removal
Cream



Driving Innovation and Renovation – India

KABZ OVER



Driving Innovation and Renovation – India

HAJMOLA[®]
Chat Cola



An Ayurvedic Product.



Driving Innovation and Renovation – India



Driving Innovation and Renovation – India

Ethicals



Dabur Hridayasava



Dabur Dadimavaleha



Vasant Meha Ras

Driving Innovation and Renovation – India

Mixed Berries

Berry Berry Tasty

New

INTRODUCTORY PRICE ₹125 ~~₹110*~~



Mixed Berries

- ✓ Goodness of 6 super berries
- ✓ No added preservatives

1L Mixed Berries Beverage

REALLY 
चलकेदार

पेश है Fruits और मसालों की जुगलबंदी से बना
Réal का अनोखा Indian मसाला रेंज।



Driving Innovation and Renovation – India

NEW
Real
Fruit ORS

**STAY RECHARGED,
REHYDRATED
& REFRESHED**

আরও বেশী কাজকর্মের জন্যে অ্যাঙ্কিভ
থাকুন আর নিজের শরীরকে হাইড্রেট
করে রাখুন ফল এবং জরুরী
নিউট্রিয়েন্টসের শক্তির সাথে।



Driving Innovation and Renovation – International Business



New range of Hair Waxes and Hair Mousse in Hobby, Turkey



Vatika Serum in Egypt



Olive Oil with Black Castor in South Africa



ORS Fix-It Range in USA



Amla Kids in Egypt



Vatika Afro Naturals Range in South Africa

Pillars of Our Growth Strategy



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**Manufacturing
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**Capability
Enhancement**

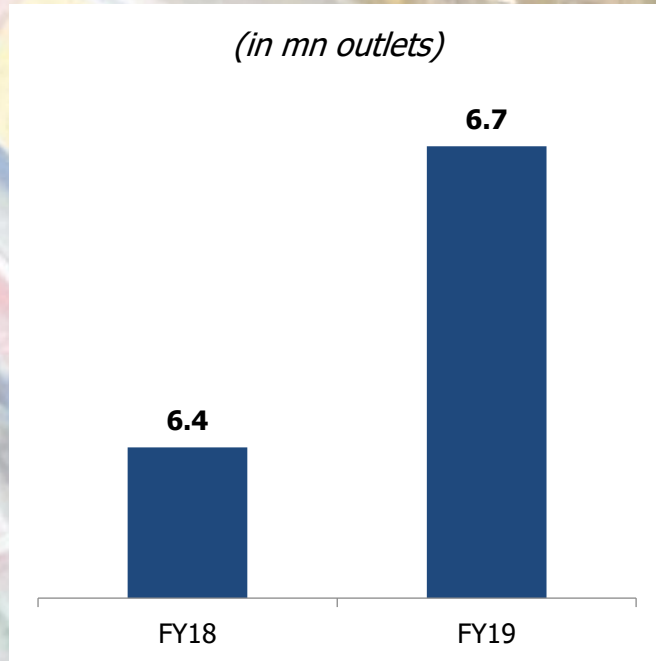


Sustainability Focus

Increasing Reach

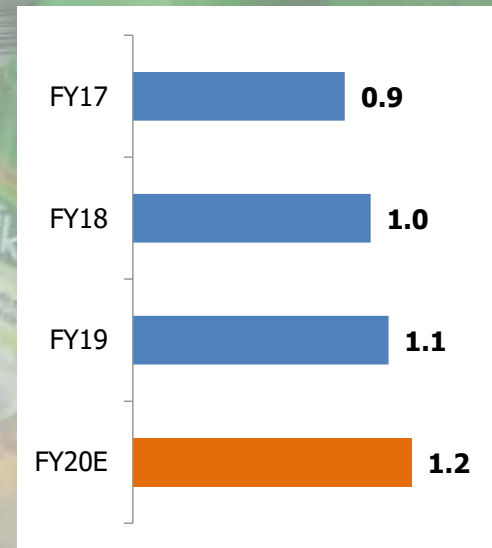
One of the largest distribution networks in FMCG covering 6.7 mn+ outlets

Increasing Total Reach



Increasing Direct Reach

Aim to increase direct reach to 1.2 mn outlets by end of FY20



Urban Focus

Modern Trade

Growing
by 16%

~15%
Saliency

MT Business Partners

D Mart

BIG BAZAAR

Walmart 

METRO

Reliance
RETAIL

Urban Focus

E-commerce

Growing
by
~50%

~2%
Saliency

E-comm Business Partners

amazon

big
basket

Flipkart



netmeds



G
GROFERS

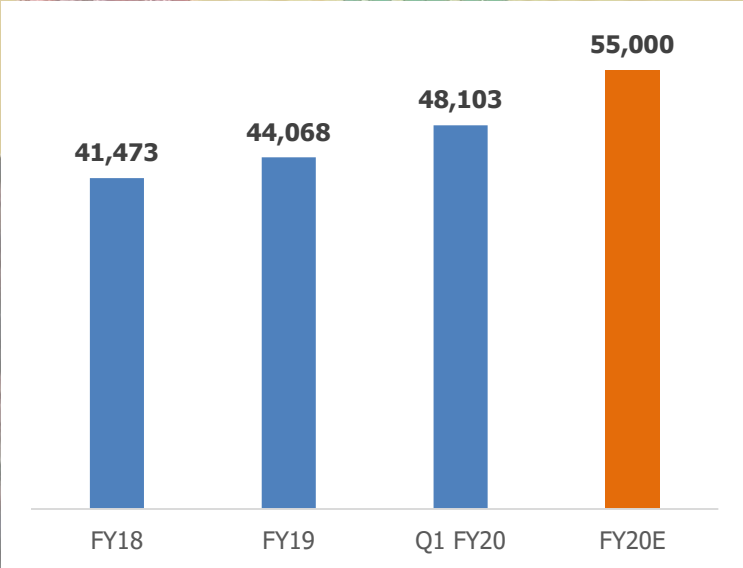
Rural Focus

Portfolio as per Consumer Preferences



Focus on LUPs

Increasing Reach



Increasing Village Coverage

Building Rural Infrastructure

~1,400
Rural Sales Force

45%
FY19 Contribution to Sales

394
Super stockists

12,333
Sub-stockists
(663 added in Q1)

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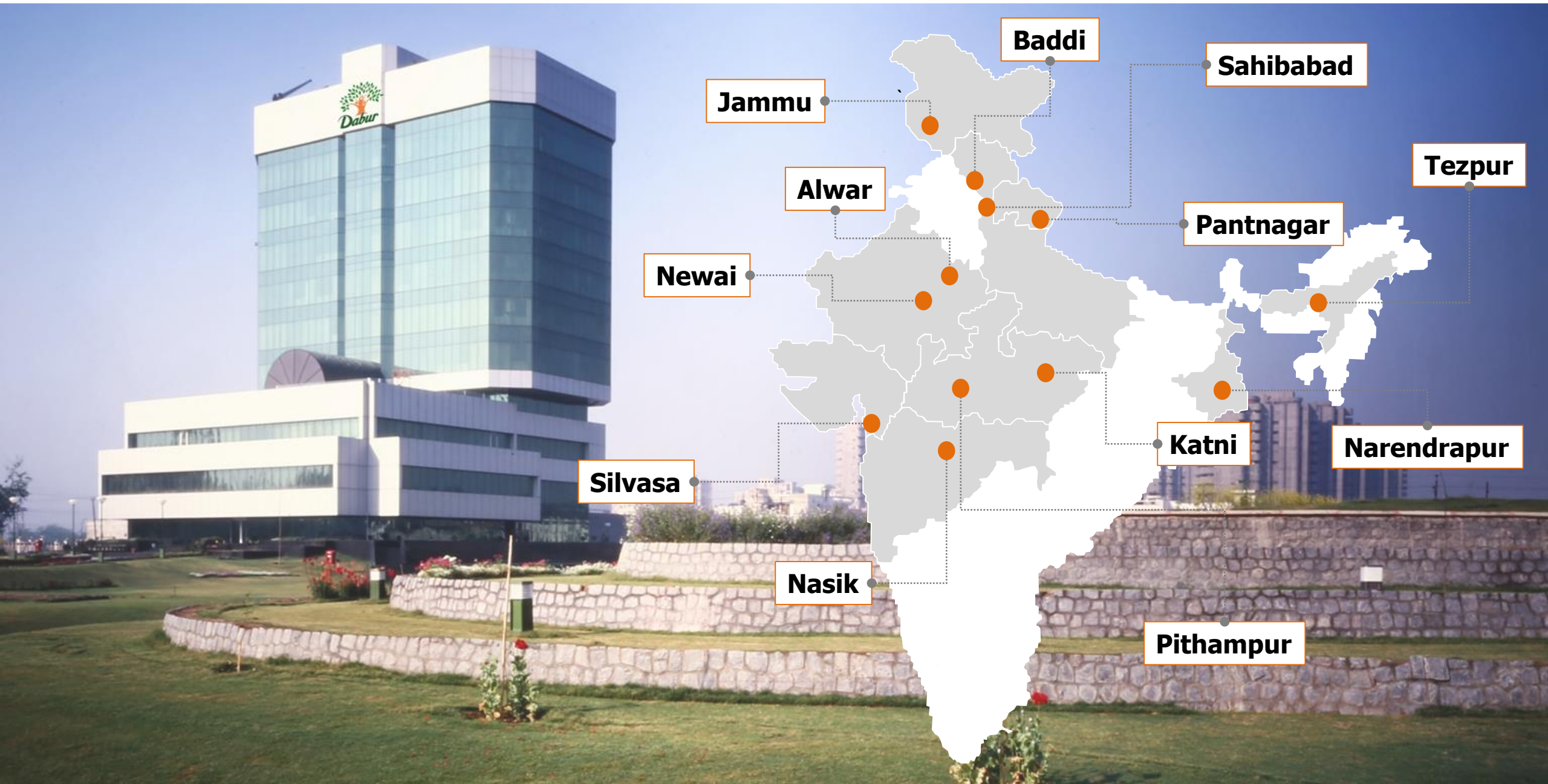


**Capability
Enhancement**



Sustainability Focus

Our Manufacturing Footprint in India



Jammu

Alwar

Newai

Silvasa

Nasik

Baddi

Sahibabad

Pantnagar

Tezpur

Katni

Narendrapur

Pithampur

Our Manufacturing Footprint in India

Pantnagar



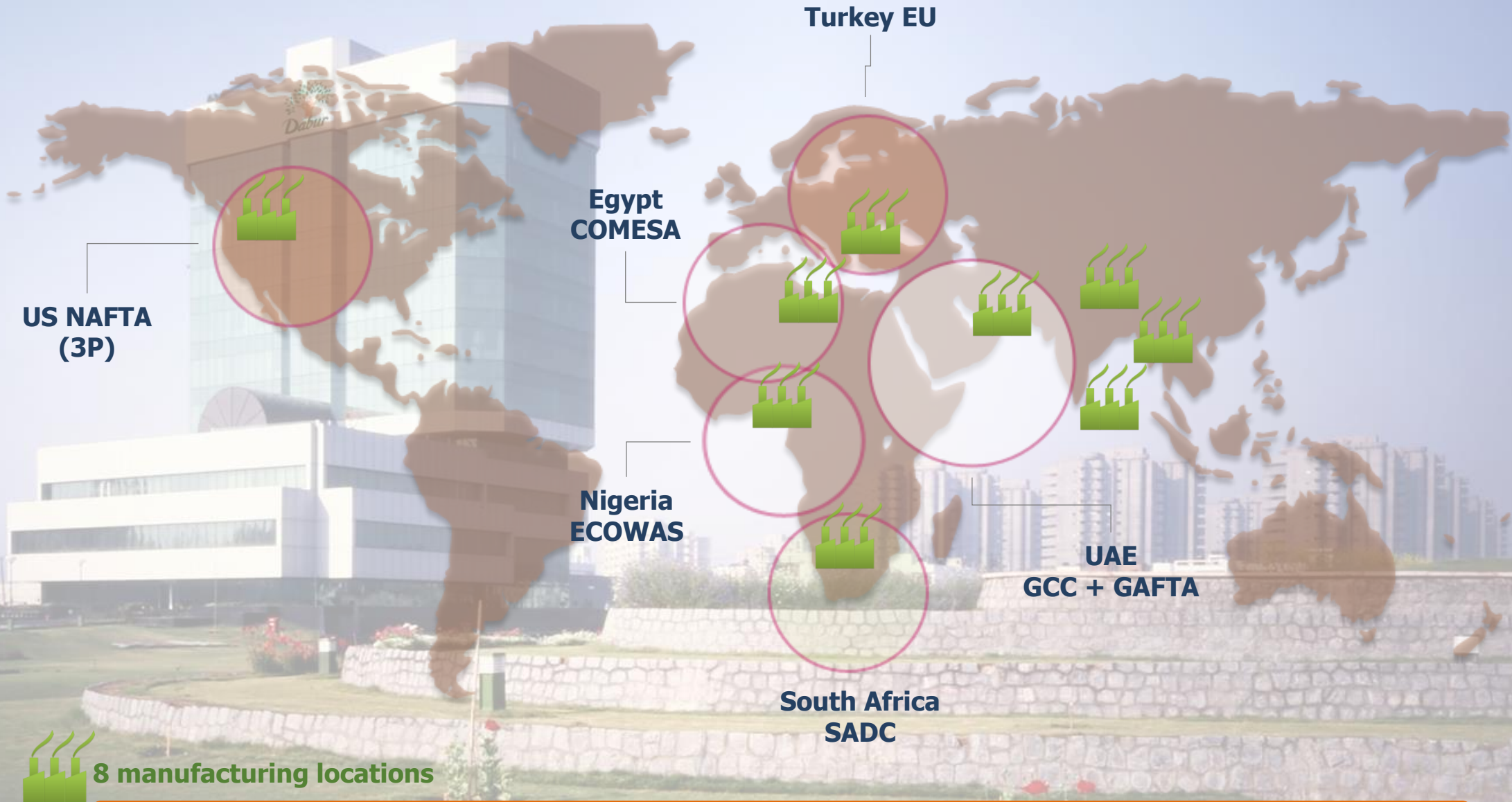
Tezpur



Baddi



Our Manufacturing Strategy - International



From centralized manufacturing to localized manufacturing for speed and flexibility

Our Manufacturing Footprint Overseas

UAE



Egypt



Nigeria



South Africa



Turkey



Sri Lanka



Bangladesh



Nepal



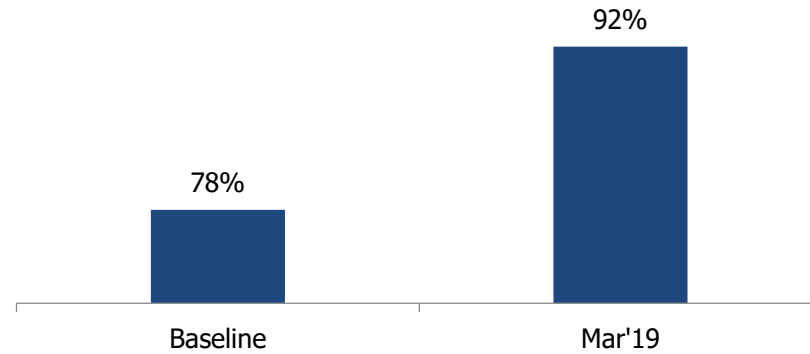
Supply Chain Transformation – Project Lakshya

Improve range availability and service levels

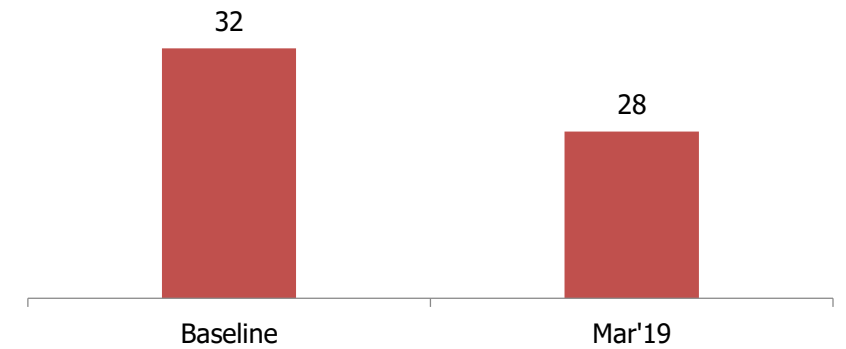
Reduce Logistics Costs

Reduce Finished Goods Inventory

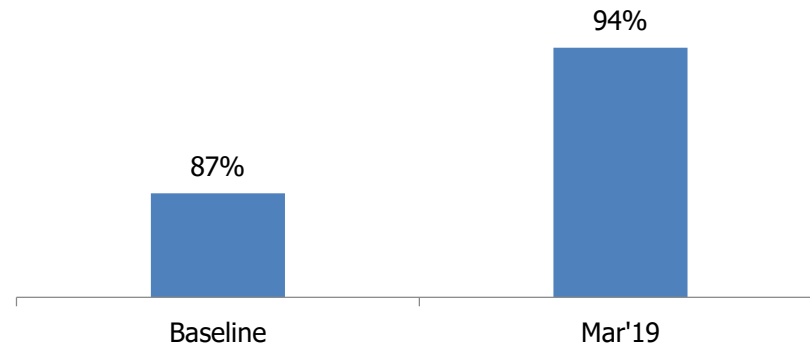
Range Availability at C&FA Level



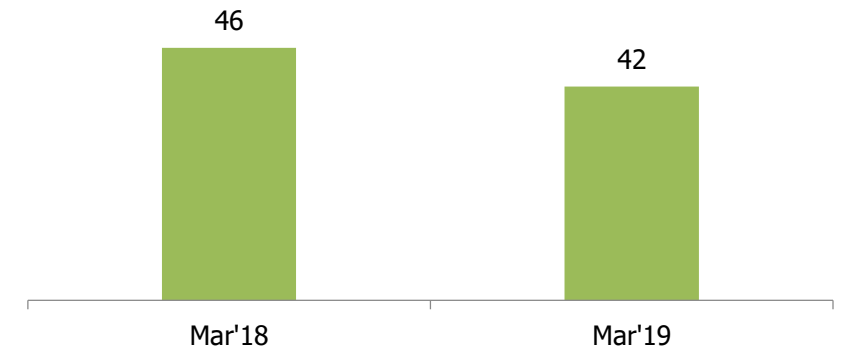
Number of C&FAs



Modern Trade Fill Rates (OTIFs)



Days of Inventory - India Business



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Sustainability Focus

Capability Building

Creating a Matrix Organisation



Strengthening the Team

E-Comm Team

Healthcare Head

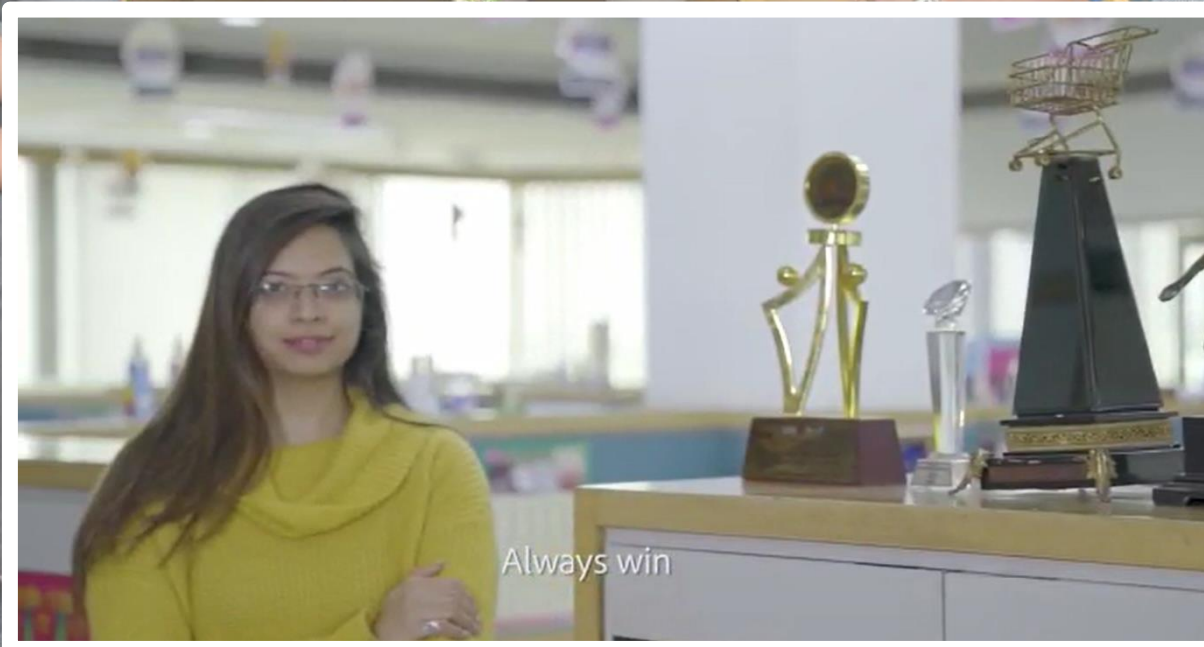
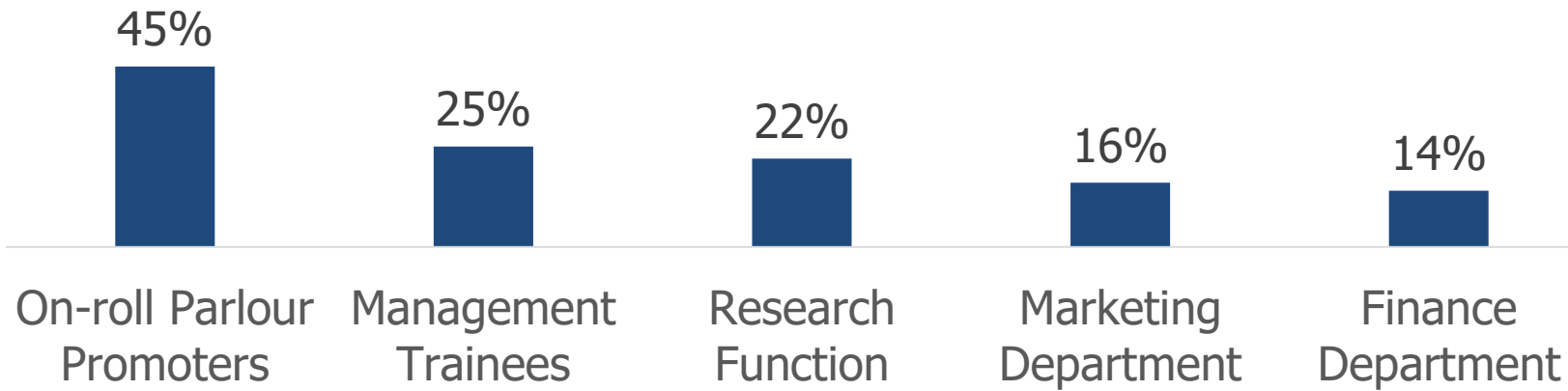
OTC Head

Ayurveda Head

Digital Head

Capability – Improving Gender Diversity

Female employees in India (in %)



Our IT Capabilities

**ERP
Upgradation**

**Migrated to
SAP HANA
and BW
HANA**

**Shifting
Forecasting
tool to SAP
IBP**

**Upgrading
Distributor
Management
System
(DMS)**

**Using
Tableau to
create virtual
dashboards**

**Upgrading
Sales Force
Automation
(SFA)**

Pillars of Our Growth Strategy



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Sustainability Focus

CSR – Key Focus Areas

2% of profits spent on CSR

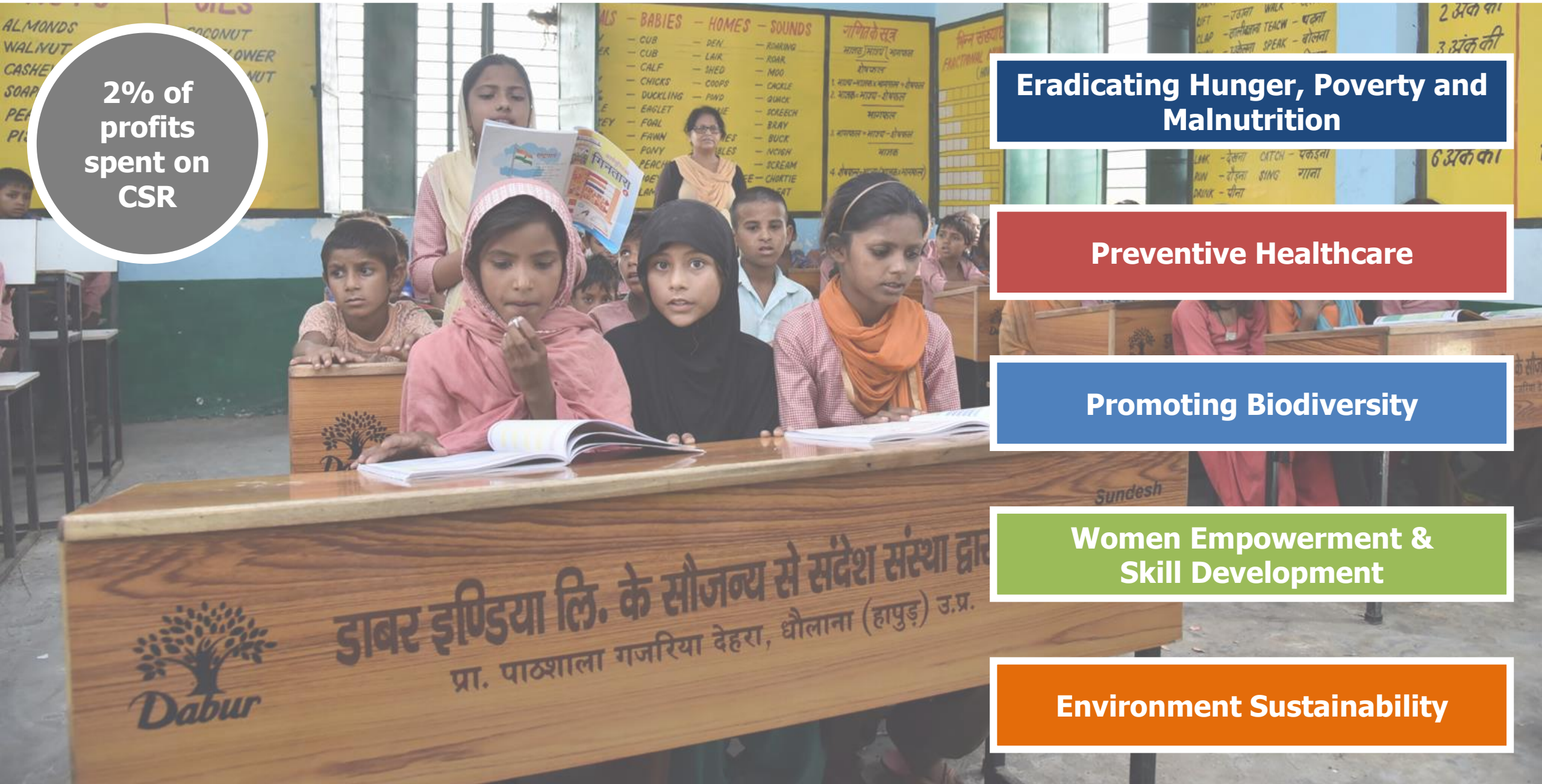
Eradicating Hunger, Poverty and Malnutrition

Preventive Healthcare

Promoting Biodiversity

Women Empowerment & Skill Development

Environment Sustainability



Eradicating Hunger, Poverty and Malnutrition



Over 5 mn packs of Real juices distributed

Preventive Healthcare



Constructed around 4,000 household toilets till date

42 villages 'Open Defecation Free'

10,000 Ragpickers benefitted from a full-time Health Post in their community

Promoting Biodiversity

15 lakh saplings planted

Over 6,000 acres under cultivation of rare herbs

Over 3,000 farmer beneficiaries of our buyback programme



Women Empowerment & Skill Development



Vocational training to over 6,000 women in tailoring, beauticians and computer education

Environment Sustainability – Plastic Waste Management



Target to become plastic waste free company by FY21

20% Plastic waste generated by Dabur collected and processed/ recycled in FY 2018-19

This will be increased to 60% in 2019-20 and 100% by 2020-21

Robust Governance



Dabur was awarded the **ICSI National Award for Excellence in Corporate Governance 2018 – 3rd time in a row**

Well experienced and diversified professional Board with majority of independent Directors

Separate position of CEO and Non-Executive Chairman

Promoters not drawing any remuneration and no executive position being held by any Promoter

Three tiers of Audit-Transactional, Internal and Statutory

Dividend payout ratio of 50% of standalone net profits

ESOP scheme to attract best talent

Woman director



**Remaining dedicated to
the Health and Well-Being
of every Household...**



Thank You