



Ref: SEC/SE/2023-24

Date: September 15, 2023

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

Listing Department
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: Presentation for Investors' Meet regarding Company's Capital Markets Day 2023

Dear Sir/Madam,

Pursuant to provisions of Regulation 30 of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, in continuation to our letter dated September 11, 2023, please find enclosed herewith a copy of presentation to be shared during the Investors' meet regarding "Company's Capital Markets Day 2023" to be held today i.e. on September 15, 2023.

The Presentation is also being made available on the website of the Company at www.dabur.com.

This is for your kind information and records.

Thanking you,

Yours faithfully,

For Dabur India Limited

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

Encl: as above



Capital Markets Day 2023

15 Sep 2023



Agenda and Presentation Team



Mohit Malhotra

Global CEO



Philippe Haydon

ED - Healthcare



Abhishek Jugran

EVP - HPC, F&B and SAARC



Mayank Kumar

VP - F&B



Raghav Agarwal

CEO - International Business

Agenda and Presentation Team



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Raghav Agarwal

CEO - International Business

Dabur – A Leader in Ayurveda and Natural Healthcare



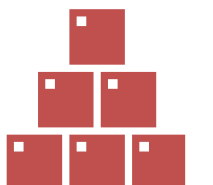
Market Cap:
INR 1 tn
(USD 12 bn)



Established in 1884 –
139 years of trust and
heritage



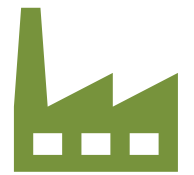
Strong overseas presence
with ~25% contribution



Among the Top 4 FMCG
companies in India



One of the largest distribution
network in India, covering
~7.9 mn outlets



22 world class
manufacturing facilities



Manufacturing Presence in India

14

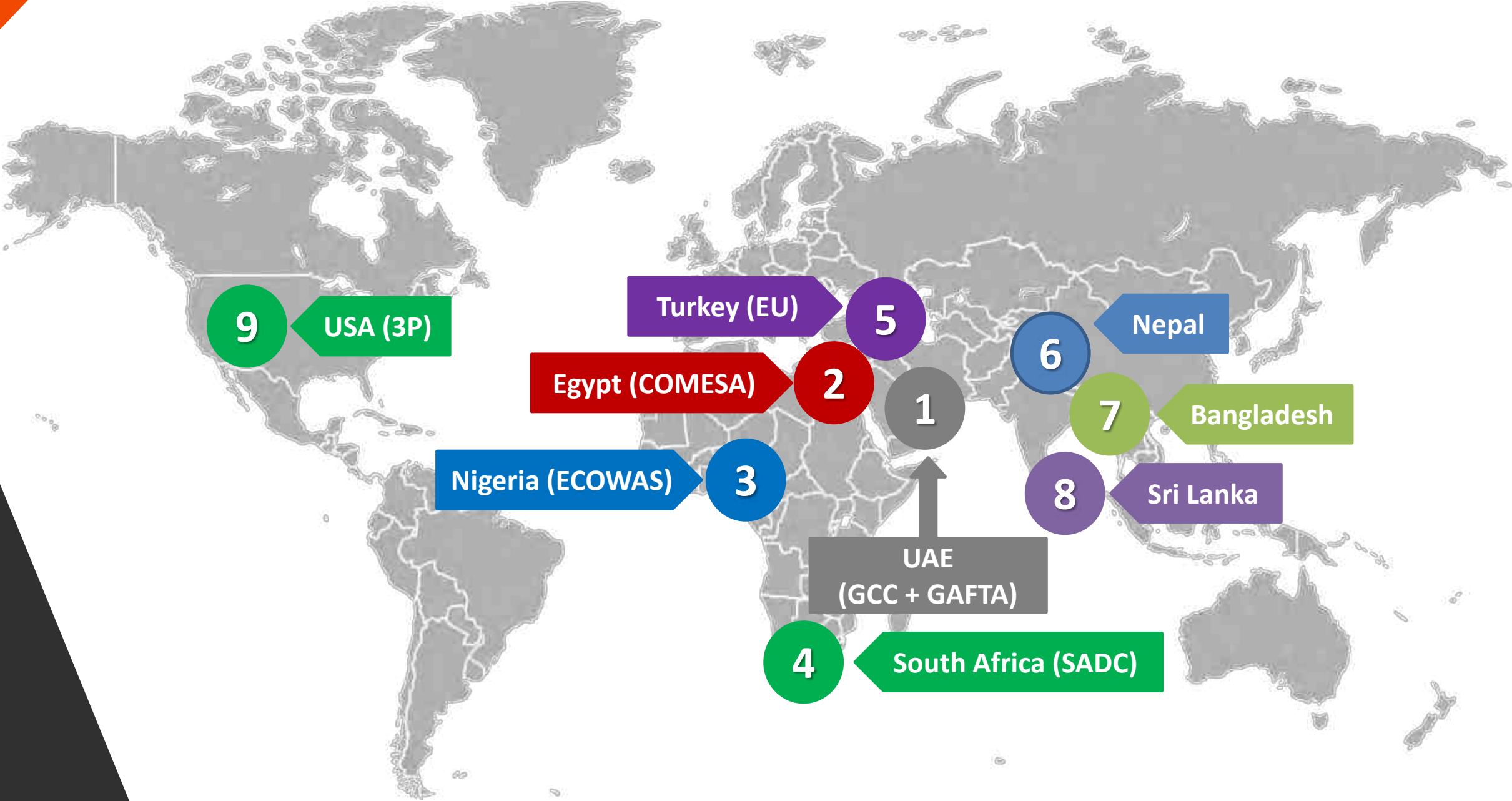
Manufacturing facilities in India



Manufacturing Presence in Overseas Markets

8

Owned Manufacturing facilities overseas



Business Structure



Domestic Business

75%

International Business

25%

Power Brands



Power Brands



Key Brands



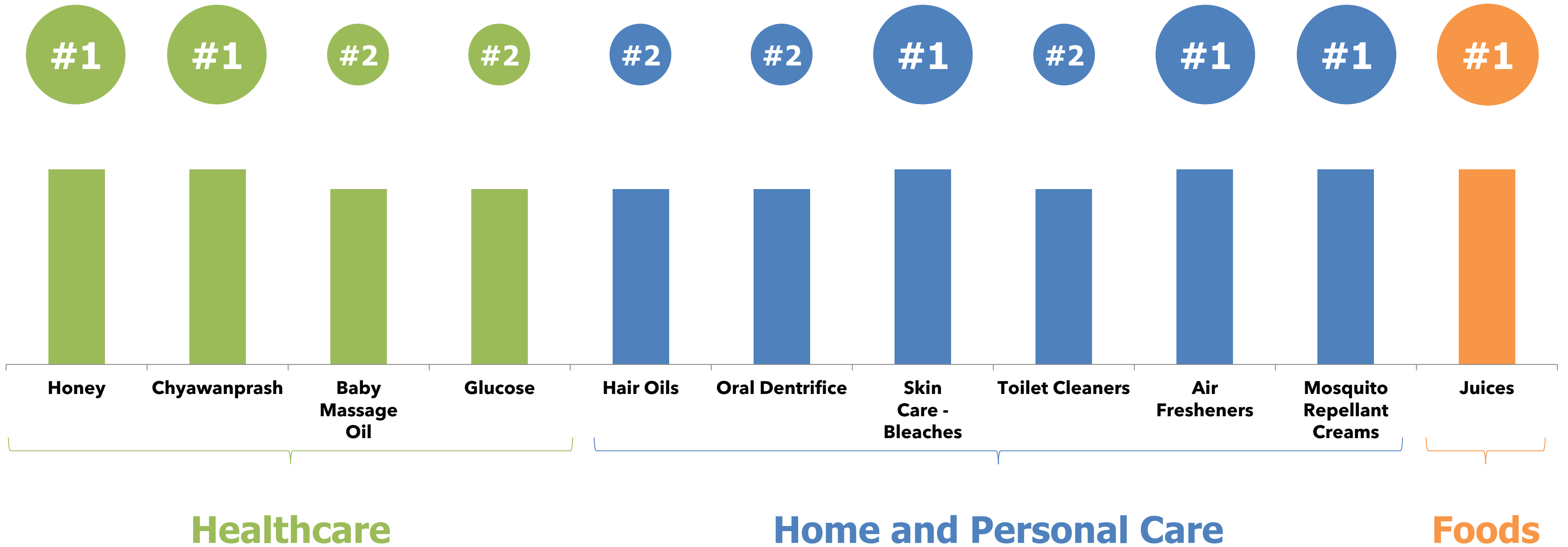
1 billion club brands

| Revenue | Brands | | | | | |
|---------------------------|--|---|---|---|---|---|
| >1,500 cr |  | | | | | |
| 1,000-1,500 cr |  |  |  | | | |
| 500-1,000 cr |  |  | | | | |
| 100-500 cr (17 brands) |  |  |  |  |  |  |
| |  |  |  |  |  | |
| |  |  |  |  |  |  |

Market Leadership in Domestic Business

Leading position in key categories across verticals

#Relative Competitive Position





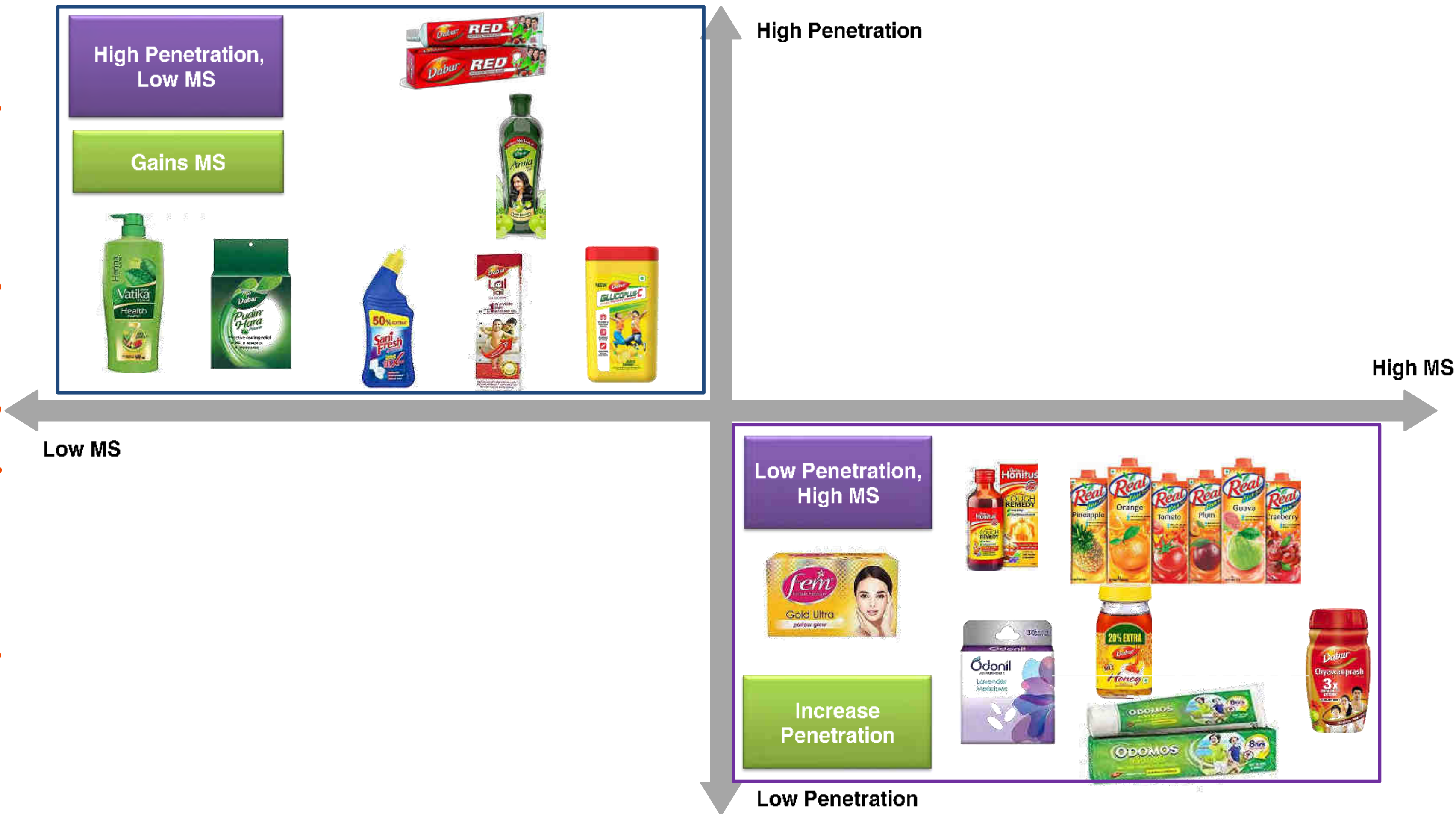
Business

Metamorphosis

Path to Transformation



Our portfolio operates in **two distinct clusters**



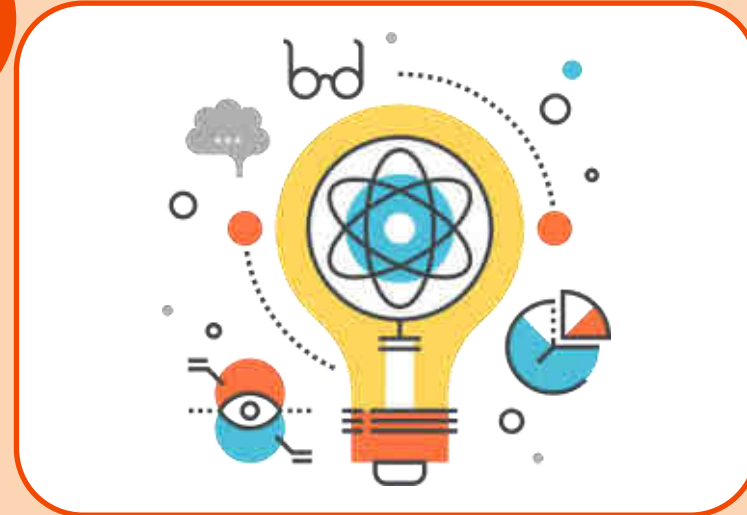
To Drive these distinct strategies, following vectors were set in place

1



Power Brands Strategy

2



Accelerating Innovation

3



Distribution Expansion

4



Operational Excellence

5



Capability Enhancement

6



**Sustainability/
ESG Focus**

...led to strong penetration and market share gains

Dabur Portfolio Penetration in FY19

Dabur Portfolio Penetration in FY23

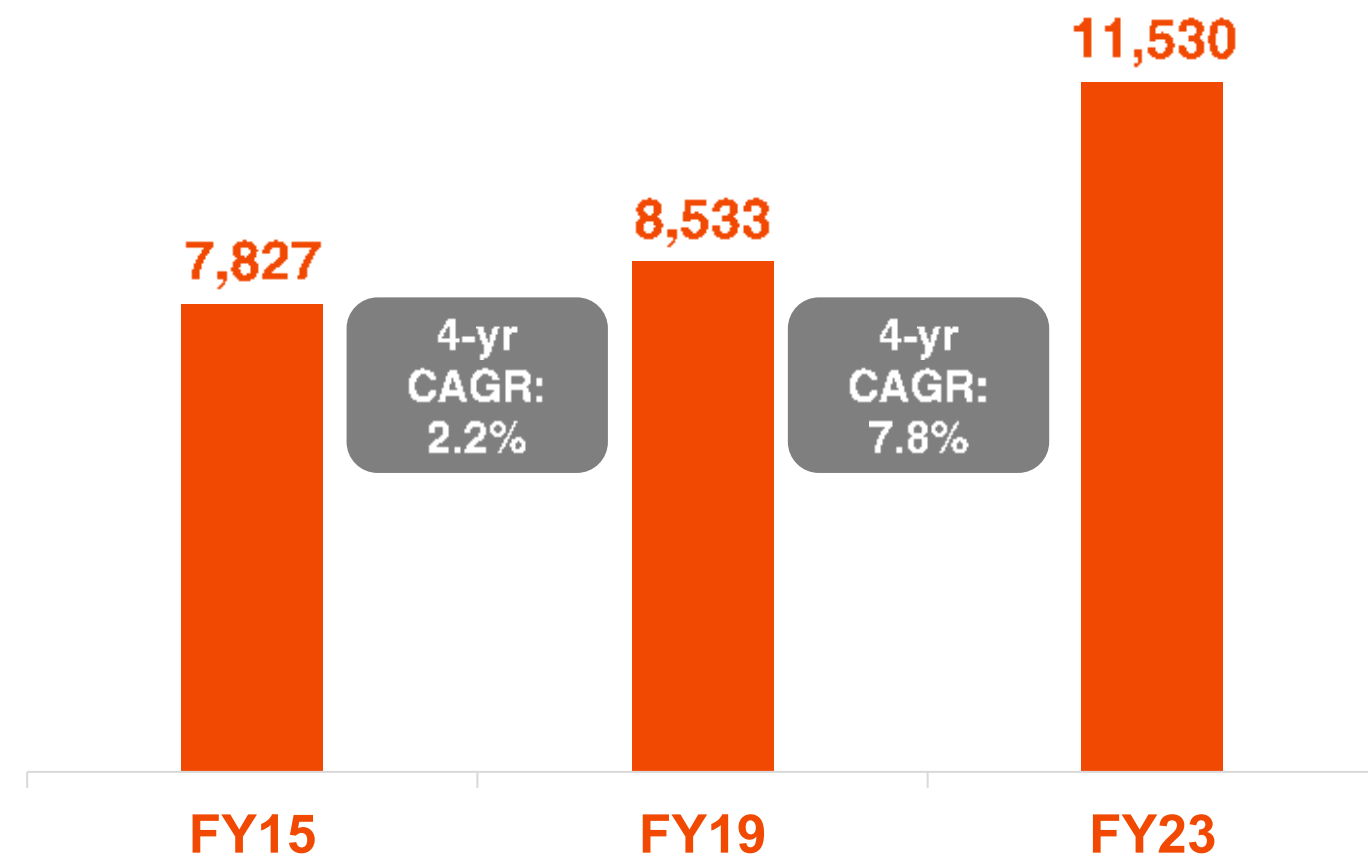


Market Share Gains

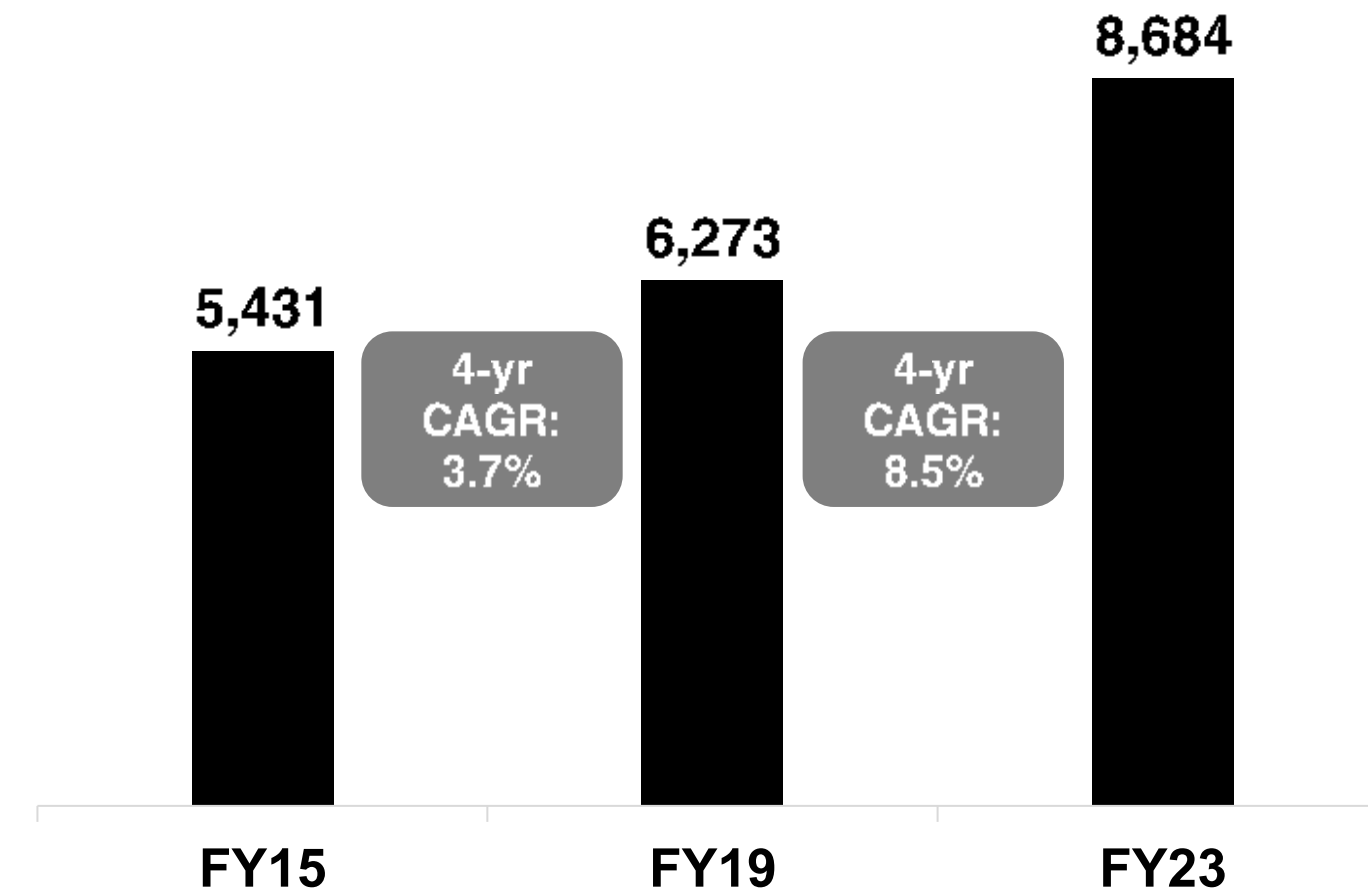
| Hair Oils | Shampoos | Toothpastes | Mosquito Repellant Creams |
|--------------|----------|-------------|---------------------------|
| 167 bps | 207 bps | 137 bps | 350 bps |
| Chyawanprash | Honey | Digestives | Juices & Nectars |
| 462 bps | ~400 bps | 786 bps | 364 bps |

Substantial acceleration in Business growth in the last 4 years

**Consol Business –
Revenue from Operations (INR cr)**



**Standalone Business –
Revenue from Operations (INR cr)**



4-years ago, we had set up a new strategy to drive growth and we have seen a significant increase in the growth rate

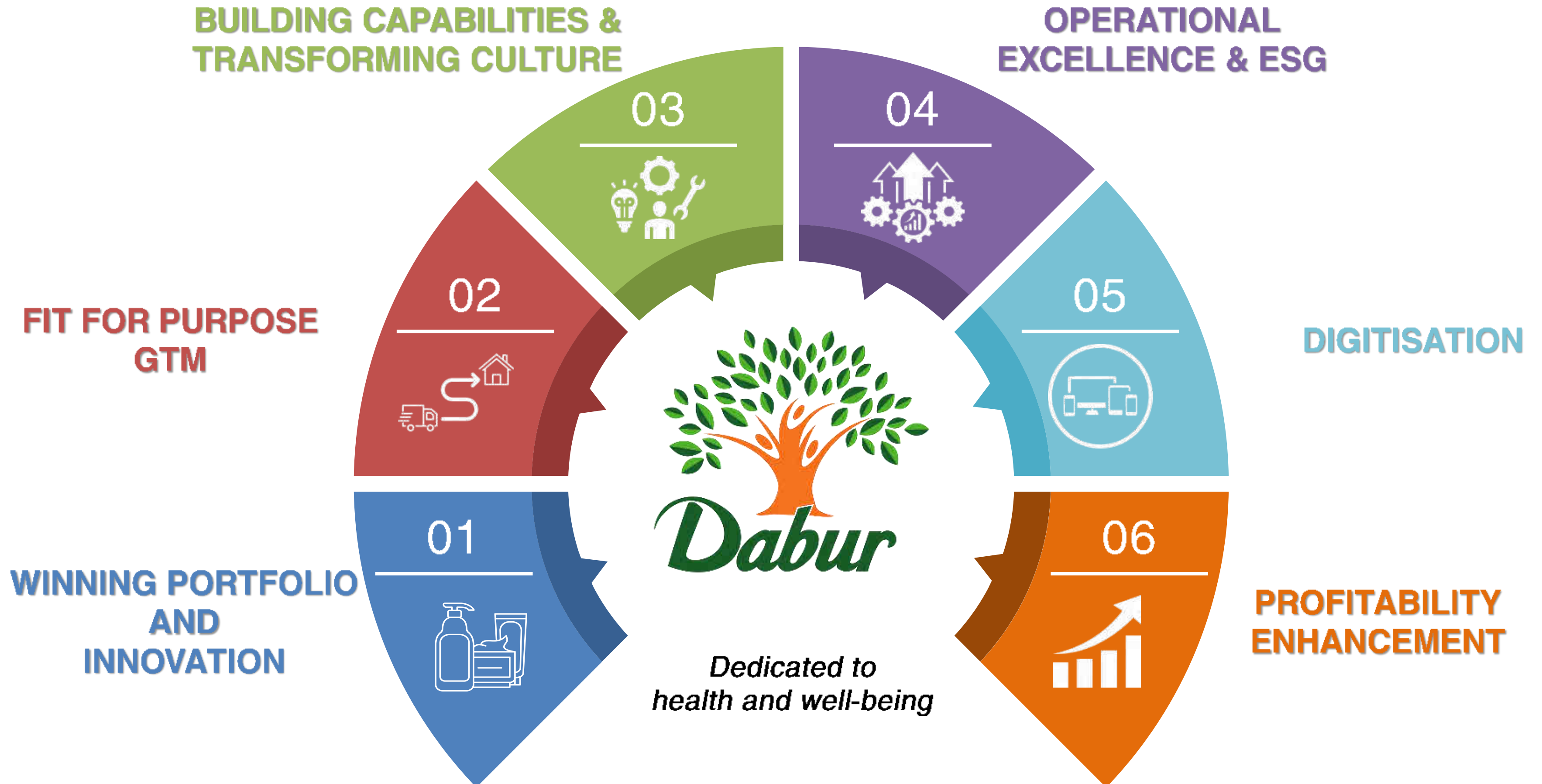
FY19-23 CAGR of 8% vs FY15-19 CAGR of 2.2% indicates the success of our strategy



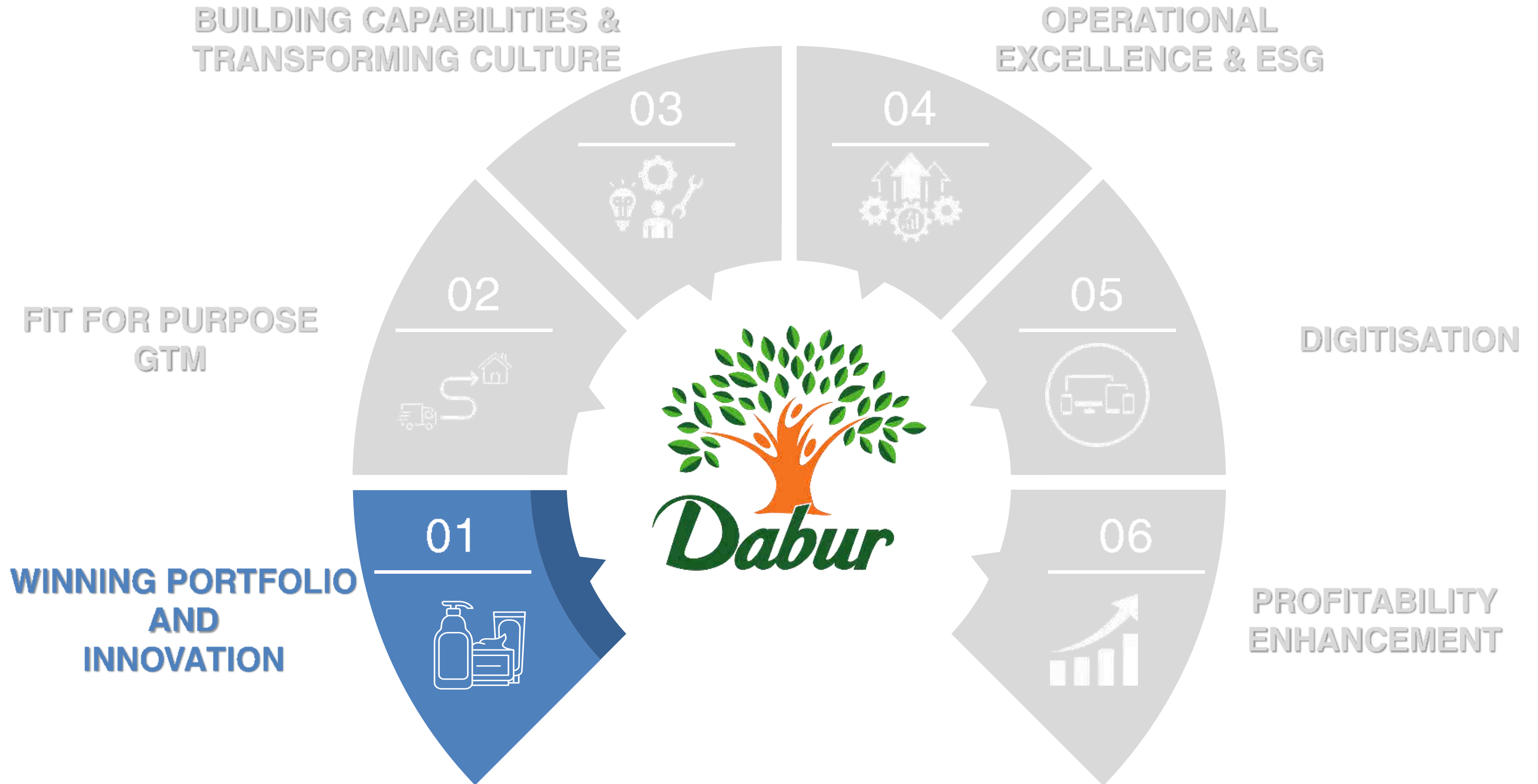
Strategic Pillars



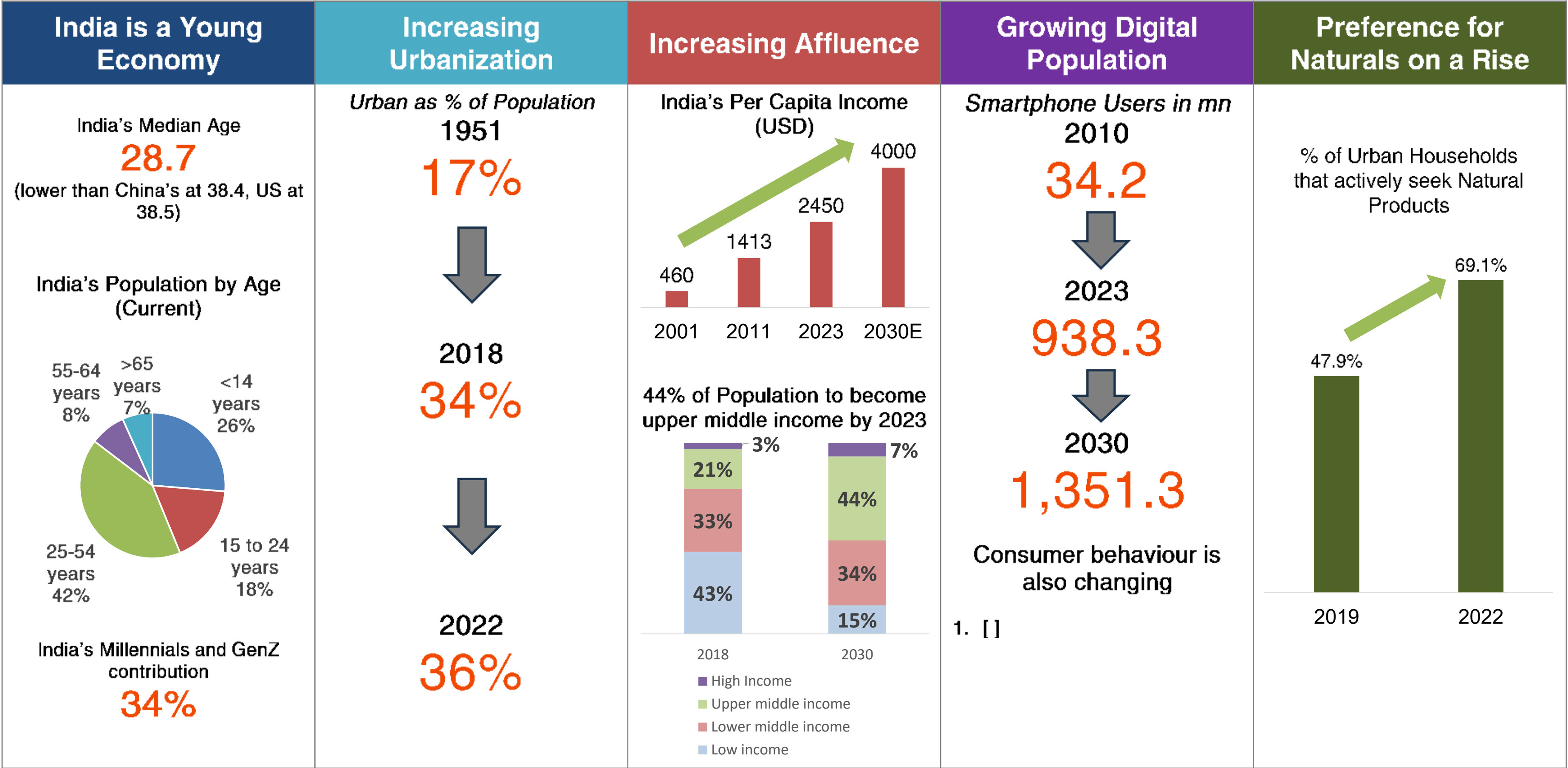
Business **Metamorphosis** continues



Business **Metamorphosis** continues



India is Changing



Source: World Bank, Standard Chartered, Bain Company, Statista, Kantar Household Panel
 Annual Income Levels: Low Income (<USD 4k), Lower middle income (USD 4-8.5k), Upper middle income (USD 8.5k-40k), High Income (>USD 40k)

1 WINNING PORTFOLIO AND INNOVATION FOR CHANGING INDIA

1



Restaging Core
For Younger India

2



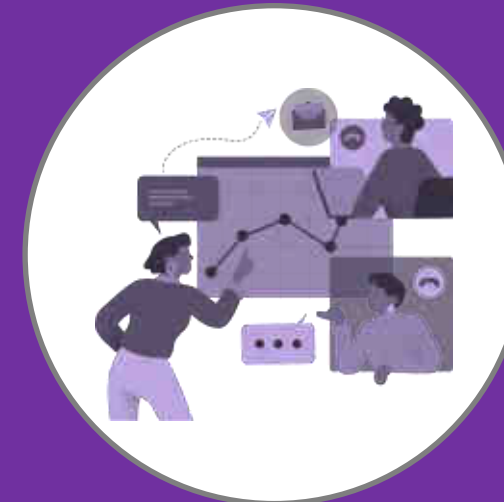
Power Brands to Power
Platforms

3



Expansion of Existing
Categories/ Entry into
Adjacencies

4



Focusing on Digital with
increasing prominence

1 WINNING PORTFOLIO AND INNOVATION FOR CHANGING INDIA

1



Restaging Core
For Younger India

2



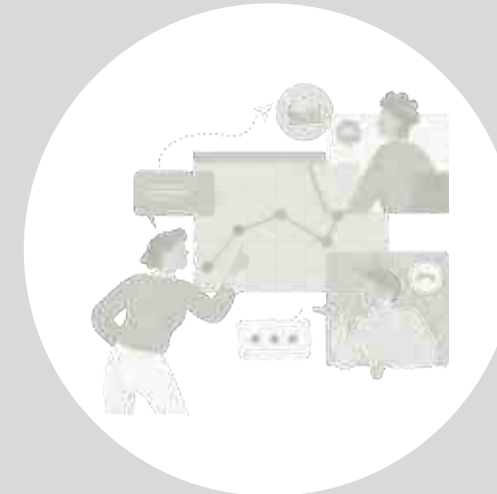
Power Brands to Power
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Expansion of Existing
Categories/ Entry into
Adjacencies

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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



Dabur
Chyawanprash



Sugar Free Alternate



Targeting Diabetic/Sugar
Conscious TG

New Formats



*WIP

Powder

Tablet

TG Specific



Targeting Mid Age/Older TG
with Premium Variants

Benefits Specific variants



*WIP

Kajurprash for Healthy
Haemoglobin levels

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)



RISE initiative
West



Blister Lozenges
Premiumisation



Tea Bags



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



Extension
into
Naturals



Odomos 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



Aspirational Packaging

1



Restaging Core
For Younger India



Stronger Scientific Claims

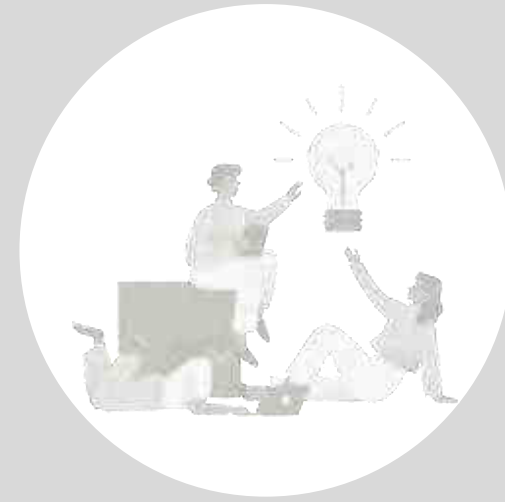
Increasing Relevance through
New Age Formats

Aspirational Packaging



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1



Restaging Core
For Younger India

2



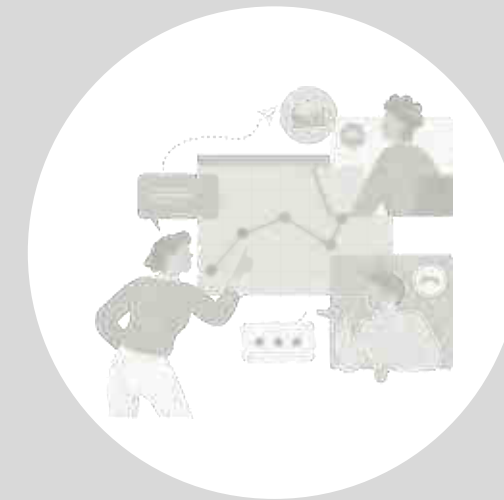
Power Brands to Power
Platforms

3



Expansion of Existing
Categories/ Entry into
Adjacencies

4



Focusing on Digital with
increasing prominence

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 (Albela Aam,
Chulbuli Imli, ChatCola)

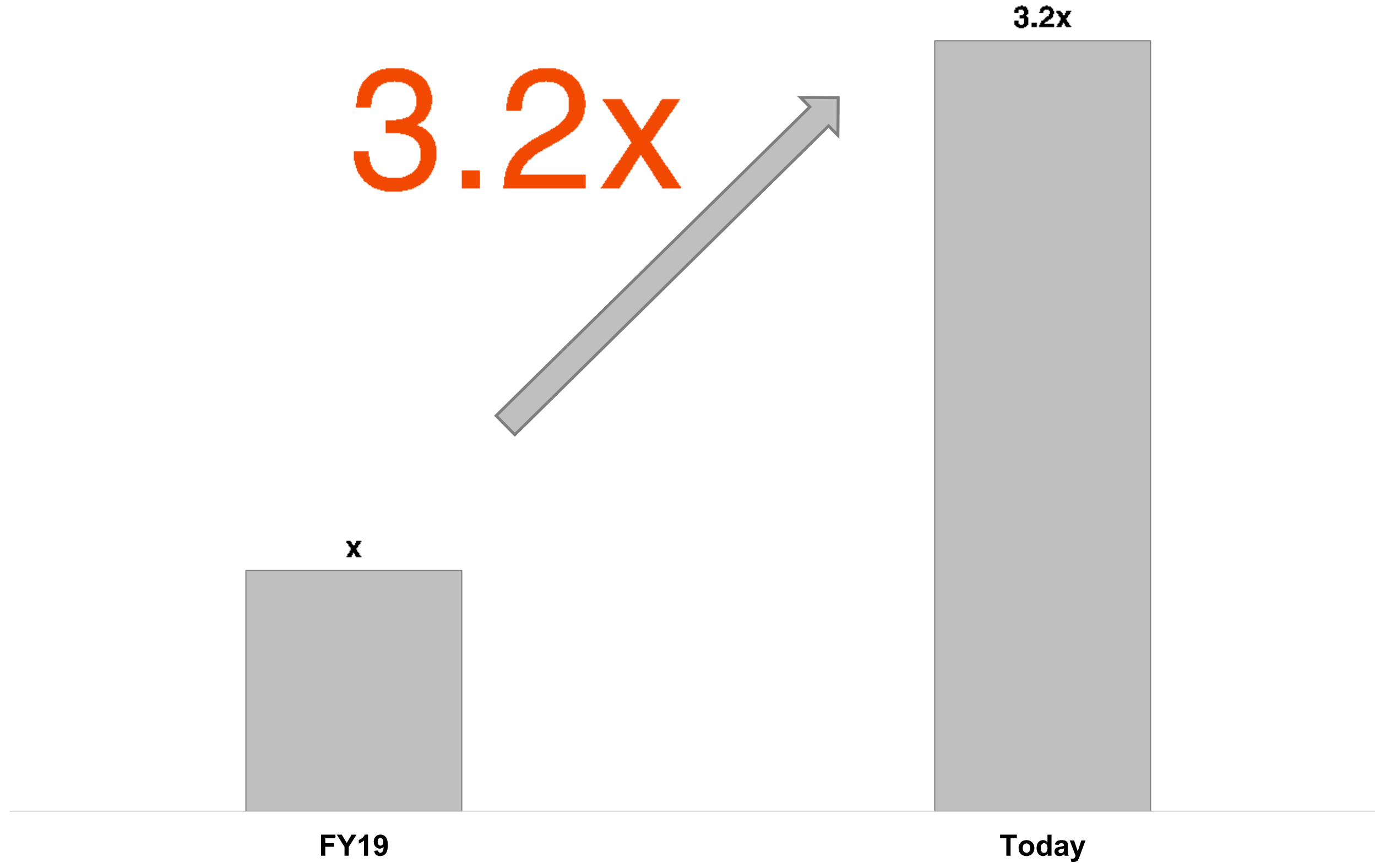


Amla Candy

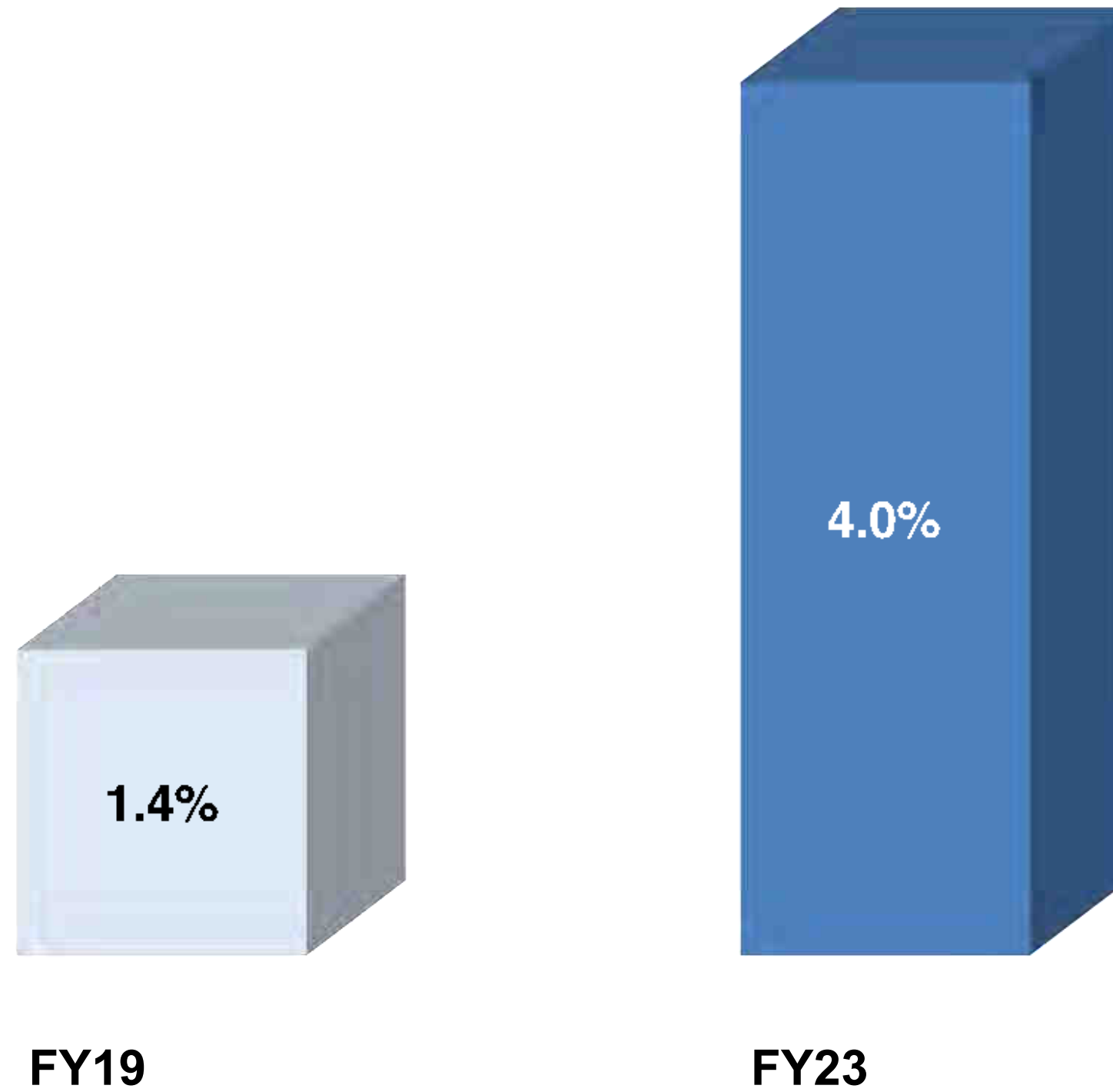


Tingoli

As a result, TAM has tripled

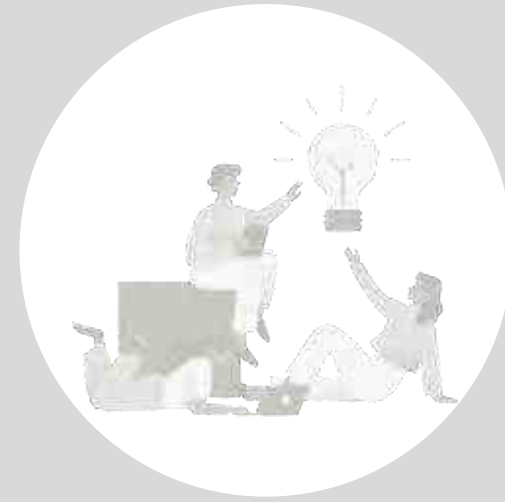


Innovation Pace Has Picked Up



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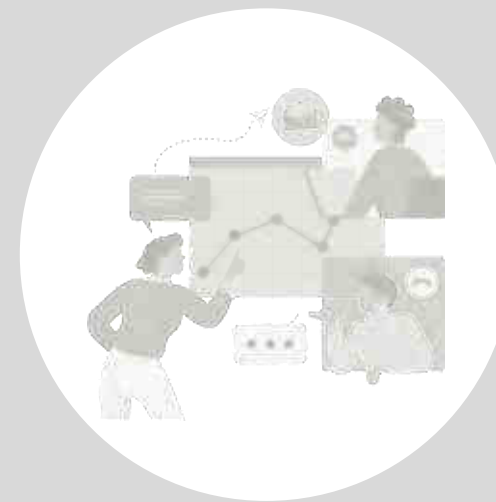


Power Brands to Power
Platforms



Expansion of Existing
Categories/ Entry into
Adjacencies

3



Focusing on Digital with
increasing prominence

4

Scaling Existing Categories by Entry into New Adjacencies

Therapeutics



Baby Care



Hair Oils



Toothpastes



Tea



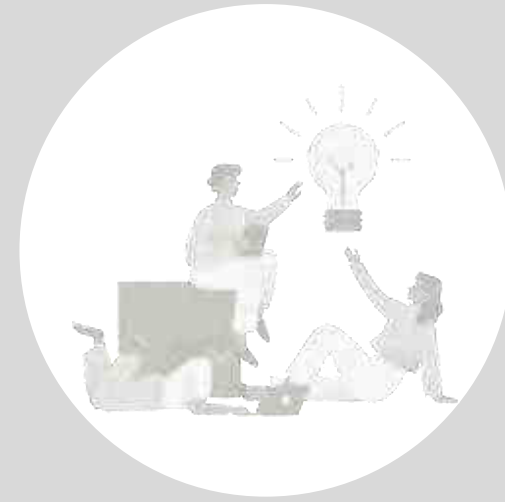
Foods



Baishah

1 WINNING PORTFOLIO AND INNOVATION FOR CHANGING INDIA

1



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For Younger India

2



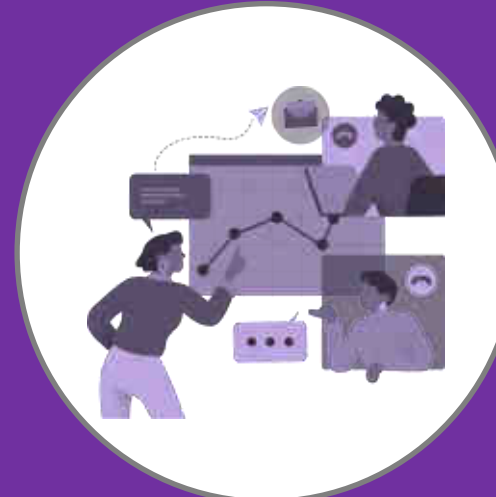
Power Brands to Power
Platforms

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Expansion of Existing
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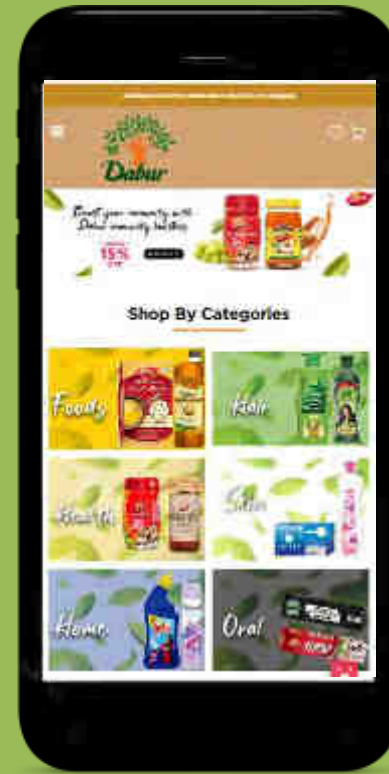


Focusing on Digital with
increasing prominence

Digital continues 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



1 WINNING PORTFOLIO AND INNOVATION FOR CHANGING INDIA

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Restaging Core
For Younger India

2



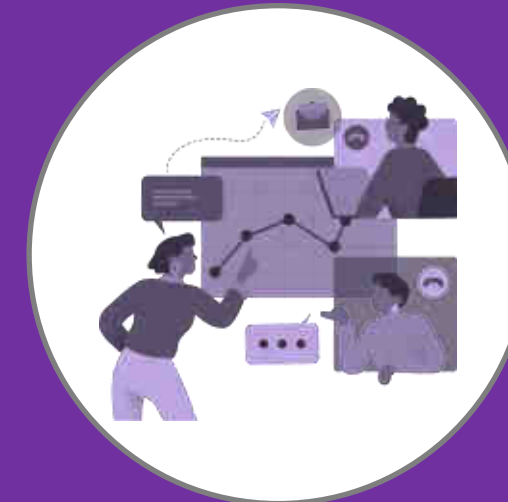
Power Brands to Power
Platforms

3



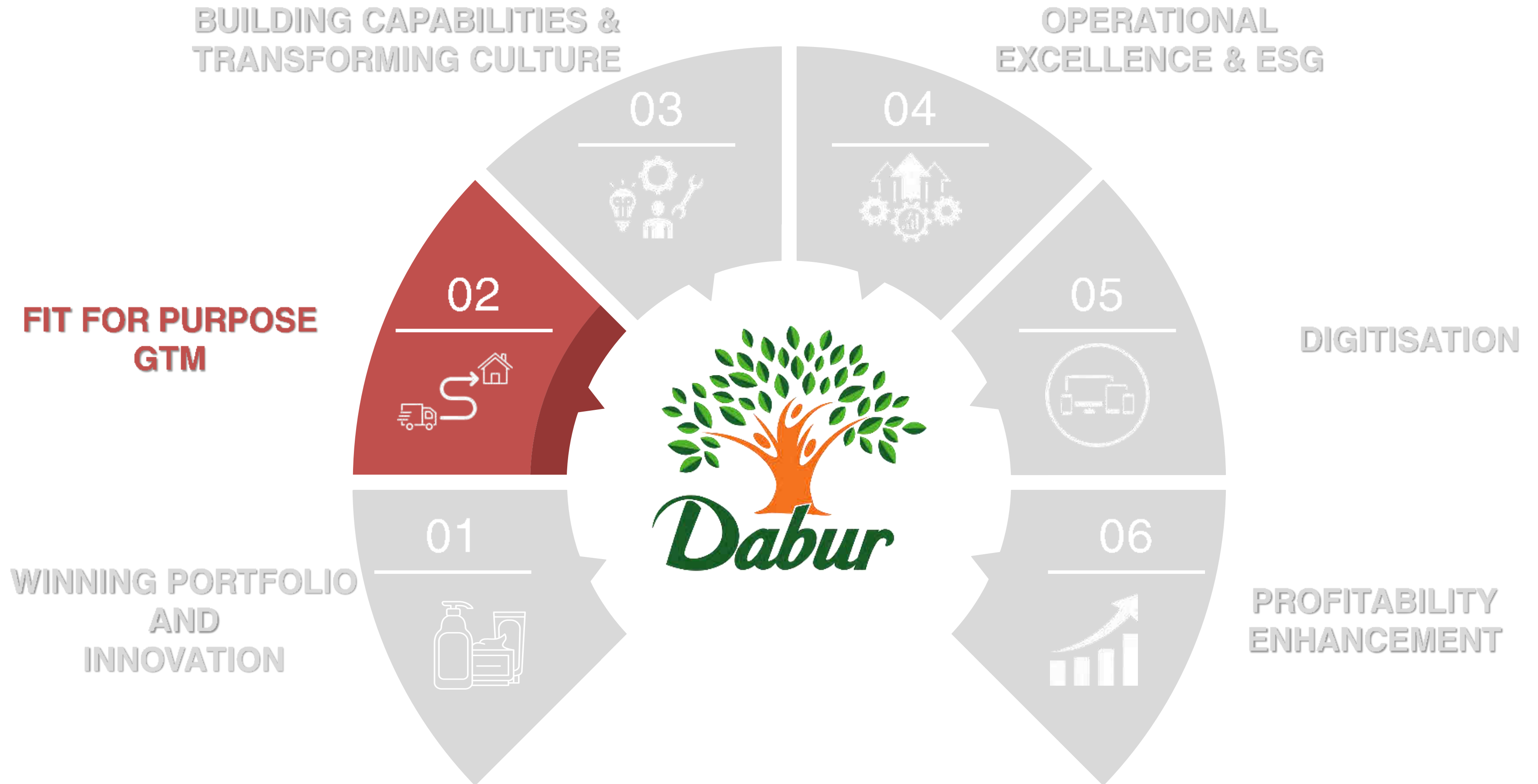
Expansion of Existing
Categories/ Entry into
Adjacencies

4



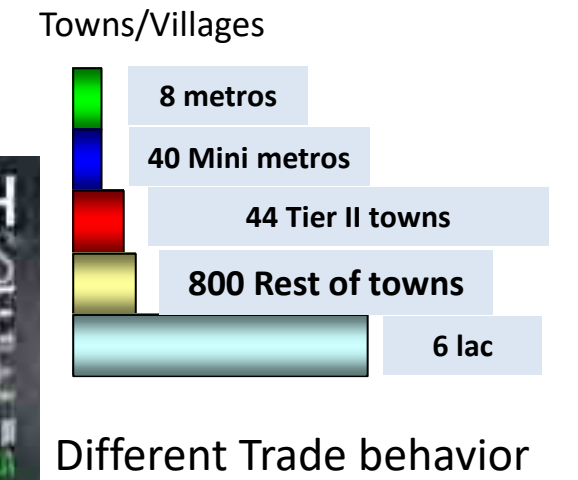
Focusing on Digital with
increasing prominence

Business **Metamorphosis** continues

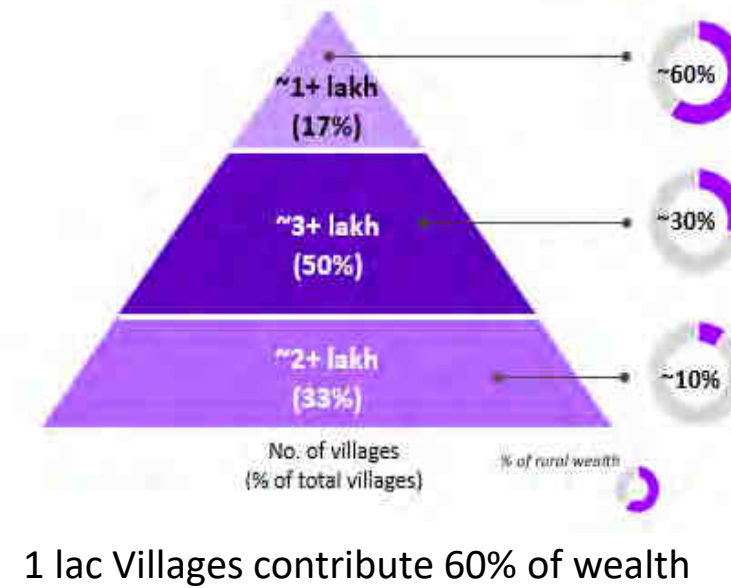


Trends in the Trade

Diverse portfolio serving multiple channels



Rural & Urban India dynamics



Rise of neighborhood Kirana's post pandemic

Wholesale business shifts to middle India and smaller towns

Expansion in periphery of mini metros



ECOMMERCE & Modern Trade

Quick Commerce to be 25-30% by FY 25



Commanding more than half in MT environment

MT store count² is estimated to increase by 1.5x from 2022 to 2025

77% Of stores for 2025 is led by RIL smart (small) stores

Fit for Purpose GTM

Ghar Ghar Dabur

Category Specific GTM

Healthcare +Chemist Focused

AYR Dr Detailing and Selling Arms

Therapeutic

HPC 1 Category Specific Teams

HPC 2


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 Benchmarks

Rural Expansion and Extraction

Reaching Top 1 Lac Villages



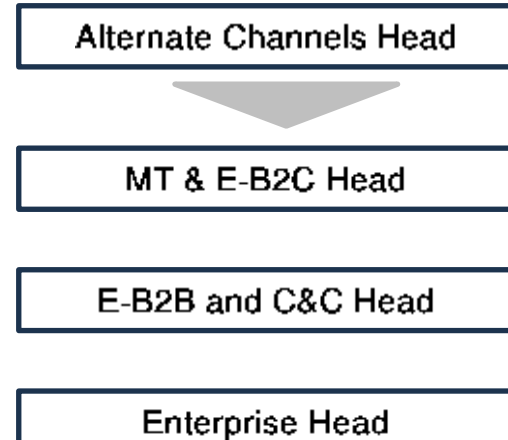
योद्धा VLEs for deeper reach

11,000 Yodhas Appointed



Driving new age channels

Operation model change to strengthen and bolster the Channels



Increasing Salience of New-Age Channels

FY19 12% → FY23 20%

Become an Intelligent & Data Driven Sales Organization

Platforms at next level to identify lead measure

Gamification & technology driven Capability building



Rural sales Visibility



Retailer Application

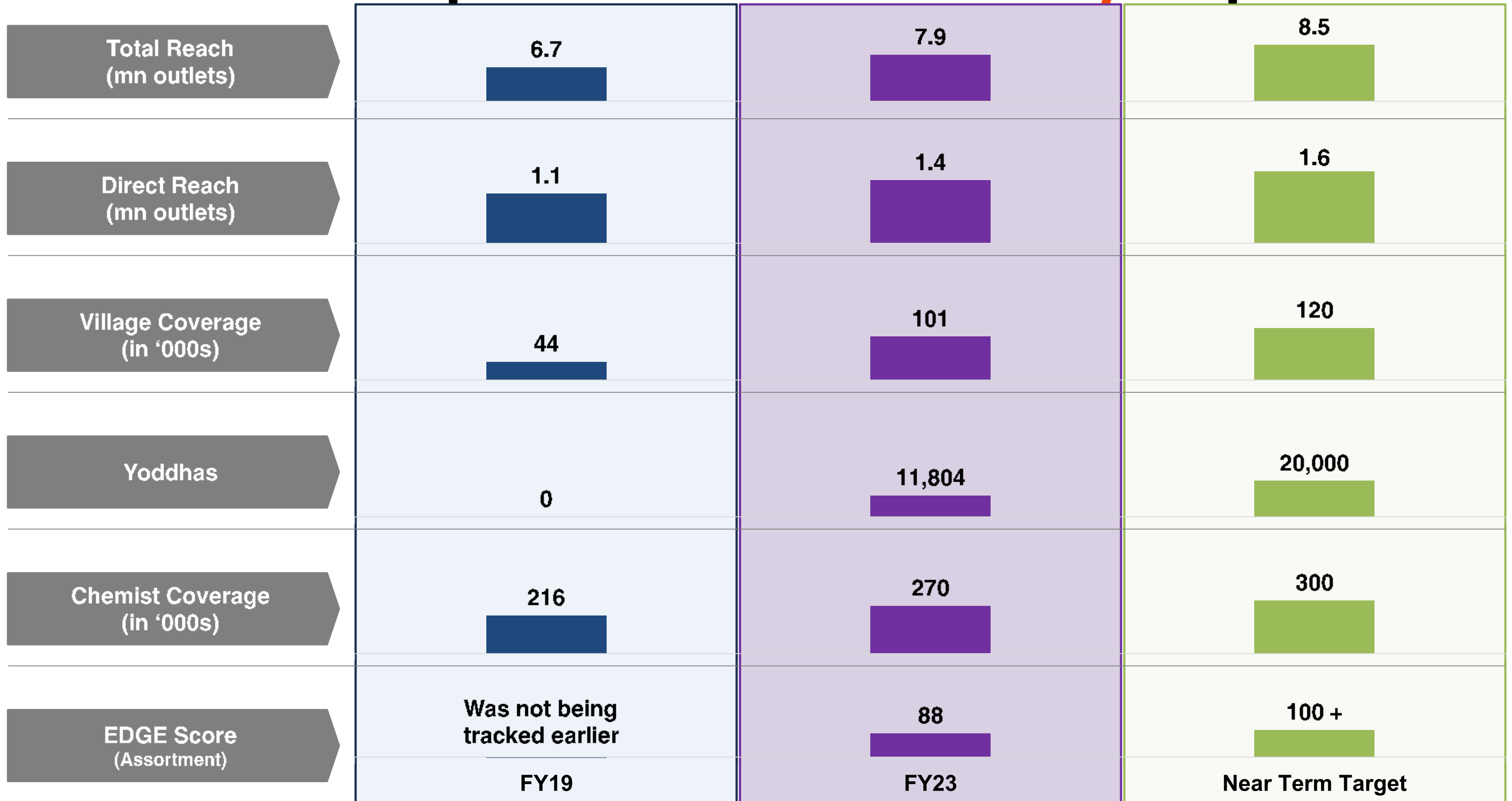


New Gen Sales Dashboards powered by DOMO



E Gurukul

Distribution Expansion and Efficiency Improvement



Business **Metamorphosis** continues

BUILDING CAPABILITIES & TRANSFORMING CULTURE

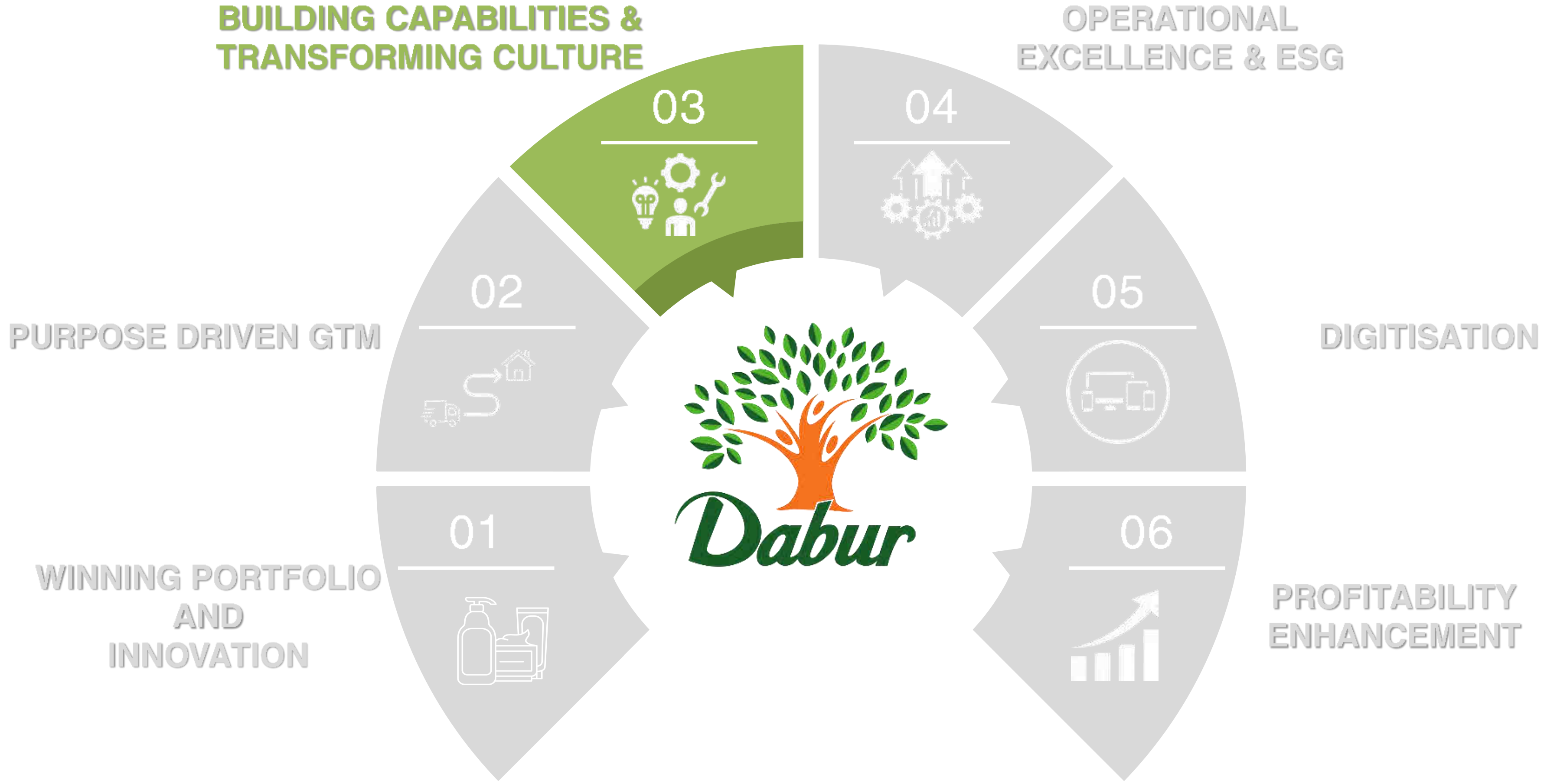
OPERATIONAL EXCELLENCE & ESG

PURPOSE DRIVEN GTM

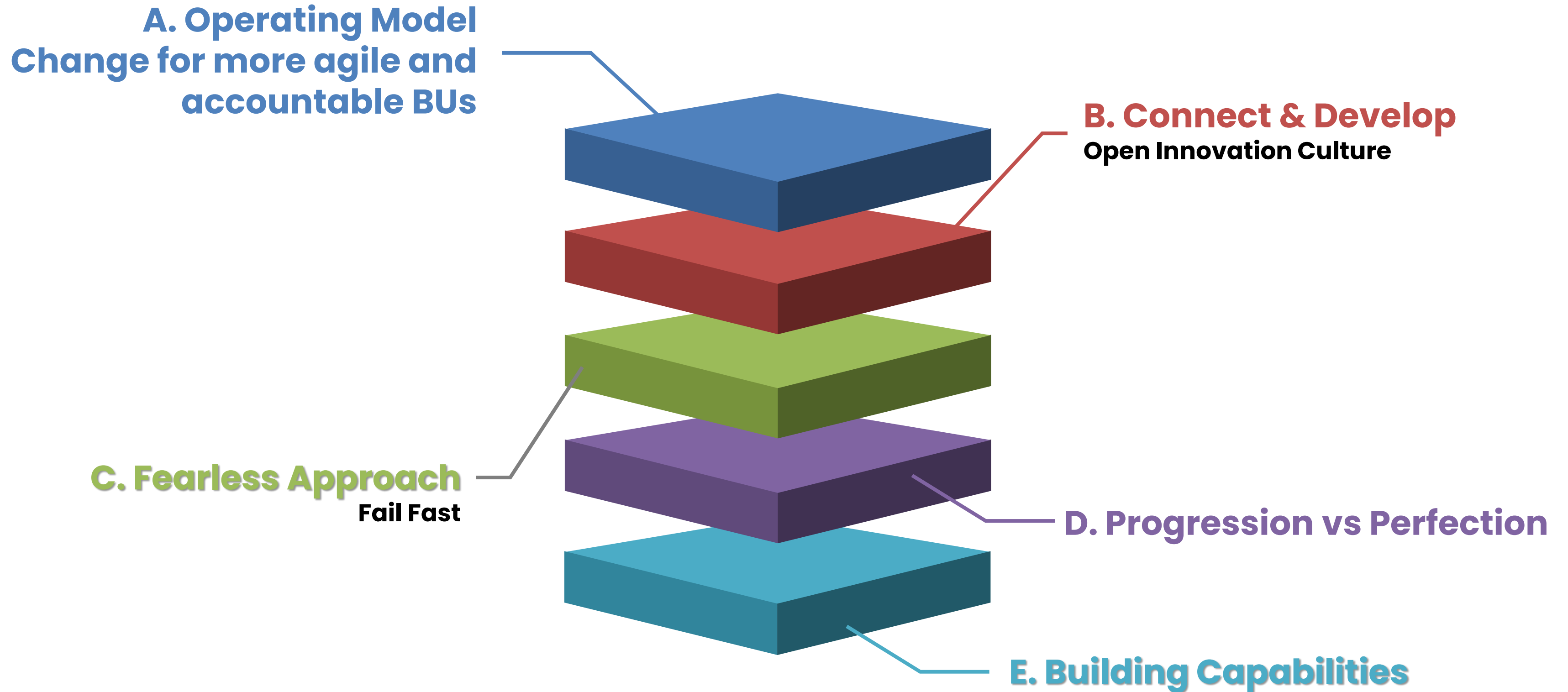
DIGITISATION

WINNING PORTFOLIO AND INNOVATION

PROFITABILITY ENHANCEMENT



Transforming Culture & Building Capabilities

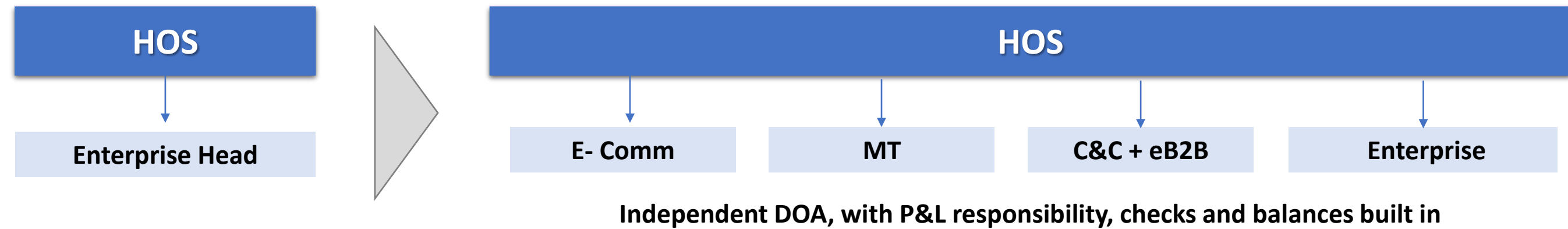


A. Operating Model Change for more agile and accountable BUs

Regional Business heads and Channel heads with P&L responsibilities

1.

New BUs for scaling up, with full line P&L



2.

From 4 to 5 Regional Business Divisions

5 business division with full line P&L.
New DOA and Governance

Regional Mancoms constituted in Nov'20

DOA revised

RISE Team in Each Region

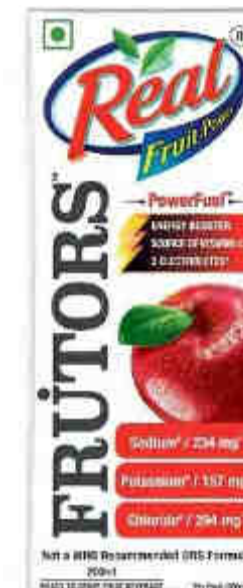
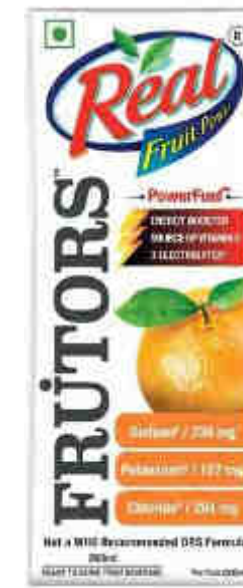
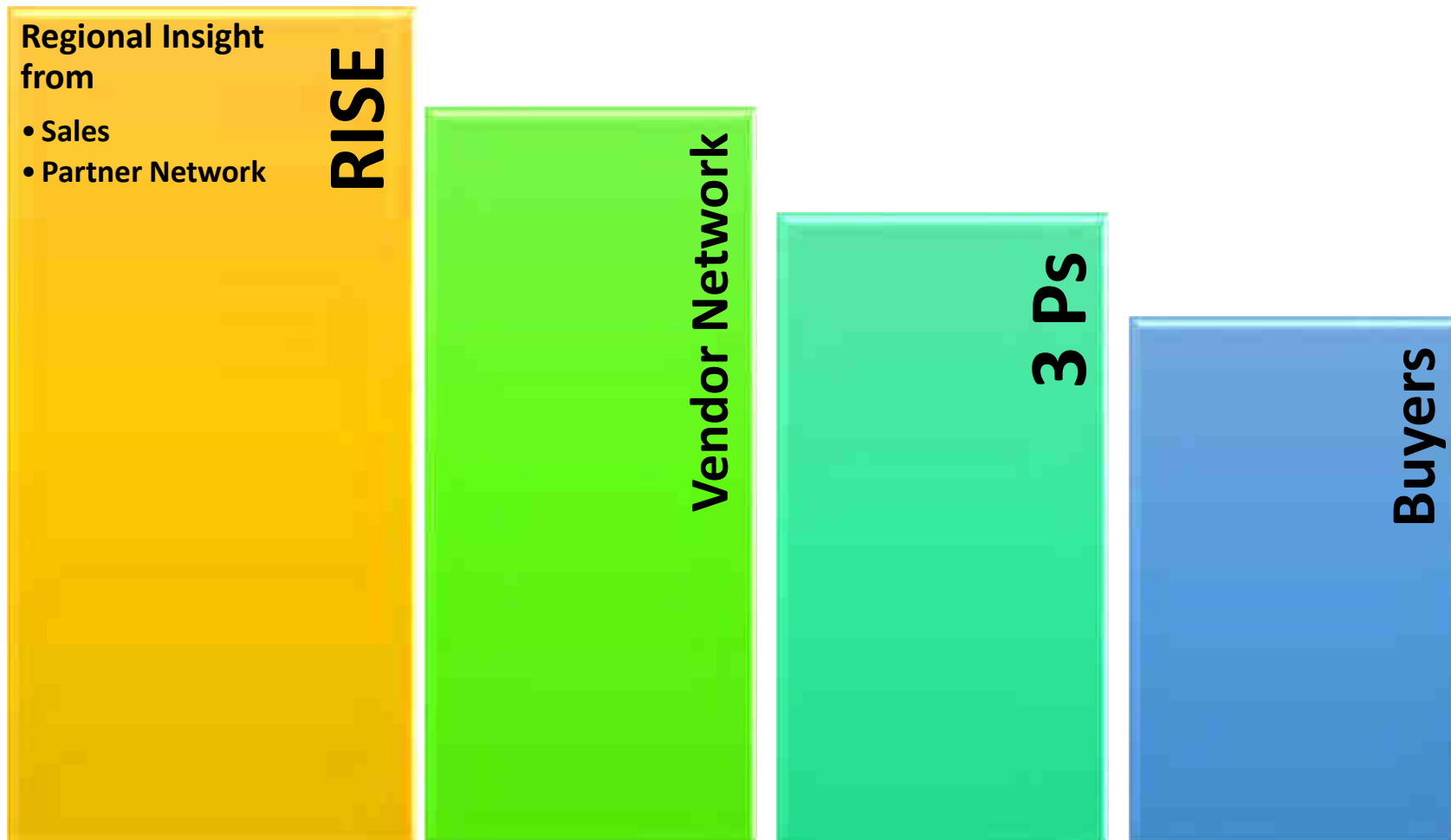
Regional PnL

1. Moved from 4 Region Structure to 5 Regions (Introduction of Central)

2. Strengthened New-Age Channels: New Young Head + Strong Team under him.

3. Appointed Heads for E-B2B, C&C, Enterprise, Parlour, Ayurvedic Ethicals and Therapeutic

B. Connect & Develop Open Innovation Culture



C. Fearless Approach Fail Fast

Key Successful NPDs



Real Drinks Portfolio
200 cr+ in FY23



Amla Flankers
~40 cr in FY23



Health Juices Range
~20 cr in FY23



Dabur Baby Range
~20 cr in FY23



Dabur Ghee
~14 cr in FY23



Odonil Neem
~13 cr in FY23



Dabur Herb'l
~13 cr in FY23



Gur Chyawanprash
~12 cr in FY23



Homemade Pickles & Chutneys
10 cr in FY23



Edible Oils Range
~10 cr in FY23



Real Fizzin
~10 cr in FY23



Dabur Vedic Tea
~10 cr in FY23

Rationalized NPDs



E. Building capabilities

Ankush Jain

Global CFO



Biplab Baksi

Global CHRO



Anshul Gupta

Head of Sales



Rahul Awasthi

Head of Operations



Raghav Agrawal
CEO,
International Business



Mayank Kumar

Head, F&B



Abhishek Jugran

Head - HPC, F&B,
SAARC and H&B



Philippe Haydon

Head, Healthcare



Rajeev John

Head, Healthcare &
Marketing Services



**Naryanan
Renganathan**

Head, Purchase



**Hrishikesh
Ramani**

Head, Manufacturing



Umesh Joshi

Head, Supply Chain



**Dr. Baidyanath
Mishra**

R&D, Healthcare



**Prasun
Bandopadhyay**

R&D, HPC



Dinesh Pandey

R&D, F&B



Kaustubh Dabral

CIO

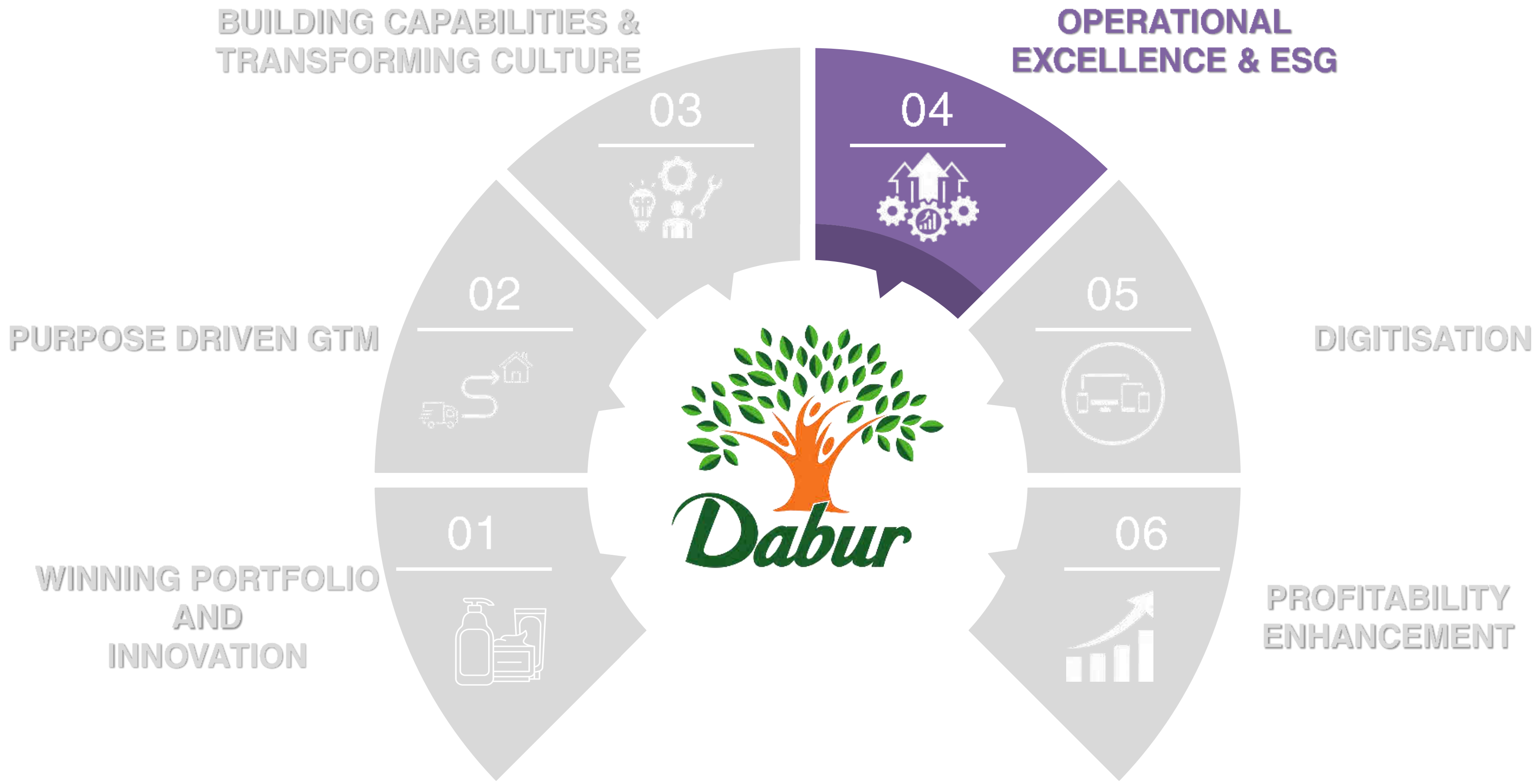


Smerth Khanna

Head, MT and
E-comm

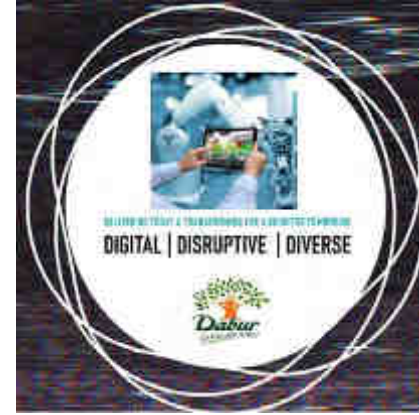


Business **Metamorphosis** continues



Dabur Operations | Digital, Disruptive, Diverse & Sustainable

Delivering Today & Transforming for a Brighter Tomorrow



Planning & Logistics

- Serving 3000+ distributors
- 8 million+ outlets
- 5000+ SKUs globally

Procurement

- Global sourcing network across 4 continents, 15 countries 3000+ 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
- 3 billion+ eaches

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

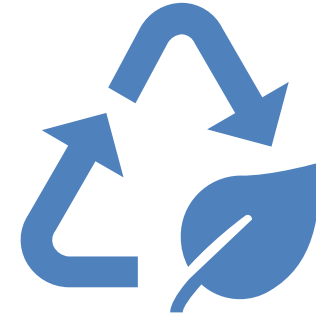
Sustainably Yours

Climate & Biodiversity



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

Circular Economy



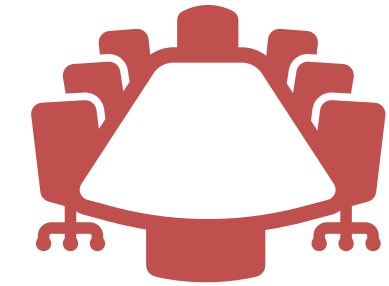
- 100% Plastic positivity achieved in FY23

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



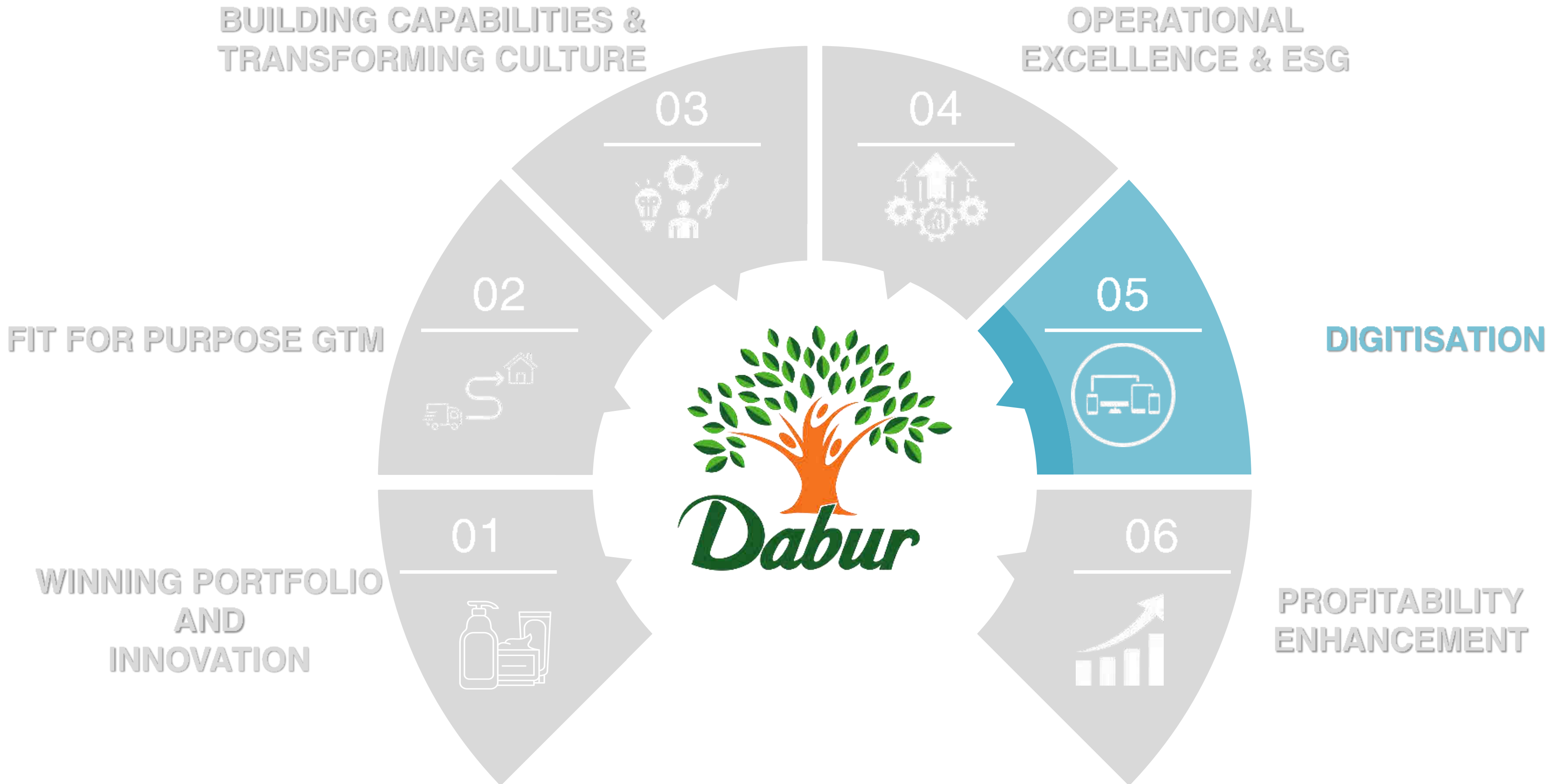
- Board's Gender Diversity improves from 7% to 14% (2 women directors effective 1st June 2023)
- Targeting 18% gender diversity at managerial levels by FY28

Social Impact



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

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

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

Factory

Industrial IOT



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

- **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.

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.

- **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.

Consumer

Consumer Engagement



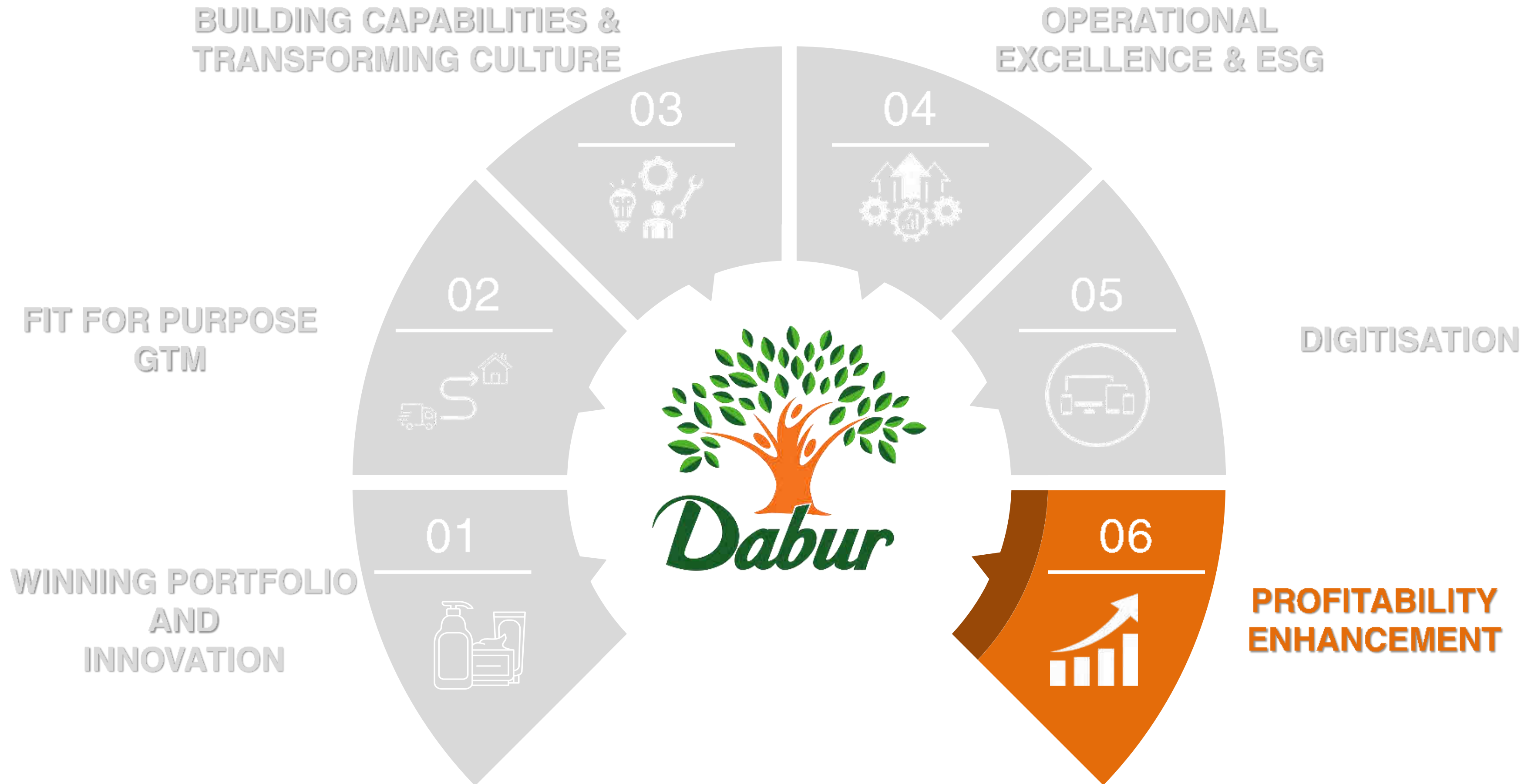
- **Decode Dabur consumers & create customized marketing campaigns** to strengthen the marketing funnel..
- **Streamline content creation, distribution & storage.** Enhancing brand consistency, compliance, and consumer engagement.
- **Boosting digital media operational efficiency and effectiveness.**

- **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

Purpose

Outcomes

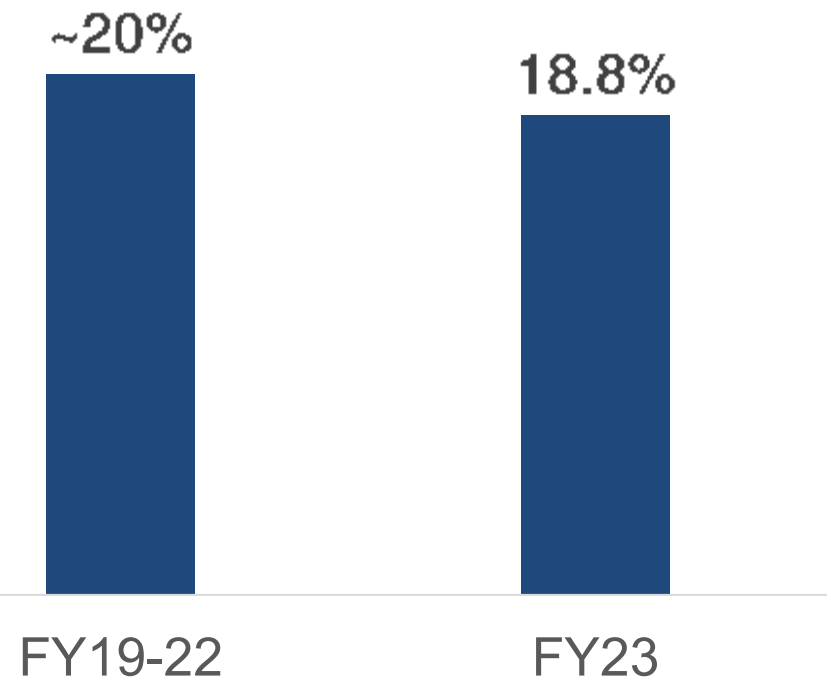
Business **Metamorphosis** continues



Profitability Enhancement

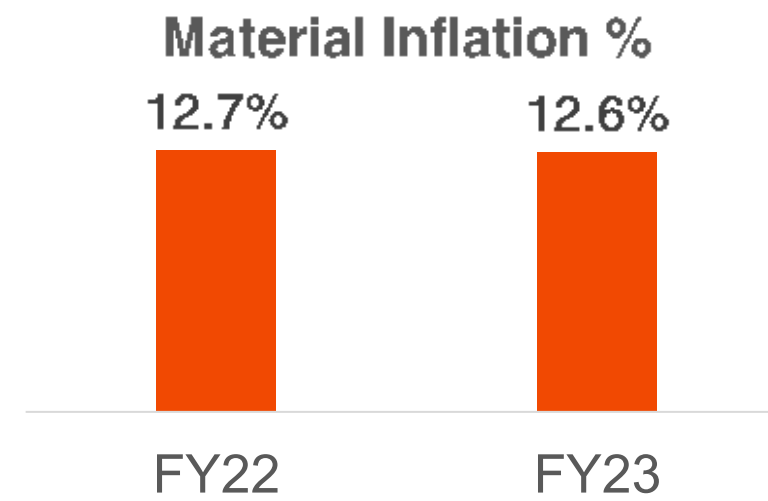
Journey from FY19 to FY23

Operating Margin



Reduction in Operating Margin in FY23 driven by two years of

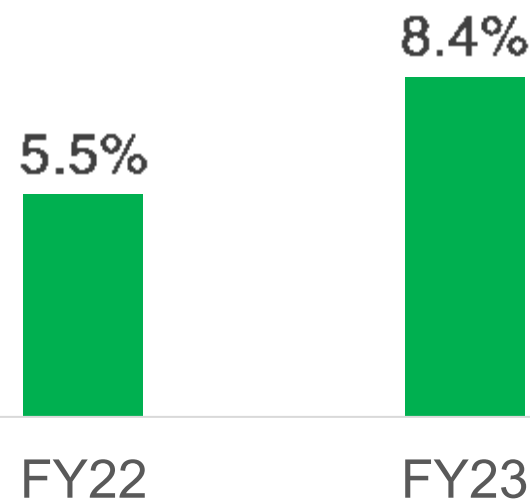
Unprecedented Material Inflation



COUNTERMEASURES

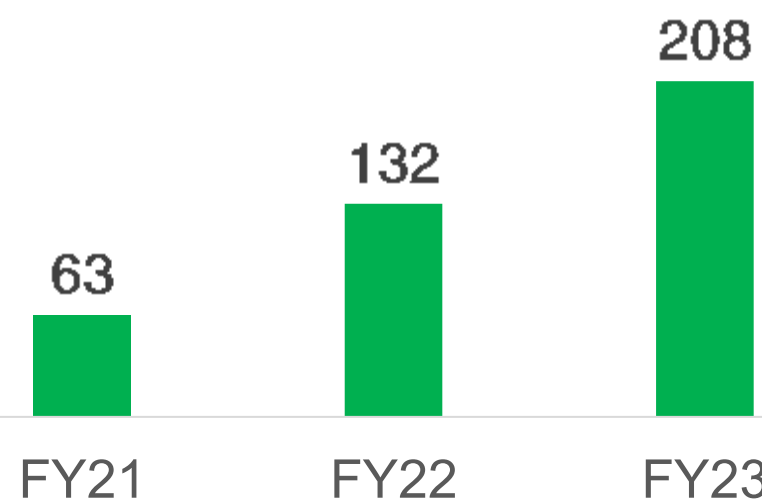
Price Increases

Price Increase (INR cr)



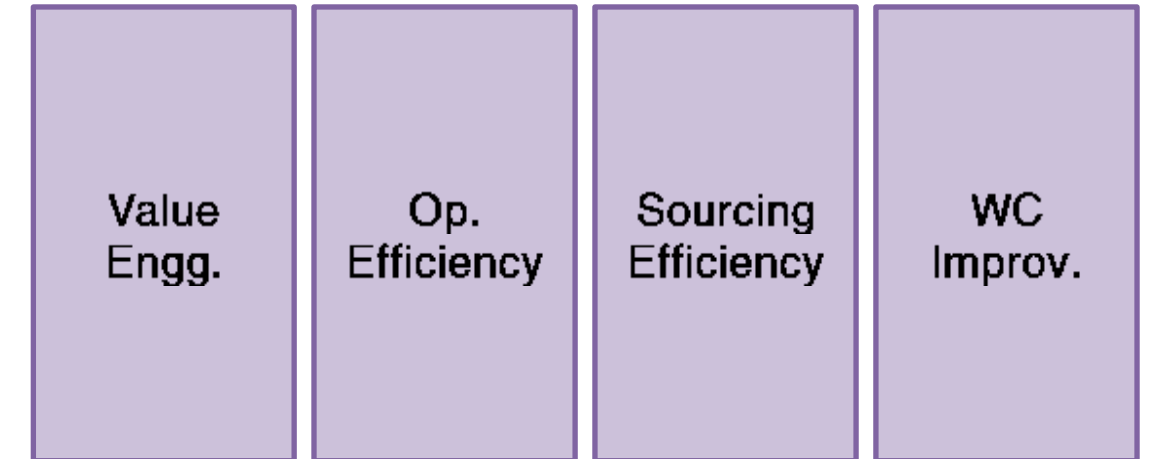
Project Samriddhi

Cumulative Savings (INR cr)



Going Forward

Gross Margin Expansion & Saving Initiatives



Brand Investments

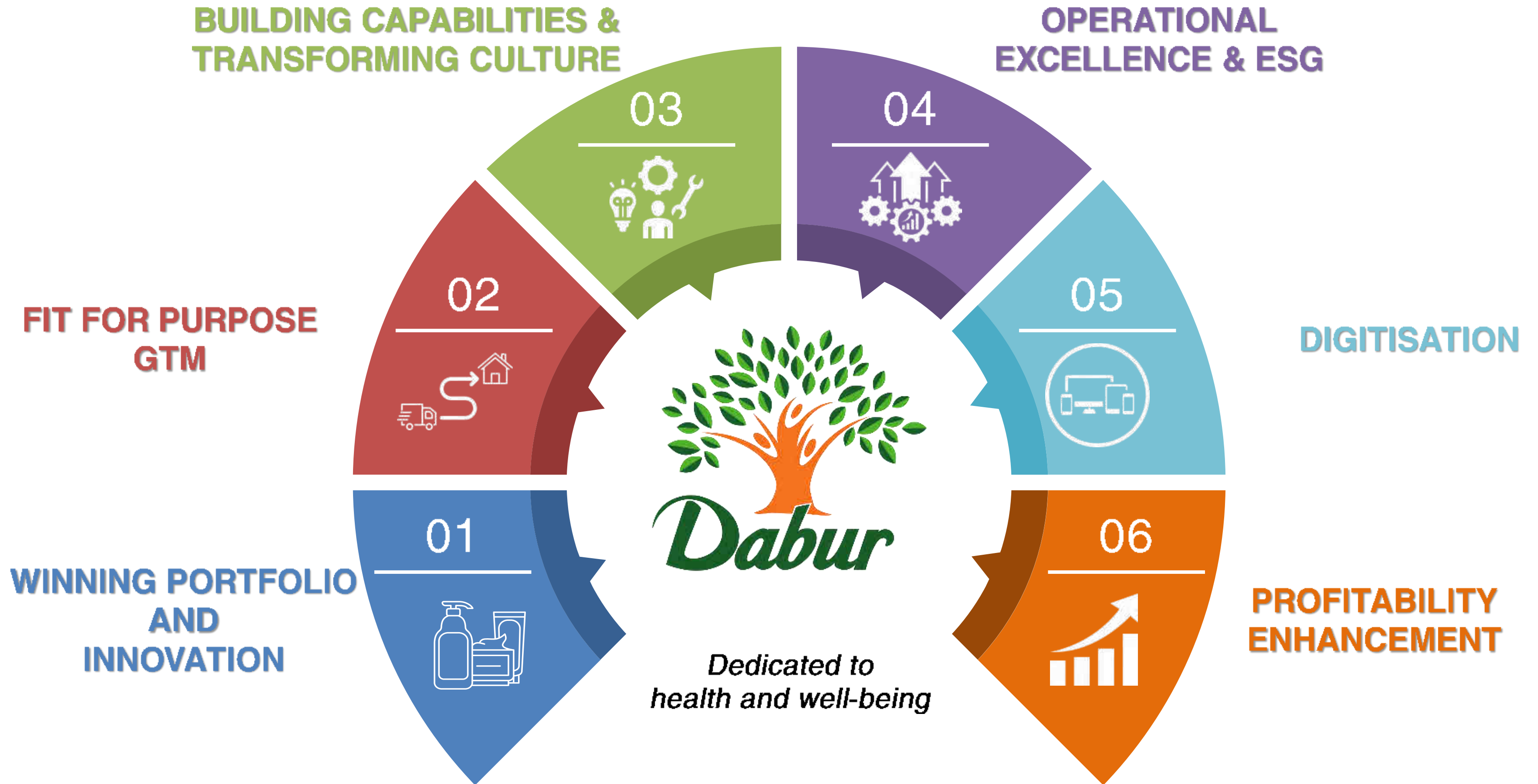
Medium to Long Term

Journey towards 20%+ Operating Margin



Adpro to revenue ratio in the 8-10% range

Business **Metamorphosis** continues



Thank You





Capital Markets Day 2023

15 Sep 2023



Agenda and Presentation Team



Mohit Malhotra

Global CEO



Philippe Haydon

ED - Healthcare



Abhishek Jugran

EVP - HPC, F&B and SAARC



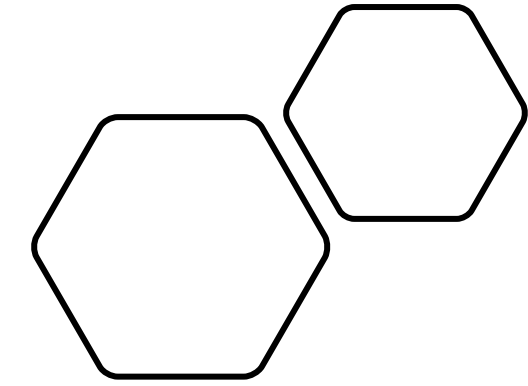
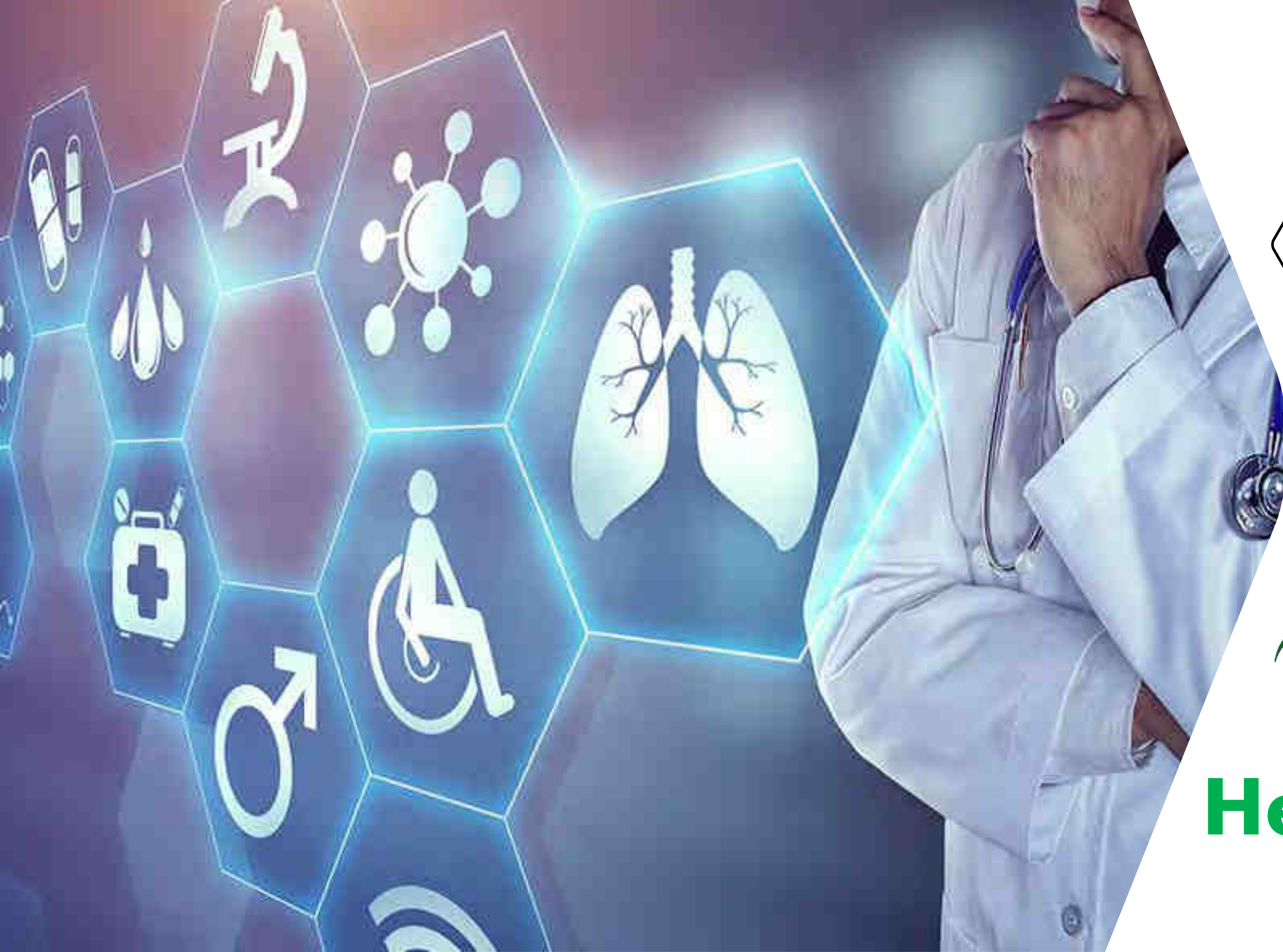
Mayank Kumar

VP - F&B



Raghav Agarwal

CEO - International Business



Dabur

Healthcare

Agenda

1



Healthcare
Macro Trends

2



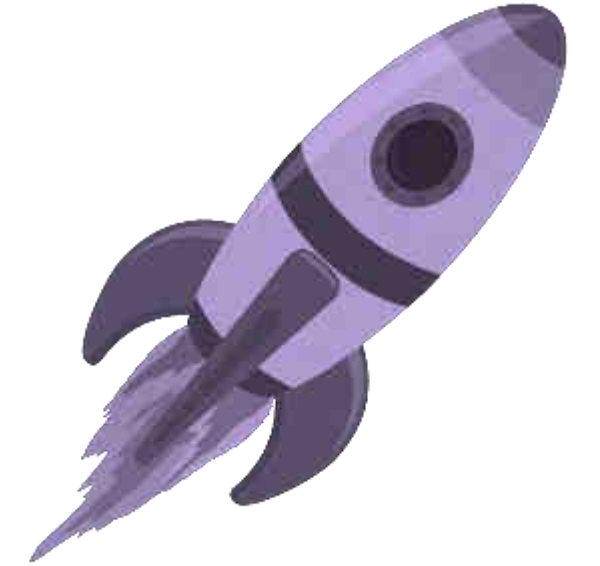
Healthcare
Performance
Snapshot

3



Healthcare
Vision

4



Healthcare
Growth
Accelerators

Agenda

1



Healthcare
Macro Trends

2



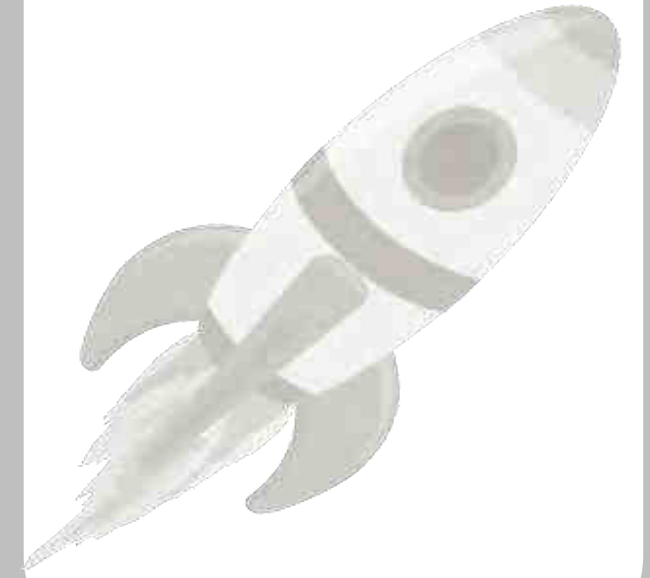
Healthcare
Performance
Snapshot

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Healthcare
Vision

4



Healthcare
Growth
Accelerators

Trends in Healthcare

- From Curative to Preventive
- Ayurveda seeing a new transformation
- Evolution of New Formats
- Rise of D2C Brands
- Organisations moving to Exclusive destination for Healthcare



From Curative to Preventive



- Rise of Yoga centres/wellness Spas
- Increase in gym goers
- Increase in Preventive Health check ups

Focus on Wellness



- Rise of segments like Diabetic Atta, Multigrain Breads, Oat biscuits, fortified Juices
- Rise of Desi Super Foods, Slim Honey (Cinnamon+Trifala), Pure Herbs ,Herbal Tea Range

Searching for Health in Foods



- Rise of wearables like Smart Watches /BP/Diabetes devices
- Extensive search on Internet for monitoring .

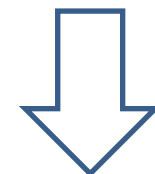
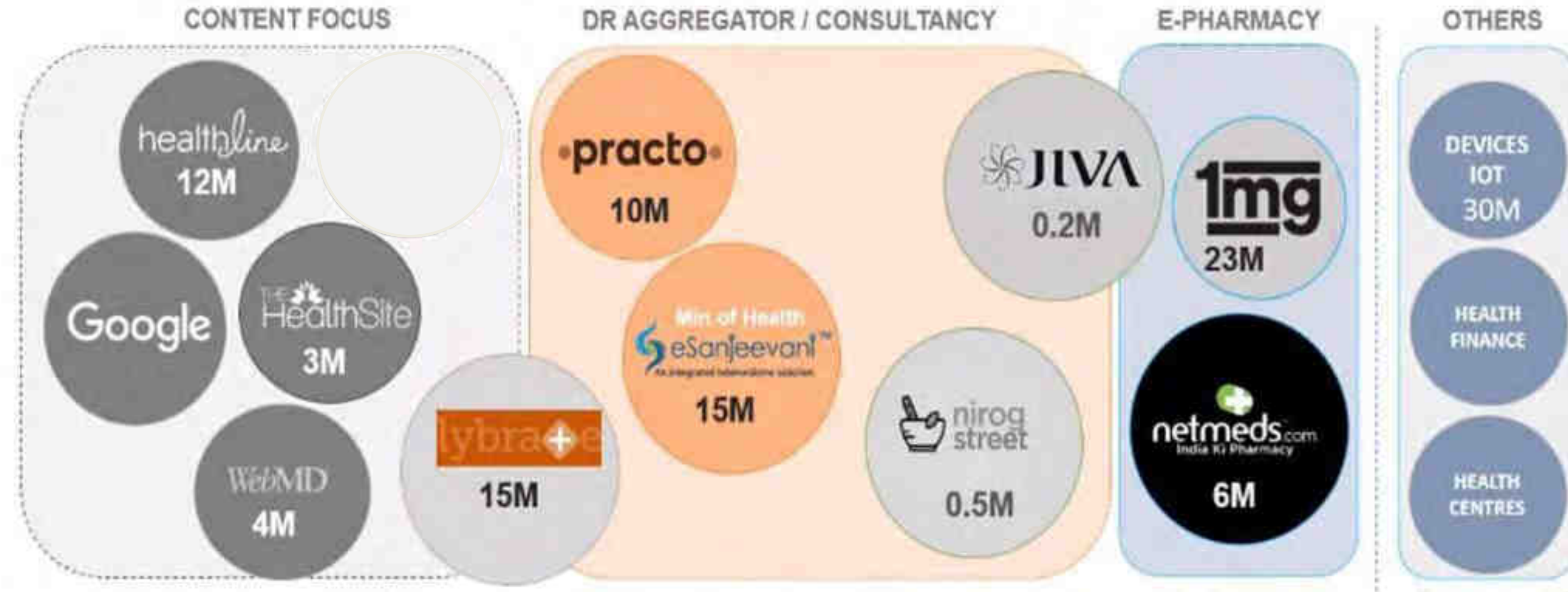
Self Monitoring of Health through Technology



- Rise in products of daily supplements like VMS, Immunity Boosters, geriatric care, Health juices, etc.

Growth in Nutraceutical market

Healthcare users interact with ecosystem basis their needs



Evolution of Exclusive Digital destinations for Ayurvedic organisations

Exclusive Health stores /Wellness centres/Universties

Ayurveda witnessing a transformation (Consumer perspective)



Consumers who are favorably disposed towards Ayurveda, don't know

(a) Where to find Ayurvedic Drs
(b) Which Preparations to Use & Where to Buy

Opportunity to Build Credible D2C Network & Online / cell phone based advise and ordering service



High-concern areas are,
(a) Lifestyle related areas: Pain management; Digestion-related; Heart; Diabetes; Energy & Vitality & (b) among women, Gynecological problems

Opportunity to offer effective and innovative solutions in these areas

Brands WITHIN the 'Ayurvedic' space are not very differentiated

Opportunity to create an 'Eco-System' (Product + Service)



hello
-30-

Up to 30 years of age, people do not perceive any major health issues

Post 30, the definition of being healthy is "Looking & feeling younger than your age"

30+ should be Dabur's focus TG

Ayurveda witnessing a transformation (Healthcare Professional perspective)



Allopathic (over 900,000) & Ayurvedic doctors (500,000+) are willing to "prescribe" to their patients—additional medicines that belong to another medicinal system

The 'complementary treatment' opportunity for Dabur is very large, and MUST be developed

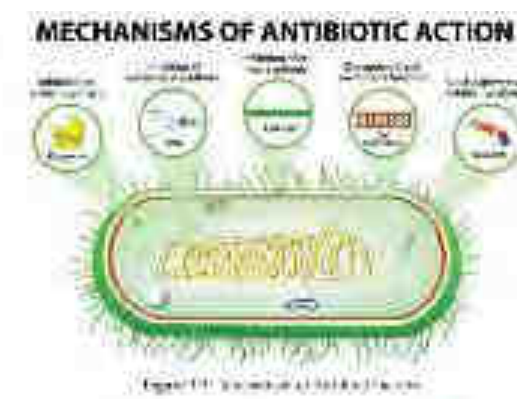


Continuous allopathic medication causes side effects which can be managed better using Ayurveda or Natural medicines which have no side effects

Scope for collaborative treatment or co-existence with allopathy in managing ailments such as diabetes or heart or Arthritis related chronic ailments

Allopathy doctors want to understand the action of Ayurvedic medicines, their actives, mode of action etc.

Need to speak to them in "their language"



Allopathic drugs are seen as a product of superior scientific claims & safety. Ayurvedic /Natural medicines need to be tested clinically & need to be backed by scientific evidence

Scope to build expertise through clinical and scientific testing and research papers

Healthcare Market Snapshot



Consumer Health incl. OTC & OTX
* ~ Rs. 30,500 Cr.

Categories & Saliency

Dabur's Presence



Vitamins, Minerals & Dietary Supplements



Nutrition



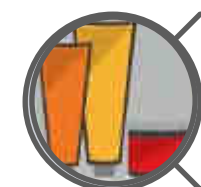
Liver & Gastro Care



Cold Cough & Allergy



Analgesics



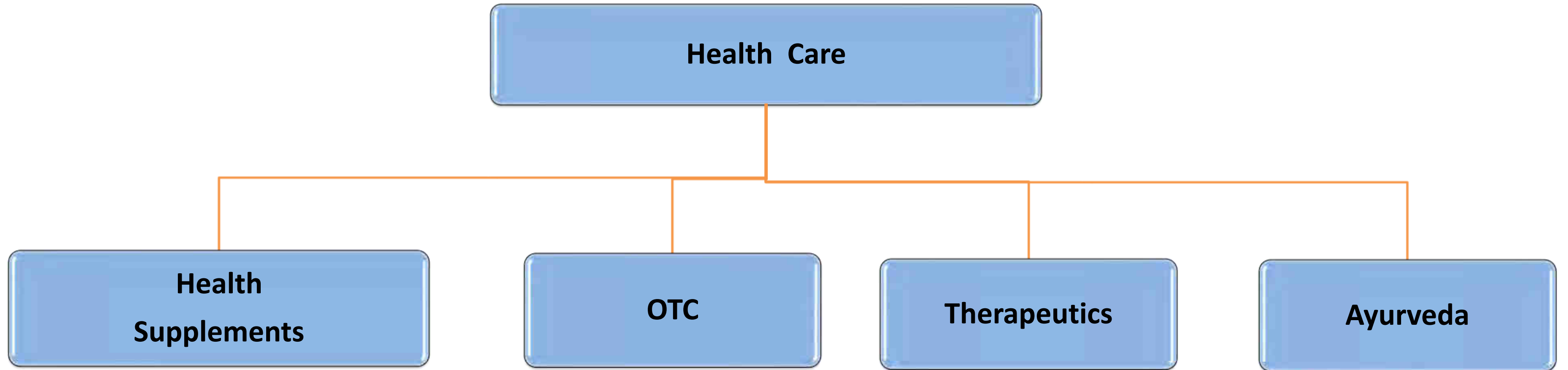
Dermatologicals



Lifestyle OTCs



Dabur Healthcare Categories



Agenda

1



Healthcare
Macro Trends

2



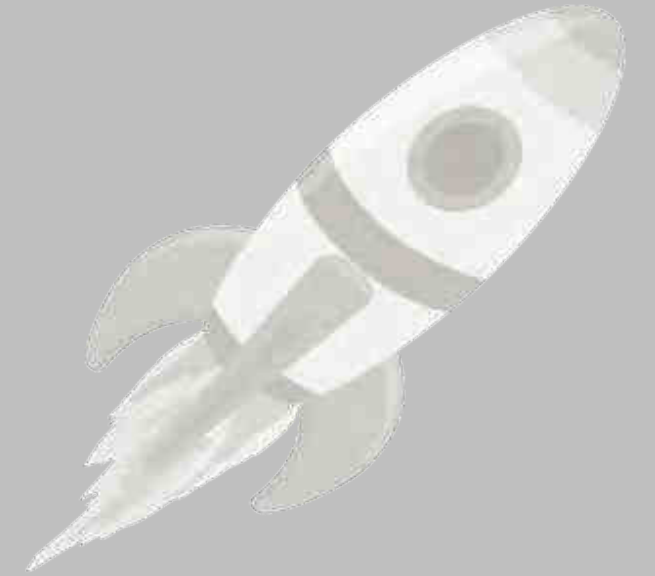
Healthcare
Performance
Snapshot

3



Healthcare
Vision

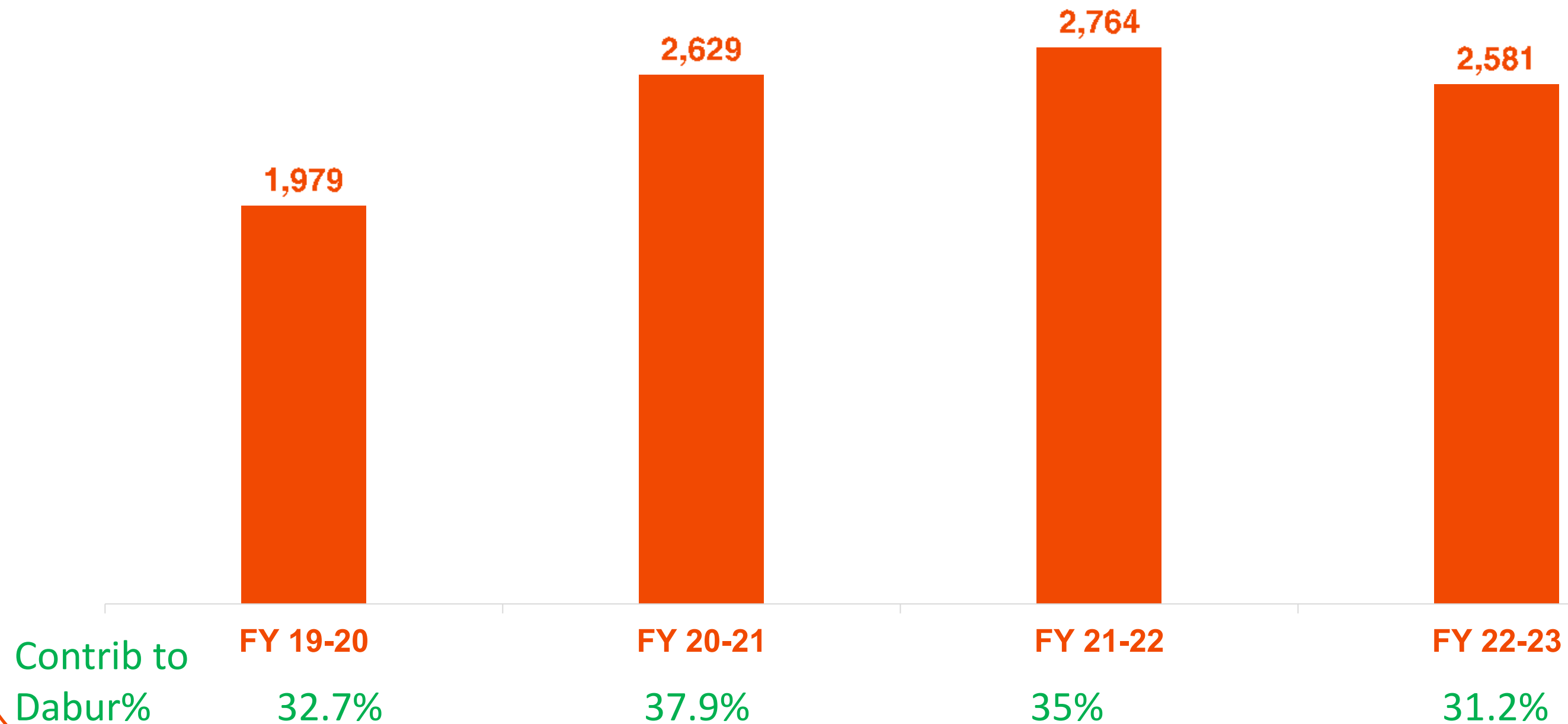
4



Healthcare
Growth
Accelerators

Healthcare :Performance Snapshot

Consol Business – Revenue from Operations (INR cr)

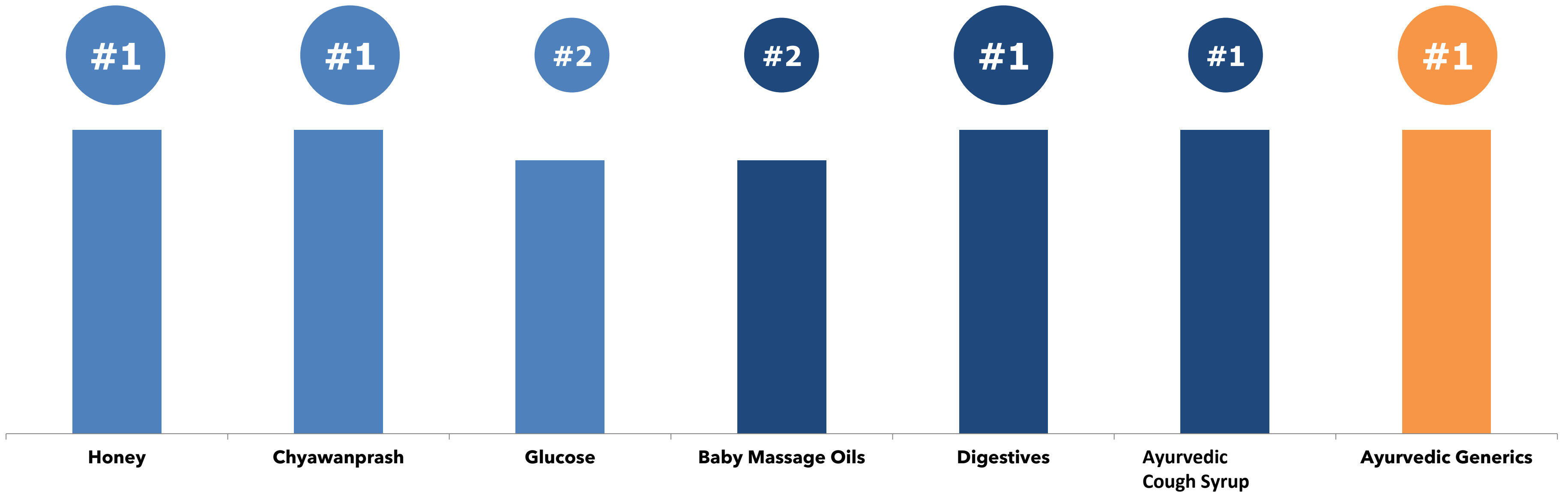


Healthcare 3 Year CAGR @ 9.3%

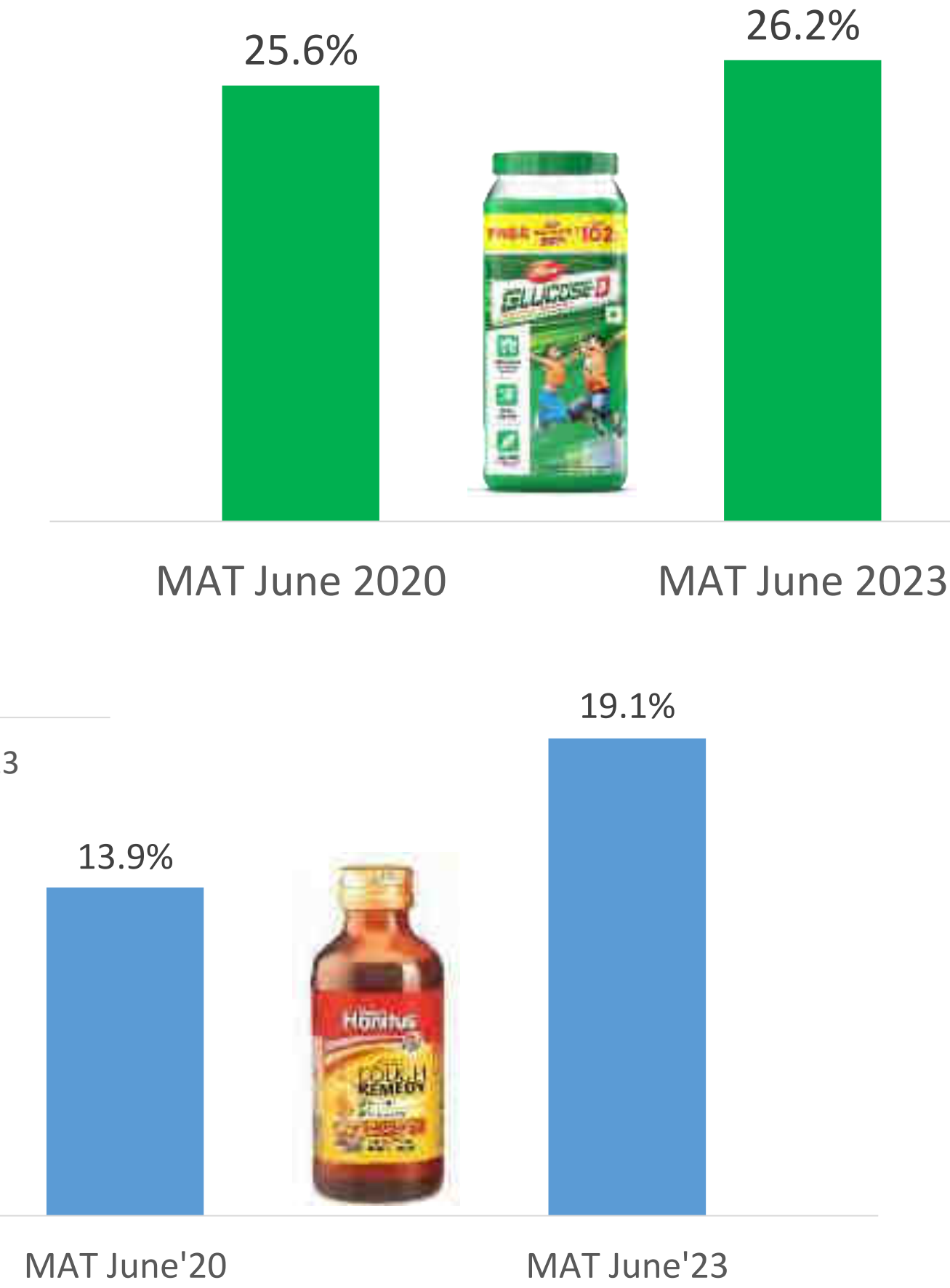
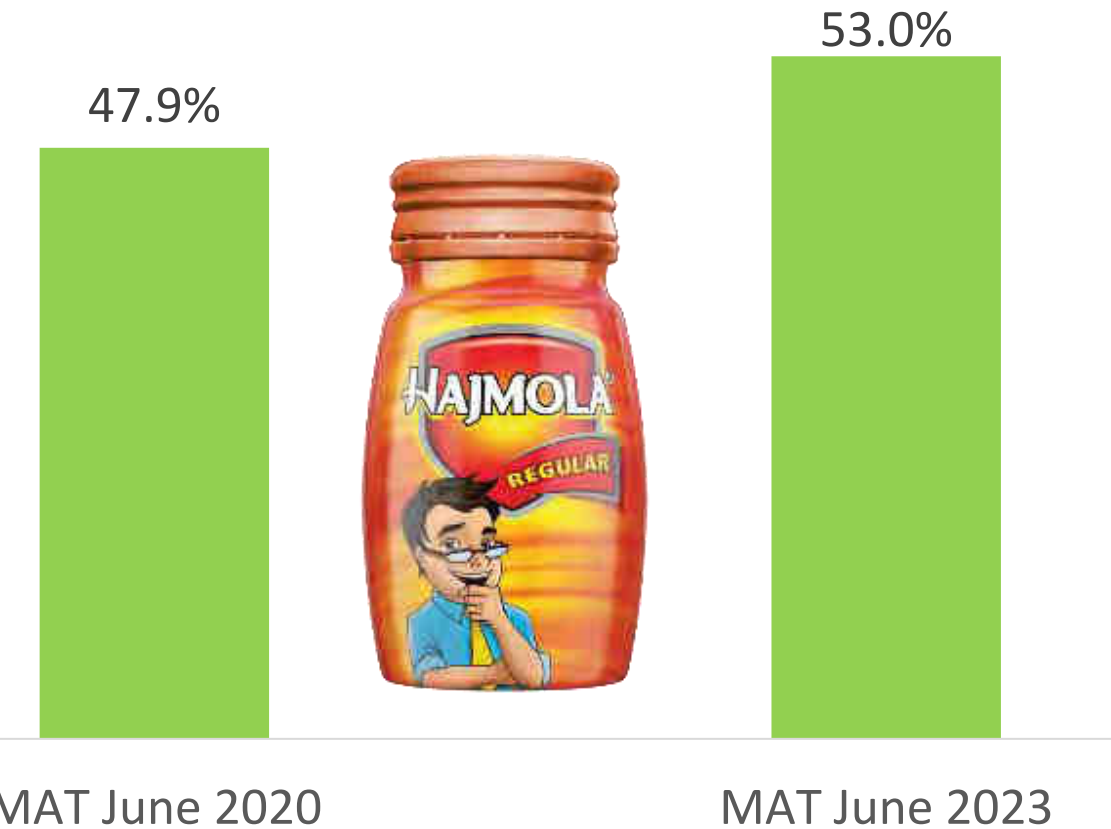
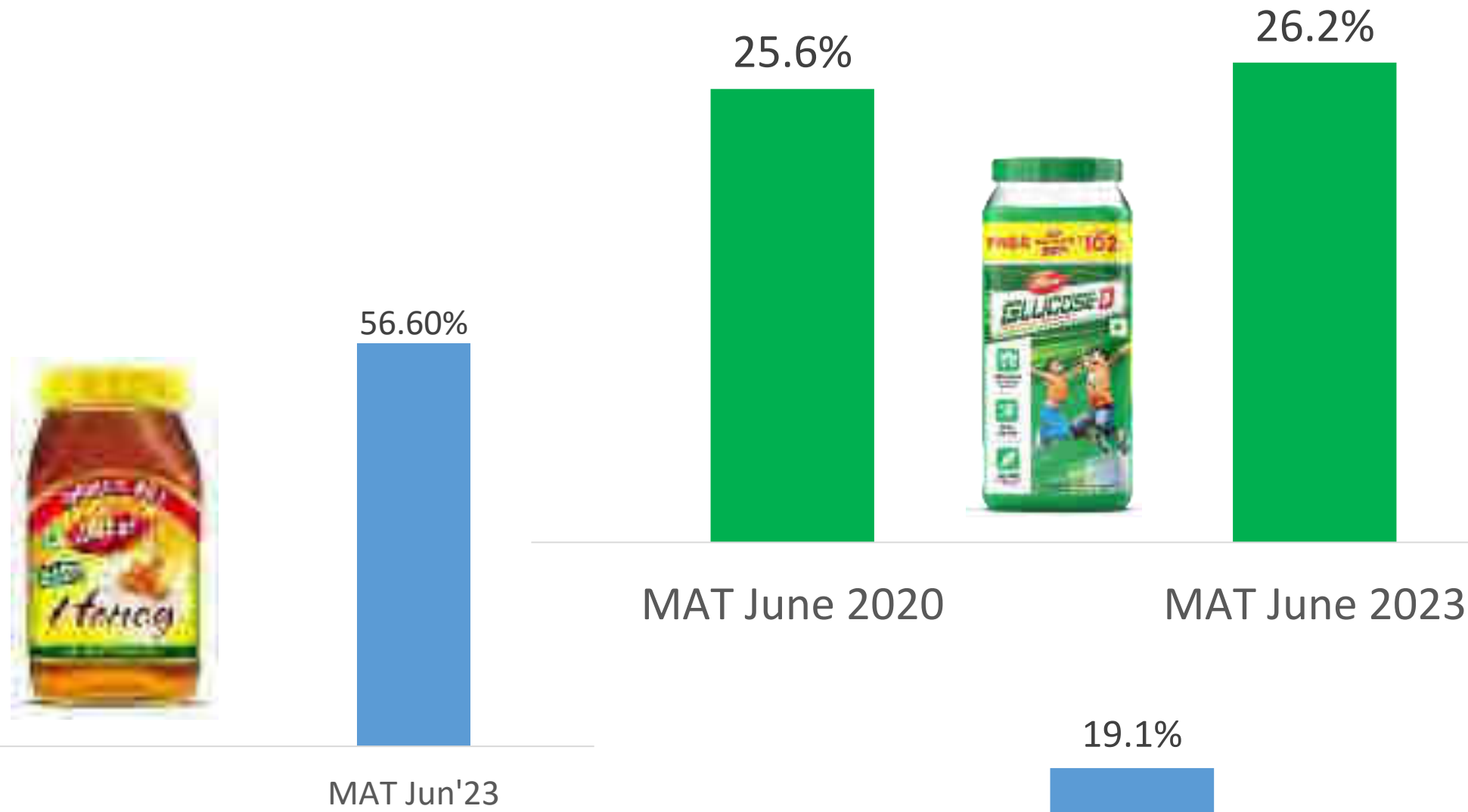
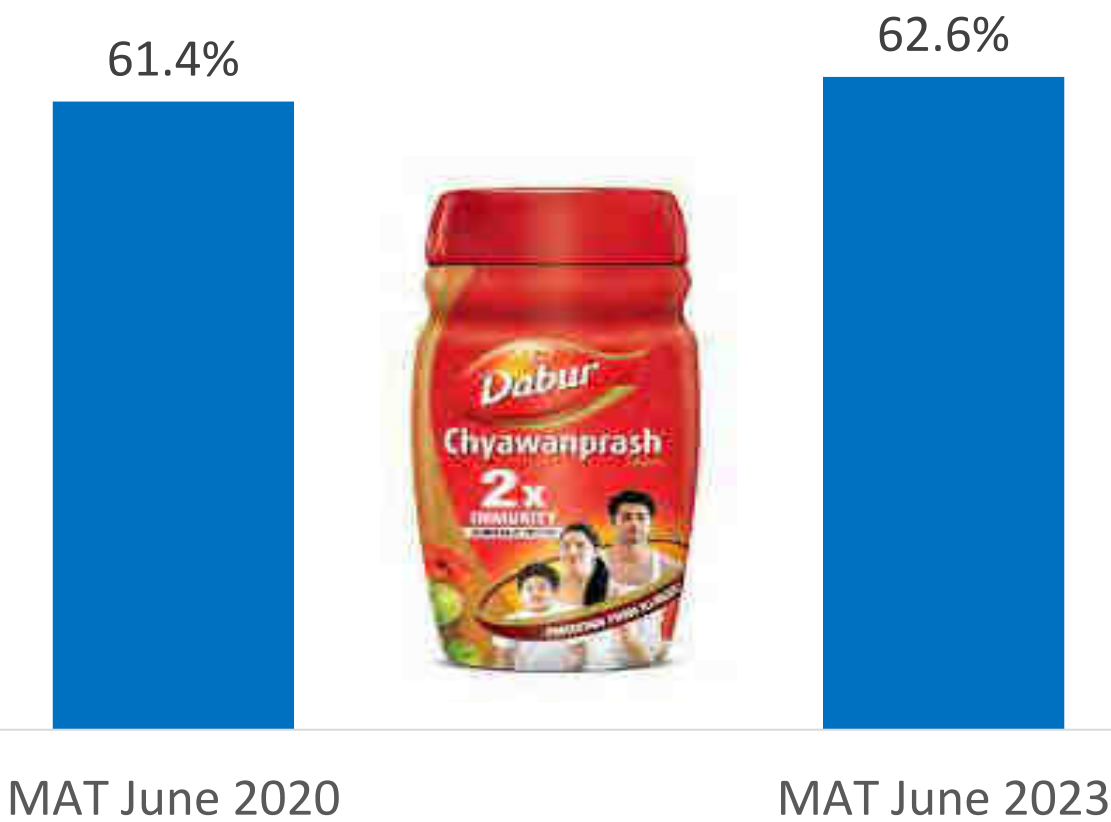
Market Leadership in Healthcare Business

Leading position in key categories across verticals

Relative Competitive Position



Market Share Gains across Key Brands in Healthcare



Agenda

1



Healthcare
Macro trends

2



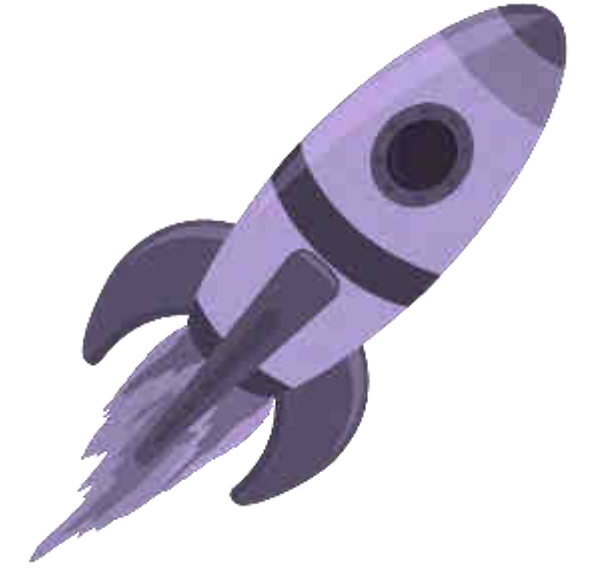
Healthcare
Performance
Snapshot

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Healthcare
Growth
Accelerators

Growth Accelerators

NEW CATEGORIES

THERAPEUTICS

STRONG SCIENTIFIC CLAIMS

INCREASE SHARE IN GENERIC/ETHICALS

POWER BRAND TO POWER PLATFORM

PREMIUMISATION



Growth Accelerators

NEW CATEGORIES

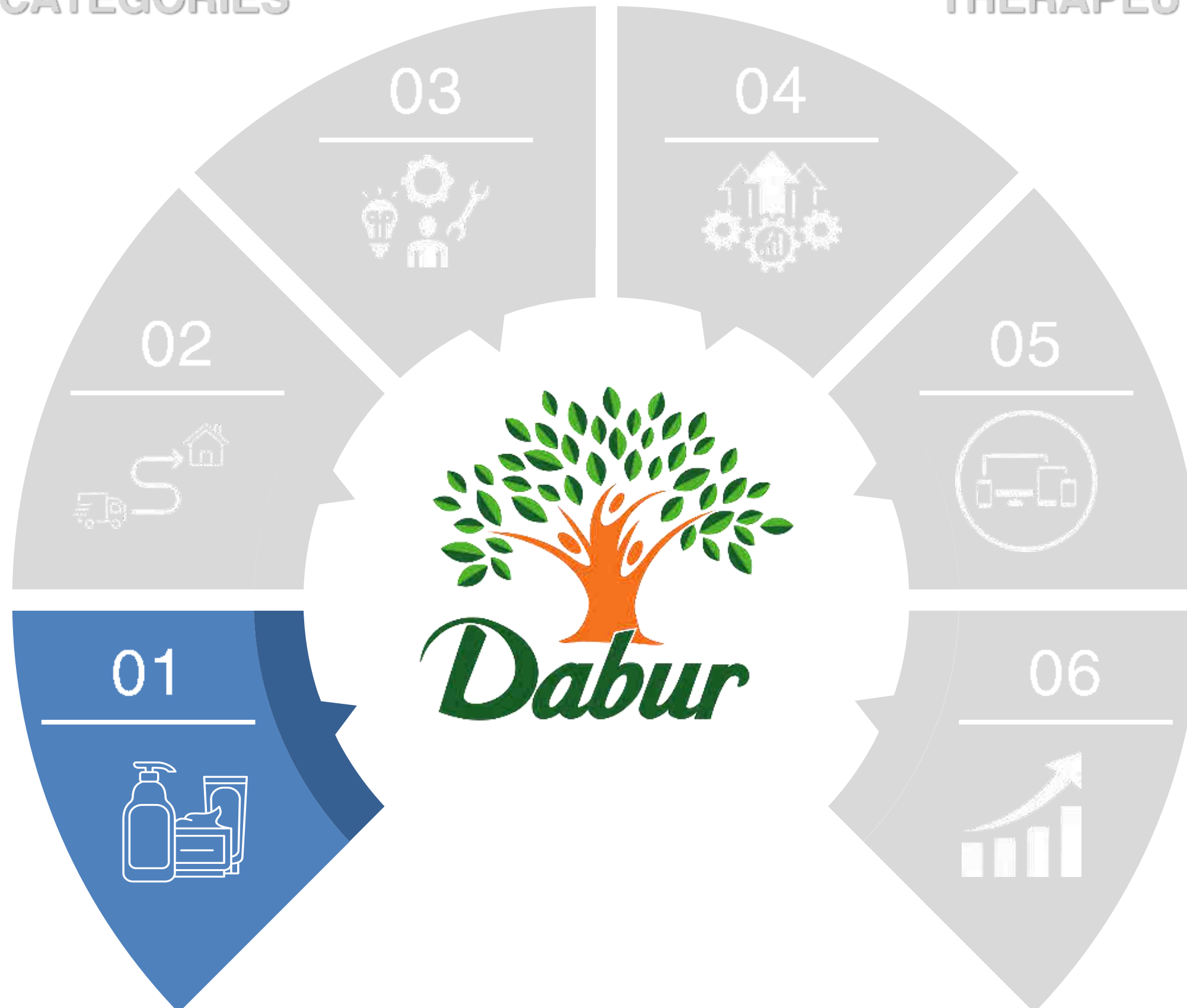
THERAPEUTICS

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POWER BRAND TO
POWER PLATFORM

PREMIUMISATION



03

04

02

05

01

06



Power Brand to Power Platform | Dabur Chyawanprash

Product Extensions to Break Existing Consumer Barriers

Format extensions

- Benefits of Dabur Chyawanprash in a bite sized Tablet
- Power of Dabur Chyawanprash in a Delectable Powder Format
- Convenience of Dabur Chyawanprash in an easy-to-carry Immunity Bar



Target Group Extensions

- For Diabetic population – SUGARFREE
- For Sugar Conscious – GUR
- For Elderly – Vigour & Vitality - KESARPRASH



Benefit Led Extensions

- Helps in Iron Deficiency & Supports Haemoglobin Levels– KHAJUR (Dates)
- Lowers blood pressure & improves Heart Health– MUNAKKA (Raisins)

Power Brand to Power Platform | Honey

As Category leader, promote multiple health benefits of “**Super Food Honey**” like **weight management, improved stamina, enhanced immunity and excellent nutrition** through Dabur Honey

Building the Core

- Drive brand consumption with benefits, formats and variants
- Scale up Squeezy Portfolio
- Premiumize honey portfolio with exotic variants— Organic Honey, Sundarbans, Kashmir, Manuka
- Build Health Range targeting specific benefit spaces
- Extend into Breakfast Adjacencies



Power Brand to Power Platform | Hajmola

Drive leadership in chatpata digestive category by extending HAJMOLA to multiple flavours , formats , variants & adjacent categories

➤ Building the Core : Hajmola Tablets & Candy

- Launching new age variants in Tablets to drive JLT consumption (Mangola , Fantola etc..)
- Launching regional variants to tap regional taste preferences (Ajwain Pachak, Kokum , Paan etc.)
- Launching Candy extensions in adjacent categories
(Centre filled, Soft Chews, Loose Candy etc..)
- Extending into categories like Mukhwaas



Power Brand to Power Platform | Honitus

Being No 1 Ayurvedic Cough syrup in India , Honitus to extend its advantage across multiple cough & cold formats /variants

Building the Core

- Honitus Syrup : Continue to grow share by consolidating presence & launching new Variants
 - Variants : Adulsa | SF (Sugar Free)
 - Regional : Adulsa , Tulsi ..
 - Expert care : Bronchorelief , Allergic cough ..
- Honitus Cough Drops
 - Expanding thru flavours : Ginger / Orange / Lemon / Tulsi
 - Expanding into new formats : Blister Lozenges | SF
- Honitus Hot Sip
 - Extending into quick formats : Tea bags



Extending the Core / Innovations

- Pills / Tabs



Growth Accelerators

NEW CATEGORIES

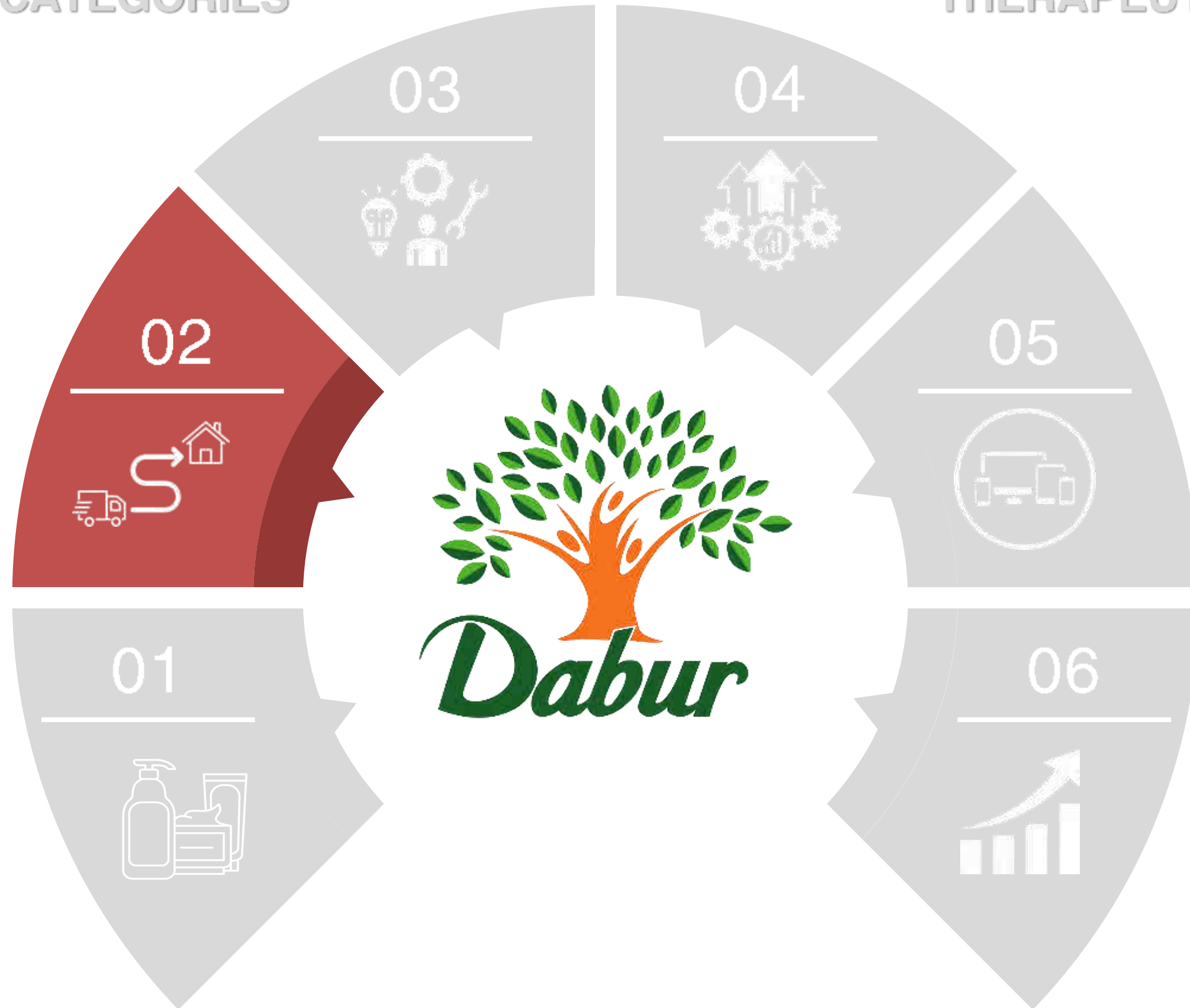
THERAPEUTICS

**STRONG SCIENTIFIC
CLAIMS**

INCREASE SHARE IN
GENERIC/ETHICALS

POWER BRAND TO
POWER PLATFORM

PREMIUMISATION



Stronger Scientific Claims



Growth Accelerators

NEW CATEGORIES

THERAPEUTICS

STRONG SCIENTIFIC CLAIMS

INCREASE SHARE IN GENERIC/ETHICALS

POWER BRAND TO POWER PLATFORM

PREMIUMISATION



Healthcare | **New Categories**

Baby Care



Tea



New Category Entry | Baby Care Market (~11,400 cr)

2 Sub-Categories



Personal Care

Size : 4,200 cr

Soaps | Lotion | Oil
Powder | Shampoo



Hygiene

Size: 7,200 cr

Diapers | Wipes

Why Baby Care is important to Dabur?

- **Target every life stage of the consumer** and build value at each stage. From check-in to checkout.
 - 1st bath, 1st diaper, 1st massage, 1st body lotion, 1st baby food ,1st digestive, 1st cough/cold medicine, 1st kids drink, 1st pimple clear etc
- **2.7 crore babies born each year in India (over 50 per minute)**
- Dabur has Right to Win in this category {~18,000 Cr}
- The franchise “Dabur Baby” presents a strong proposition of a brand that is time tested , gentle, and herbal, to a young parent.



The STRATEGY is to enter the consumer's heart/home during an extremely vulnerable/memorable time : when the first baby is being born

NEW BABY CARE

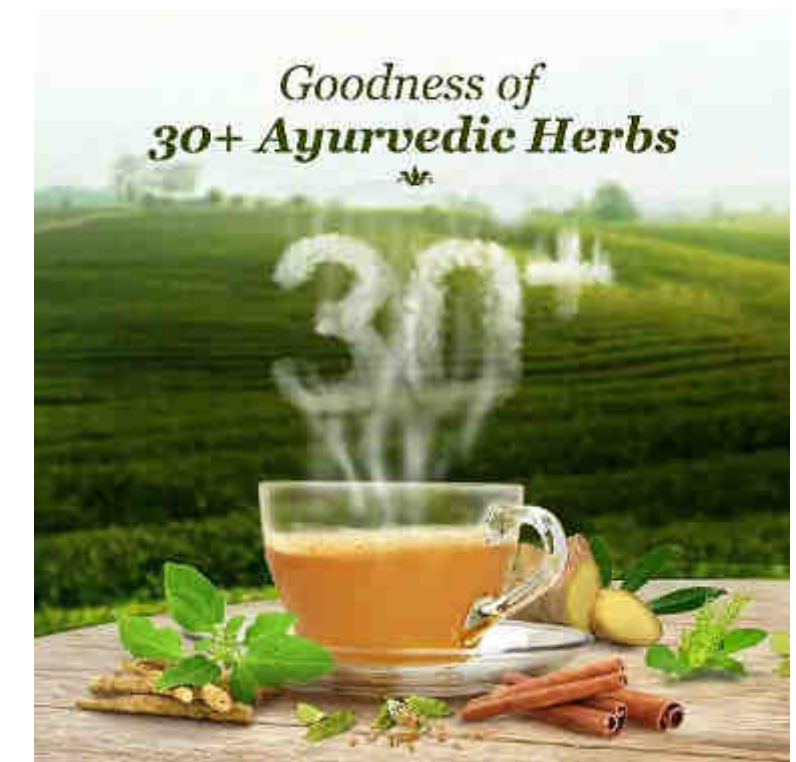
Natural. Safe. Effective.



Entry into Premium loose tea

Premium
Loose Tea
(4700 Cr)

Tea with Health benefits



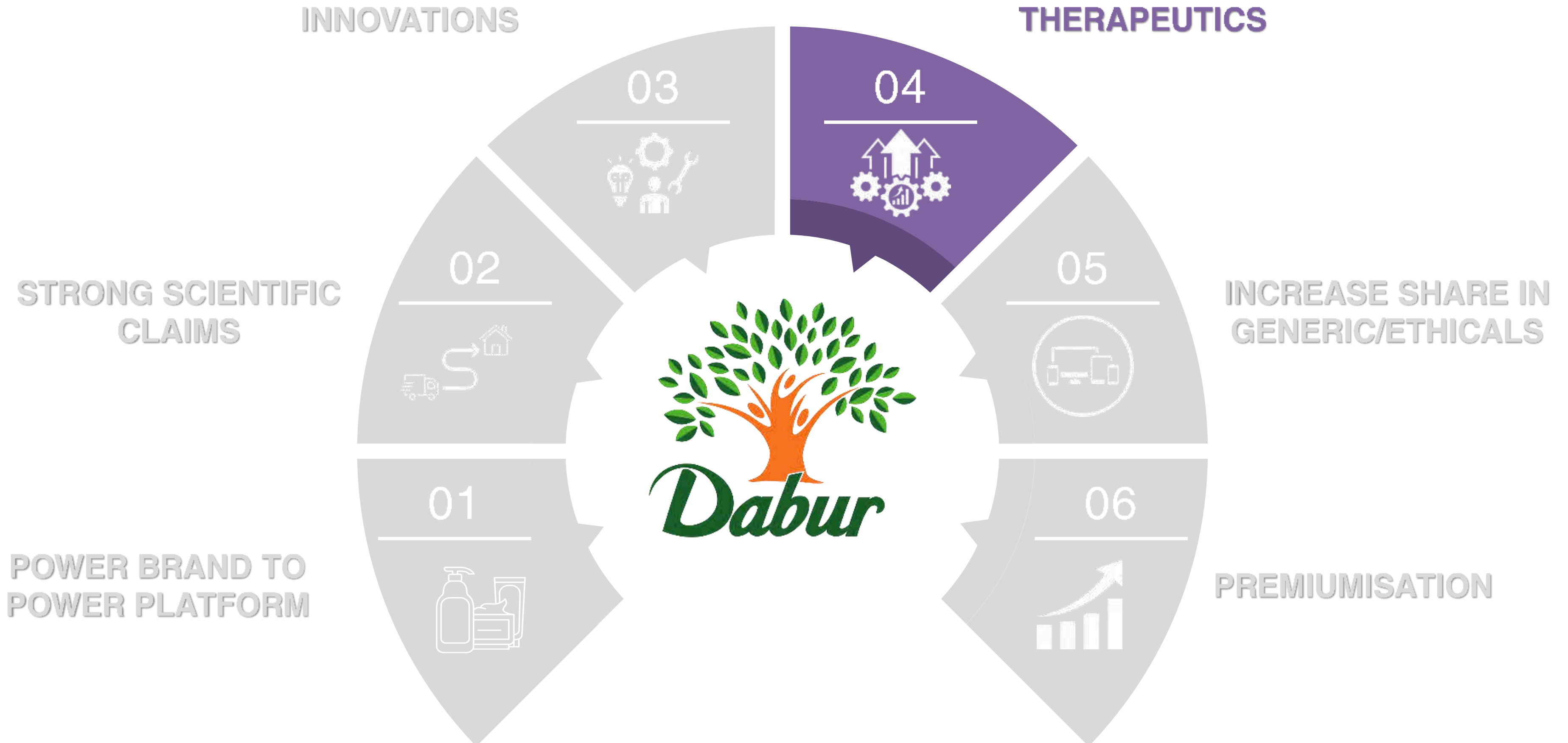
Goodness of
30+ Ayurvedic Herbs

3 health benefits that makes
Our Tea Special

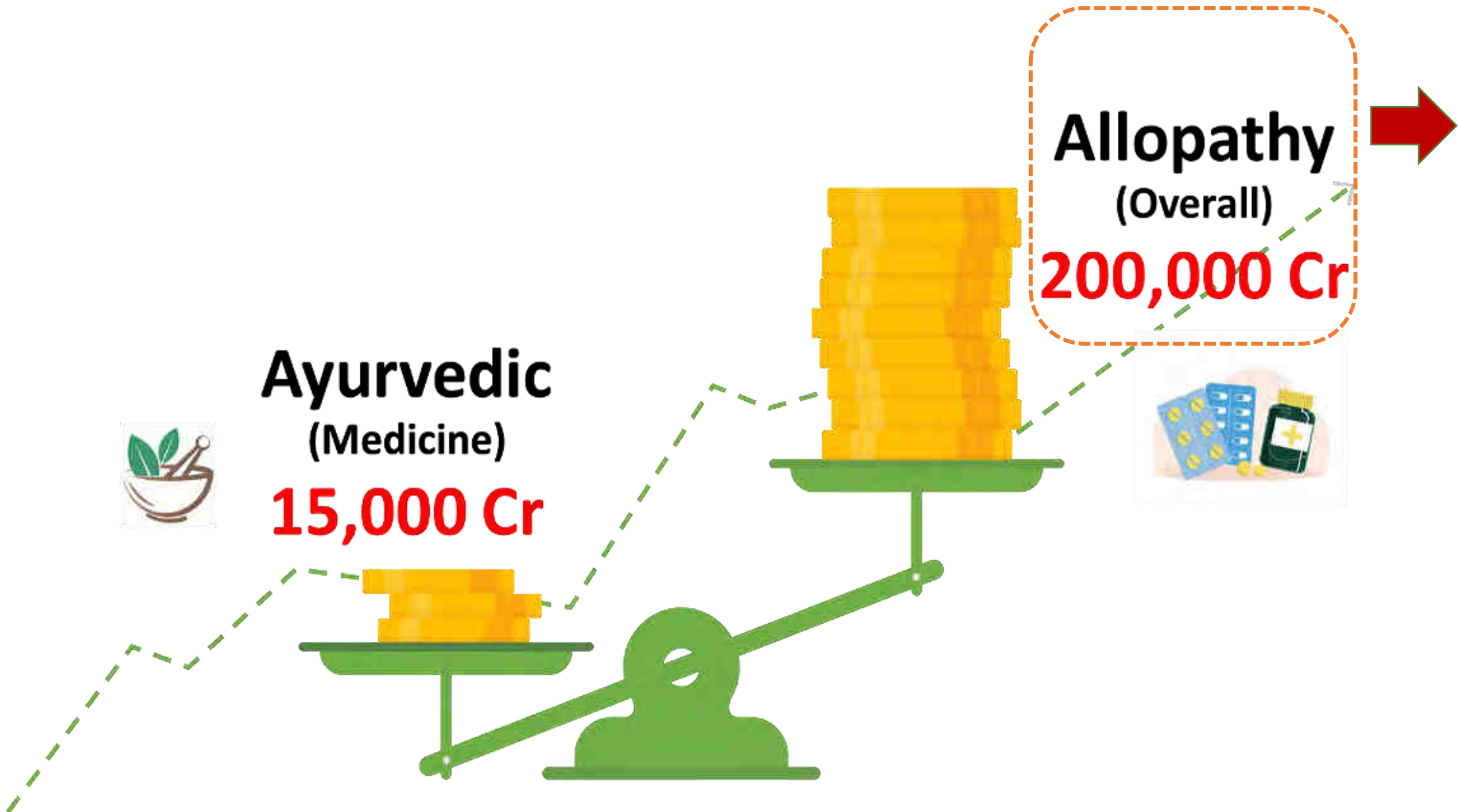


*Premium Teas are Teas with MRP 500 Rs+/Kg,
Health Benefits to be backed by clinical study

Growth Accelerators



Spearheading Complimentary Medical Approach



| MAT Rank | Therapy | Existing Dabur Therapeutics Portfolio |
|----------|------------------------------|---|
| | IPM | |
| 1 | CARDIAC | Lipistat |
| 2 | ANTI-INFECTIVES | Ring Ring |
| 3 | GASTRO INTESTINAL | Nature Care, Antacid, Pilochek, Laxirid, Gastrina |
| 4 | ANTI DIABETIC | Glycodab |
| 5 | RESPIRATORY | Broncorid, Ayurvedic Nasal Drops, Alerkof(NPD) |
| 6 | PAIN / ANALGESICS | Rheumatil Range, Sarbyna Strong |
| 7 | VITAMINS/MINERALS/ NUTRIENTS | Ratnaprash, Pure Herbs(9SKU's) |
| 8 | DERMA | Keratex, Fem Pharma |
| 9 | NEURO / CNS | Stresscom |
| 10 | GYNAEC. | Mensta, Nectolac, Caldab |
| 11 | ANTINEOPLAST/IMMUNOMODULATOR | Imudab |
| 12 | UROLOGY | Stondab |
| 13 | ANTIVIRAL | Juri Tap |

Dabur Therapeutics : Reason for Being

Team of well trained professional medical representatives



Enter the 2,00,000 Cr Rx market



Business relations with the large, untapped Healthcare providers



Strong presence in the lucrative Baby care segment



Expand the team into newer therapy segments going forward.



Expanding Dabur Therapeutics | 1. Doctor Coverage



Dermatologists

7,000

Gynaecologists

14,800

Pediatricians

12,200

**MBBS GPs/
Consultants**

16,300

**Ayur
Practitioners
(BAMS)**

22,000

Expanding Dabur Therapeutics | 2. Product Portfolio



Growth Accelerators



Grow Classical Ayurveda portfolio by addressing gaps in current range



Grow Classical portfolio by addressing gaps in current range

Super
speciality Gold
range

Medicated
Oils/ Ghrita/
Capsules



Kadha in
Tablets

Churna in
Tablets



Growth Accelerators

LARGE CATEGORIES

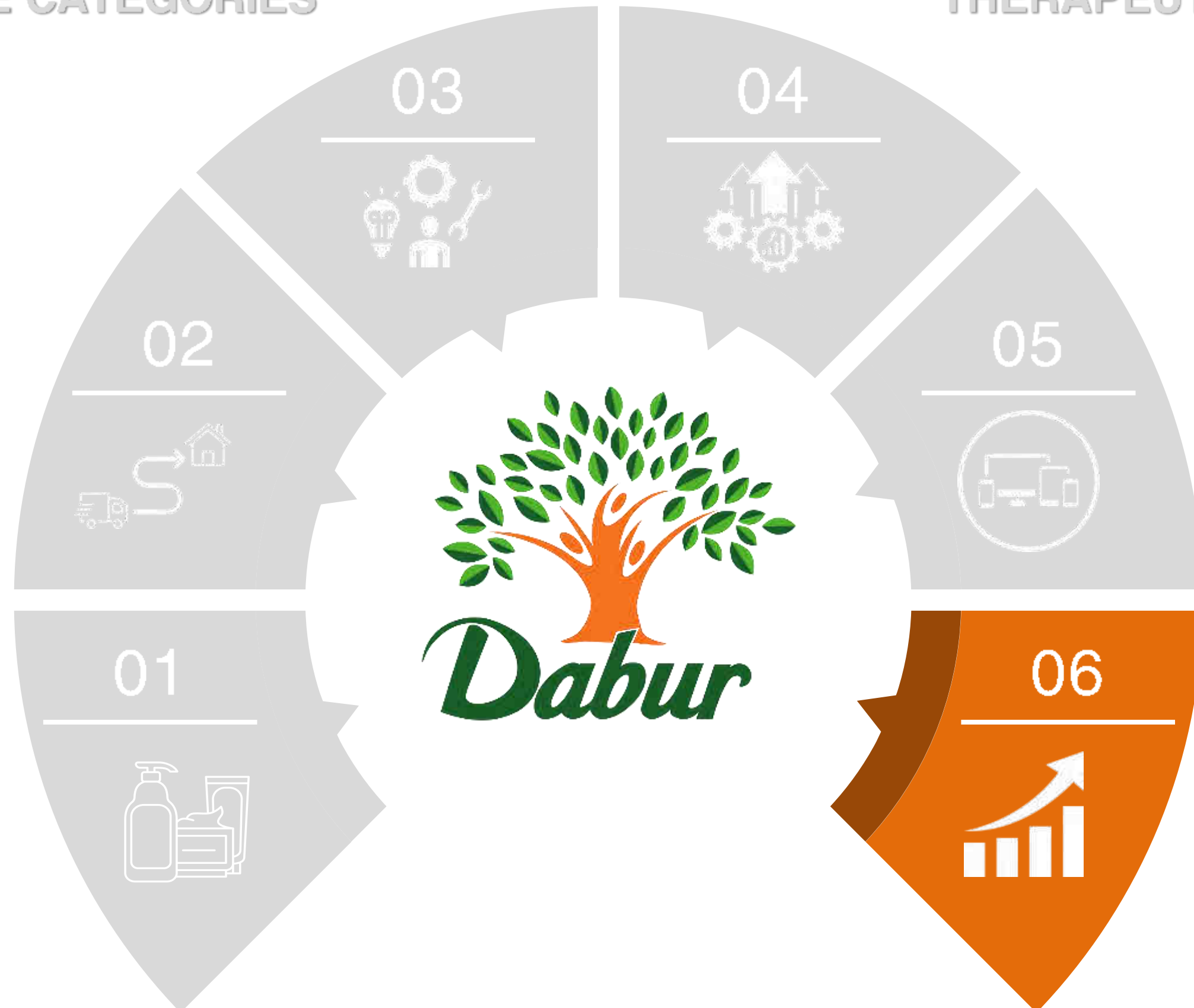
THERAPEUTICS

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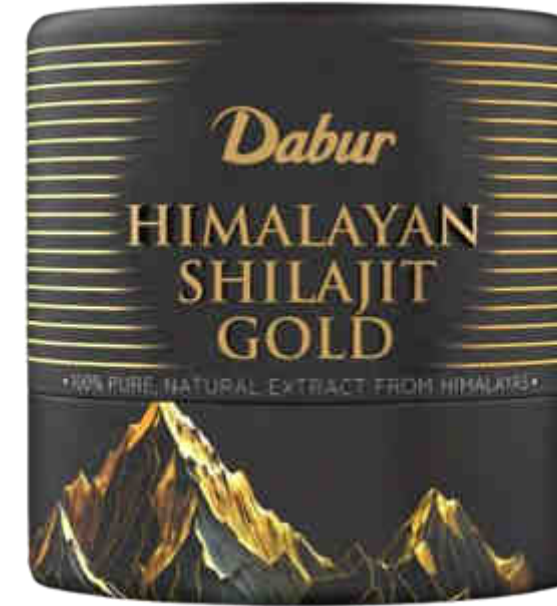
Premiumization | Commanding High MRP & Improved margins



Sundarbans Honey



Organic Honey in Jar



Himalayan Shilajit Gold



Dabur Functional Juices



Pure Herbs



Honitus Lozenges



Branded Ethicals NPD

Journey to 5000 Cr








Chyawanprash



Dabur
Honey

 **sonu sood**  @SonuSood. Aug 01


For my fitness regime, have decided to switch from sugar to honey in my diet. But how to be sure about purity of #honey that we consume?





लाल
तैल



 Dabur India Limited
Healthcare

Thank You





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Raghav Agarwal

CEO - International Business



HPC

Capital Markets Day 2023



Megatrends Shaping consumption in India



Significant growth expected via Premiumisation

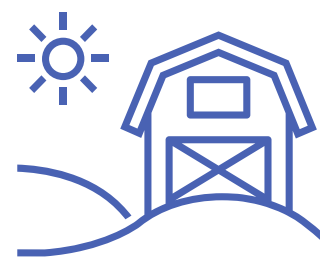
Premiumization to drive growth in urban

Companies set to get 15-25% share from "premium" in select categories



Health/wellness & Naturals play

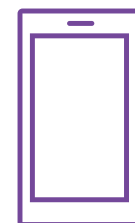
55-60% consumers actively spend on healthy food, services and trust in the 'naturals' platform



Rising tier 2-4 cities shaping consumption

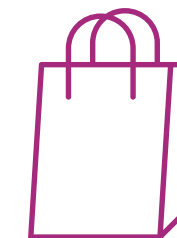
Tier 2-4 to outgrow metros by 25%

Surging share of elite/affluent



Digitally influenced consumption to impact -80% of spend

Digital expected to drive overall retail spending with 15%+ from e-commerce by 2030



The 'willing to try' shopper

1.5x share gain by small niche players in last 5 years



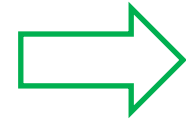
Rise of beauty: Women (& Men)

Consumers increasingly going for solutions customized for their requirement, instead of generic

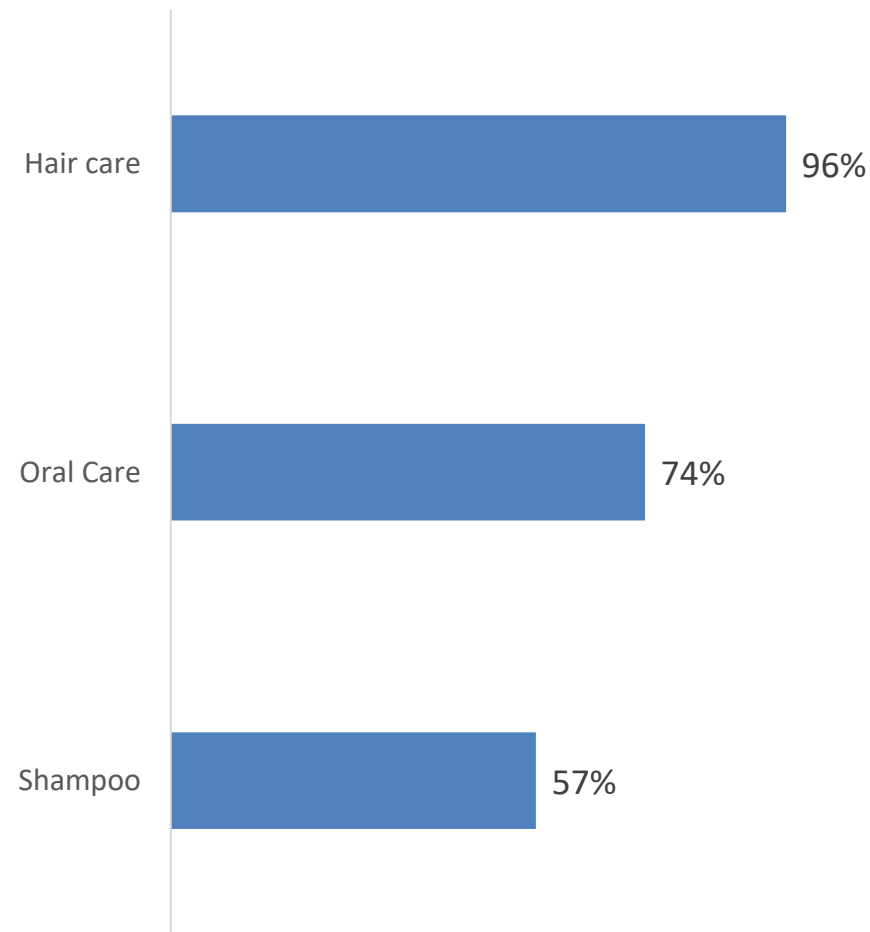
Greater adoption in women (& men)

HPC poised well to capture the Ayurveda/Natural trend

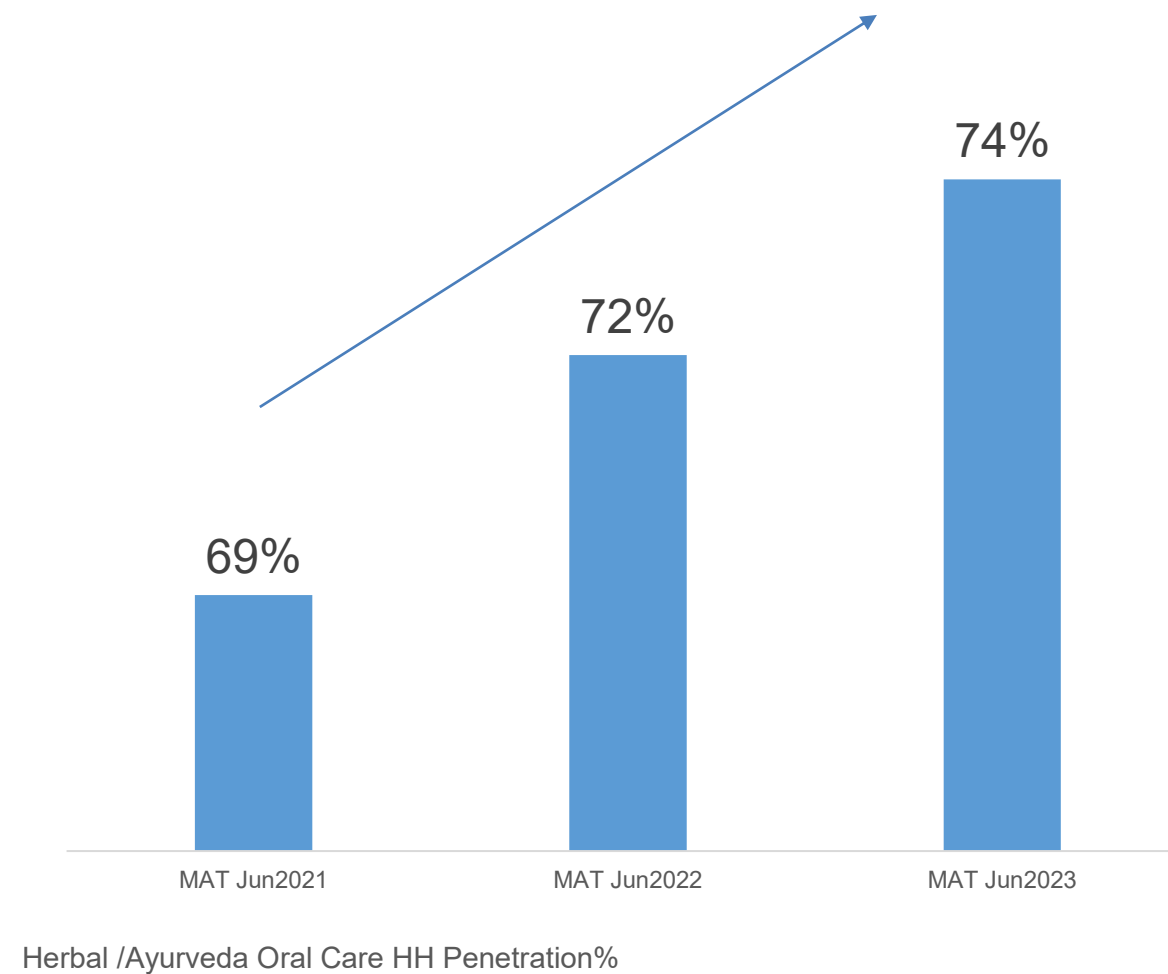
% of Urban Households that actively seek Natural Products is growing



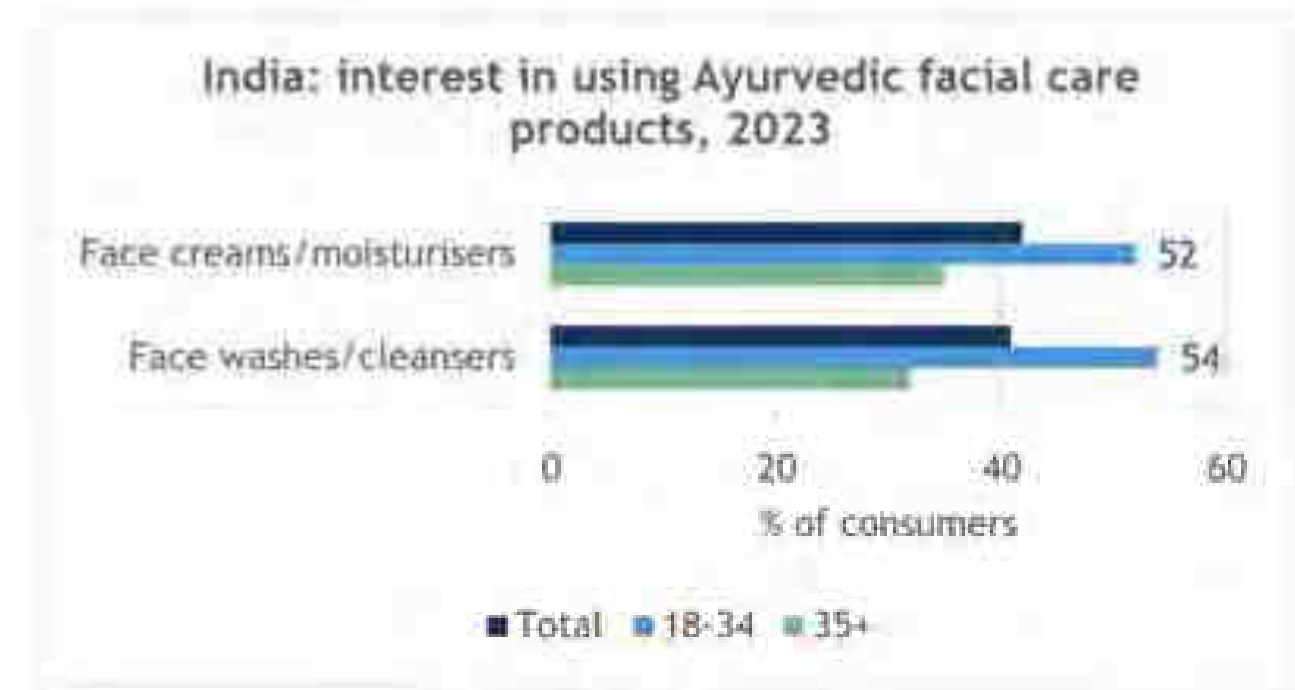
✓ High intent & usage of Ayurveda/Natural products across HPC categories



✓ Consistent gains seen in penetration of Ayurveda / Natural products

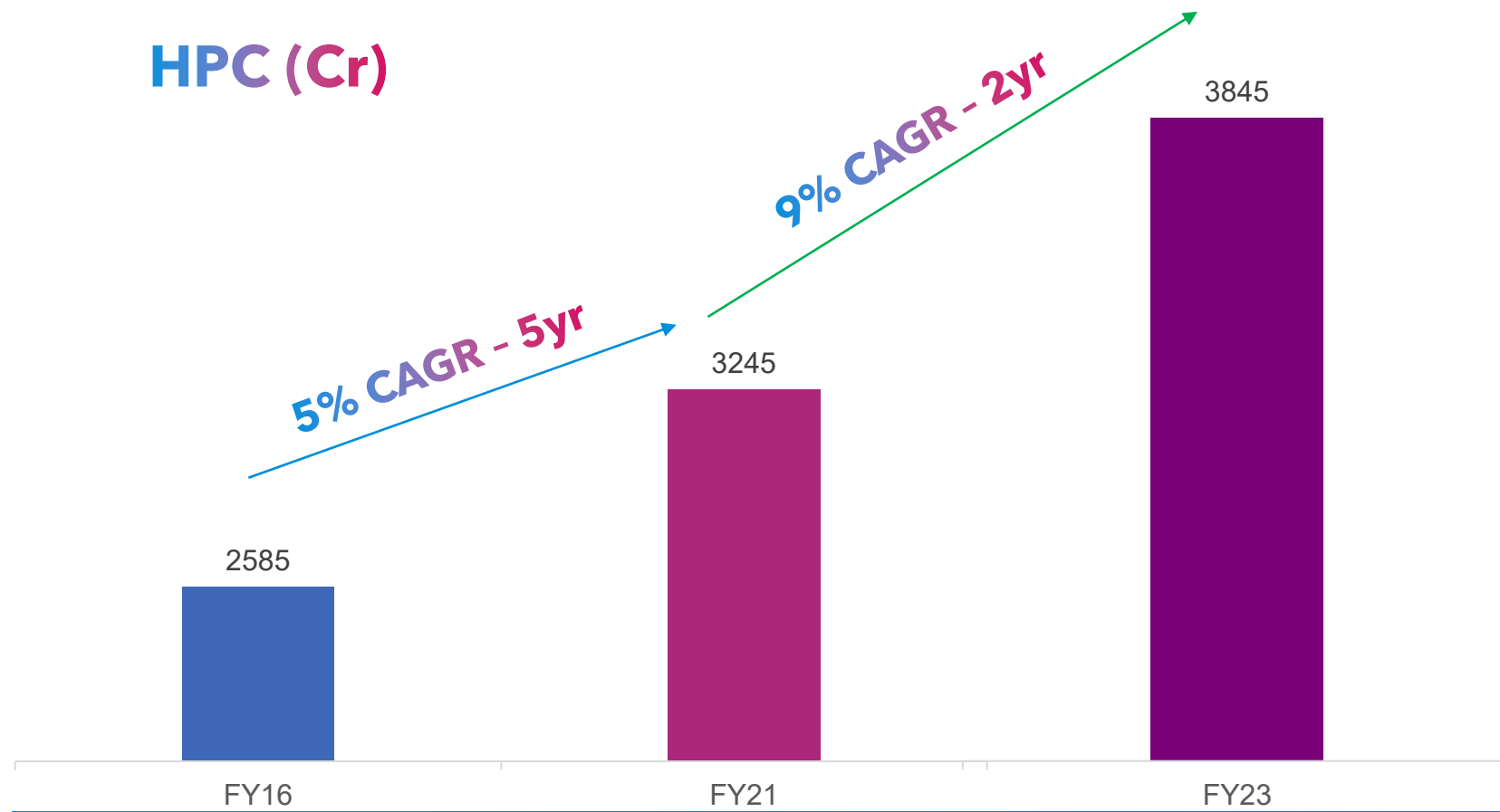


✓ Ayurveda/ Natural intent high indexation seen with younger audience forming the next source of growth



HPC Overview - Accelerating growth over the years

HPC (Cr)



9%
CAGR over
2 years

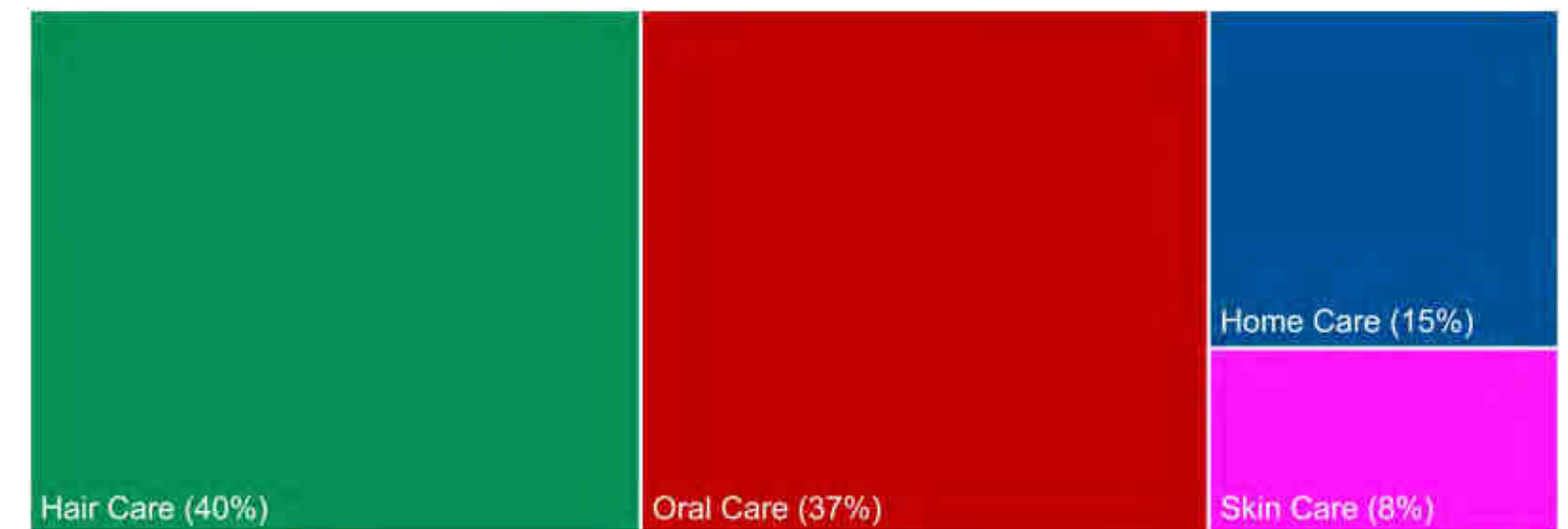
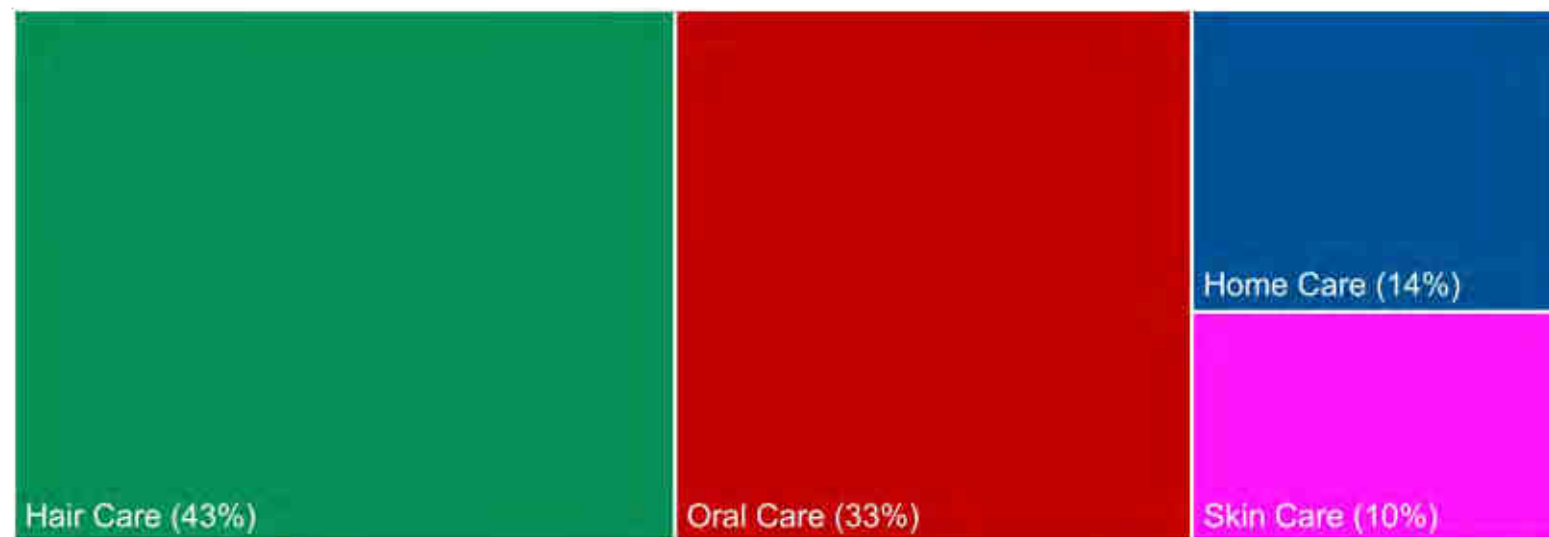


50%
Contribution
to Dabur

FY'19

Mix moving towards
Homecare and Oral Care

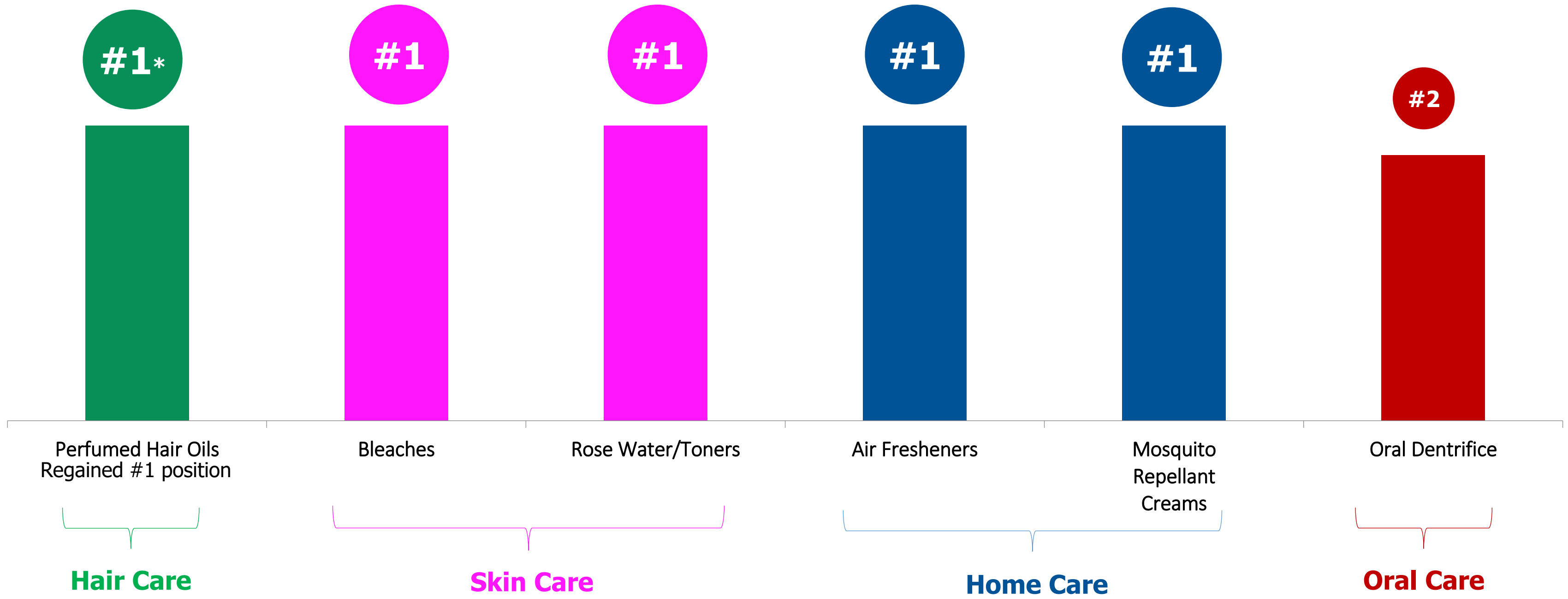
FY'23



Market Leadership across Categories

Leading position in key categories (Hair, Oral, Skin and Home Care)

#Relative Competitive Position



Perfumed Hair Oils
Regained #1 position

Bleaches

Rose Water/Toners

Air Fresheners

Mosquito
Repellent
Creams

Oral Dentrifice

Hair Care

Skin Care

Home Care

Oral Care

* Ranked 2 in Overall hair Oils

Source: Nielsen

HPC - A Powerhouse of Mega Brands



2 Brands
>1000 Cr*
(Dabur Red, Dabur Amla portfolio)

2 Brands
> 500 Cr*
(Odonil, Vatika)

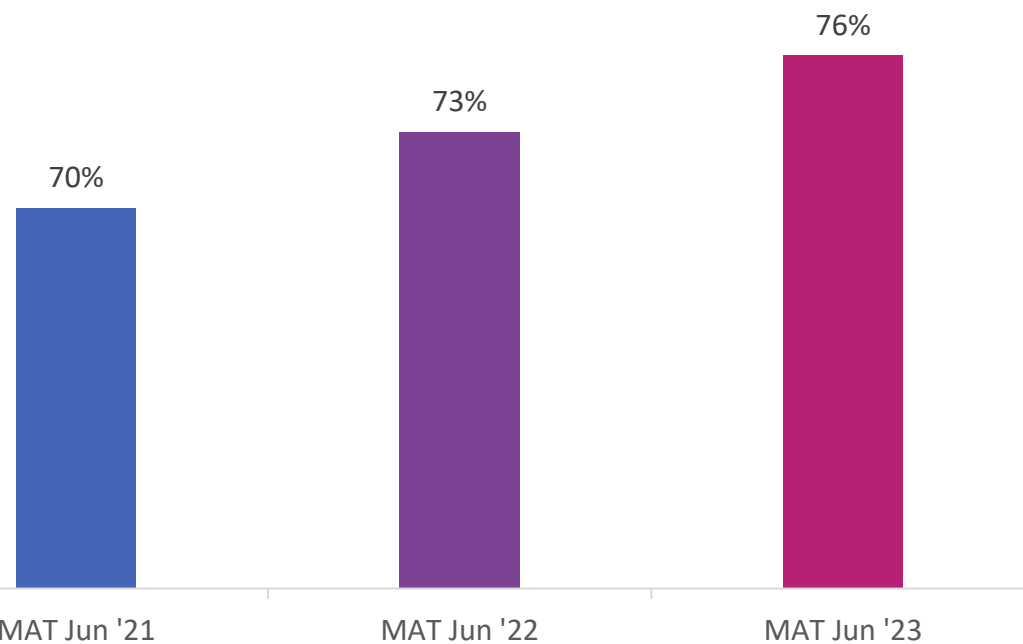
14 Brands
>100 Cr*

**As per MRP Value*

HPC having a strong Consumer hold and Customer penetration

Increasing Penetration

Dabur HPC serving
3 out of 4
Households



Source: Nielsen | Kantar

High Distribution Strength

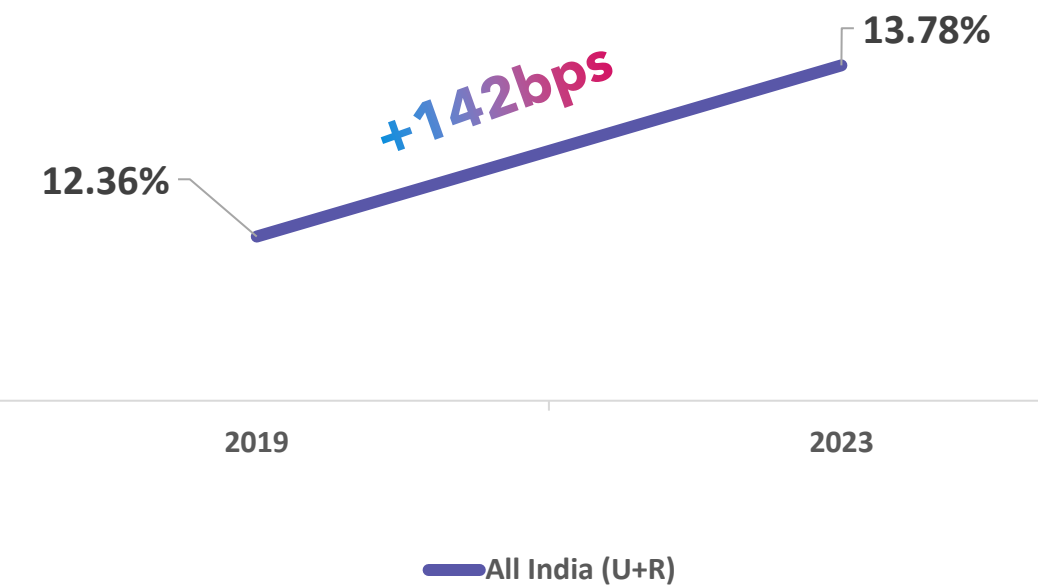


Dabur HPC reaching
7 out of 10
Outlets




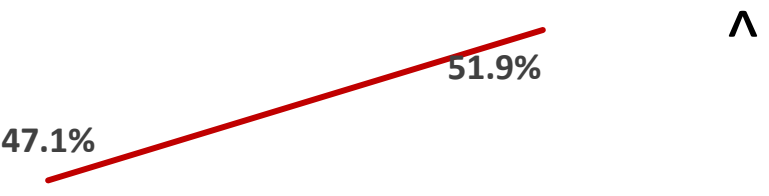

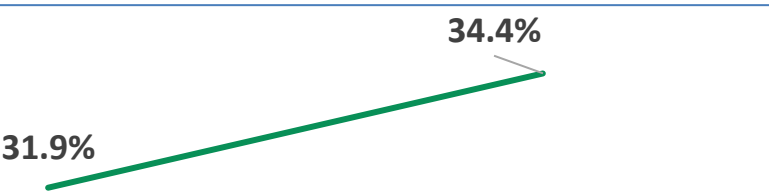



Dabur HPC present in
95%
Modern Trade Outlets

Share Gains for HPC across Urban as well as Rural



| MS VOL | 2019 | 2023 |
|-----------------|-------|-------|
| All India Urban | 11.9% | 13.3% |
| All India Rural | 13.0% | 14.4% |

Winning across key categories

| | MS% Vol* | Gains over '19 | Distribution Gains (O/L added over '19) | Penetration Gains# |
|---------------------------|---|-------------------|--|--|
| Toothpastes |  16.5 | +137 bps | +8.5 Lakhs |  47.1% → 51.9% [^] |
| Hair Oils |  16.1 | +167 bps | +4.0 Lakhs |  31.9% → 34.4% |
| Shampoos |  7.2 | +207 bps | + 3.5 Lakhs | MAT Dec'19 MAT Jun'23 |
| Mosquito Repellent Creams |  62.0 | +350 bps | + 14.3K | |
| Air Fresheners |  41.5 | +40 bps | + 1.8 Lakhs | |

*MAT Jun'23 Vol MS% from Nielsen
Penetration Gains from Kantar IMRB

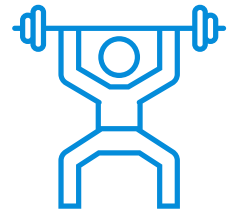
[^] Toothpaste represents Toothpaste + Toothpowder

HPC Highlights

- Dabur becomes the **No. 2** Player in **Oral Dentrifice**
- Every **2nd** Household in India now uses **Dabur Oral Care**
- Dabur Hair Oils achieves **Highest Ever Volume Market Share**
- Vatika joins the **500cr Club**
- Vatika Shampoos achieves **Highest Ever Vol and Val Market Share**
- Gulabari joins the **200cr Club** and strengthens its **No. 1** position in **Rose Water**
- Dabur Bleaches strengthens its **No 1** position with **Newer Offerings**
- Odonil joins the **500cr Club**
- Odomos and Odonil continue to hold **No. 1** position in their categories



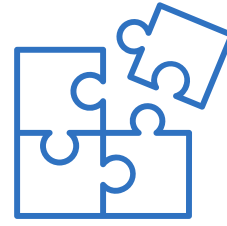
Key Growth Pillars



1

Strengthen the Core

Differentiate and grow ahead of competition in the core categories



2

Innovation of Power Brands

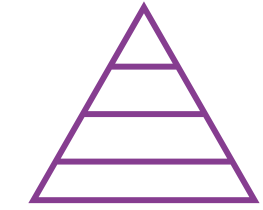
Increasing the addressable market across our portfolio



3

Execution Excellence

Improving efficiency to improve coverage and assortment



4

RISE (Regional Insights for Speedy Execution)

Implementing a Segmented Portfolio Strategy

Building Purposeful Brands

Ensuring a Future-fit Portfolio

1. Strengthen the Core: Clutter-Breaking Celeb Associations to drive Brand Love

POWER BRANDS. CELEBRITIES.



1. Strengthen the Core: Raising the Bar on Product Efficacy and Superiority

Dabur Red:
3X Better
Gum care,
Plaque,
Stain-
removal



Dabur Amla:
2X
Stronger
Hair, Deep
Penetration



Dabur Vatika:
90%
Hairfall
Reduction
in 4 weeks



*All Claims subject to clinical study

1. Strengthen the Core: Raising the Bar on Product Efficacy and Superiority

Dabur Vatika
Neelibhringa21:
Grows new
hair in 2
Months



Dabur Gulabari:
8 Hr skin
Hydration



Odomos:
99.99%
Protection
from
Dengue



*All Claims subject to clinical study

1. Strengthen the Core: Packaging Refresh to contemporize and make brands Aspirational



Vatika Enriched Hair Oil



Dabur Amla Hair Oil



Sani Fresh



Red Tooth Paste



Vatika Shampoo

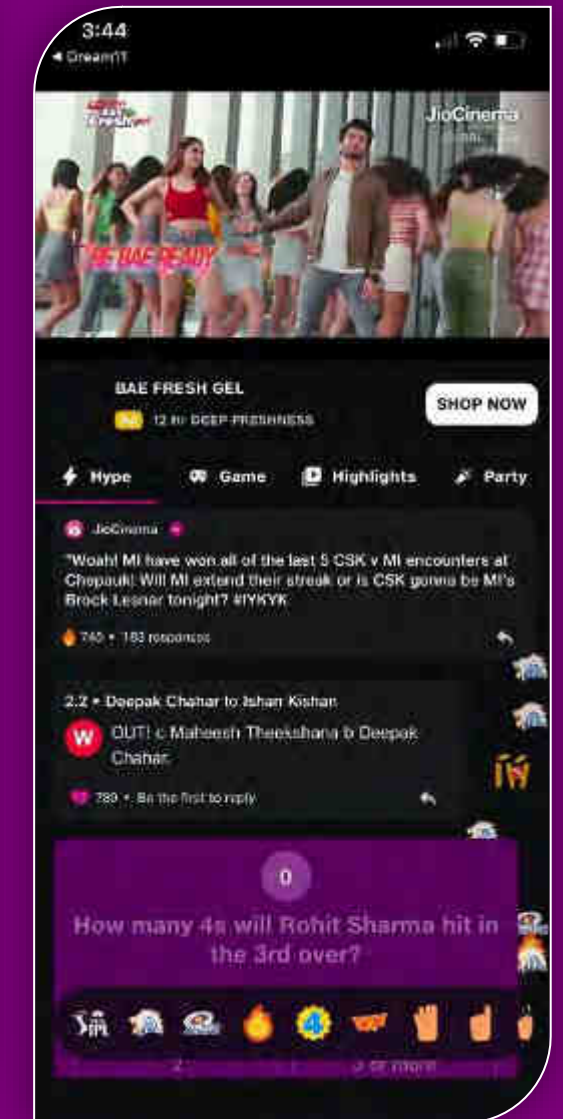
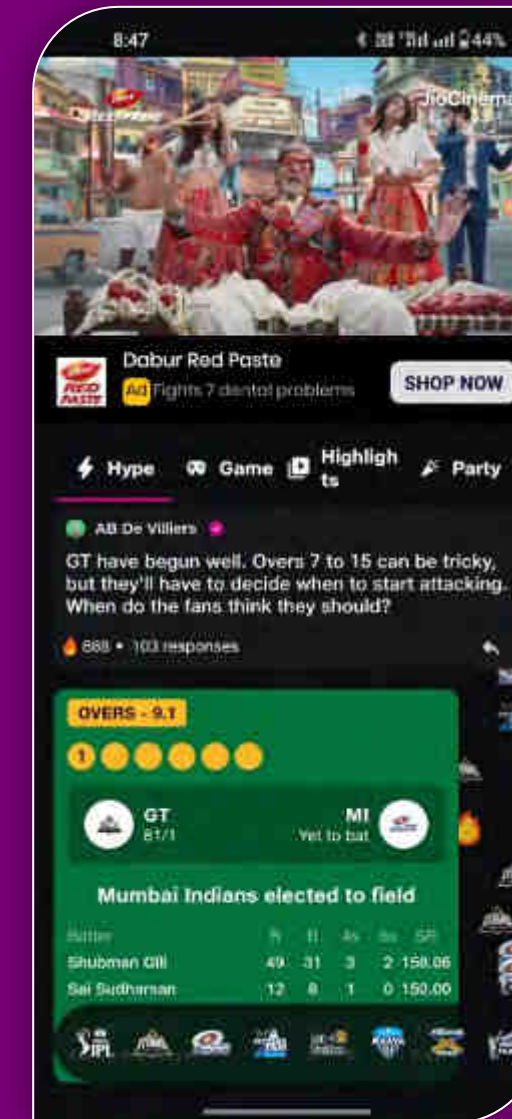


Dabur Gulabari



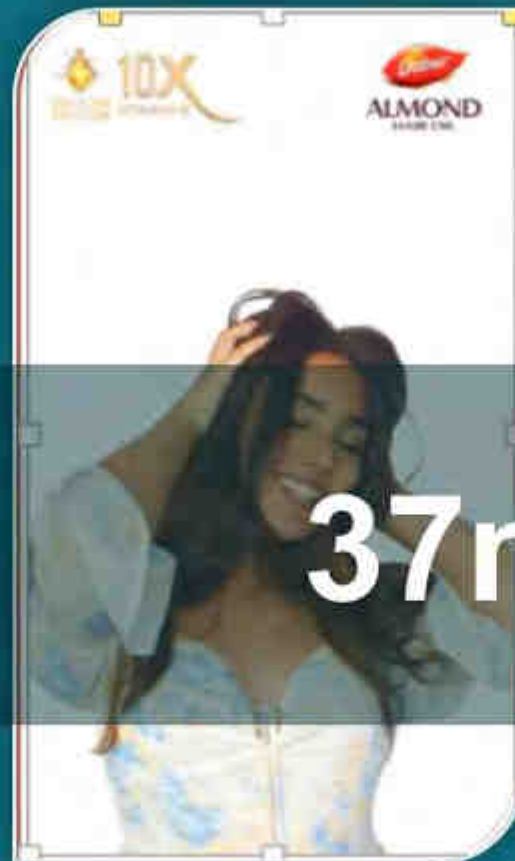
Odonil

1. Strengthen the Core: Innovative Digital campaigns



- #
- 859 Mn Imps
 - 142 Mn Views
 - 26% More Spends on Digital

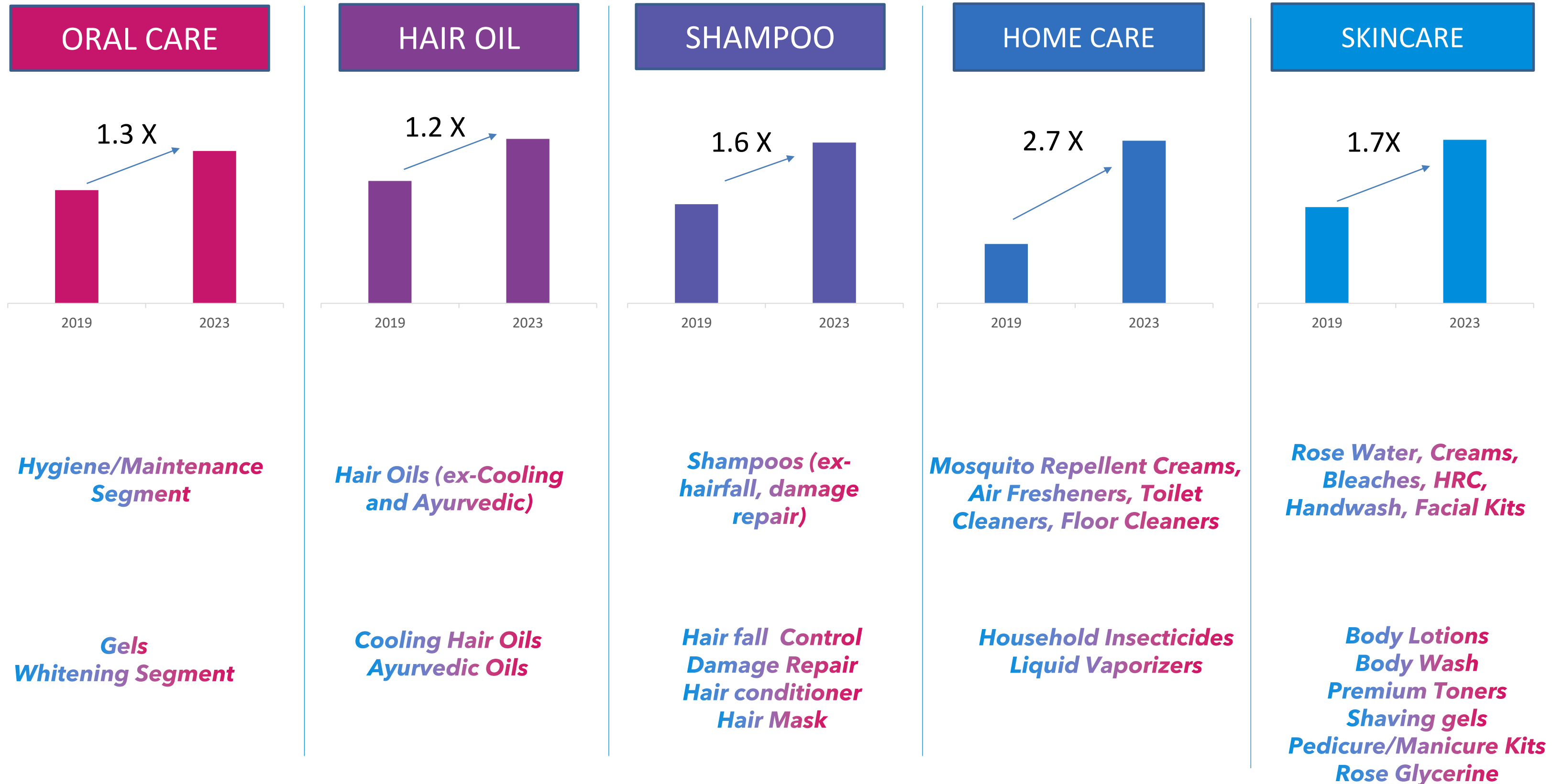
1. Strengthen the Core: Betting Big on Influencers to connect with Gen Z



37mn REACH; 8mn VIEWS

Numbers for Q1FY24

2. Power Brands to Power Platforms: Increase Total Addressable Market



2. Power Brands to Power Platforms



Red Bae Fresh Gel

Red Pulling Oil

Red Tooth Powder

Lal Dant Manjan



Sarson Amla

Badam Amla

Brahmi Amla

Amla Aloe Vera

Amla Kids



Premium Shampoo Range

Neelibhringa21 Hair Oil

Twin Sachets

International Range

2. Power Brands to Power Platforms

Gulabari →



Odonil →



2. Getting into new, adjacent categories

Gel Toothpastes



Liquid Vaporizer



Cooling Oil



Body Lotion

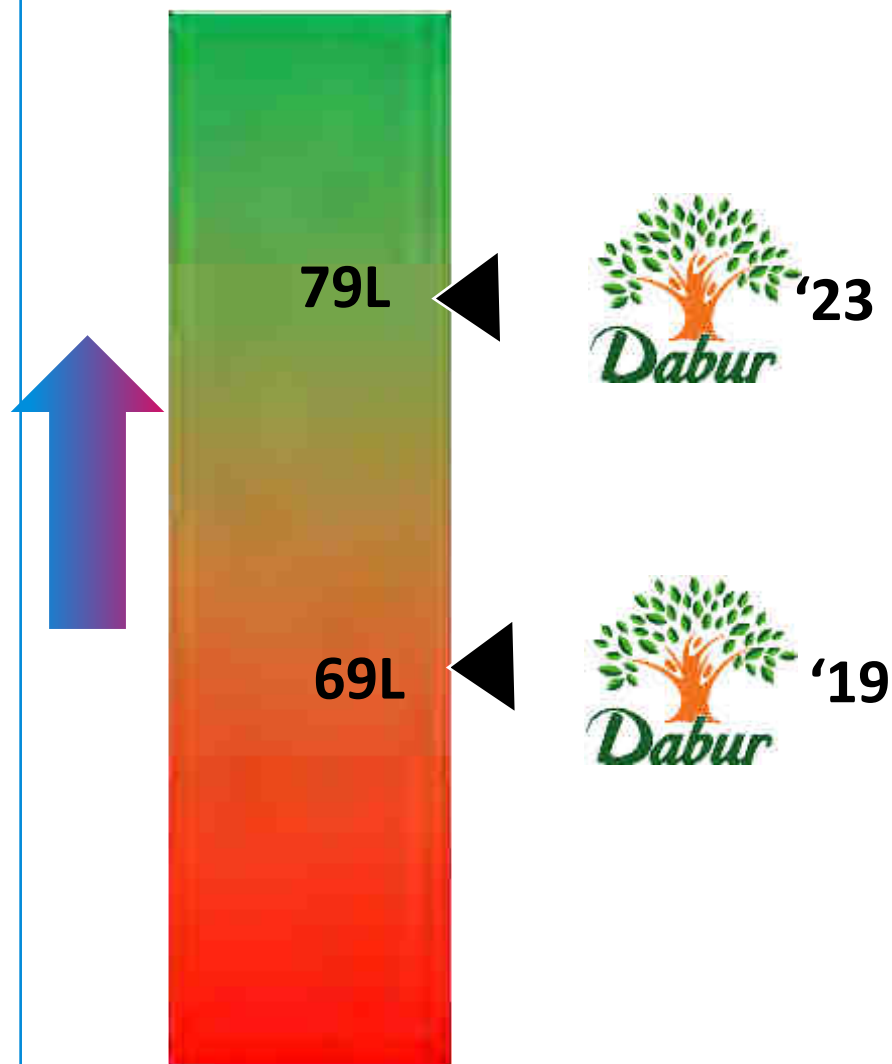


3. Execution Excellence: Continued to expand distribution infra and improve efficiency



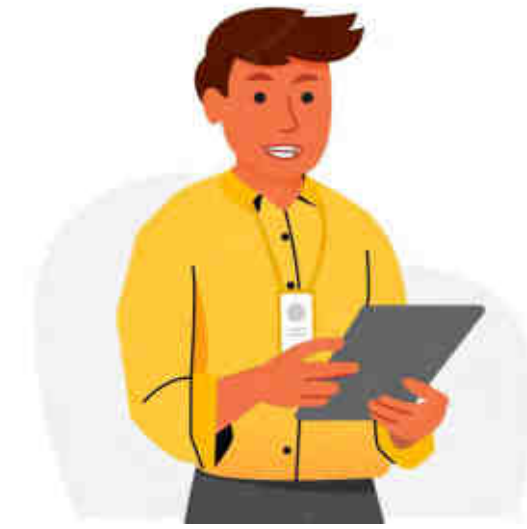
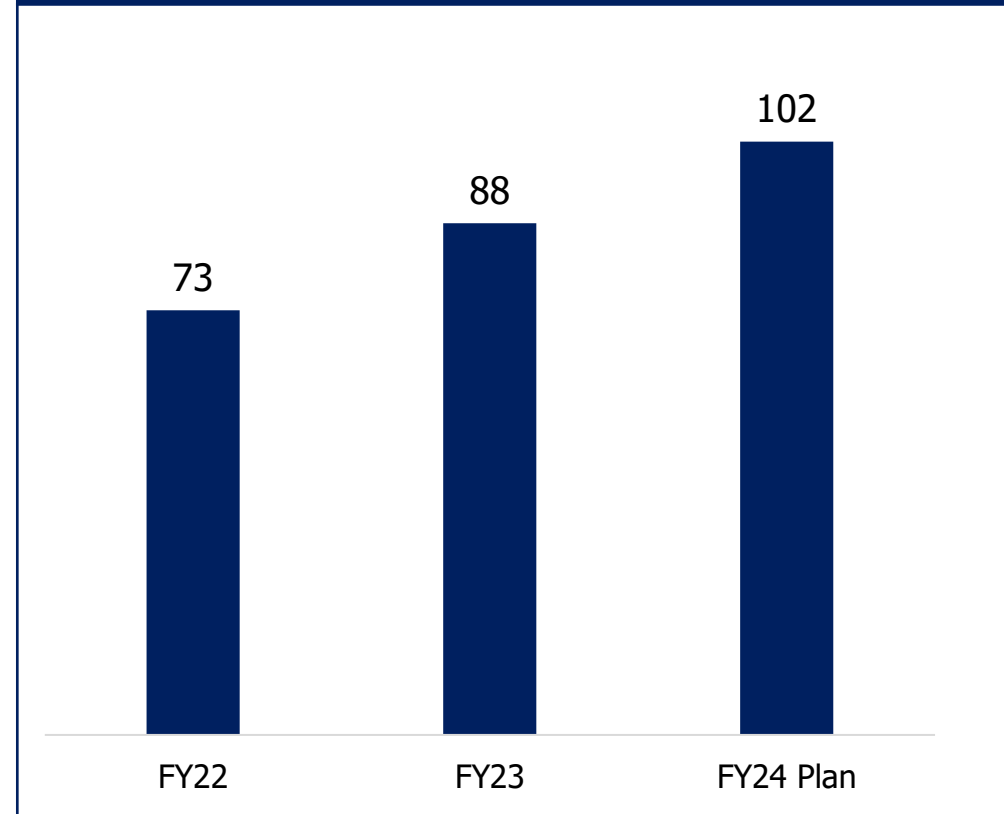
Coverage Expansion

FMCG Universe: 1.14 Cr



Efficiency Improvement

EDGE Score up by 15 points**



Data Enabled with AI to simplify tasks of Last-mile Salesman

METRO

(> 25 SKU)

URBAN

(> 20 SKU)

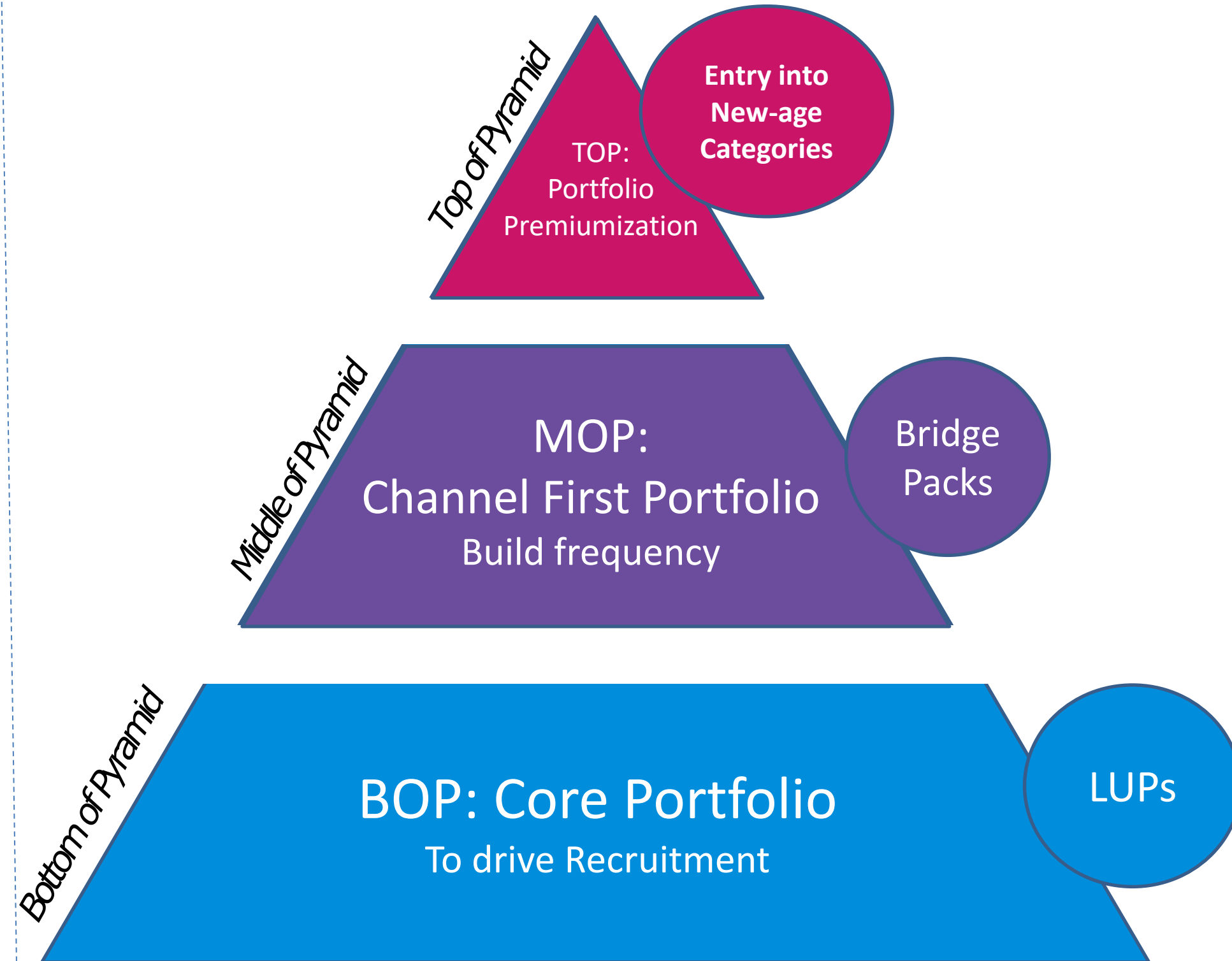
RURAL

(> 15 SKU)

4. RISE: Regional Insights for Speedy Execution

Regional Comms: #VOCAL for LOCAL

Segmented Portfolio Strategy



SEGMENTED PORTFOLIO STRATEGY (TOP): Premiumization: Entering into new categories

Oral Care



Pulling Oil



Tooth Powder

Hair Care



Ayurvedic Hair Oil



Colling Hair Oil



Hair Spray

Skin Care



Day Cream



Charcoal Bleaches



Vit C Toner



Organic Rose Water

Home Care



Crème Based Dishwash Cleaner



Odonil gel Pocket



Automatic Diffuser






LVP

SEGMENTED PORTFOLIO STRATEGY (MOP): Differentiated Portfolio/Packs by Channels

Oral Care

| TRADITIONAL TRADE | MODERN TRADE | E-COMMERCE |
|---|--|---|
|  <p>10g, 20g (LUPs)</p>  <p>100g & 200g</p> |  <p>FAMILY SAVER PACK Save ₹25/- 300g, 400g & 500g</p>  <p>FREE BAMBOO TOOTHBRUSH ACTIVATED CHARCOAL Digital First</p> |  <p>MEGA SAVER PACK BUY 3 GET 1 FREE 700g & 800g</p> |

Hair Care

| TRADITIONAL TRADE | MODERN TRADE | E-COMMERCE |
|---|--|--|
|  <p>10ml, 20ml (LUPs) 100ml, 180ml (Amla) 100, 175ml (Anmol)</p> |  <p>550ml 1 Ltr</p> |  <p>Digital First</p> |

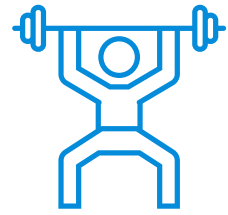
Skin Care

| TRADITIONAL TRADE | MODERN TRADE | E-COMMERCE |
|--|---|--|
|  <p>30ml, 60ml (LUPs) 120ml, 250ml</p>  <p>8g (LUPs) 27g & 40g</p>  |  <p>250ml & 400ml</p>  <p>64g, 126g & 310g</p>  |  <p>Digital First</p> |

Home Care

| TRADITIONAL TRADE | MODERN TRADE | E-COMMERCE |
|--|---|--|
|  <p>40g PO5(N,C,E) 48g PO5(S, W)</p>  <p>50g PO2(MT)</p>  <p>100g PO4(Ecom)</p> |  <p>Singles</p>  <p>Pack of 3</p> |  <p>Digital First</p> |

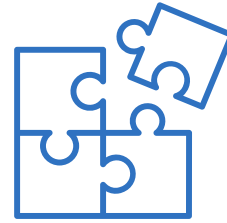
Recap: Key Growth Pillars



1

Strengthen the Core

Differentiate and grow ahead of competition in the core categories



2

Innovation of Power Brands

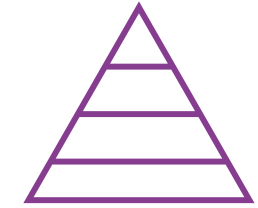
Increasing the addressable market across our portfolio



3

Execution Excellence

Improving efficiency to improve coverage and assortment



4

RISE (Regional Insights for Speedy Execution)

Implementing a Segmented Portfolio Strategy

Building Purposeful Brands

Ensuring a Future-fit Portfolio

Step Up Momentum

- ✓ **Aspire to grow at Double Digit**
- ✓ **Ambition to reach 7000cr in medium term**
- ✓ **Grow ahead of the category to gain MS**
- ✓ **Premiumization to expand Gross Margins**

Thank You!





Capital Markets Day 2023

15 Sep 2023



Agenda and Presentation Team



Mohit Malhotra

Global CEO



Philippe Haydon

ED - Healthcare



Abhishek Jugran

EVP - HPC, F&B and SAARC



Mayank Kumar

VP - F&B



Raghav Agarwal



CEO - International Business





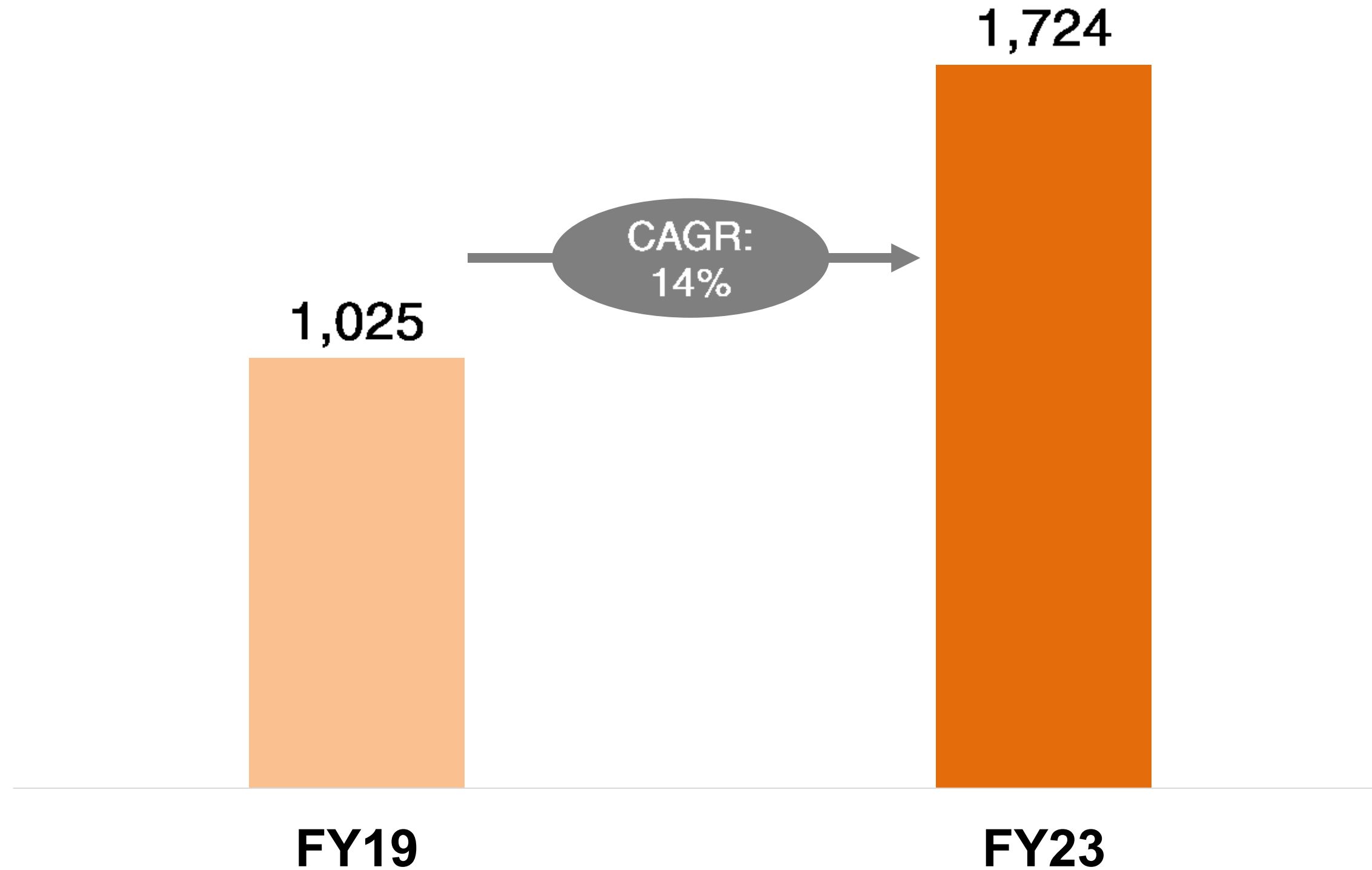
Beverages and Foods

Foods & Beverages Construct

| Category | Key Brand | Brand Promise |
|-----------|---|---------------------------------|
| Beverages |  The logo for 'Real Fruit Power' features the word 'Real' in a large, red, cursive font with a green leaf on top. Below it, 'Fruit Power' is written in a smaller, blue, sans-serif font. The entire logo is enclosed in a blue oval with a white border. | Healthy & Tasty nutrition |
| Foods |  The 'Dabur Hommade' logo is in a red, bubbly font with 'Dabur' in white above it. Below it is the 'Badshah' logo, which consists of the word 'Badshah' in white on a red, rounded, pill-shaped background. | As good as home made |

F&B : 4 years CAGR of 14%

Revenue (INR cr)



4 years CAGR of Beverages @ 14% and Foods @ 16%

Beverages

Revenue (INR cr)

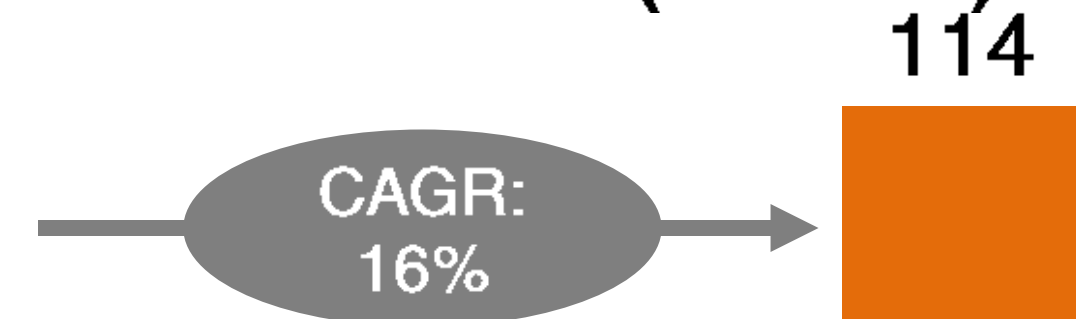


FY19

FY23

Foods

Revenue (INR cr)

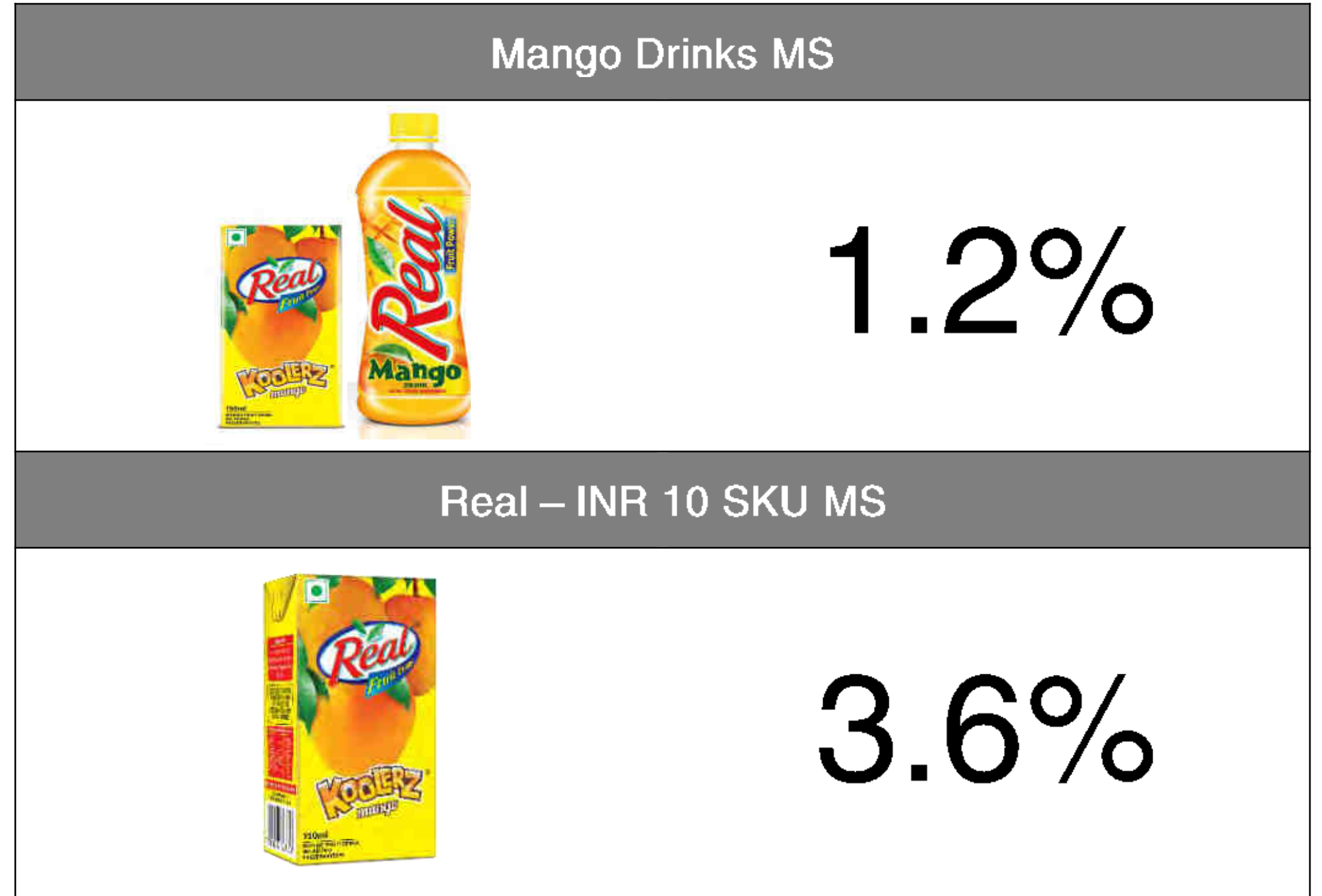
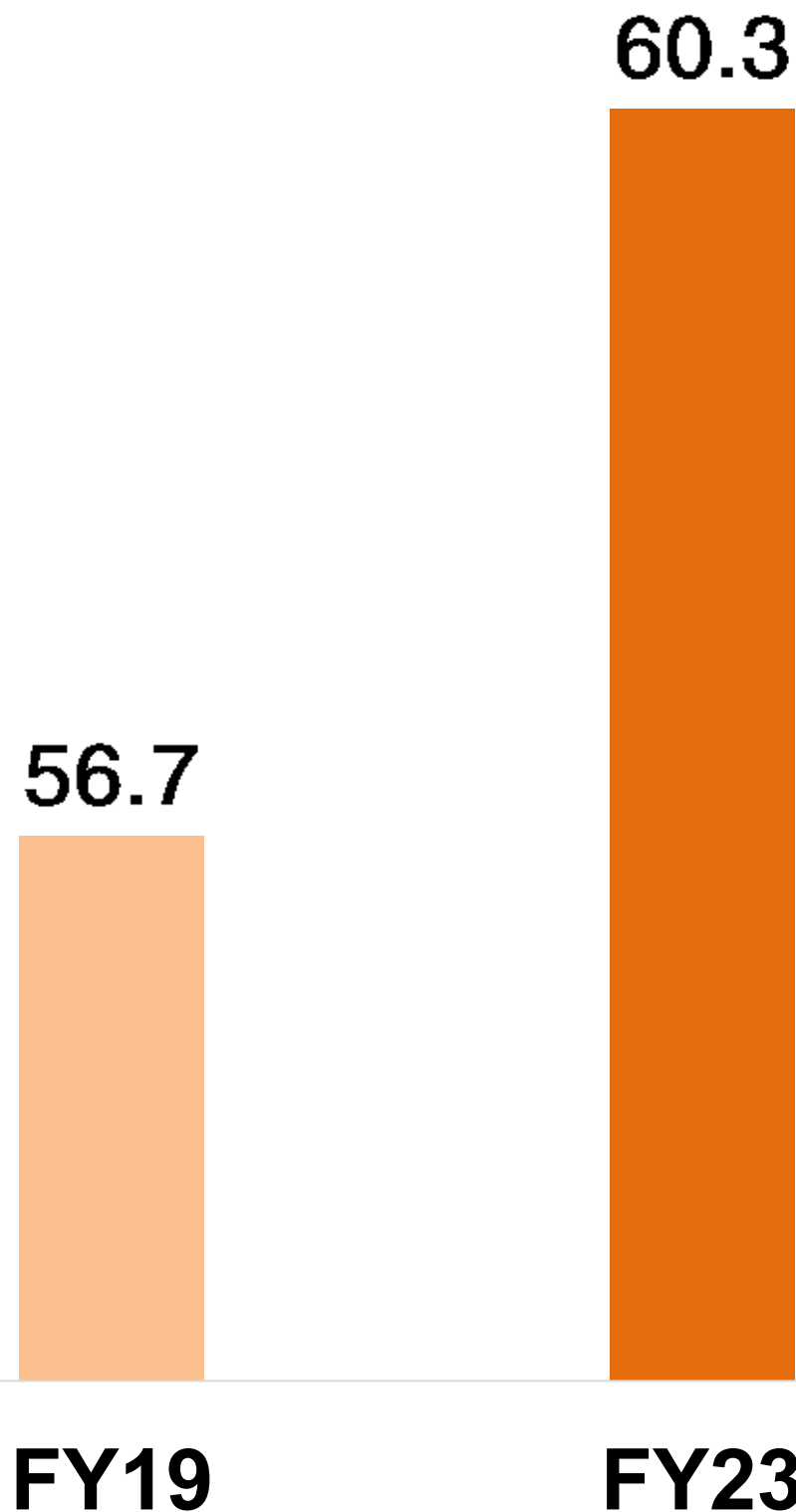


FY19

FY23

Gaining MS to consolidating our No1 Position in J&N, while gaining share in New Categories

J&N MS val gain 360 bps





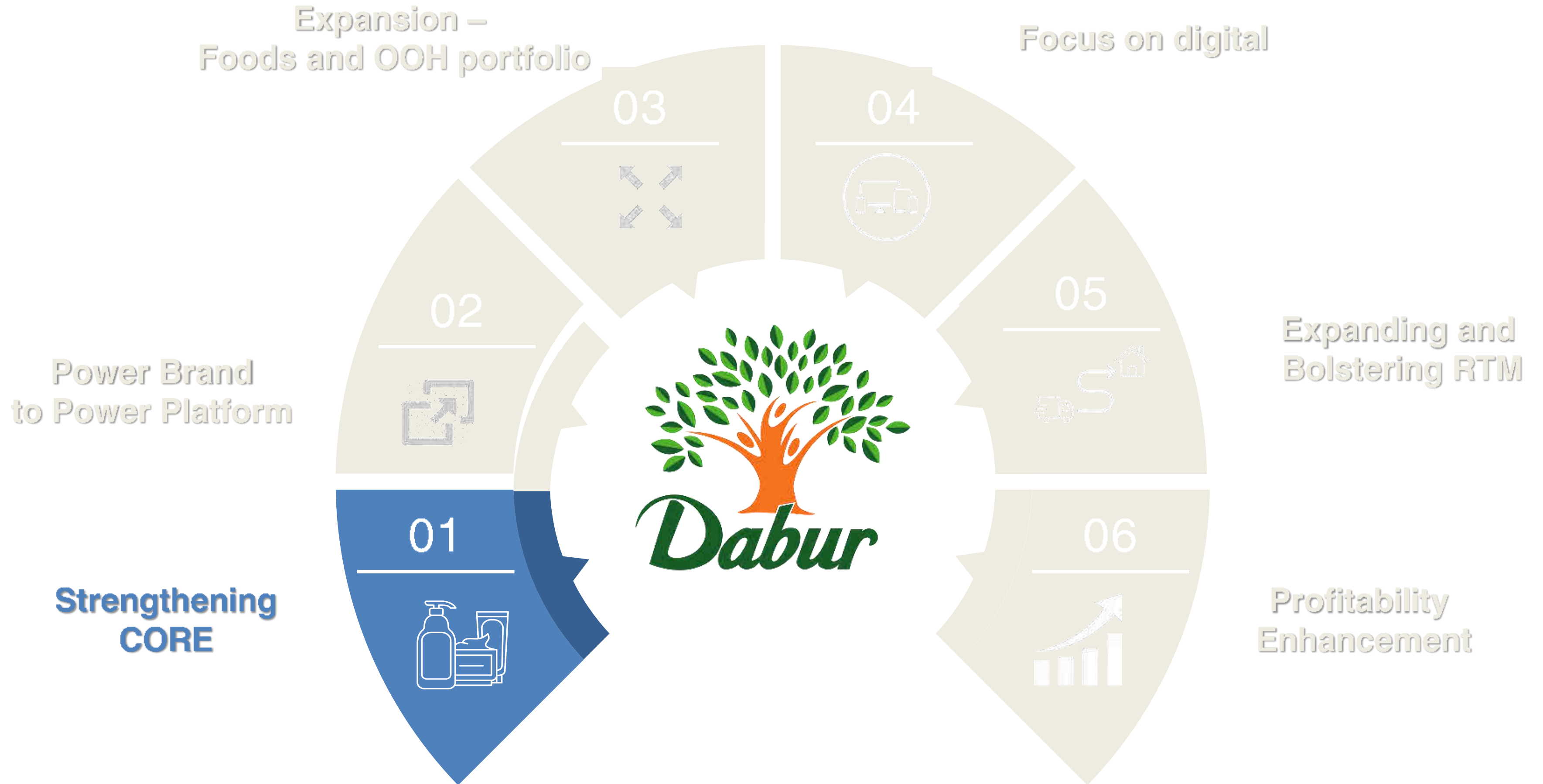
Strategic Pillars



Strategic Pillars



Strategic Pillars



Healthier and Tastier Beverages

1



Strengthening CORE

Healthier and Tastier Products

Persuasive communication

Superior Packaging



Functional Juices



Coconut Water portfolio



With Aloe Power



Rehydrating Beverages



Superfood & Exotic Juices



Masala Range



Soya & Almond Milk

1

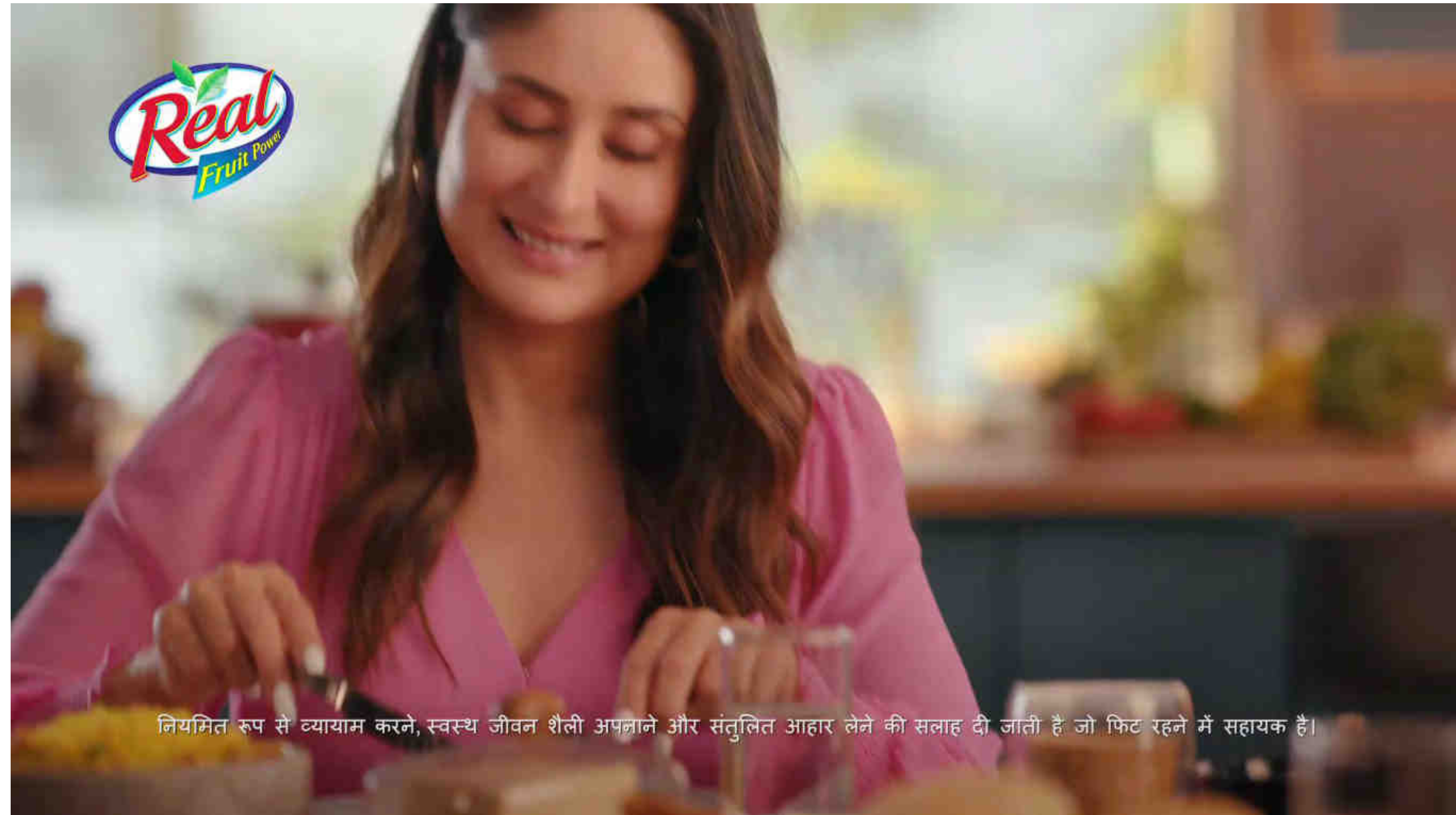


Strengthening CORE

Healthier and Tastier Products

Persuasive communication

Superior Packaging



नियमित रूप से व्यायाम करने, स्वस्थ जीवन शैली अपनाने और संतुलित आहार लेने की सलाह दी जाती है जो फिट रहने में सहायक है।

1

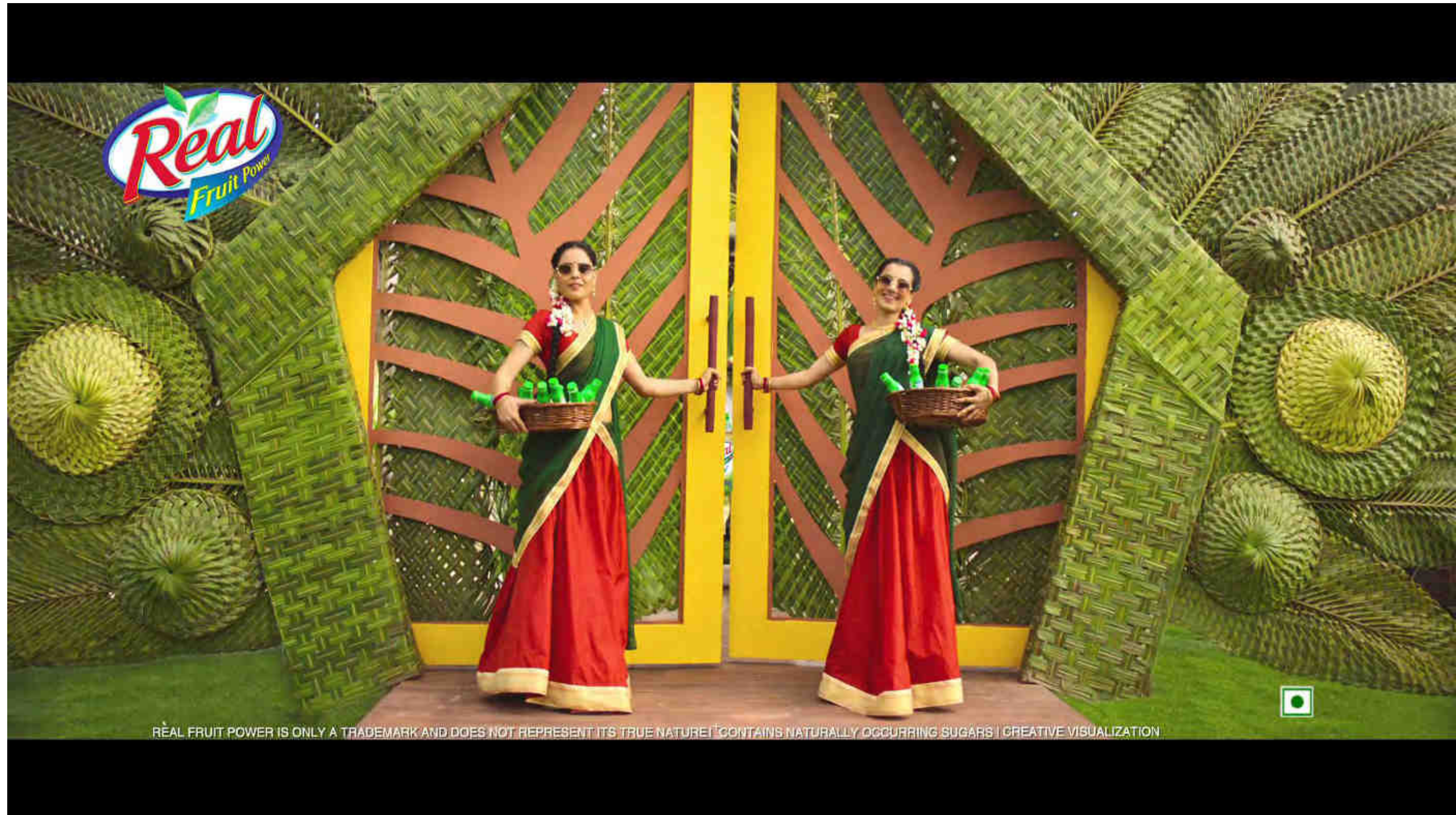


Strengthening CORE

Healthier and Tastier Products

Persuasive communication

Superior Packaging



1

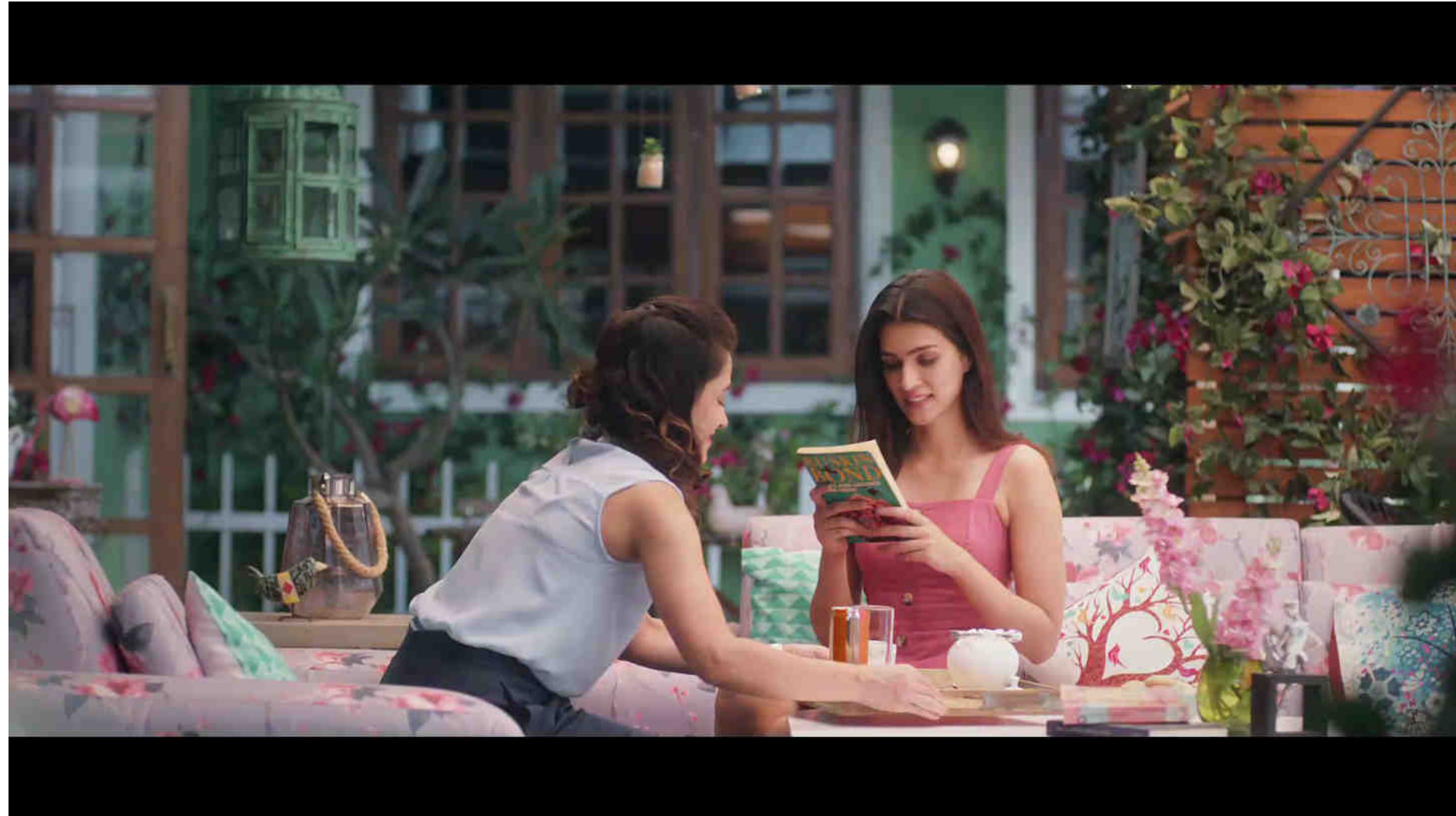


Strengthening CORE

Healthier and Tastier Products

Persuasive communication

Superior Packaging



1



Strengthening CORE

Healthier and Tastier Products

Persuasive communication

Superior Packaging



Superior Packaging

1



Strengthening CORE

Healthier and Tastier Products

Persuasive communication

Superior Packaging



1



Strengthening CORE

Healthier and Tastier Products

Persuasive communication

Superior Packaging



Superior Packaging

Superior Packaging

1



Strengthening CORE

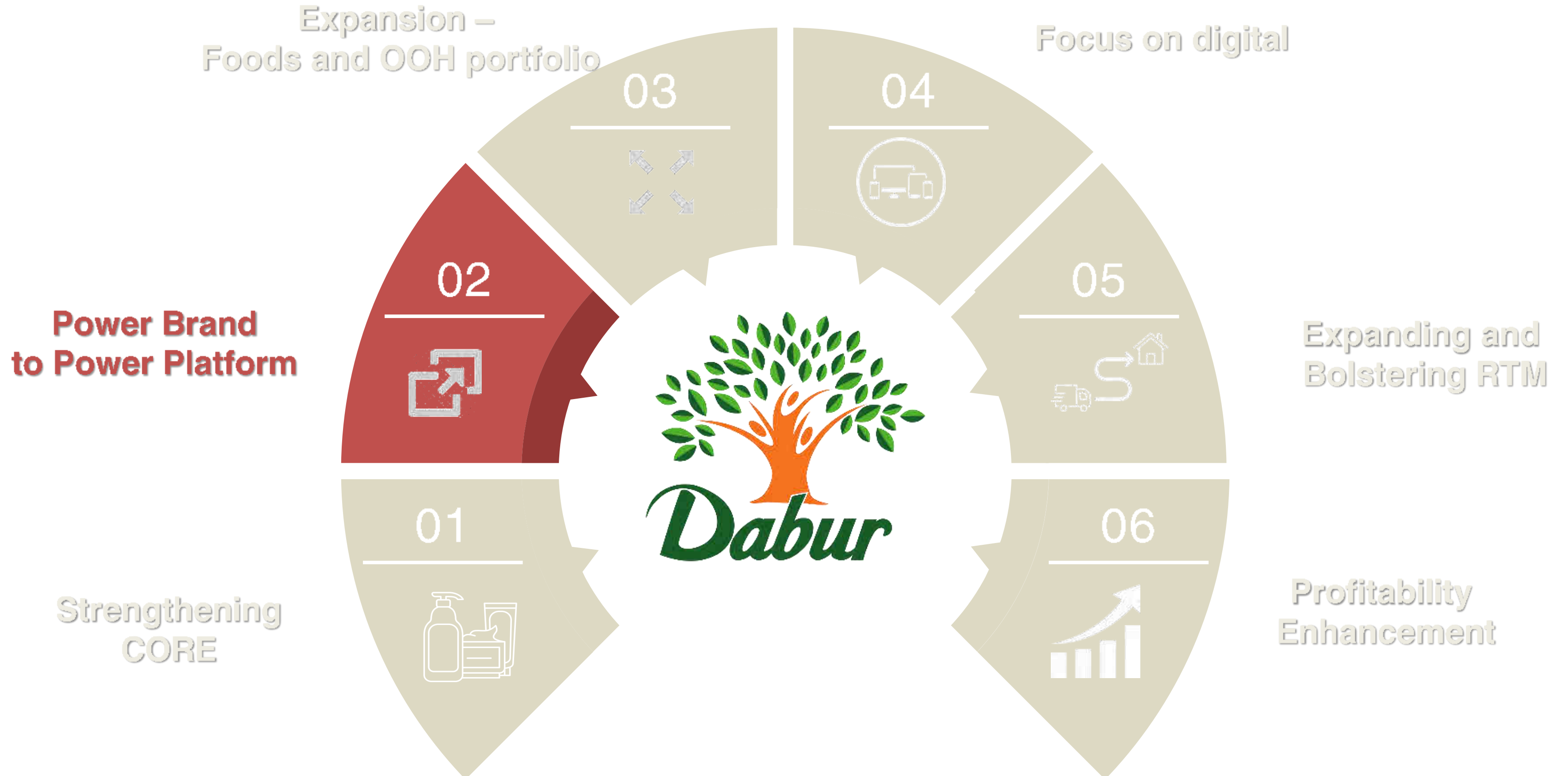
Healthier and Tastier Products

Persuasive communication

Superior Packaging



Strategic Pillars



Transition from Power Brand to Power Platforms | Real



Real Juices – 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

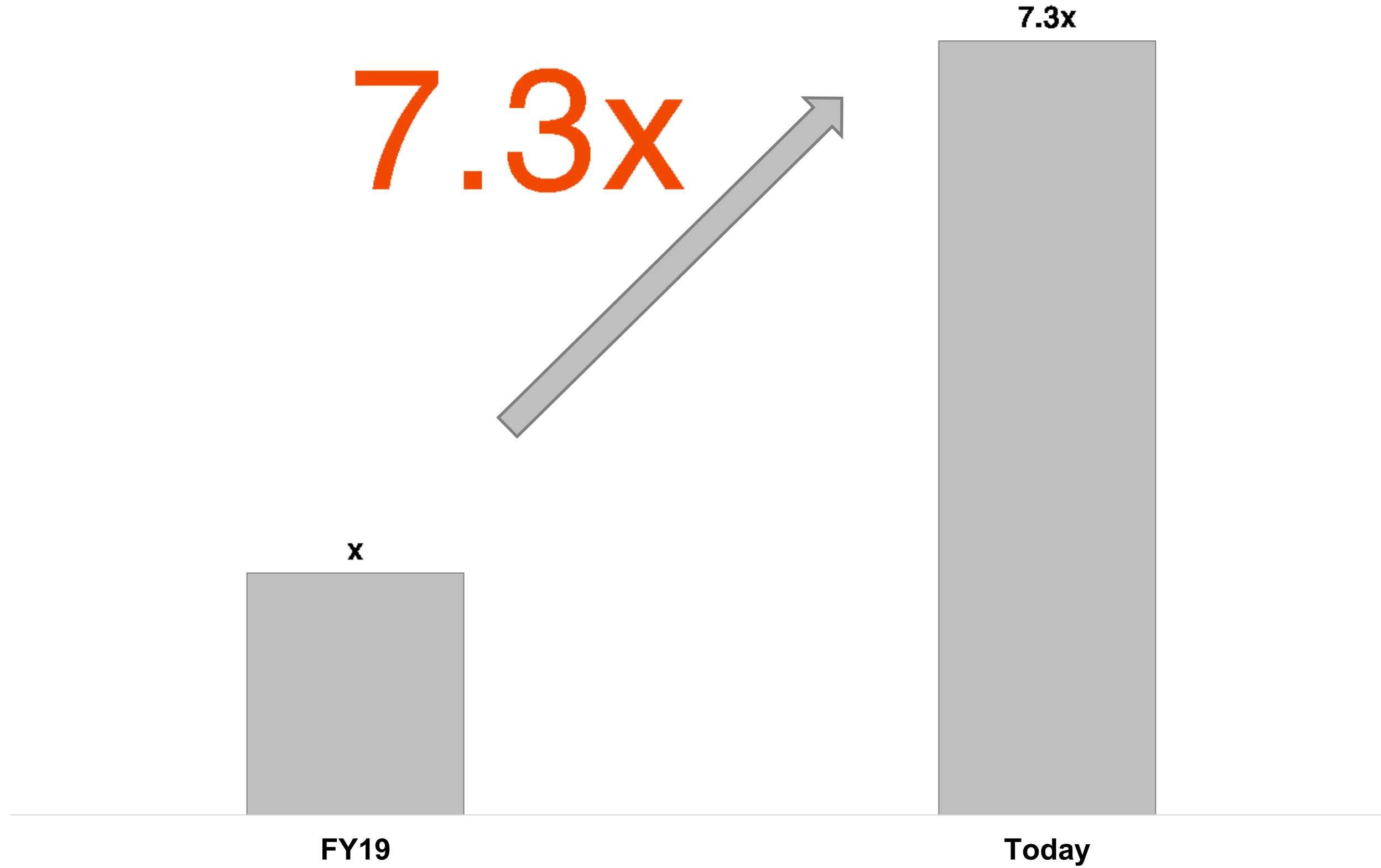


Real Seeds/Superfoods

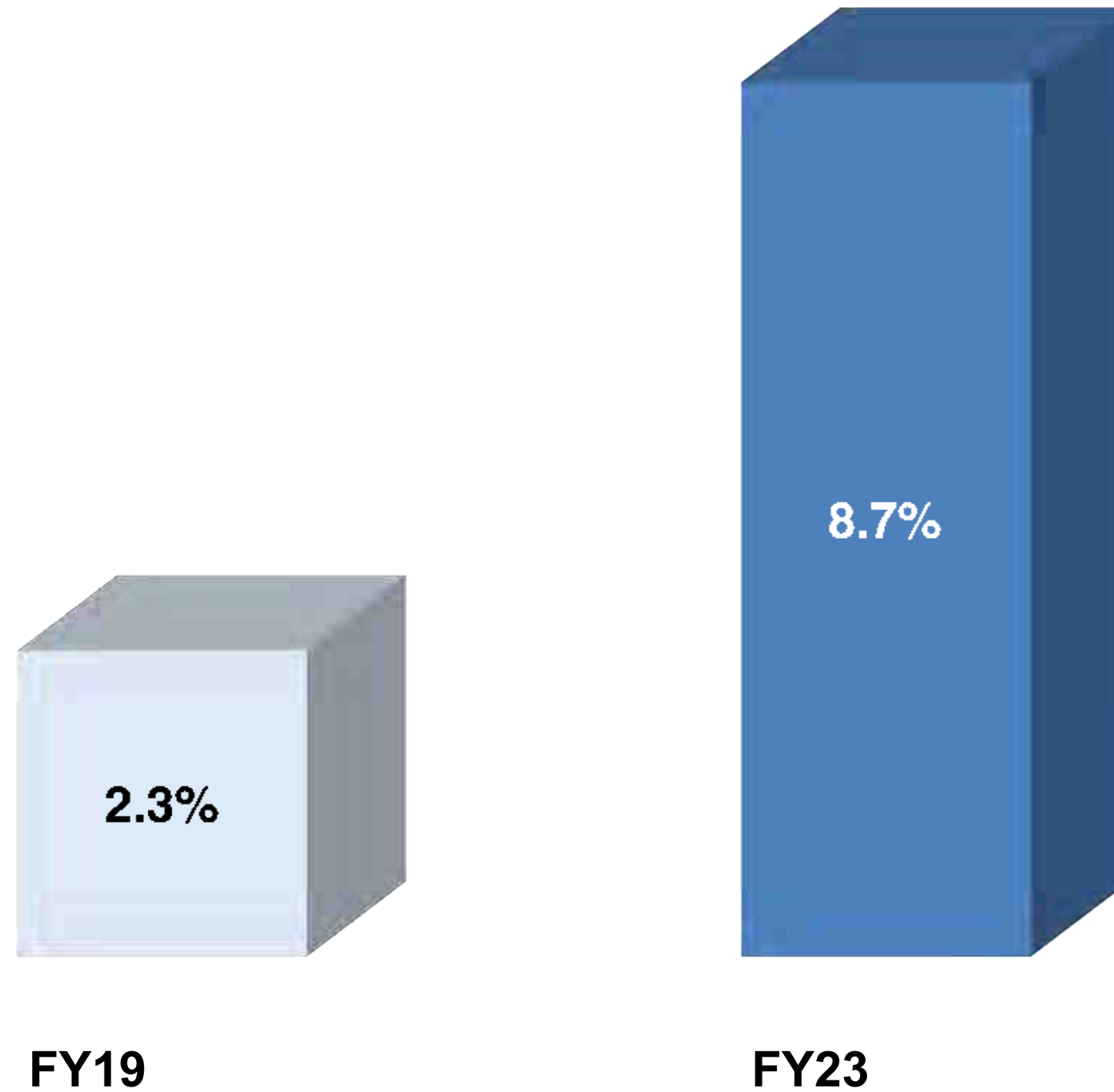


Real Peanut Butter

As a result, TAM has considerably increased for Beverages



Innovation Pace Has Picked Up



Strategic Pillars



Expansion of **Food Business**

*Operating in a Small Segment of Cooking Aids
(Paste, Puree etc)*

Pastes, Puree, Coconut Milk & Flavouring Agents



*Entry into Large Segments through
Differentiated Offering and Promise of Quality
& Trust*

| | | | |
|----------|---------|------|--------|
| Spices | Oils | Ghee | Pickle |
| Chutneys | Spreads | RTC | RTE |



Brand Play

Leveraging the brand equity of Dabur, Hommade and Real to create right to win in the categories we foresee to enter



TRUST

TASTE

HEALTH

Expansion of Food Business

Cooking Aids
Paste, Puree, Sauces and Conc



Condiments

Pickles, Chutneys, Peanut Butter

Real Peanut Butter
Schezwan Classic Chutney

RTC/RTE and Spices

Desserts & Masalas

Badshah
Gulab Jamun

Oil & Ghee

Dabur
Mustard Oil
Cold Pressed Sesame Oil
Heart Care
100% Pure Cow Ghee

Expansion of OOH Beverage Portfolio

Price Points and Packaging Format

Expanding Beyond Rs 20/- In Carton pack to Rs 10/- and Rs 40/- and to PET format



Rs 20/-



Rs 10/-

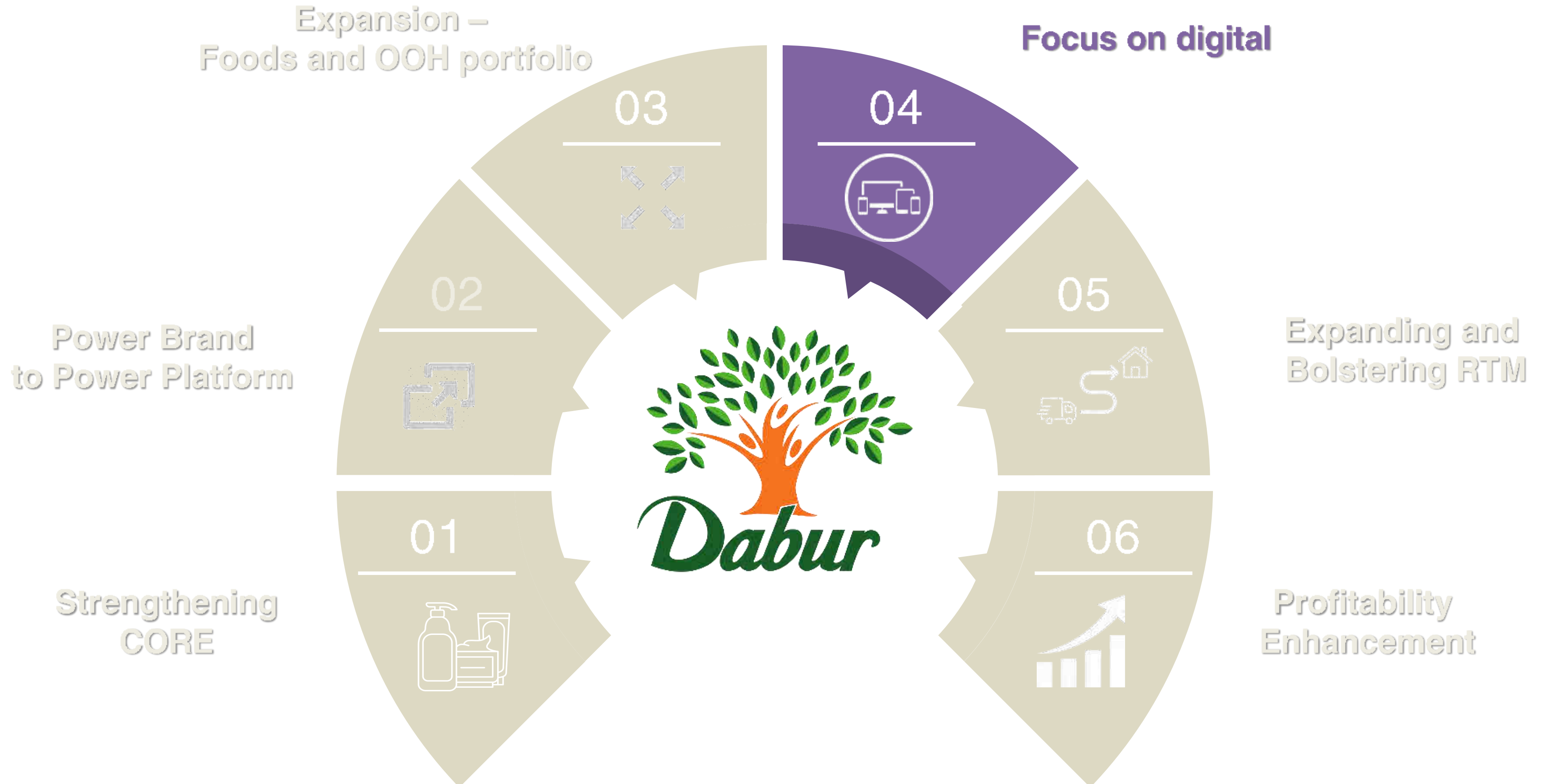


Rs 20/-



Rs 30/-
to 40/-

Strategic Pillars



Digital continues to gain prominence

Spends towards digital increased to

25%

in FY23 (vs <12% in FY19)

E-commerce business

~ **8%** of the business

Digital Campaigns FY23

@ 300+ Mn impressions
@ 170+ Mn views

Key Digital Pillars

Hero Content

@ 200+ Mn impressions focussed on

- Festive Occasions
- Moment marketing
- Expert led content

Partnering with

100+ Influencers

- Chefs/ Bartenders
- Nutritionists
- Lifestyle / Mom
- Regional celebs

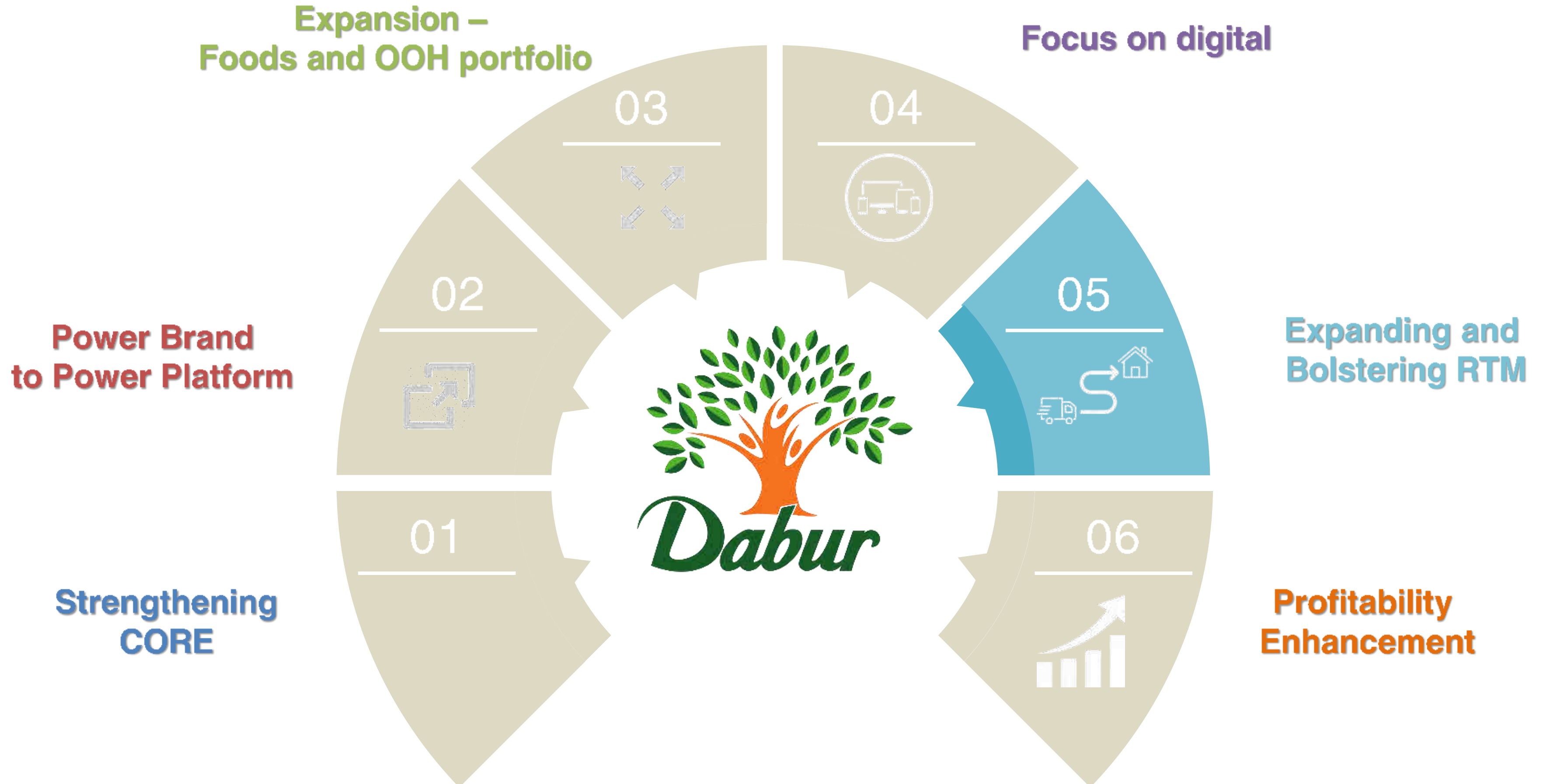
Engagement through

Always On

- Content
- Contests



Strategic Pillars



Expanding and Bolstering RTM

Exclusive Food Network

Beverages Exclusive Towns

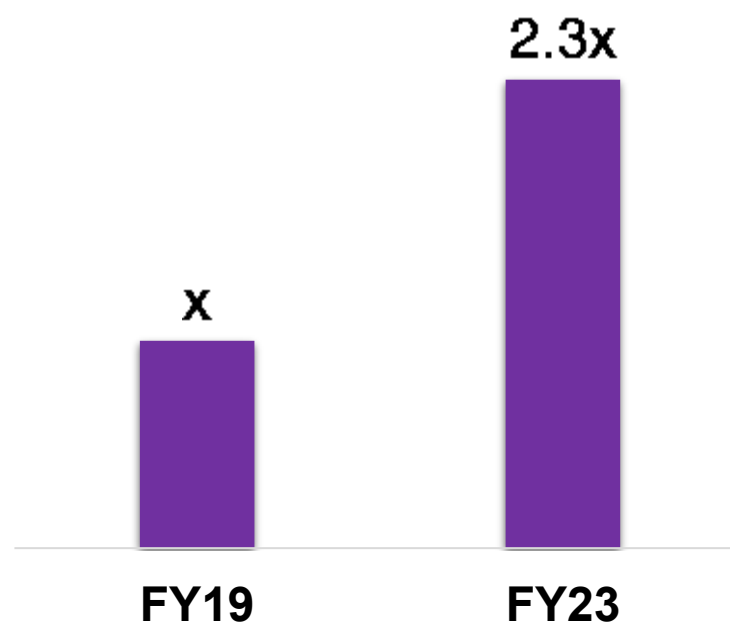
470

Common Towns

940

Increasing Direct Coverage

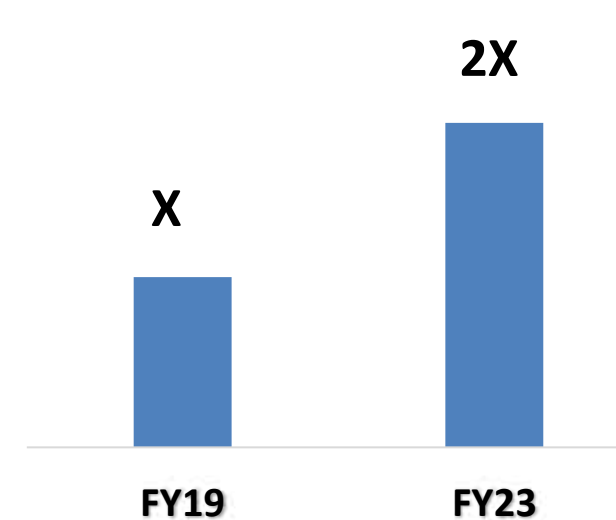
Direct Distribution



Rural Expansion

- Expanded Portfolio with increased affordability
 - Exclusive network

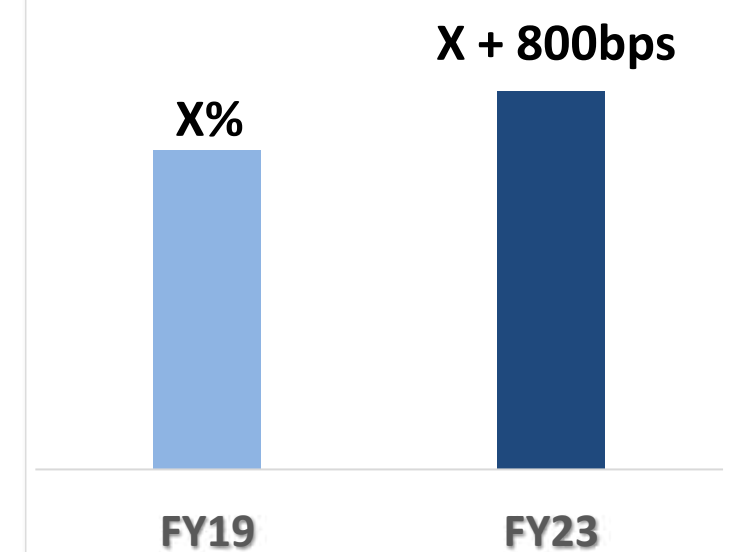
Rural Saliency



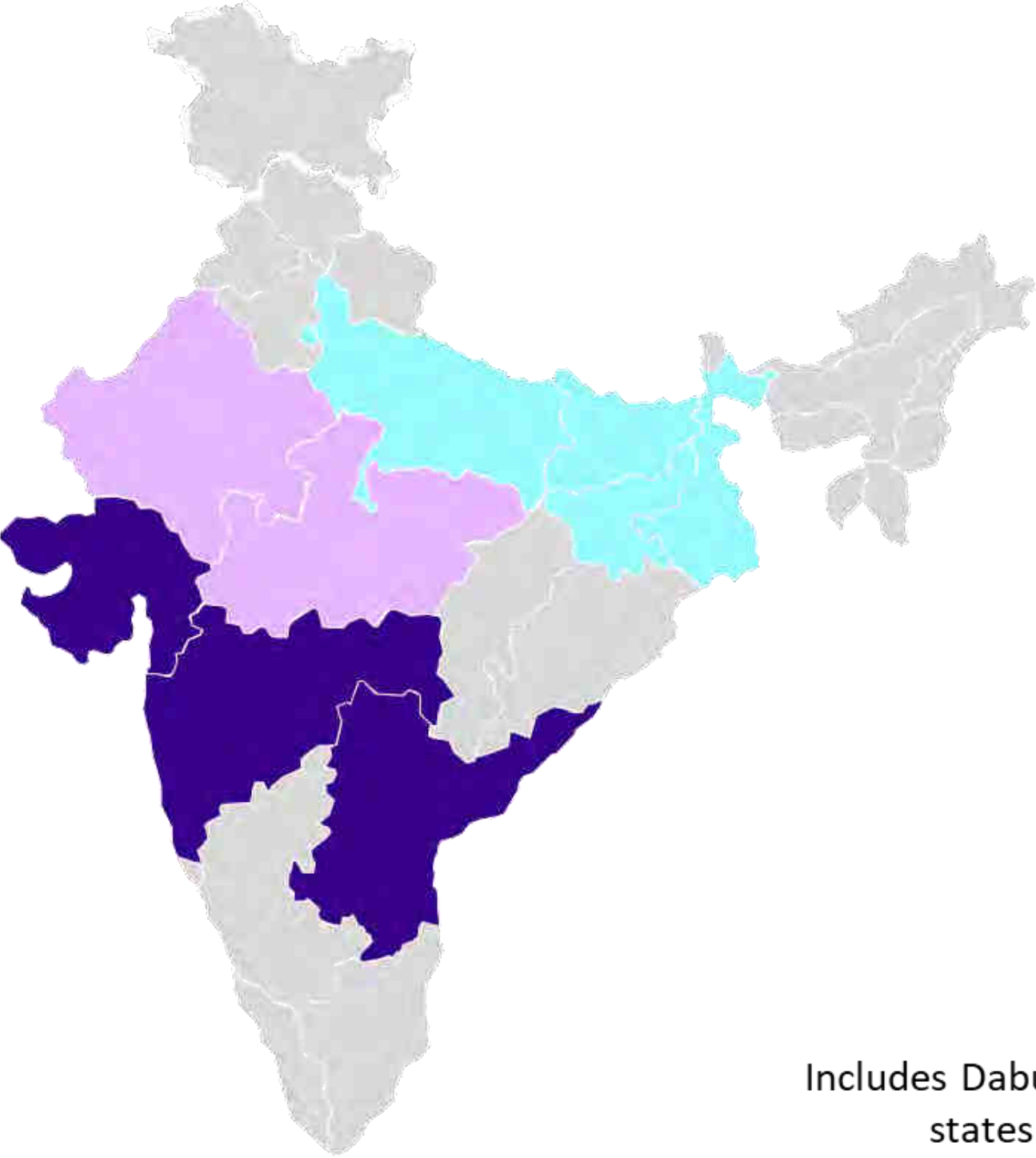
Expand in Non Core markets

Growing beyond NORTH
Higher Investments on Infrastructure expansion
Exclusive network

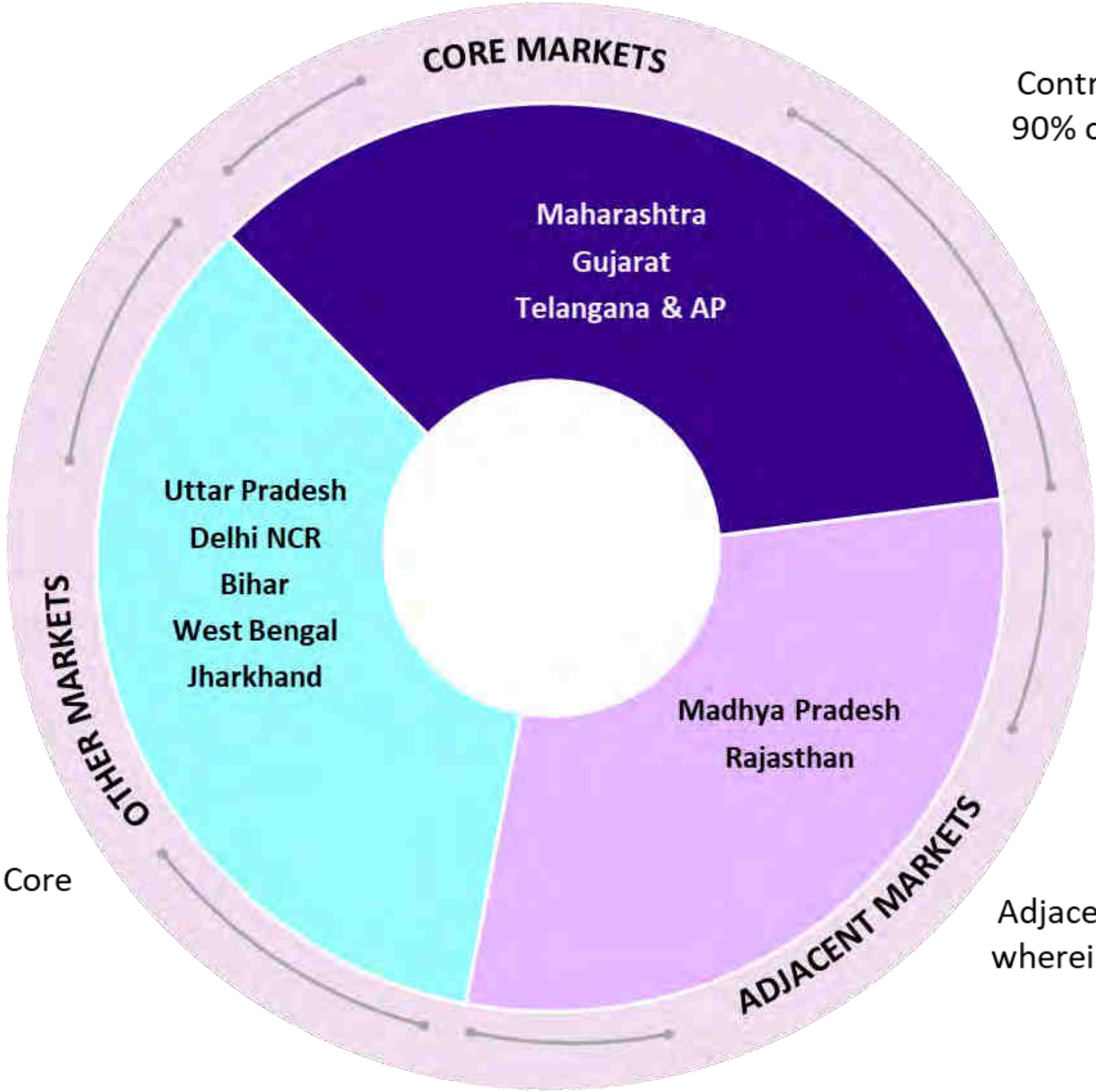
Saliency of Rest of India



Badshah : Focus on CORE markets with a phase wise expansion plan to other markets



Includes Dabur Core states

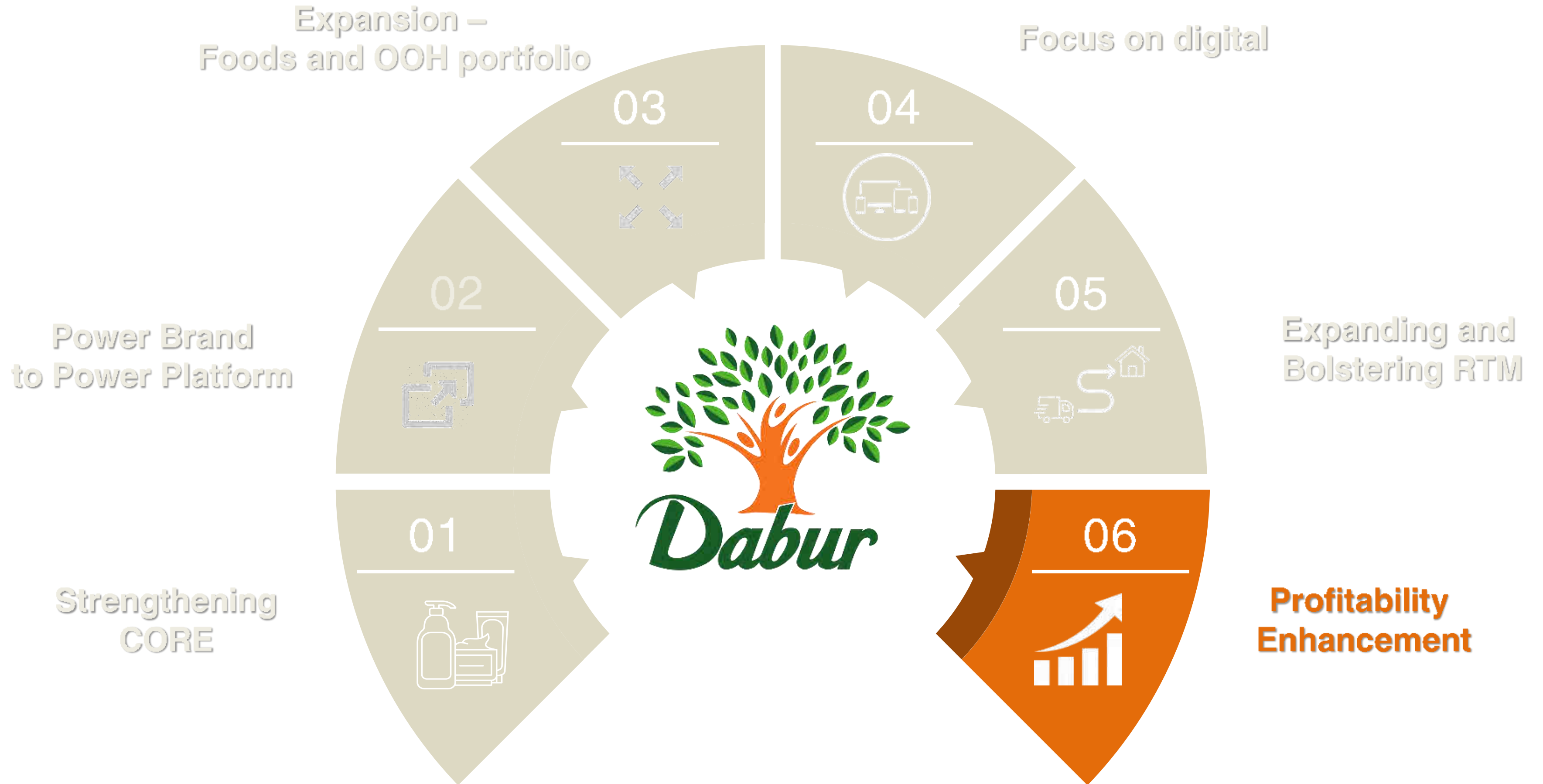


Contributes to over 90% of current sales



Adjacent to Maharashtra & Gujarat wherein influence of Gujarati palate can be leveraged

Strategic Pillars



Improving Profitability

Distributed Manufacturing

Optimizing Freight Cost by being nearer to market

01

Vendor Agnostic Formulation

Multiple vendor for RM, Focus on Indianization .

02

Multiple Vendors of Cartons

Price discovery with introduction of multiple carton/ Laminate suppliers

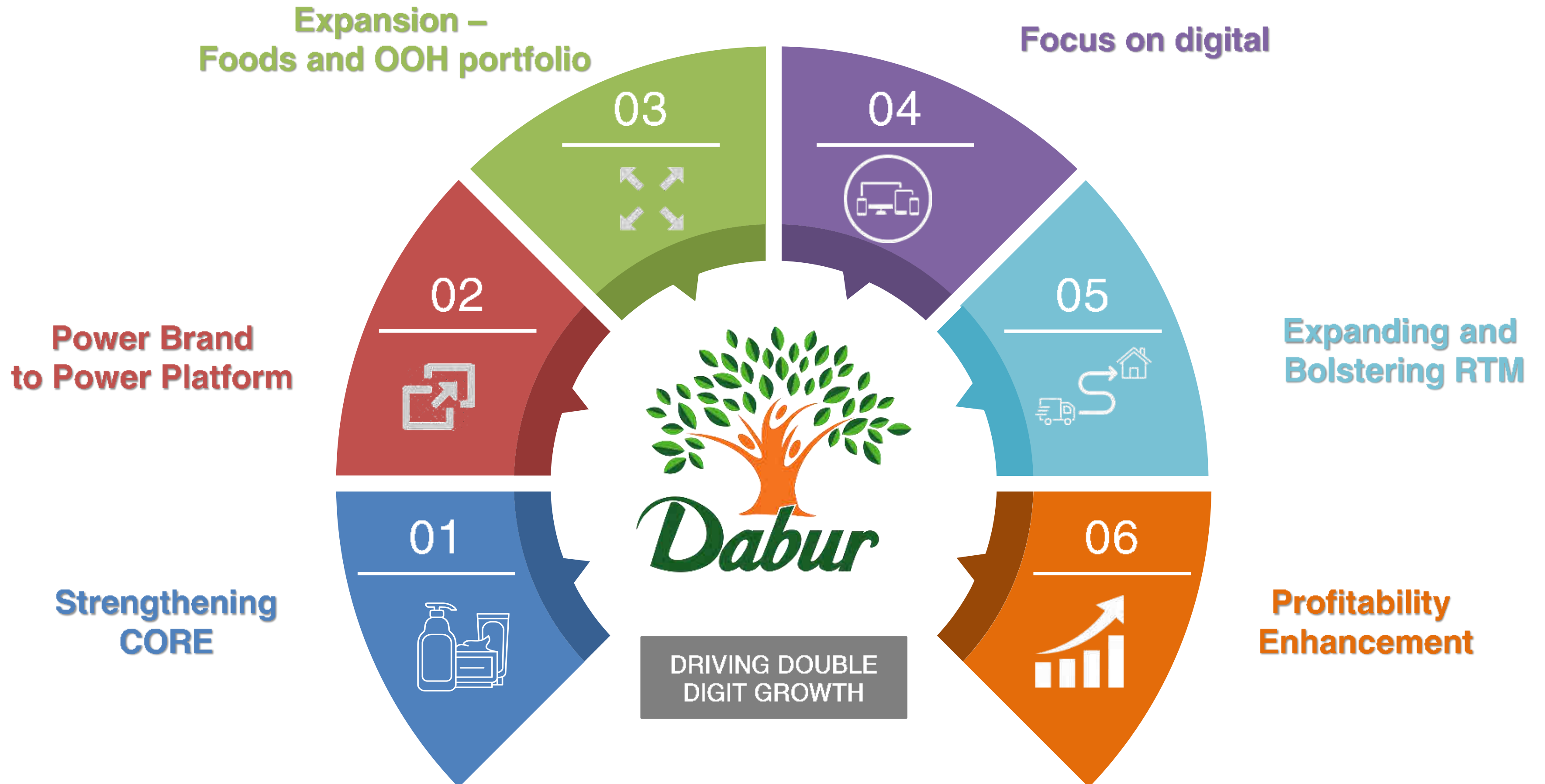
03

Operation Efficiency

Lower energy and manpower cost, High Speed Lines

04

Strategic Pillars



**THANK
YOU!**



Capital Markets Day 2023

15 Sep 2023



Agenda and Presentation Team



Mohit Malhotra

Global CEO



Philippe Haydon

ED - Healthcare



Abhishek Jugran

EVP - HPC, F&B and SAARC



Mayank Kumar

VP - F&B



Raghav Agarwal

CEO - International Business



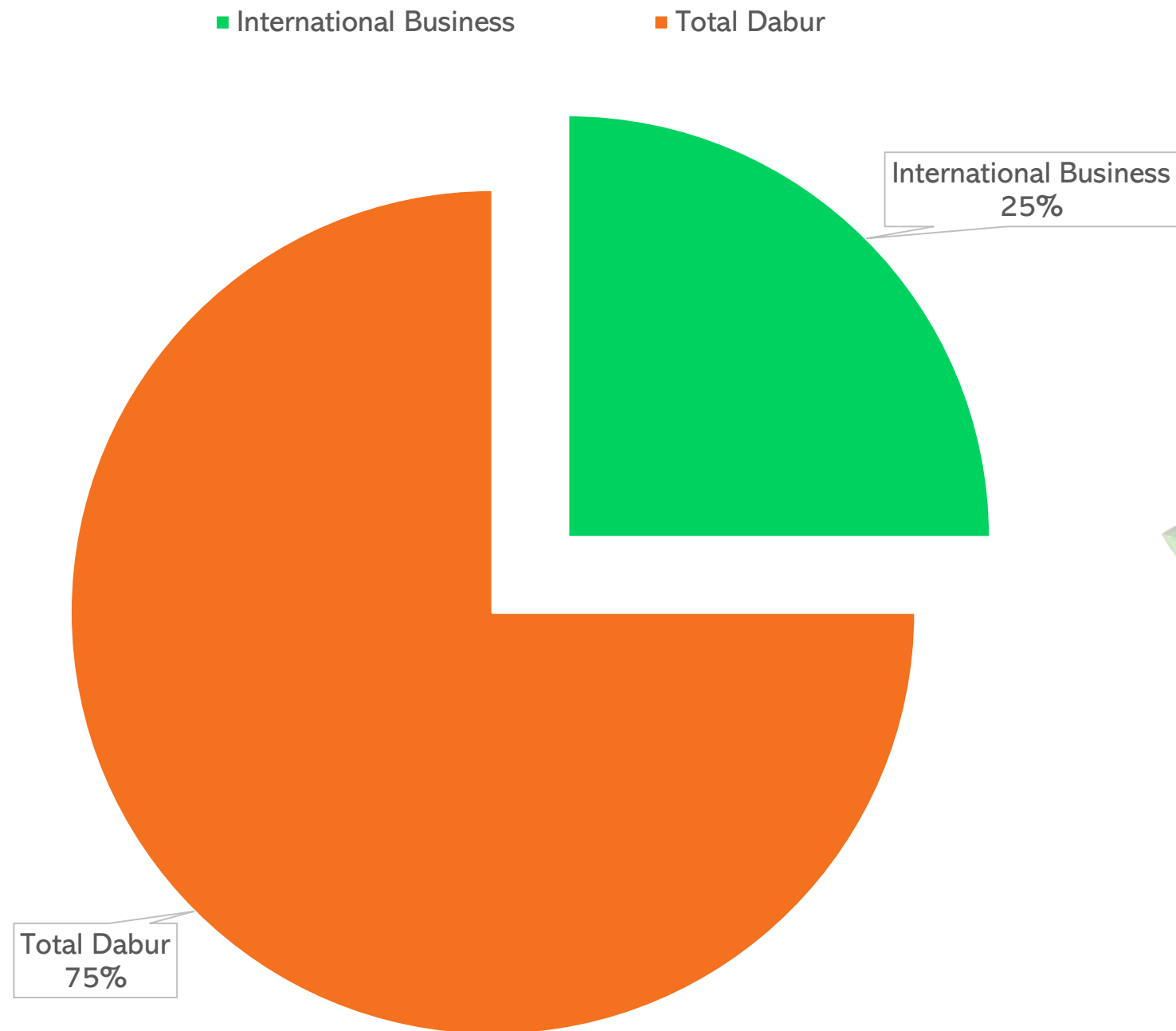


International Business Division

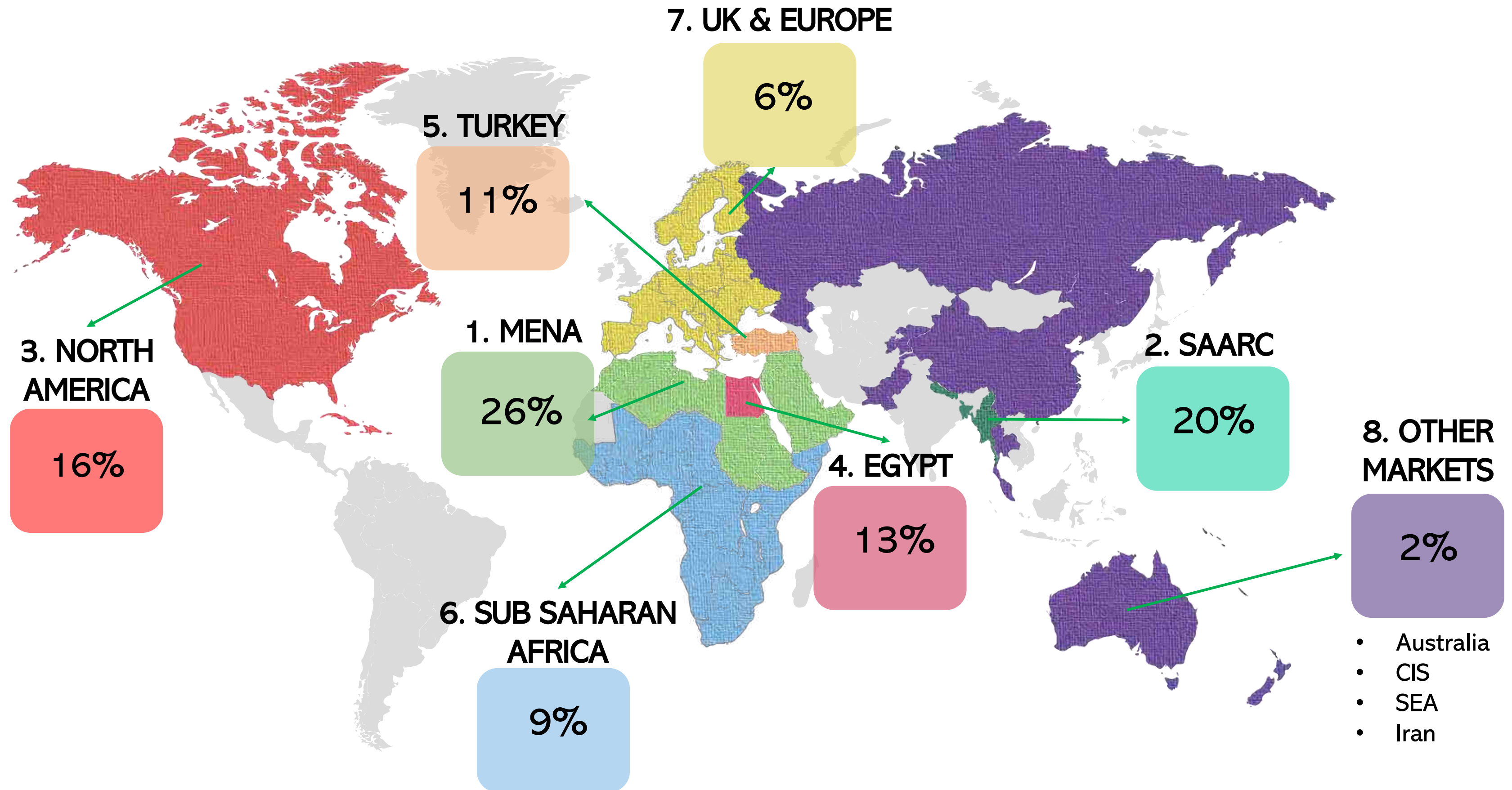
CAPITAL MARKETS DAY

September 2023

Dabur International is a \$365Mn Business



Our Global Footprint



Our Consumers



| | |
|------------|-----|
| MENA | 26% |
| SAARC | 20% |
| N. America | 16% |
| Egypt | 13% |
| Turkey | 11% |
| S.S Africa | 9% |
| UK & EU | 6% |
| Others | 2% |

Our Global Portfolio



Dabur Herb'l
NATURAL TOOTHPASTE

Dabur
Herbolene
Aloe Petroleum Jelly

Dabur
Rapidex



Dabur
MISWAK

Femina
U.S.A.

Dabur
Honitus

Dabur
Real

ORS
OLIVE
OIL



DermoViva

Dabur
Pudin
Hara

Dabur
Honey

HOBBY

Dabur
Chywanprash

Power Brand

Dabur's Herbal Positioning – Differentiates us versus most competition



Natural, Herbal Ayurvedic Ingredient based Benefits

HAIR OIL



SHAMPOO



HAIR CREAM



HAIR MASK



ORAL CARE



DEPILATORY



SKIN CARE JELLY

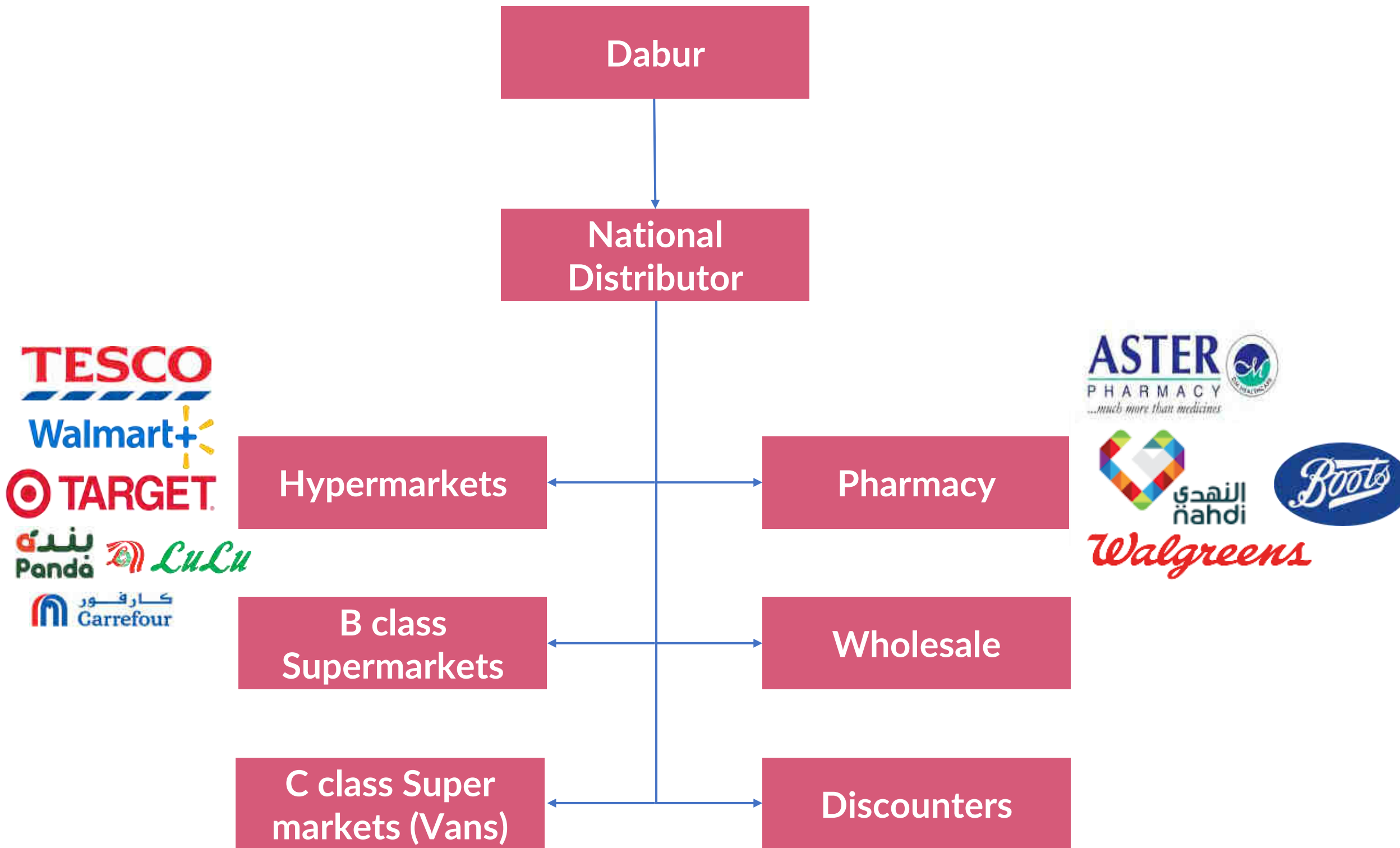


HEALTHCARE

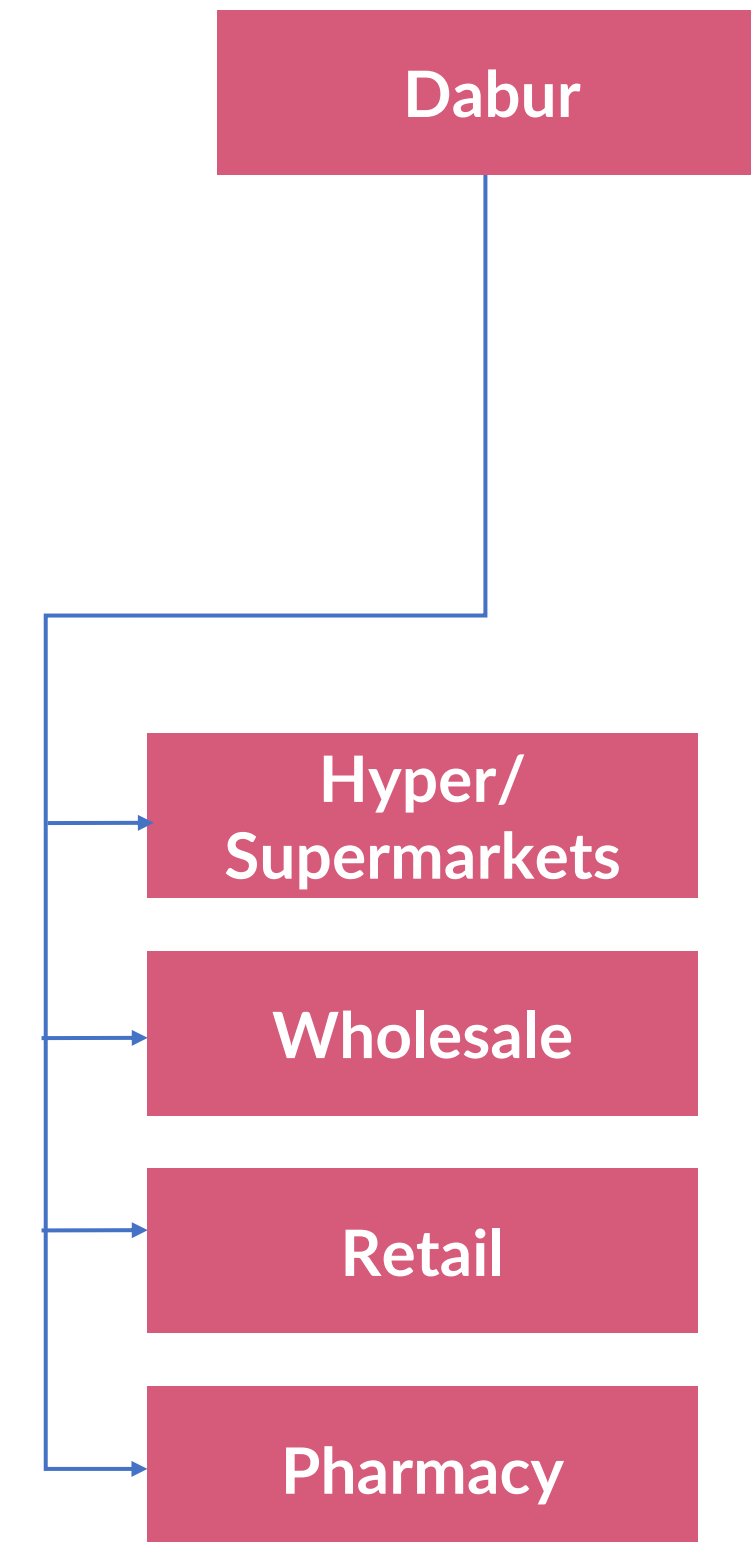


How do we go to market?

National Distributor Model



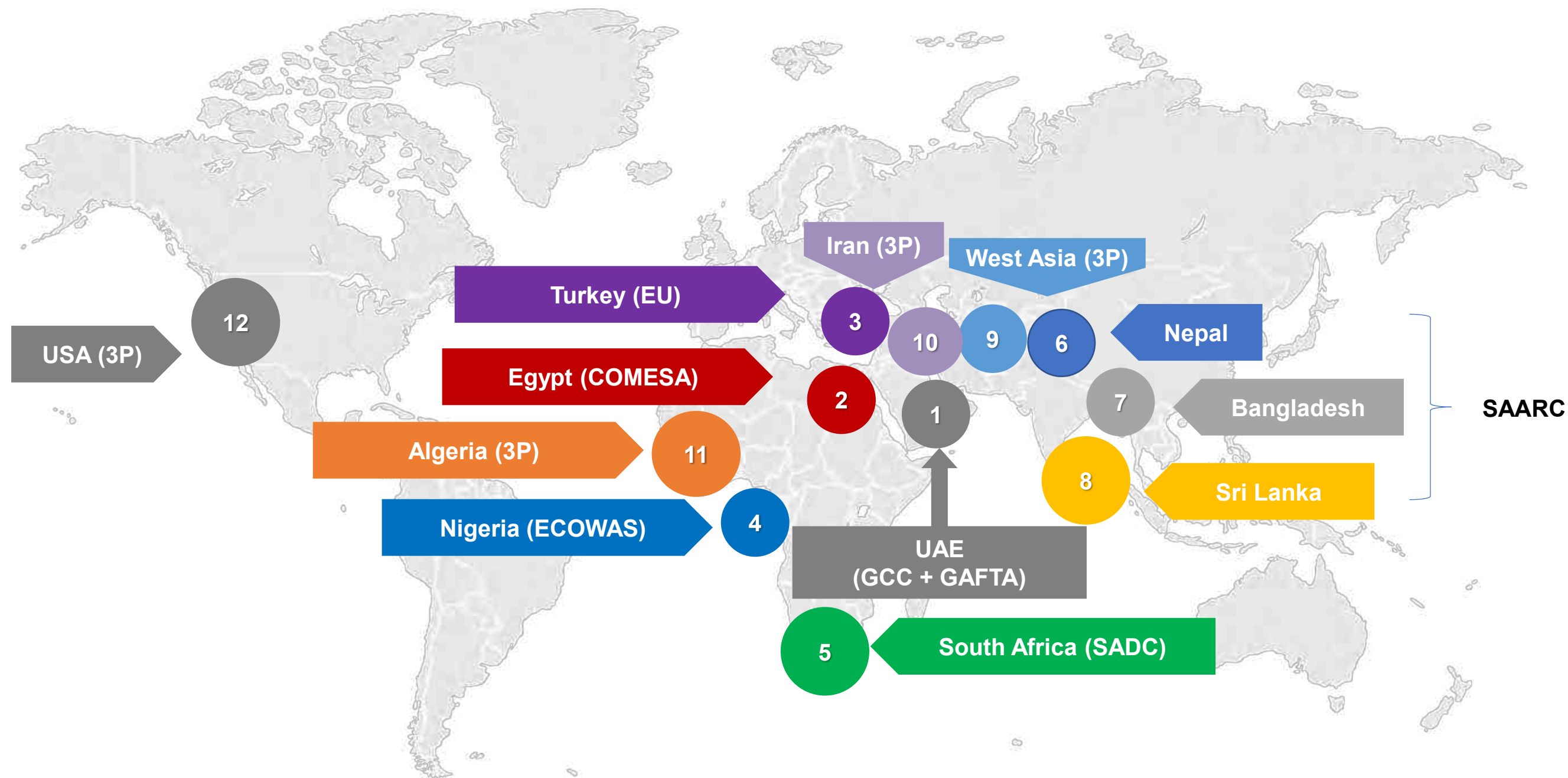
Direct Model






Where we make our products

12

Manufacturing facilities in International Business



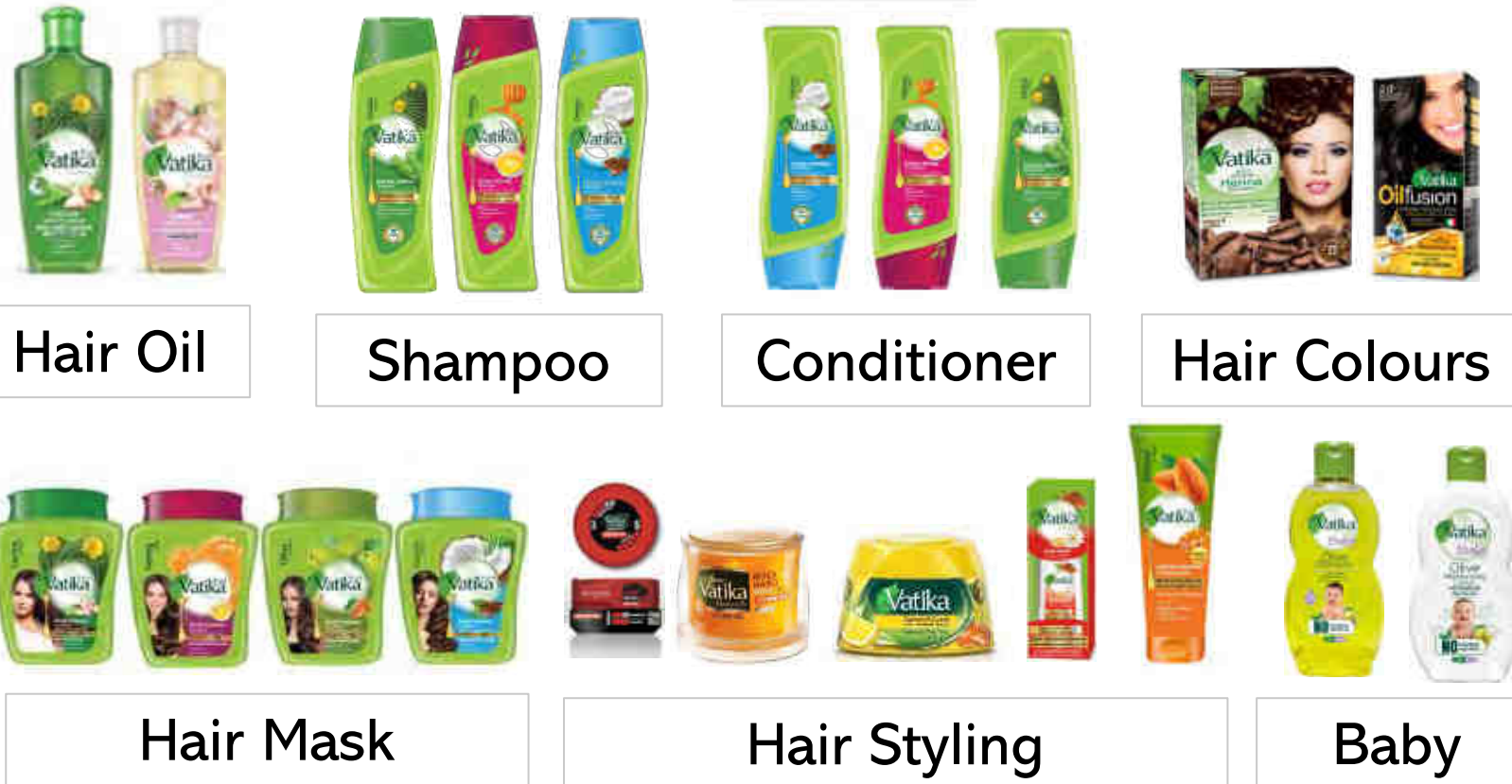
Leading Positions in Key Markets

| | #1 | #2 | #3 |
|---|--|--|---|
|  <p>Saudi Arabia</p> | <p>Hair Oil Hair Cream Hair Gel Hair Mask</p> | <p>Skin Care Jelly Henna Hair Colour</p> | <p>Hair Serums Depilatories Natural Shampoo</p> |
|  <p>Egypt</p> | <p>Hair Oil Hair Cream Hair Mask Hair Gel</p> | | |
|  <p>United Arab Emirates</p> | <p>Hair Oil Hair Cream Hair Mask Natural Shampoo</p> | <p>Depilatories Skin Care Jelly Hair Gel Henna Hair Colour</p> | <p>Hair Serums Toothpaste</p> |



Vatika Naturals – The largest brand in the portfolio

Sub-Categories



Strategy

- Mega Celebrity Dorra Zarrouk & Gen Z Influencers Endorsement.
- Ladder Up Consumers through Breakthrough Innovations & Premiumization while driving the core.
- Expand strong GCC Range across markets.

Region-wise Priority

| REGION | VATIKA |
|---------------|--------|
| MENA | |
| Egypt | |
| SSA | |
| West Asia | |
| USA/Canada | |
| UK / Europe | |
| Other Markets | |

Market Share Positions



| | UAE | EGYPT | KSA |
|------------|-----|-------|-----|
| Hair Oil | #2 | #1 | #2 |
| Hair Cream | #1 | #1 | #1 |
| Hair Gel | #2 | #1 | #1 |
| Hair Mask | #1 | #1 | #1 |
| Shampoo* | #1 | | #3 |
| Henna | #2 | | #2 |

Household Penetration

KSA **41%** UAE **32%**

* Position in Natural Shampoo

Vatika Naturals – Innovations

OIL SHAMPOO

Benefits of Oil & Shampoo in One with 100% Natural Extracts



Vatika Naturals – Innovations

FRUITAMIN

3-in-1 Hair Solution – Hair Mask, Hot Oil Treatment & Leave-in Hair Cream



Vatika Naturals – Innovations

MENZ RANGE

2 in 1 Benefit MENZ Hair Cream



Stylish New Pack of Hair Gel



Vatika Naturals – Innovations

SHAMPOO HAIR COLOR

In-shower shampoo Hair Color infused with Natural Extracts for 100% Grey Coverage



Vatika Naturals – Innovations

ONION RANGE

Scalp Nourishment Collection with the power of Onion Extracts



Vatika's brand Ambassador - Dorra Zarrouk



SOCIAL FOLLOWING



Pan Arab Mega Movie & Series Star
Winner of Multiple Prominent Awards



Dorra Zarrouk's Secret to Beautiful Hair



Dabur Amla – World's No.1 Hair Oil

Sub-Categories



Hair Oil



Shampoo



Conditioner



Hair Cream



Hair Serum



Kids

Strategy

- Celebrity Endorsements – Heba Magdy
- Address key hair problems – Long Black Hair/Anti Hair Fall
- Advanced hair solutions
- Recruiting them young - Amla Kids extensions
- Pure Premium Oils – New Launches

Region-wise Priority

| REGION | AMLA |
|---------------|------|
| MENA | |
| Egypt | |
| SSA | |
| West Asia | |
| USA/Canada | |
| UK / Europe | |
| Other Markets | |

Market Share Positions



Household Penetration



Dabur Amla – Innovations

AMLA ADVANCED HAIR OIL

97% Hair fall Reduction for Long, Strong & Beautiful Hair



Dabur Amla – Innovations

HAIR REPAIR SOLUTIONS

50% Improvement in Hair Root Strength & 3x Improvement in Hair Growth Rate



Dabur Amla – Innovations

AMLA KIDS RANGE

Gentle Formulations for Kids Hair Care

Nourishing Conditioner & Face + Body Wash



Adventures of Princess Amira Series



Dabur
AMLA
KIDS
Nourishing
Hair Oil

Dabur Amla Kids Nourishing Hair Oil, specially made for kids.

The advertisement features a 3D animated scene with two princesses. One princess in a red dress holds a bottle of Dabur Amla Kids Nourishing Hair Oil. In the foreground, a golden tray holds three bottles of the product (purple, gold, and pink) surrounded by pink flowers. The background is a lush green forest. The text 'Dabur Amla Kids Nourishing Hair Oil' is prominently displayed in a yellow oval.

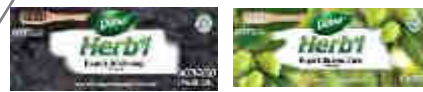
Oral Care - Natural Range covering all dental problems

Sub-Categories

Kids Range



Premium Range with Advanced whitening/Anti-Ageing



Complete Care with Miswak extracts



Protection against 7 Dental Problems



Cavity Protection + Freshness



Strategy

- Covering the complete spectrum of the category
- Establish leadership amongst South Asians
- Target Arab/ SSA/ SEA/ Eastern European households through media drive & mass sampling
- Innovation through clutter breaking new launches

Region-wise Priority

| REGION | ORAL CARE |
|---------------|-----------|
| MENA | |
| Egypt | |
| SSA | |
| West Asia | |
| USA/Canada | |
| UK / Europe | |
| Other Markets | |

Market Share Positions



UAE



#3

Oral Care - Innovations

MISWAK

Clove (Expert Cavity Protection) & Charcoal (Super Whitening) Variants



Oral Care - Innovations

OIL PULLING MOUTHWASH & MOUTH SPRAY

100% Natural & Organic Ayurvedic Oil Pulling Mouthwash & No Aerosol Herbal Mouth Spray



Oral Care - Innovations

KIDS RANGE

Dabur Herbal Kids Range for Cavity & Germ Protection with No Nasties



Oral Care - Innovations

ALPHA RANGE

Charcoal (Expert Whitening) & Blackseed (Complete Care) Variants



Where there is Clove there is No Cavity



ORS – Trusted Afro Hair Care Brand

Sub-Categories



Hair Straightening Relaxers



Cleansing Shampoo



Leave- In



Hair Moisturizers



Hair Styling

Region-wise Priority

| REGION | ORS |
|-------------|-----|
| USA/Canada | |
| UK / Europe | |
| SSA | |
| MENA | |
| Egypt | |

Strategy

- Strengthen presence in mainstream – Mass and Chain in US and lead retail in UK, Europe.
- Widen portfolio beyond Hair Straighteners (Relaxers) to Naturals – Maintenance & Styling.
- Widen & strengthen distribution across Sub Saharan Africa.



CURL SHOW

Moisturize & Protect Hair with Collagen & Avocado Oil for Longer, Stronger look-at-me Curls



STYLE & SCULPT

Long lasting Firm Hold infused with Castor Oil & Beeswax



MAX MOISTURE

Supercharged Hair Hydration infused with Rice Water & Electrolytes



RELAX & RESTORE

Upgrade your hair with Blackseed Oil For Daily Restoration & Growth



Healthcare – Unique Ayurvedic Portfolio

Sub-Categories



Cough & Cold Range



Analgesics



Immunity Boosters



Digestives



Vigor & Vitality



Rx Range


















































Region-wise Priority

| REGION | HEALTH CARE |
|---------------|-------------|
| MENA | |
| SSA | |
| West Asia | |
| USA/Canada | |
| UK / Europe | |
| Other Markets | |



Healthcare – Unique Ayurvedic Portfolio

Strategy – Expand Portfolio Across Markets

| <i>Brand</i> | <i>UAE</i> | <i>QATAR</i> | <i>SAUDI</i> | <i>OMAN</i> | <i>NORTH AFRICA</i> | <i>OTHER MARKETS</i> |
|---|---|---|---|---|---|---|
|  |  |  |  |  |  |  |
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|  |  |  |  |  |  |  |
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|  |  |  |  |  |  |  |
|  Prescription |  |  |  |  |  |  |

Badshah – The King of Spices

Sub-Categories



Veg Blended Spices



Non-Veg Blended Spices



Asafoetida Hing



Kesari Milk Masala



Instant Premix Tea



DRY MANGO POWDER JEERA POWDER

Ground Spices

Region-wise Priority

| REGION | BADSHAH |
|---------------|---------|
| USA/Canada | |
| UK / Europe | |
| MENA | |
| Other Markets | |

Strategy

- Expand width of the distribution across International markets.
- Launch region-specific products.
- Initiate country-specific advertising efforts.



Badshah – US Launch



**OUR MANTRA
TO SUCCESS**



Local Customisation – Key to Dabur's Success



1. Developing/launching products specific to local habits
Ex: Hammam Zaith in GCC



VATIKA HAMMAM ZAITH / HAIR MASK



Local Customisation – Key to Dabur's Success



2. Launching Localized Variants across regions

EGYPT



WATERCRESS MINK ALOE VERA

WEST ASIA



SARSON SHIKAKAI

US & UK



RED ONION MUSTARD HIBISCUS EGG PROTEIN

GCC



CACTUS GARLIC OLIVE

Local Customisation – Key to Dabur's Success



3. Customizing mixes by market



Developing Markets

Post-Wash

Low Viscosity

Mass Price

Smaller Pack Sizes

Developed Markets

Pre-Wash

High Viscosity

Premium Price

Bigger Pack Sizes

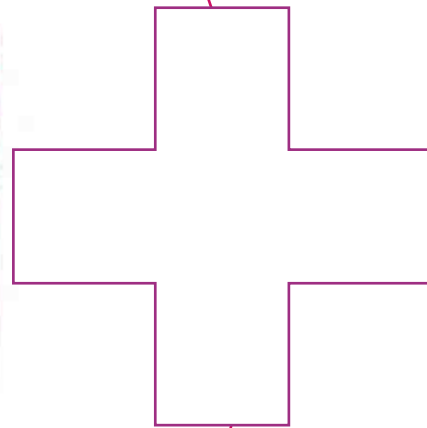


Local Customisation – Key to Dabur's Success

 Tapping into huge opportunity internationally - Extension of Fem into Categories outside of Bleach



BLEACH



HAIR REMOVAL CREAM



WAX STRIPS



WAX



Local Customisation – Key to Dabur's Success



Customizing Hair Straightening Solutions from developed markets

USA/EU

\$8 - \$10
PER USE

AFRICA

<\$1 PER
USE

Full Application Kit



New Growth Kit



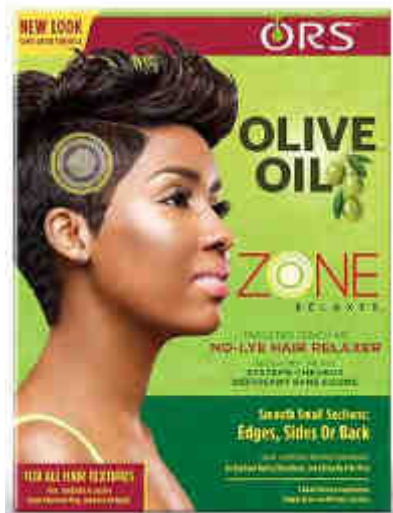
2 Touch Up Kit



6 Touch Up Kit



Zone Relaxer



Texlax Kit



Texturizer



12 Touch Up Kit





Strength lies in differences, not in similarities.

23+ Nationalities
 1380+ Employees
 23 Countries
 7 Mfg. Units
 3000+ SKUs
 300Mn+ Consumers Reached
 AED 1.4 Bn Revenue



Nigeria



Egypt



Turkey



USA

Diversity: the art of thinking independently together



Egypt



UAE



...And we take pride in our unique Culture

Culture

Entrepreneurial

Risk-Taking

Agile

Collaborative

People

Learning Culture

Global Career Progression

Recognition

Flexibility



At Dabur, Sustainability enables our Business

Sustainable Business

Sustainable Packaging

- ❖ Reduce
- ❖ Reuse
- ❖ Recycle
- ❖ Refuse

Green Manufacturing

- ❖ Alternate Fuel
- ❖ Solar Power
- ❖ Operational Efficiencies
- ❖ Tree plantations

Waste Reduction

- ❖ Collaboration with Emirates Environment Group for plastic /paper waste recycling.
- ❖ 100% effluent recycling

Sustainability principles, embedded in every business decision



New Avatar Bottles
370 MT of Green House Gas Emission reduction per year



Reusable Containers



Recyclable Tubes

8% Plastic Reduction From 2021 to 2023



Opportunities that we see

- 1. Grow core business in MENA, SAARC & Afro Hair in North America**
 - Innovate/Renovate/Build Brands
 - Strengthen go-to-market/channels/category development
 - Expand portfolio
 - Build efficiencies
- 2. Strengthen/Scale up established portfolios**
 - Egypt => Become the No.1 Personal Care Company
 - Turkey => Scale up & expand international footprint
 - Scale up Sub Saharan Africa
 - From Strong ethnic US/UK/EU Footprint => To enter select Mainstream
 - Build new focus geographies => CIS, Ethiopia, Algeria, Select South-East Asia
- 3. Build Ecommerce Business across Markets**
- 4. Agile Manufacturing/Supply Chain Footprint to cost effectively serve all markets**
- 5. Gross Margin accretion => Invest to Grow**



Our Ambition

Revenue from Operation

RFO growth to be in double digits in constant currency terms

Gross Margin

Expanding gross margins through premiumization, innovative NPDs and cost control by 300bps

Brand Investments

Investing in Media to strengthen our brands and to drive secondary sales

Operating Margin

Driving it upwards of 20%+ of RFO by leveraging overheads



Expand International Business – Key part of Dabur business

Bullish on strong growth momentum going forward

Driving key brands in both large and small categories

Accelerate Geographical expansion

Thank You





Q&A

Those joining through the webinar,
please raise your hand on Zoom for
asking any questions.

We will take them one by one.

