



Ref: SEC/SE/2022- 23
Date: August 12, 2022

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

National Stock Exchange of India Ltd
Exchange Plaza, 5th Floor
Plot No. C/1, G Block Bandra – Kurla Complex
Bandra (E), Mumbai – 400051

BSE Scrip Code: 500096

NSE Scrip Symbol: DABUR

Sub: Presentation made at 47th Annual General Meeting (AGM) of the Company

Dear Sir /Madam,

With reference to the captioned subject, please find attached herewith copy of the presentation made to shareholders at the 47th AGM of the Company held today i.e. 12th August, 2022. The presentation is also available on the website of the Company at www.dabur.com

This is for your information and records.

Thanking You,

Yours faithfully,

For **Dabur India Limited**

(A K Jain)

EVP (Finance) and Company Secretary

Encl: as above

Great Growth Comes
From Greater Good



47th AGM

***Presentation by
Mohit Malhotra, CEO***



AGENDA

1



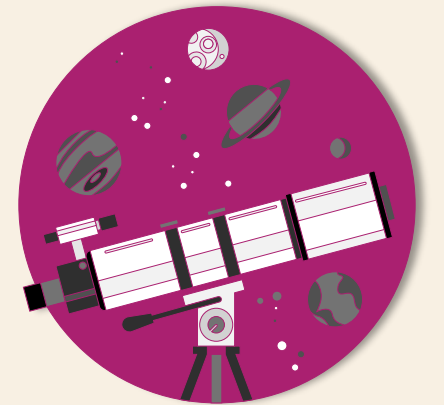
**DABUR
BRIEF OVERVIEW**

2



**FY22
PERFORMANCE
OVERVIEW**

3



**FY22
KEY HIGHLIGHTS**

AGENDA

1



**DABUR
BRIEF OVERVIEW**

2

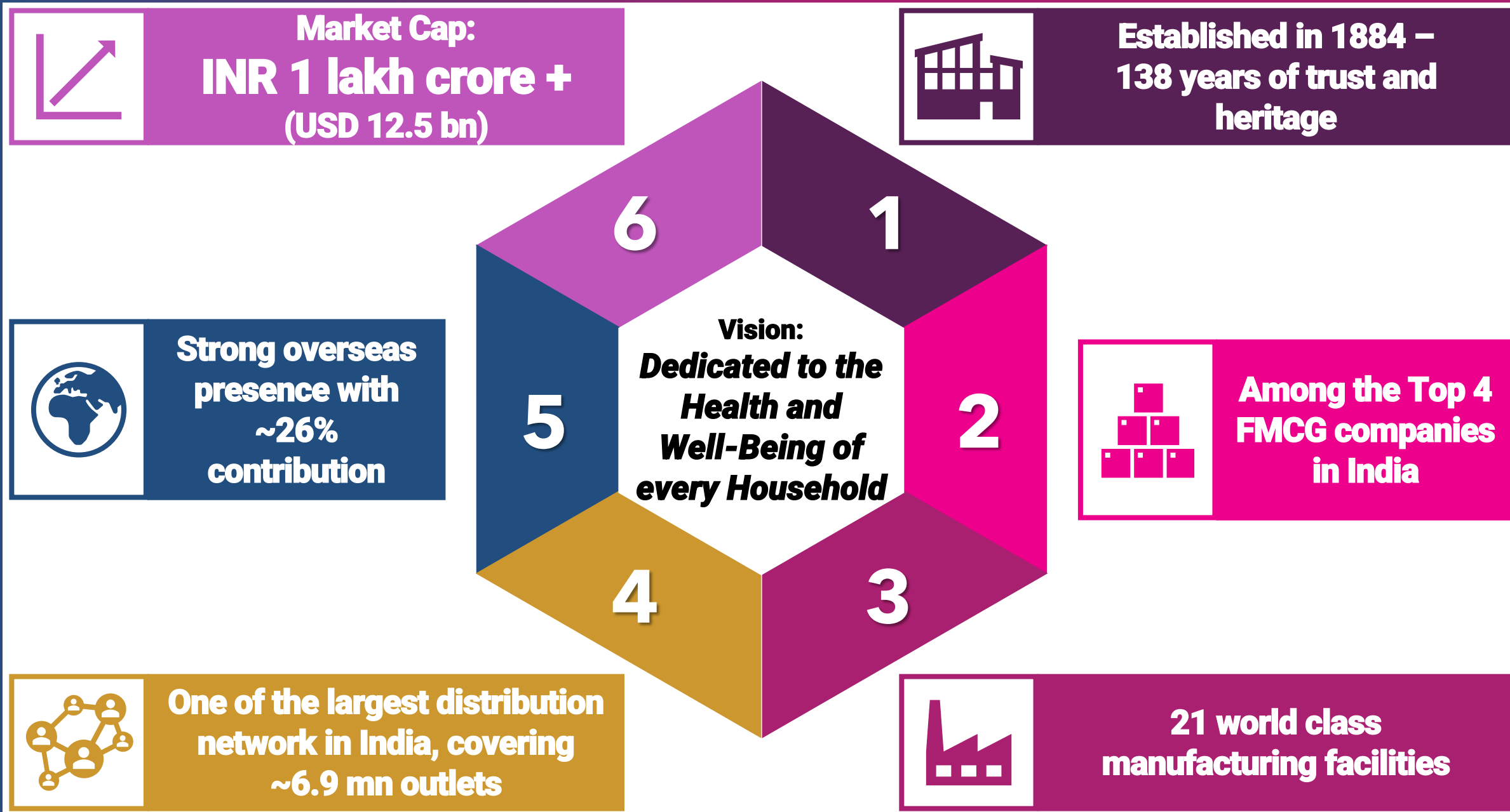


**FY22
PERFORMANCE
OVERVIEW**

3

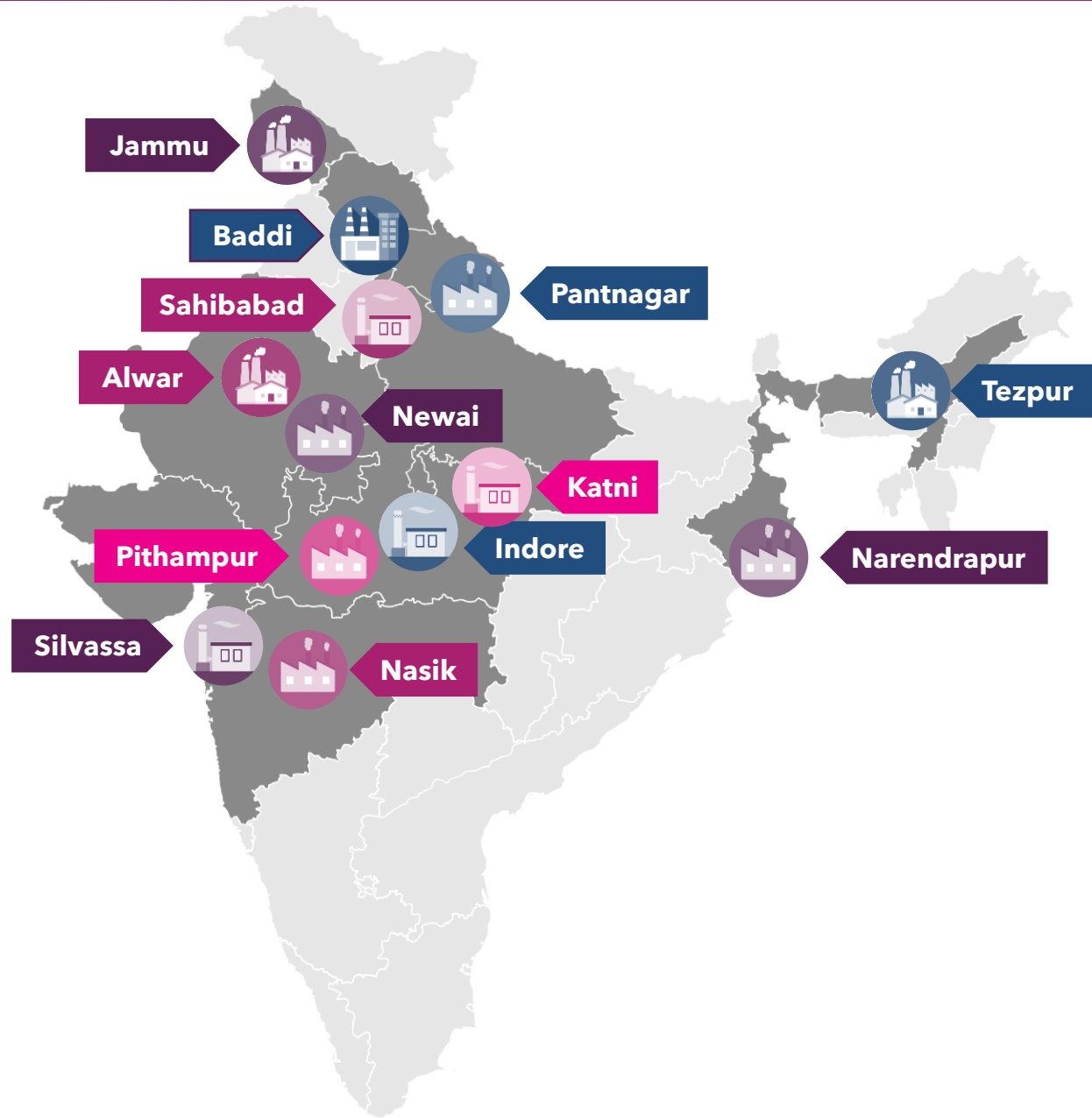


**FY22
KEY HIGHLIGHTS**



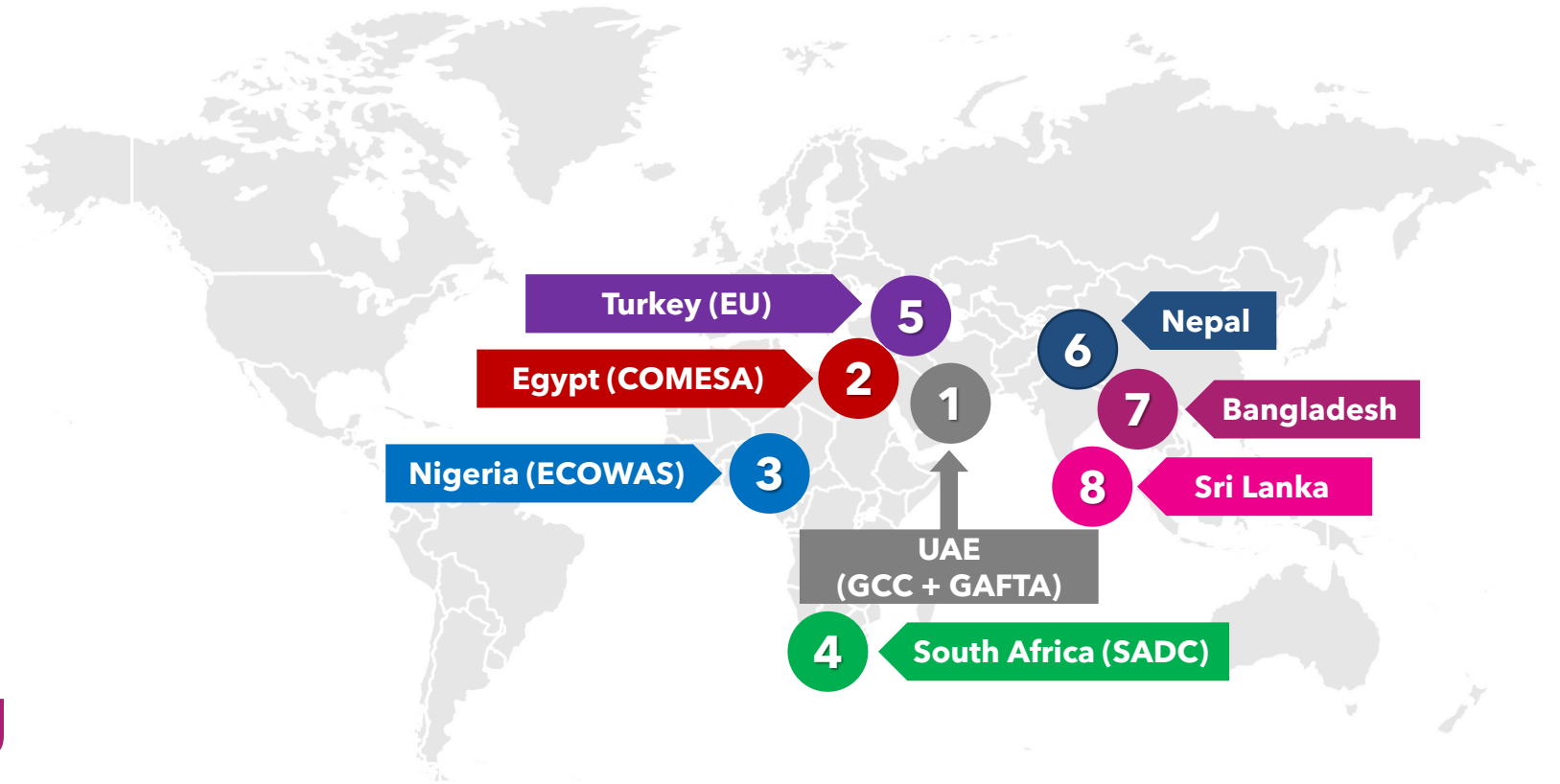
13

Manufacturing facilities in India



8

Manufacturing facilities overseas





Domestic Business

74.0%

International Business

26.0%

Power Brands



Organic Business

18.1%

Acquired Business

7.9%

Power Brand



Key Brands



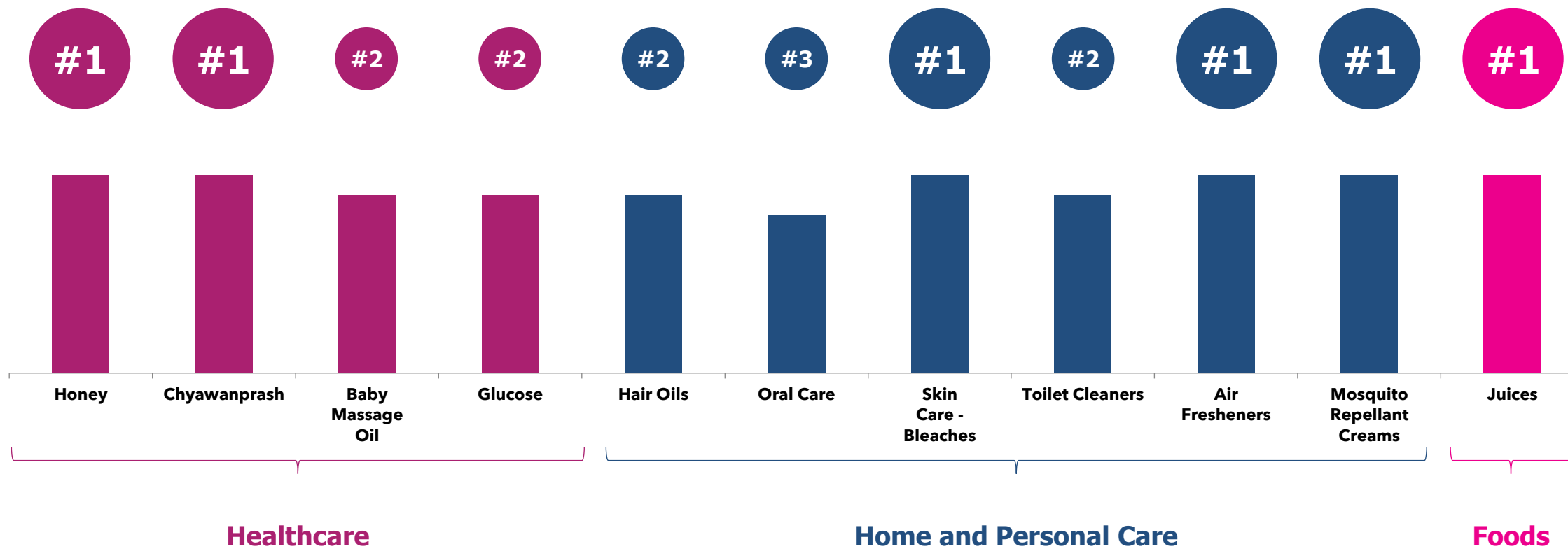
DermoViva™



DABUR | BUSINESS STRUCTURE

Leading position in key categories across verticals

#Relative Competitive Position





Saudi Arabia

Hair Oil
Hair Cream
Hair Gel
Hair Mask

Hair Serums
Depilatories



Egypt

Hair Oil
Hair Cream
Hair Mask

Hair Gel

Hair Serums



United Arab Emirates

Hair Oils
Hair Cream
Hair Gel
Hair Mask

Hair Serums
Depilatories

Toothpaste

AGENDA

1



DABUR
BRIEF OVERVIEW

2



FY22
PERFORMANCE
OVERVIEW

3



FY22
KEY HIGHLIGHTS



**Consol Revenue
crosses INR
10,000 cr for
the first time**



**Standalone
Revenue crosses
INR 8,000 cr for
the first time**



**Highest annual
revenue growth
in last 8 years**

13.9%

Consolidated Revenue Growth

13.8%

*India Standalone
Revenue Growth*

15.8%

*International Business Growth
in Constant Currency*

12.5%

Operating Profit Growth

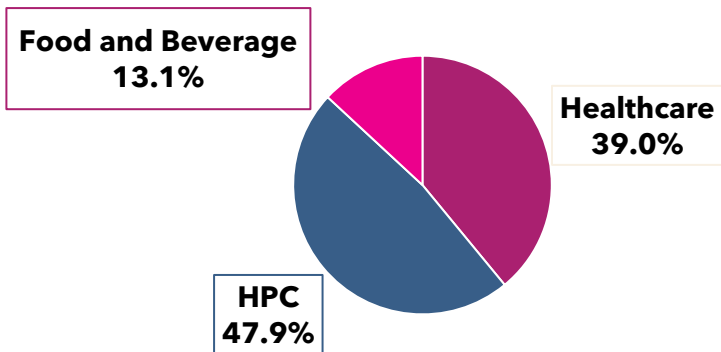
14.5%

*Profit Before Tax and
Exceptional Items Growth*

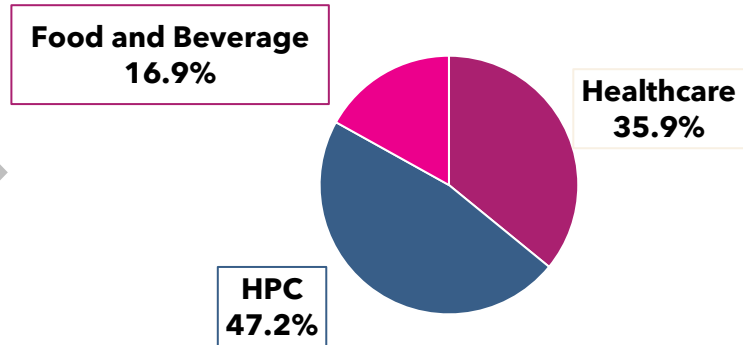
7.7%

*PAT before exceptional items
Growth*

FY21 Sales Contribution



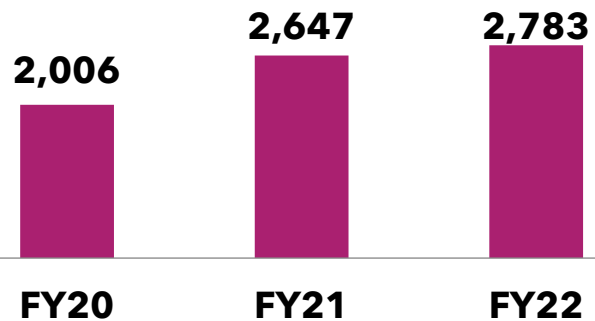
FY22 Sales Contribution



Healthcare

2-yr CAGR: 17.8%

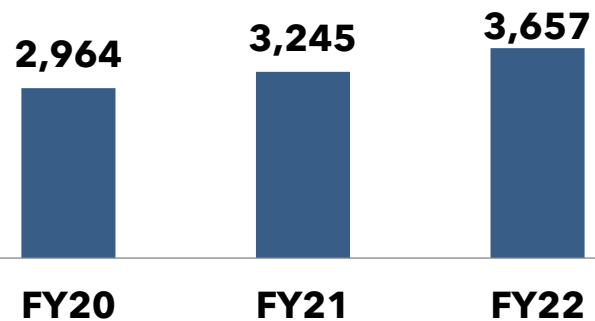
5.2%



Home & Personal Care (HPC)

2-yr CAGR: 11.1%

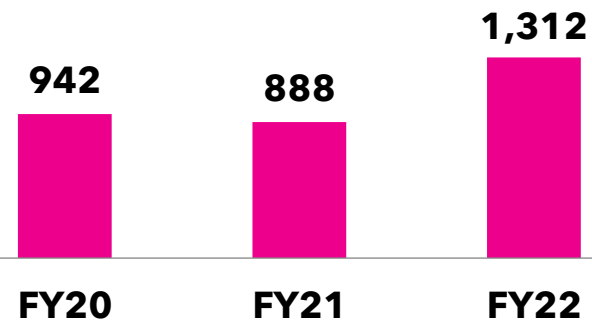
12.7%



Food & Beverage (F&B)

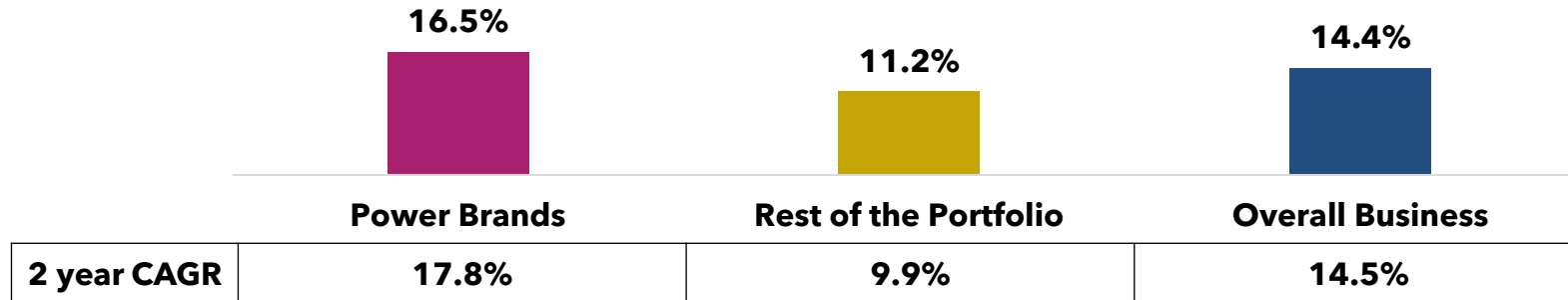
2-yr CAGR: 18.0%

47.7%



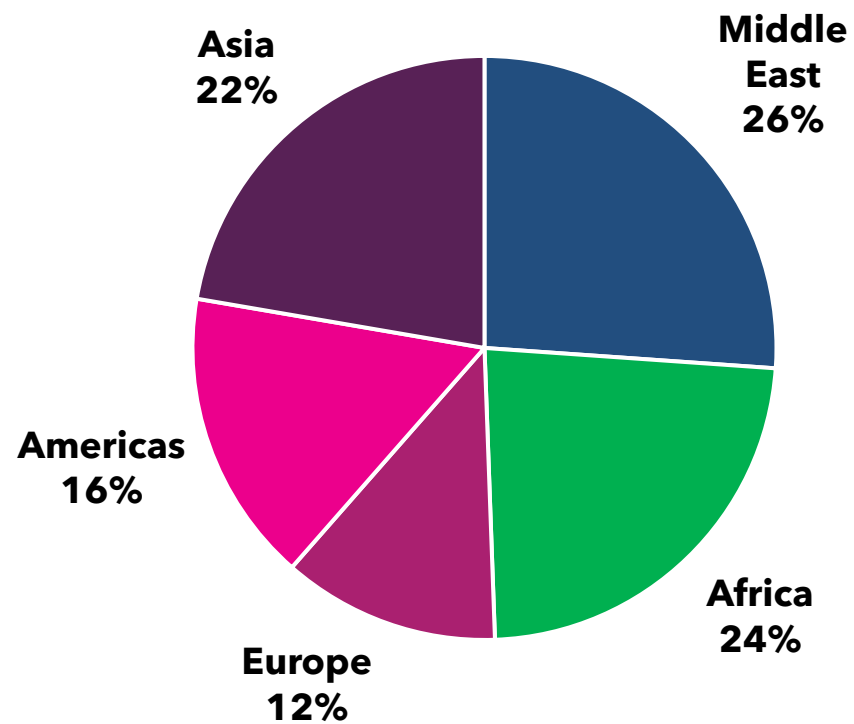
Power brands continue to outpace, despite high bases of DCP & Honey

FY22 Growth %



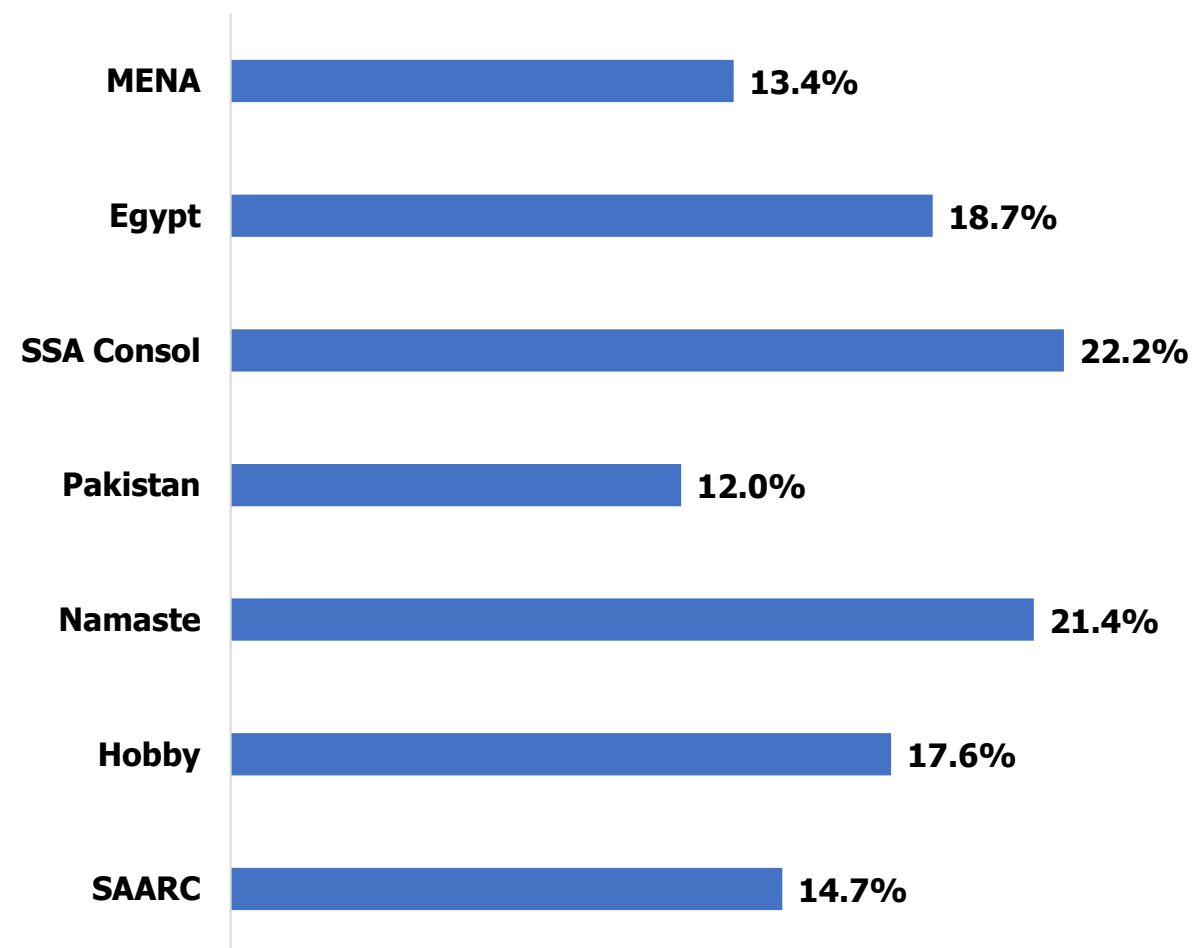
2 year CAGR	31.5%	19.1%	2.8%	6.3%	34.4%	7.7%	19.8%	18.0%
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International Business FY22 Revenue Breakdown



International Business grew by 15.8% in CC terms (11.8% in INR)

FY22 Constant Currency Growth %



AGENDA

1



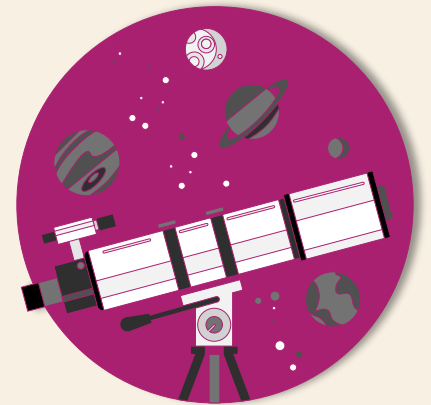
DABUR
BRIEF OVERVIEW

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**FY22
KEY HIGHLIGHTS**

1

Power Brands to Power Platforms

Increasing the addressable market across our portfolio

2

Innovation continued to be the cornerstone of our strategy

Innovation contribution at ~5% in FY22

3

Market share gains across ~99% of the portfolio

4

Digital continued to gain prominence (@23.6% in FY22) - targeting millennials and GenZ

5

Continued to expand distribution infra

Covering 1.3 mn outlets, ~90k villages

6

Operational effectiveness helped to improve productivity







7

Price increases and saving initiatives combatted inflation during the year

8

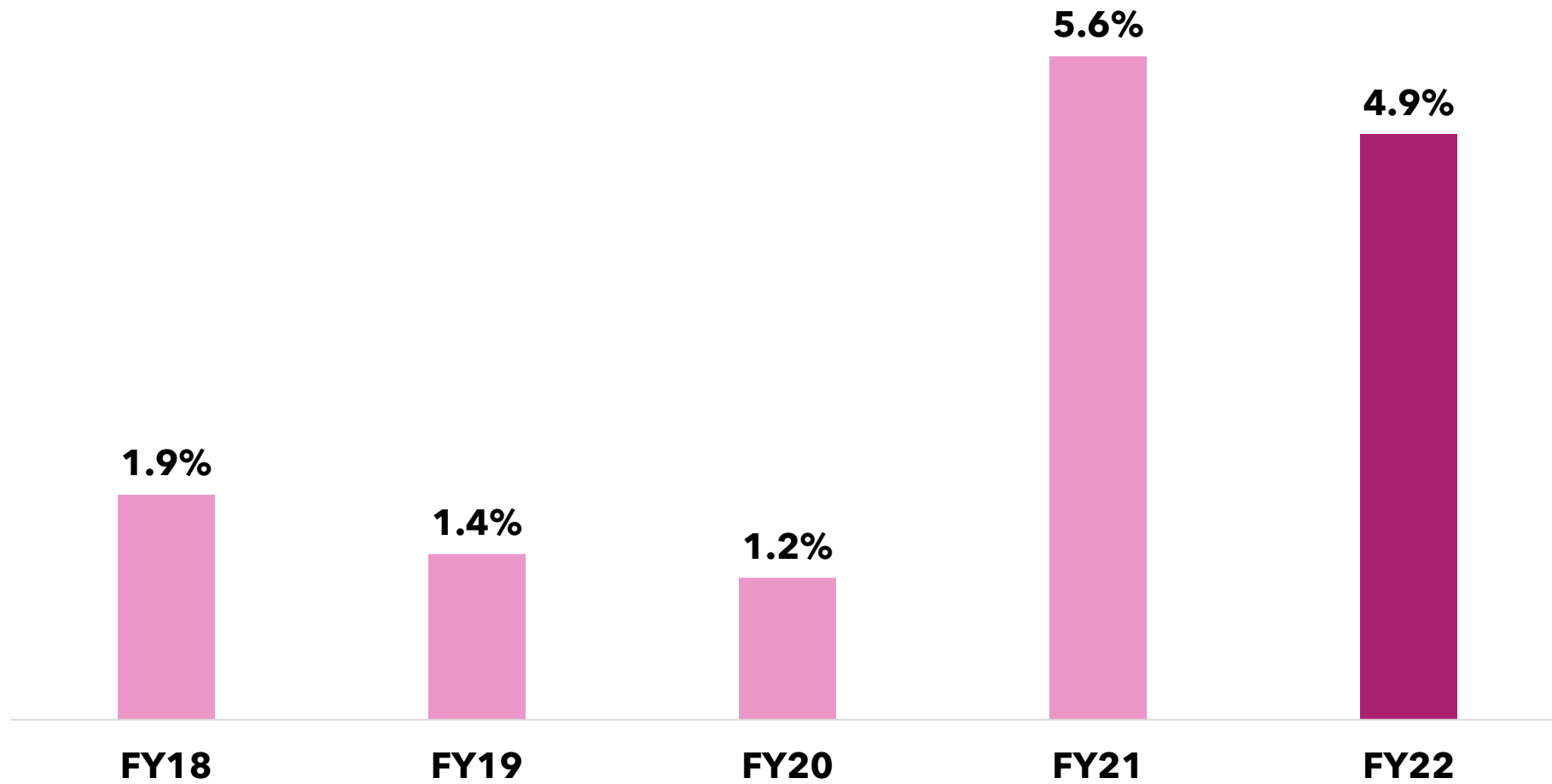
Building a sustainable, ESG compliant business

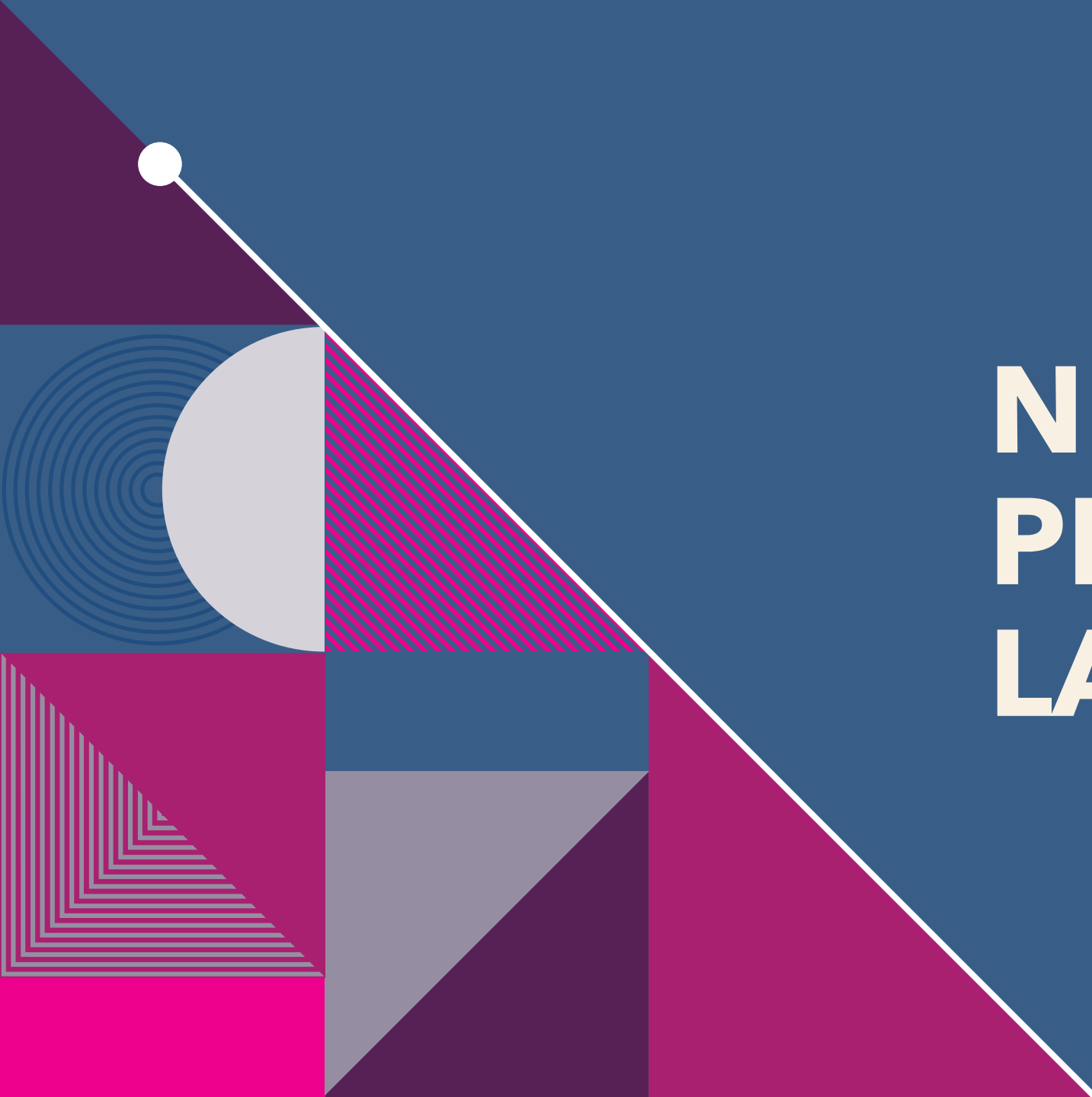
1. Power Brands to Power Platforms

	<p>From</p>  <p>Juices, Nectars & Coconut Water</p>	<p>To</p>  <p>Mango Drink Real PET Real Fizz Real Mini</p> <p>Real VAD (under Real Milk Power) Real Health Real Seeds (under Real Health)</p> <ul style="list-style-type: none"> • Increase MS in core J&N category • Scale up fruit drinks category • Extensions into adjacencies planned • Premiumize portfolio
	<p>From</p> 	<p>To</p>  <p>Flanker Amla Brands - Hair Oil Premium Amla Brand Dabur Amla Kids Range</p> <ul style="list-style-type: none"> • Increase MS • Extensions into adjacencies planned • Premiumize portfolio

2. Innovation continued to be the cornerstone of our strategy

Innovation contribution





NEW PRODUCTS LAUNCHED

Dabur Chyawanprakash

Tablets are based on an ancient Ayurvedic formulation of more than 40+ ayurvedic herbs and ingredients



**40
Herbs**

DOES YOUR CHILD'S MILK DRINK GIVE THEM IMMUNITY?

DABUR VITA helps boost immunity by significantly stimulating activity of immunity components like TNF-alpha



Dabur Kesarprash

Kesar & Moti Revitalizer





Dabur

***A blend of 8 real
Ayurvedic Herbs,
Green Tea and Rock Salt***



Gluten-Free



Digestives

HAJMOLA[®] Amla Candy



Tasty Digestive
with the Goodness of Amla



HAJMOLA[®]
mein
Lem **on**
ka Chatkara

HAJMOLA[®]
LimCola

 An Ayurvedic product.

The advertisement features a man with a beard in a green shirt and a woman in a gold dress in a social setting. A bottle of Hajmola LimCola is shown with a splash of water and lemon slices. The background is a blurred crowd of people.

OTC





*Don't let **Painful Joints**
Restrict your Mobility*



**SHODHIT
GUGGULU**

FOR JOINT PAINS



Dabur
GULKAND
PRAVAL YUKT

100% Natural, Delicious & Healthy Gulkand



100%
AYURVED.

Specialities of Dabur Gulkand



PREMIUM INGREDIENTS

Rose Petals, Mishri and Praval Pishti



NATURAL TASTE & HEALTHY

Dabur Gulkand is manufactured **without any artificial flavourings.**



IMPORTANCE OF SUN PROCESSING

Ensures complete assimilation of all the ingredients

Hair Care

Dabur

GOLD
Coconut Oil



100%
with palm trees

Pure Coconut Oil
with 135 years
of Dabur's Trust



Vatika Neelibhringa21 Oil

Clinically proven
to grow new hair in
2 months

Ayurvedic medicine made with Tail Pak Vidhi



NEW

135
YEARS OF
AYURVEDIC
HERITAGE

CLINICALLY
PROVEN

4x
less hair fall*

3x
thicker hair**

3x
faster hair growth*

4x
less hair fall*

3x
thicker hair**

3x
faster hair growth*

AYURVEDIC MEDICINE
WITH TRADITIONAL TAIL PAK VIDHI

AYURVEDIC MEDICINE
MADE WITH TRADITIONAL TAIL PAK VIDHI

* Based on study no. MSCR/DAHS/2019-04; study completion date: 28 May 2020
* Based on study no. HAIR/DAHS/2021-05; study completion date: 24 Oct 2021
* Based on study no. HAIR/DAHS/2021-05; study completion date: 24 Oct 2021

*Basis clinical study vs no oil group at week 8



Herb'l

7 SHADES WHITER TEETH

IN 1 WEEK*



*Based on study #8-LAB-WHI-21-001 dated Feb-2022

*Based on scientific lab data; tested on select stains such as tea/coffee/naan/tobacco/wine, when brushed twice for a week at 2 mins interval

Dabur Vatika[®] Face Wash

For a naturally
glowing face!



STAY
PROTECTED
FROM
DENGUE

WITH
ODOMOS[®]
PROTECT
LIQUID VAPORISER

100%
PROTECTION*

FITS IN ALL MACHINES#



*Based on 100% Landing and biting inhibition against mosquitoes after 55 minutes of product exposure under standard test conditions.
#Fits all standard machines, will not fit in customised machines.

Home Care

Odonil
Air Freshener

*Khushboo failegi
germs nahi!*

With New Odonil Neem Blocks

INDIA'S
NO 1
AIR FRESHENER



NEW
Odonil infused with
neem
leaves

30
DAYS OF
freshness* &
protection^

*As per NielsenIQ Retail Index data for period MAT Sept'21 for the India market in Air Freshener.
^Longevity of product may vary based on in-use storage, weather conditions and scent habituation. ^Based on lab study data.

Odonil TRANSFORM YOUR WORLD

Keep Chilling
with



FIZZIN



Real Fruit Power is only a trademark and does represent its true nature

150ml



Milkshake

SLURPINGLY
DELICIOUS
NEW FRAPPE



BOURBON
CHOCOLATE

MOROCCAN
COFFEE



Flavoured Milk
Moroccan Coffee Flavoured

Experience
Réal goodness with



Real Health is only a trademark & does not represent its true nature.

Foods



WITH NUTRIENTS INTACT

Dabur

COLD PRESSED SESAME OIL



A PERFECT BLEND OF



Health

Taste

Aroma



SUGGESTED USAGE



Dabur

COLD PRESSED GROUNDNUT OIL



A PERFECT BLEND OF



Health

Taste

Aroma



SUGGESTED USAGE

Dabur 
**VIRGIN
COCONUT OIL**
SUPERFOOD

-  100% NATURAL
-  COLD PRESSED
-  60% MCT



3. Market share gains across ~99% of the portfolio

Category	Change in MS Vol% (MAT Mar'22)
Tooth Pastes	0.2
Hair Oils	0.7
Pure Coco Hair Oils	0.6
Perfumed Hair Oils	1.0
Juices & Nectars (J&N)	3.1
Chyawanprash	1.2
Air Freshener - Solids	1.5
Air Freshener - Gels	5.5
Bleach Creams	1.4
Glucose Powder	1.1
Baby Massage Oil	-0.4
Shampoo	0.3
Honey	3.0

4. Digital continued to gain prominence (@24% in FY22)

576 Campaigns in FY22

273 days on Air
 43 % Programmatic Spends
 4.1 BN impressions
 970 MN Views



3500+ Influencers activated in
 FY22
 325 MN Reach
 75 MN Views

15
 CELEBS

140
 BEAUTY
 EXPERTS

3,126
 LIFESTYLE &
 HEALTH

81
 FOOD ENTHU

149
 MOMMY
 BLOGGERS

North	1,158	East	611	West	923	South	819
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Enhancing Digital Skills

Google Digital Garage



45 Google Certified Marketers
 @ Dabur

5. Continued to expand distribution infra



Coverage Expansion

	FY21	FY22	Inc.
Total O/ls (lakhs)	12.8	13.1	0.3
Chemist (lakhs)	2.50	2.60	0.1

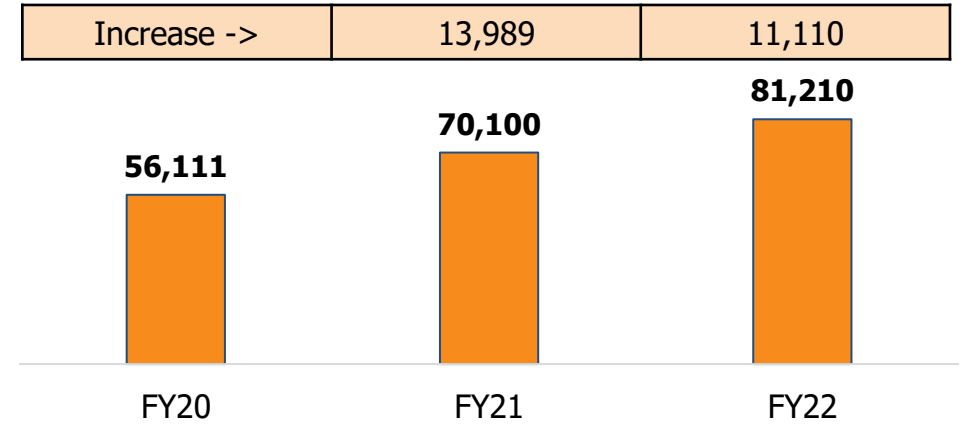


Rural Coverage

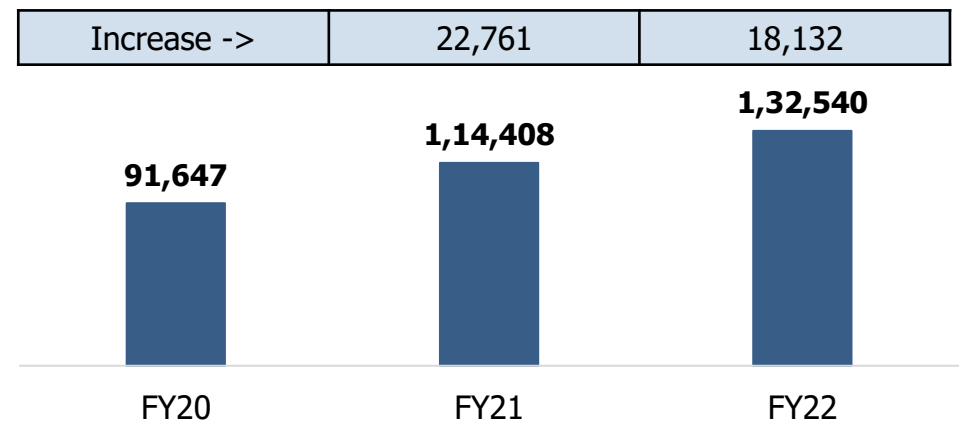
	FY21	FY22	Inc.
Villages	59,217	89,840	30,623
Yoddha	0	10,392	10,392

Ethical Division

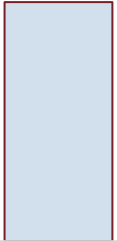
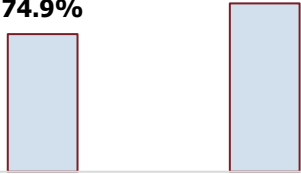
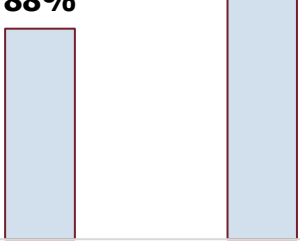
Doctor Coverage



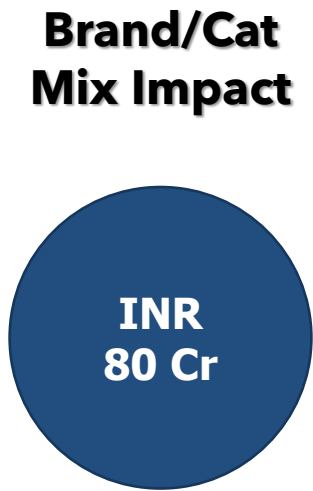
Outlet Coverage



6. Operational effectiveness helped to improve productivity

Procurement	Manufacturing	Capex and Savings Update	Supply Chain
<p>9.4% Material Inflation (~INR 350 cr in India) in FY22</p> <p>Mitigated by Position Gains of</p> <p>72.7 cr</p>  <p>FY22</p> <p>Top 5 Contributors:</p> <ul style="list-style-type: none"> • LLP (11.8 cr) • DMH (7.9 cr) • Sorbitol (5.9 cr) • RBD Mustard Oil (5.7 cr) • Ref. Rice Bran Oil (4.6 cr) 	<p>Tezpur Fiscal maximization (from 1,247 cr in FY21 to 1,811 cr in FY'22) 45% Increase over LY</p> <p>FSD Savings of INR 44 cr in FY22</p> <p>OEE Improvement of 110 bps (savings of ~ 2.7 cr)</p> <p>OEE</p>  <p>FY21 FY22</p> <p>1,075 Kaizens in FY22</p>	<p>Indore Greenfield Pishti Plant commissioned in Dec'21– (Produced 1055 MT in FY'22) Vertical Startup of Juice Plant with 85% OEE reached in 2 weeks Production started on 2nd June</p> <p>Megaproject subsidy INR 180 cr over next 5-7 years</p> <p>Unnati Savings : 7.3% Manpower optimization at DIL FY22: 4.9 cr</p> <p>PLI Scheme Update – INR 171 cr over next 7 years Dabur one of the beneficiaries of the PLI Scheme 2021</p>	<p>Implemented IBP leading to improvement in stock availability RA improves to 91%</p> <p>Priority SKU RA at 95%</p> <p>Range Availability</p>  <p>FY21 FY22</p> <p>MT Fill Rate improved to 87% (+700 bps)</p> <p>Other Initiatives:</p> <ul style="list-style-type: none"> • Implementation of Bot (Javis) in Order Processing • 100% centralization of order processing • National Roll out of EDI for Walmart and Cloudbail

7. Price increases and saving initiatives combatted inflation during the year



How did we manage inflation?

Price increase of **INR 373 cr**
(~5%)



Total Savings of **INR 100 cr**



8. Building a sustainable, ESG compliant business

TODAY

First Indian FMCG company to be plastic waste neutral

51%

% of Energy consumed from renewable energy sources

Improvement in Environment Indicators (vs 2017-18)

Reduction in SOx emissions	67%
Reduction in Raw Water Usage	43%
Reduction in Effluent Generation	29%
Reduction in CO2 emissions	20%
Reduction in Energy Consumption	3%

CSR Initiatives

FY22 CSR Expenditure (INR cr) **31.2**

FY22 CSR Beneficiaries (mn) **2.3**

CSR Focus Areas:

- Covid support initiatives
- Eradicating hunger, poverty and malnutrition
- Promoting Preventive Healthcare
- Environment Sustainability
- Promotion of Education

FUTURE STRATEGY

E

- Become Water Positive by 2030
- Reduce emissions, Become Carbon Neutral by 2040
- No net loss to biodiversity by 2030
- Plastic positive YoY

S

- Improve gender diversity
- Increase women representation in Management Positions
- D&I agenda to include disability, age & geography/nationalities
- Increase in Employee training manhours

G

- Ensure 100% compliance along with transparency & enhanced disclosures



THANK YOU

For more information and updates, visit:
<http://www.dabur.com/in/en-us/investor>