Ref: SEC/SE/2023-24

Date: September 15, 2023

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

BSE Scrip Code: 500096

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

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
ASHOK KUMAR JAIN
(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

Philipe 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

- Mohit Malhotra
  Global CEO

- Philipe Haydon
  ED - Healthcare

- Abhishek Jugran
  EVP - HPC, F&B and SAARC

- Mayank Kumar
  VP - F&B

- Raghav Agarwal
  CEO - International Business
Dabur – A Leader in Ayurveda and Natural Healthcare

- Market Cap: INR 1 tn (USD 12 bn)
- Strong overseas presence with ~25% contribution
- Established in 1884 – 139 years of trust and heritage
- One of the largest distribution network in India, covering ~7.9 mn outlets
- Among the Top 4 FMCG companies in India
- 22 world class manufacturing facilities
Manufacturing Presence in India

14 Manufacturing facilities in India

- Jammu
- Baddi
- Sahibabad
- Pantnagar
- Tezpur
- Nasik
- Newai
- Alwar
- Indore
- Pithampur
- Katni
- Narendrapur
- Umbergaon
- Silvassa
Manufacturing Presence in Overseas Markets

 Owned Manufacturing facilities overseas

- Nepal
- Bangladesh
- Sri Lanka
- South Africa (SADC)
- Nigeria (ECOWAS)
- Egypt (COMESA)
- Turkey (EU)
- UAE (GCC + GAFTA)
- USA (3P)
Business Structure

Domestic Business 75%
- Chyawanprash
- Honey
- Pudin Hara
- Lal Tail
- Honitus
- Amla
- Real Red Paste

International Business 25%
- Vatika
- Amla
- Dermoviva
- Hobby
- ORS

Power Brands
- Dabur
- Honitus

Key Brands
# 1 billion club brands

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Brands</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;1,500 cr</td>
<td>Real</td>
</tr>
<tr>
<td>1,000-1,500 cr</td>
<td>Dabur RED PASTE, Dabur AMTA, Vatika</td>
</tr>
<tr>
<td>500-1,000 cr</td>
<td>Dabur Honey, Dabur CHYAWANPRASH</td>
</tr>
<tr>
<td>100-500 cr (17 brands)</td>
<td>Dabur LAAL, Dabur BABOOL, Dabur HERB'L, Dabur HONITUS, ODOMOS, FEM, HOBBY, ORS, MESWAK, BADSHAH</td>
</tr>
</tbody>
</table>
Market Leadership in Domestic Business

Leading position in key categories across verticals

#Relative Competitive Position

- Honey
- Chyawanprash
- Baby Massage Oil
- Glucose
- Hair Oils
- Oral Dentrifice
- Skin Care - Bleaches
- Toilet Cleaners
- Air Fresheners
- Mosquito Repellent Creams
- Juices

Healthcare

Home and Personal Care

Foods
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

69%

Dabur Portfolio Penetration in FY23

76%

(+700 bps)

Market Share Gains

<table>
<thead>
<tr>
<th>Hair Oils</th>
<th>Shampoos</th>
<th>Toothpastes</th>
<th>Mosquito Repellant Creams</th>
</tr>
</thead>
<tbody>
<tr>
<td>167 bps</td>
<td>207 bps</td>
<td>137 bps</td>
<td>350 bps</td>
</tr>
<tr>
<td>Chyawanprash</td>
<td>Honey</td>
<td>Digestives</td>
<td>Juices &amp; Nectars</td>
</tr>
<tr>
<td>462 bps</td>
<td>~400 bps</td>
<td>786 bps</td>
<td>364 bps</td>
</tr>
</tbody>
</table>
Substantial acceleration in Business growth in the last 4 years

Consol Business – Revenue from Operations (INR cr)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>4-yr CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>7,827</td>
<td>2.2%</td>
</tr>
<tr>
<td>FY19</td>
<td>8,533</td>
<td>7.8%</td>
</tr>
<tr>
<td>FY23</td>
<td>11,530</td>
<td></td>
</tr>
</tbody>
</table>

Standalone Business – Revenue from Operations (INR cr)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>4-yr CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>5,431</td>
<td>3.7%</td>
</tr>
<tr>
<td>FY19</td>
<td>6,273</td>
<td>8.5%</td>
</tr>
<tr>
<td>FY23</td>
<td>8,684</td>
<td></td>
</tr>
</tbody>
</table>

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

Building Capabilities & Transforming Culture

Operational Excellence & ESG

FIT FOR PURPOSE GTM

Digitisation

Winning Portfolio and Innovation

Profitability Enhancement

Dedicated to health and well-being
Business Metamorphosis continues
India is Changing

India is a Young Economy

- India’s Median Age: 28.7 years (lower than China’s at 38.4, US at 38.5)

India’s Population by Age (Current)

- 55-64 years: 8%
- >65 years: 7%
- <14 years: 26%
- 25-54 years: 42%
- 15 to 24 years: 18%

India’s Millennials and GenZ contribution: 34%

Increasing Urbanization

- Urban as % of Population
  - 1951: 17%
  - 2018: 34%
  - 2022: 36%

Increasing Affluence

- India’s Per Capita Income (USD)
  - 2001: 460
  - 2011: 1413
  - 2023: 2450
  - 2030E: 4000

Growing Digital Population

- Smartphone Users in mn
  - 2010: 34.2
  - 2023: 938.3
  - 2030: 1,351.3

Consumer behaviour is also changing

- 44% of Population to become upper middle income by 2023
  - 2018: 21%
  - 2030: 44%

Preference for Naturals on a Rise

- % of Urban Households that actively seek Natural Products
  - 2019: 47.9%
  - 2022: 69.1%

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)
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. 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
Stronger Scientific Claims

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

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

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

Kajurprash for Healthy Haemoglobin levels

Stronger Scientific Claims

Aspirational Packaging

Restaging Core For Younger India
Increasing Relevance through New Age Formats

- Restaging Core For Younger India
- Stronger Scientific Claims
- Increasing Relevance through New Age Formats
- Aspirational Packaging

- Format Extension
  - Cough Drops
  - Hot Sip (Kaadha powder)

- Variant Extension
  - RISE initiative West
  - Sugar Free Variant

- Blister Lozenges Premiumisation
- Tea Bags
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
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 Mango Drink
Real Fizzin
Real Peanut Butter

Real Nectars
Real PET
Real Milkshakes

Real Vitamin Boost
Real Aloe Power
Real Activ Coconut Water

Real Masala Range
Real Plant Based Drinks
Real Seeds/Superfoods
Transition from Power Brands to Power Platforms | HPC

- Red Paste
  - Red Bae Fresh Gel
  - Red Pulling Oil

- Amla
  - Sarson Amla
  - Badam Amla
  - Brahmi Amla
  - Amla Aloe Vera
  - Amla Kids

- Vatika
  - Premium Shampoo Range (Onion & Olive)
  - Neelibringa21 Hair Oil
  - International Range
Transition from Power Brands to Power Platforms | Healthcare

**Honey Variants:**
- Organic Honey
- Honey Tasties (Spreads)
- Himalayan Honey

**Chyawanprakash Variants:**
- Chyawanprakash
- DCPK Tablets
- Gur Chyawanprash
- Kesar Prash

**Amla Candy Variants:**
- Maha Candy (Albela Aam, Chulbuli Imli, ChatCola)
- Amla Candy
- Tingoli

**Health Variants:**
- Himalayan Honey
As a result, TAM has tripled
Innovation Pace Has Picked Up

FY19 FY23

1.4% 4.0%
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
Scaling Existing Categories by Entry into New Adjacencies

- Therapeutics
- Baby Care
- Hair Oils
- Toothpastes
- Tea
- Foods
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
**Digital continues to gain prominence**

- **Spends towards digital** increased to **31%** in FY23 (vs <10% in FY18)

- **Digital Campaigns** in FY23 leading to **3.4 bn Impressions & 1.4 bn Views**

- **Programmatic spends** at **74%** in FY23 (vs <40% in FY20)

- **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** 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

| 18 | 14 | 14 |
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
Business Metamorphosis continues
Trends in the Trade

Wholesale business shifts to middle India and smaller towns. Expansion in the periphery of mini metros. MT store count is estimated to increase by 1.5x from 2022 to 2025. 77% of stores for 2025 is led by RIL smart (small) stores.


Different Trade behavior:

- Home & Personal Care
- Health Care
- FOODS

Quick Commerce to be 25-30% by FY 25.

ECOMMERCE & Modern Trade

62% Urban active internet users: research products online before making any purchase.

MT store count 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**: Category Specific Teams
- **HPC 1**: Category Specific Teams
- **HPC 2**: Separate network in P1 Geos
- **Beverages**: Channel Specific Teams
- **Salon**: Channel Specific Teams

**Urban Business**
- Town Class level segmented strategy on Infrastructure
- Assortment: MSL @ Town/Outlet
- Engagement: Specific Programs @ Channels
- Distribution: Direct to Total Distribution Benchmarks

**Rural Expansion and Extraction**
- Reaching Top 1 Lac Villages
- VLEs for deeper reach
- 11,000 Yodhas Appointed

**Driving new age channels**
- Operation model change to strengthen and bolster the Channels
  - Alternate Channels Head
  - MT & E-B2C Head
  - E-B2B and C2C Head
  - Enterprise Head
- 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

<table>
<thead>
<tr>
<th>Category</th>
<th>FY19</th>
<th>FY23</th>
<th>Near Term Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Reach (mn outlets)</td>
<td>6.7</td>
<td>7.9</td>
<td>8.5</td>
</tr>
<tr>
<td>Direct Reach (mn outlets)</td>
<td>1.1</td>
<td>1.4</td>
<td>1.6</td>
</tr>
<tr>
<td>Village Coverage (in ‘000s)</td>
<td>44</td>
<td>101</td>
<td>120</td>
</tr>
<tr>
<td>Yoddhas</td>
<td>0</td>
<td>11,804</td>
<td>20,000</td>
</tr>
<tr>
<td>Chemist Coverage (in ‘000s)</td>
<td>216</td>
<td>270</td>
<td>300</td>
</tr>
<tr>
<td>EDGE Score (Assortment)</td>
<td>FY19 Was not being tracked earlier</td>
<td>FY23 88</td>
<td>Near Term Target 100+</td>
</tr>
</tbody>
</table>
Business Metamorphosis continues

1. Winning Portfolio and Innovation
2. Purpose Driven GTM
3. Building Capabilities & Transforming Culture
4. Operational Excellence & ESG
5. Digitisation
6. Profitability Enhancement
Transforming Culture & Building Capabilities

A. Operating Model
Change for more agile and accountable BUs

B. Connect & Develop
Open Innovation Culture

C. Fearless Approach
Fail Fast

D. Progression vs Perfection

E. Building Capabilities
A. Operating Model Change for more agile and accountable BUs

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


Regional Business heads and Channel heads with P&L responsibilities

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

1. HOS
   - Enterprise Head

2. HOS
   - E-Comm
   - MT
   - C&C + eB2B
   - Enterprise

Independent DOA, with P&L responsibility, checks and balances built in

From 4 to 5 Regional Business Divisions

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

Regional Mancoms constituted in Nov’20
DOA revised
RISE Team in Each Region
Regional PnL
B. Connect & Develop  
Open Innovation Culture

Regional Insight from
- Sales
- Partner Network

Vendor Network  
3 Ps  
Buyers

Products:
- Olive Oil
- FRUTORS
- GILOY
- AMLA
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
- Hommade 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

Philipe 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

1. Winning Portfolio and Innovation
2. Purpose Driven GTM
3. Building Capabilities & Transforming Culture
4. Operational Excellence & ESG
5. Digitisation
6. Profitability Enhancement
# 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

## 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
- 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)
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

**Industrial IOT**

- Asset Management improvement—
  - Preventive Maintenance,
  - Compliance & performance Monitoring.
- Safety first—Tech enabled safety monitoring system.

**Factory**

- 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**

- 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.

**Consumer**

- 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
Business Metamorphosis continues

BUILDING CAPABILITIES & TRANSFORMING CULTURE

FIT FOR PURPOSE GTM

WINNING PORTFOLIO AND INNOVATION

OPERATIONAL EXCELLENCE & ESG

DIGITISATION

PROFITABILITY ENHANCEMENT
Profitability Enhancement

Journey from FY19 to FY23

Operating Margin
~20% 18.8%
FY19-22 FY23

Reduction in Operating Margin in FY23 driven by two years of Unprecedented Material Inflation

Material Inflation %
12.7% 12.6%
FY22 FY23

Price Increases
Price Increase (INR cr)
5.5% 8.4%
FY22 FY23

Project Samriddhi
Cumulative Savings (INR cr)
63 132 208
FY21 FY22 FY23

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

- **01** WINNING PORTFOLIO AND INNOVATION
- **02** FIT FOR PURPOSE GTM
- **03** BUILDING CAPABILITIES & TRANSFORMING CULTURE
- **04** OPERATIONAL EXCELLENCE & ESG
- **05** DIGITISATION
- **06** PROFITABILITY ENHANCEMENT

Dedicated to health and well-being
Thank You
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

1. Healthcare Macro Trends
2. Healthcare Performance Snapshot
3. Healthcare Vision
4. Healthcare Growth Accelerators
Agenda

1. Healthcare Macro Trends
2. Healthcare Performance Snapshot
3. 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

Self Monitoring of Health through Technology

Searching for Health in Foods

Focus on Wellness

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

Searching for Health in Foods

- 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

Self Monitoring of Health through Technology

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

Growth in Nutraceutical market

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

Source: Mintel
Healthcare users interact with ecosystem basis their needs

Evolution of Exclusive Digital destinations for Ayurvedic organisations

Exclusive Health stores /Wellness centres/Universities
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

Brands WITHIN the ‘Ayurvedic’ space are not very differentiated

Opportunity to create an ‘Eco-System’ (Product + 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

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

Vitamins, Minerals & Dietary Supplements

Nutrition

Liver & Gastro Care

Cold Cough & Allergy

Analgesics

Dermatologicals

Lifestyle OTCs

Dabur’s Presence

Consumer Health incl. OTC & OTX

* ~ Rs. 30,500 Cr.
Dabur Healthcare Categories

Health Care

- Health Supplements
- OTC
- Therapeutics
- Ayurveda
1. Healthcare Macro Trends
2. Healthcare Performance Snapshot
3. Healthcare Vision
4. Healthcare Growth Accelerators
Healthcare Performance Snapshot

<table>
<thead>
<tr>
<th>Year</th>
<th>Contrib to Dabur%</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 19-20</td>
<td>32.7%</td>
</tr>
<tr>
<td>FY 20-21</td>
<td>37.9%</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>35%</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>31.2%</td>
</tr>
</tbody>
</table>

Consol Business – Revenue from Operations (INR cr)

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 19-20</td>
<td>1,979</td>
</tr>
<tr>
<td>FY 20-21</td>
<td>2,629</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>2,764</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>2,581</td>
</tr>
</tbody>
</table>

Healthcare 3 Year CAGR @ 9.3%
Market Leadership in Healthcare Business

Leading position in key categories across verticals

# Relative Competitive Position

- Honey: #1
- Chyawanprash: #1
- Glucose: #2
- Baby Massage Oils: #2
- Digestives: #1
- Ayurvedic Cough Syrup: #1
- Ayurvedic Generics: #1
Market Share Gains across Key Brands in Healthcare
Agenda

1. Healthcare Macro trends
2. Healthcare Performance Snapshot
3. Healthcare Vision
4. Healthcare Growth Accelerators
Growth Accelerators

01. Power Brand to Power Platform
02. Strong Scientific Claims
03. New Categories
04. Therapeutics
05. Increase Share in Generic/Ethicals
06. Premiumisation
Growth Accelerators

1. Power Brand to Power Platform
2. Strong Scientific Claims
3. New Categories
4. Therapeutics
5. Increase Share in Generic/Ethicals
6. Premiumisation
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)
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
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
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**

1. **01** POWER BRAND TO POWER PLATFORM
2. **02** STRONG SCIENTIFIC CLAIMS
3. **03**
4. **04**
5. **05** INCREASE SHARE IN GENERIC/ETHICALS
6. **06** PREMIUMISATION
Stronger Scientific Claims

1. Dabur Chyawanprash 2x immunity action
2. Dabur Glucoplus Free 50g
3. 25% more glucose in every sip
4. Dabur Honitus No.1 Ayurvedic Cough Syrup
5. Fast relief clinically tested
6. 2x faster physical growth

Dabur products for strong scientific claims.
Growth Accelerators

NEW CATEGORIES

01
POWER BRAND TO POWER PLATFORM

02
STRONG SCIENTIFIC CLAIMS

03

04
THERAPEUTICS

05
INCREASE SHARE IN GENERIC/ETHICALS

06
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.

✓ Premium look and feel – De-cluttered pack design
✓ Connects with New Age Parents
✓ Pack design cues in Natural Ingredients selected for their proven benefits / properties
✓ Establishes brand promise & credentials on FOP – Researched baby care
Entry into Tea market

Entry into Premium loose tea

Tea with Health benefits

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

Premium Loose Tea (4700 Cr)
Spearheading Complimentary Medical Approach

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

**Allopathy (Overall)**: 200,000 Cr

**Ayurvedic (Medicine)**: 15,000 Cr
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

Total: 72,300
Expanding Dabur Therapeutics | 2. Product Portfolio

- 500 Product Specialists
- Dabur Baby
- Branded Ethical Range
Growth Accelerators

1. Power Brand to Power Platform
2. Strong Scientific Claims
3. Large Categories
4. Therapeutics
5. Increase Share in Generic/Ethicals
6. Premiumisation
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

01. Power Brand to Power Platform
02. Strong Scientific Claims
03. Large Categories
04. Therapeutics
05. Increase Share in Generic/Ethicals
06. Premiumisation
Premiumization | Commanding High MRP & Improved margins

- Sundarbans Honey
- Organic Honey in Jar
- Himalayan Shilajit Gold
- Pure Herbs
- Honitus Lozenges
- Branded Ethicals NPD
- Dabur Functional Juices
Journey to 5000 Cr

01 Power Brand to Power Platform
02 Strong Scientific Claims
03 Innovations
04 Therapeutics
05 Increase Share in Generic/Ethicals
06 Premiumisation
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?
Thank You
Capital Markets Day 2023

15 Sep 2023
Agenda and Presentation Team

Mohit Malhotra
Global CEO

Philine Haydon
ED - Healthcare

Abhishek Jugran
EVP - HPC, F&B and SAARC

Mayank Kumar
VP - F&B

Raghav Agarwal
CEO - International Business
### Megatrends Shaping consumption in India

<table>
<thead>
<tr>
<th><strong>Significant growth expected via Premiumisation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Premiumization to drive growth in urban</td>
</tr>
<tr>
<td>Companies set to get 15-25% share from &quot;premium&quot; in select categories</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Health/wellness &amp; Naturals play</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>55-60% consumers actively spend on healthy food, services and trust in the ‘naturals’ platform</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Rising tier 2-4 cities shaping consumption</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier 2-4 to outgrow metros by 25%</td>
</tr>
<tr>
<td>Surging share of elite/affluent</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Digitally influenced consumption to impact -80% of spend</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital expected to drive overall retail spending with 15%+ from e-commerce by 2030</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>The 'willing to try' shopper</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.5x share gain by small niche players in last 5 years</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Rise of beauty: Women (&amp; Men)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumers increasingly going for solutions customized for their requirement, instead of generic</td>
</tr>
<tr>
<td>Greater adoption in women (&amp; men)</td>
</tr>
</tbody>
</table>

Source: Syndicated Data
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**
  - Hair care: 96%
  - Oral Care: 74%
  - Shampoo: 57%

- **Consistent gains seen in penetration of Ayurveda / Natural products**
  - Herbal /Ayurveda Oral Care HH Penetration%
    - MAT Jun2021: 69%
    - MAT Jun2022: 72%
    - MAT Jun2023: 74%

- **Ayurveda/ Natural intent high indexation seen with younger audience forming the next source of growth**
HPC Overview - Accelerating growth over the years

9% CAGR over 2 years

Mix moving towards Homecare and Oral Care

50% Contribution to Dabur

FY'19

Hair Care (43%)  Oral Care (33%)  Skin Care (10%)

FY'23

Hair Care (40%)  Oral Care (37%)  Skin Care (8%)

HPC (Cr)

9% CAGR - 2yr

5% CAGR - 5yr

2585

3245

3845

FY16

FY21

FY23

FY'19

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 Repellant Creams
- Oral Dentrifice

#1

* 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
- **Dabur HPC reaching** 7 out of 10 Outlets
- **Dabur HPC present in** 95% Modern Trade Outlets

**High Distribution Strength**

- 70% MAT Jun '21
- 73% MAT Jun '22
- 76% MAT Jun '23

**Share Gains for HPC across Urban as well as Rural**

- **All India (U+R)**
  - 2019: 12.36%
  - 2023: 13.78%
  - Source: Nielsen | Kantar

**MS VOL**

<table>
<thead>
<tr>
<th>Year</th>
<th>All India Urban</th>
<th>All India Rural</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>11.9%</td>
<td>13.0%</td>
</tr>
<tr>
<td>2023</td>
<td>13.3%</td>
<td>14.4%</td>
</tr>
</tbody>
</table>
# Winning across key categories

<table>
<thead>
<tr>
<th>Category</th>
<th>MS%</th>
<th>Gains over '19</th>
<th>Distribution Gains (O/L added over '19)</th>
<th>Penetration Gains#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toothpastes</td>
<td>16.5</td>
<td>+137 bps</td>
<td>+8.5 Lakhs</td>
<td></td>
</tr>
<tr>
<td>Hair Oils</td>
<td>16.1</td>
<td>+167 bps</td>
<td>+4.0 Lakhs</td>
<td></td>
</tr>
<tr>
<td>Shampoos</td>
<td>7.2</td>
<td>+207 bps</td>
<td>+3.5 Lakhs</td>
<td></td>
</tr>
<tr>
<td>Mosquito Repellent Creams</td>
<td>62.0</td>
<td>+350 bps</td>
<td>+14.3K</td>
<td></td>
</tr>
<tr>
<td>Air Fresheners</td>
<td>41.5</td>
<td>+40 bps</td>
<td>+1.8 Lakhs</td>
<td></td>
</tr>
</tbody>
</table>

*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

Source: Nielsen | Kantar | Rev = MRP Value
### Key Growth Pillars

<table>
<thead>
<tr>
<th>1</th>
<th>Strengthen the Core</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Innovation of Power Brands</td>
</tr>
<tr>
<td>3</td>
<td>Execution Excellence</td>
</tr>
<tr>
<td>4</td>
<td>RISE (Regional Insights for Speedy Execution)</td>
</tr>
</tbody>
</table>

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

Numbers for FY23
1. Strengthen the Core: Betting Big on Influencers to connect with Gen Z

37mn REACH; 8mn VIEWS
2. Power Brands to Power Platforms: Increase Total Addressable Market

<table>
<thead>
<tr>
<th>Category</th>
<th>Existing Categories</th>
<th>New Categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>ORAL CARE</td>
<td>Hygiene/Maintenance Segment</td>
<td>Gels Whitening Segment</td>
</tr>
<tr>
<td>HAIR OIL</td>
<td>Hair Oils (ex-Cooling and Ayurvedic)</td>
<td>Cooling Hair Oils Ayurvedic Oils</td>
</tr>
<tr>
<td>SHAMPOO</td>
<td>Shampoos (ex-hairfall, damage repair)</td>
<td>Hair fall Control Damage Repair Hair conditioner Hair Mask</td>
</tr>
<tr>
<td>HOME CARE</td>
<td>Mosquito Repellent Creams, Air Fresheners, Toilet Cleaners, Floor Cleaners</td>
<td>Household Insecticides Liquid Vaporizers</td>
</tr>
<tr>
<td>SKINCARE</td>
<td>Rose Water, Creams, Bleaches, HRC, Handwash, Facial Kits</td>
<td>Body Lotions Body Wash Premium Toners Shaving gels Pedicure/Manicure Kits Rose Glycerine</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>ORAL CARE</td>
<td>1.3 X</td>
<td>1.3 X</td>
</tr>
<tr>
<td>HAIR OIL</td>
<td>1.2 X</td>
<td>1.2 X</td>
</tr>
<tr>
<td>SHAMPOO</td>
<td>1.6 X</td>
<td>1.6 X</td>
</tr>
<tr>
<td>HOME CARE</td>
<td>2.7 X</td>
<td>1.7 X</td>
</tr>
<tr>
<td>SKINCARE</td>
<td>1.7 X</td>
<td>1.7 X</td>
</tr>
</tbody>
</table>
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 Rose Water
Rose Water with Aloe
Premium Toners
Body Lotion
Body Wash
Soaps
Face Wash
Micellar Water

Core Blocks
Aerosols
Premium Aerosols
Zipper
Gel Pocket
Premium Water Based Sprays
Automatic Diffuser
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

- 79L in FY23
- 69L in FY19

**Efficiency Improvement**

EDGE** Score up by 15 points

<table>
<thead>
<tr>
<th></th>
<th>FY22</th>
<th>FY23</th>
<th>FY24 Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>73</td>
<td>88</td>
<td>102</td>
<td></td>
</tr>
</tbody>
</table>

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**

- **TOP:** Portfolio Premiumization
- **Middle of Pyramid:** Channel First Portfolio
  - Build frequency
- **Bottom of Pyramid:** BOP: Core Portfolio
  - To drive Recruitment

**Entry into New-age Categories**

**Bridge Packs**

**LUPs**
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**
  - 10g, 20g (LUPs)
- **MODERN TRADE**
  - 300g, 400g & 500g
  - 700g & 800g
- **E-COMMERCE**
  - 100g & 200g

**Skin Care**
- **TRADITIONAL TRADE**
  - 30ml, 60ml (LUPs)
  - 8g (LUPs)
  - 250ml & 400ml
  - 64g, 126g & 310g
- **MODERN TRADE**
- **E-COMMERCE**

**Home Care**
- **TRADITIONAL TRADE**
  - 40g POS(N,C,E)
  - 48g PO5(S, W)
  - 50g PO2(MT)
  - 100g PO4(Ecom)
- **MODERN TRADE**
  - Singles
- **E-COMMERCE**
  - Pack of 3

**Hair Care**
- **TRADITIONAL TRADE**
  - 10ml, 20ml (LUPs)
  - 100ml, 180ml (Amla)
  - 100, 175ml (Anmol)
- **MODERN TRADE**
  - 550ml
  - 1 Ltr
- **E-COMMERCE**
  - Digital First

Digital First
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
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

Philipe Haydon
ED - Healthcare

Abhishek Jugran
EVP - HPC, F&B and SAARC

Mayank Kumar
VP - F&B

Raghav Agarwal
CEO - International Business
Beverages and Foods
<table>
<thead>
<tr>
<th>Category</th>
<th>Key Brand</th>
<th>Brand Promise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beverages</td>
<td><img src="real.png" alt="Real" /></td>
<td>Healthy &amp; Tasty nutrition</td>
</tr>
<tr>
<td>Foods</td>
<td><img src="hommade.png" alt="Dabur Hommade" /></td>
<td>As good as home made</td>
</tr>
<tr>
<td></td>
<td><img src="badshah.png" alt="Badshah" /></td>
<td></td>
</tr>
</tbody>
</table>
F&B: 4 years CAGR of 14%
4 years CAGR of Beverages @ 14% and Foods @ 16%
Gaining MS to consolidating our No1 Position in J&N, while gaining share in New Categories

FY19 FY23
Neilsen MAT Mar 23 Val

J&N MS val gain 360 bps
Mango Drinks MS
1.2%

56.7 60.3
FY19 FY23
Real – INR 10 SKU MS
3.6%
Strategic Pillars
Strategic Pillars

01: Strengthening CORE
02: Power Brand to Power Platform
03: Expansion – Foods and OOH portfolio
04: Focus on digital
05: Expanding and Bolstering RTM
06: Profitability Enhancement
Strategic Pillars

01. Strengthening CORE
02. Power Brand to Power Platform
03. Expansion – Foods and OOH portfolio
04. Focus on digital
05. Expanding and Bolstering RTM
06. Profitability Enhancement
Healthier and Tastier Beverages

- Functional Juices
- Coconut Water portfolio
- With Aloe Power

Healthier and Tastier Products

- Persuasive communication
- Superior Packaging

Rehydrating Beverages

Superfood & Exotic Juices

Masala Range

Soya & Almond Milk
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।
Superior Packaging

Strengthening CORE

Healthier and Tastier Products
Persuasive communication
Superior Packaging
Superior Packaging

Healthier and Tastier Products

Persuasive communication

Superior Packaging
Superior Packaging

1. Strengthening CORE

   - Healthier and Tastier Products
   - Persuasive communication
   - Superior Packaging
Strategic Pillars

01: Strengthening CORE

02: Power Brand to Power Platform

03: Expansion – Foods and OOH portfolio

04: Focus on digital

05: Expanding and Bolstering RTM

06: Profitability Enhancement
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.

As of today, the TAM has almost quadrupled from FY19.
Innovation Pace Has Picked Up

FY19: 2.3%
FY23: 8.7%
Strategic Pillars

Expansion – Foods and OOH portfolio

Power Brand to Power Platform

Strengthening CORE

Focus on digital

Expanding and Bolstering RTM

Profitability Enhancement

Dabur
Expansion of Food Business

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

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

Pastes, Puree, Coconut Milk & Flavouring Agents

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

Badshah
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

Condiments
Pickles, Chutneys, Peanut Butter

RTC/RTÉ and Spices
Desserts & Masalas

Oil & Ghee

Cooking Aids
Paste, Puree, Sauces and Conc
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
Strategic Pillars

1. Strengthening CORE
2. Power Brand to Power Platform
3. Expansion – Foods and OOH portfolio
4. Focus on digital
5. Expanding and Bolstering RTM
6. Profitability Enhancement
**Digital continues to gain prominence**

<table>
<thead>
<tr>
<th>Key Digital Pillars</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Spends towards digital</strong> increased to 25% in FY23 (vs &lt;12% in FY19)</td>
</tr>
<tr>
<td><strong>E-commerce business</strong> ~8% of the business</td>
</tr>
<tr>
<td><strong>Digital Campaigns FY23</strong> @ 300+ Mn impressions @ 170+ Mn views</td>
</tr>
</tbody>
</table>

**Hero Content @ 200+ Mn impressions** focused 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

Social media platforms: Facebook, Instagram
Strategic Pillars

- Expansion: Foods and OOH portfolio
- Focus on digital
- Power Brand to Power Platform
- Expanding and Bolstering RTM
- Strengthening CORE
- Profitability Enhancement
Expanding and Bolstering RTM

Exclusive Food Network

Beverages Exclusive Towns

470

Common Towns

940

Increasing Direct Coverage

Direct Distribution

FY19: X
FY23: 2.3X

Rural Expansion

• Expanded Portfolio with increased affordability
• Exclusive network

Rural Saliency

FY19: X
FY23: 2X

Expand in Non Core markets

Growing beyond NORTH
Higher Investments on Infrastructure expansion
Exclusive network

Saliency of Rest of India

FY19: X%
FY23: X + 800bps
Badshah: Focus on CORE markets with a phase wise expansion plan to other markets.

- **CORE MARKETS**
  - Maharashtra
  - Gujarat
  - Telangana & AP

- **ADJACENT MARKETS**
  - Uttar Pradesh
  - Delhi NCR
  - Bihar
  - West Bengal
  - Jharkhand
  - Madhya Pradesh
  - Rajasthan

Contributes to over 90% of current sales.

Includes Dabur Core states.

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

01. Strengthening CORE
02. Power Brand to Power Platform
03. Expansion – Foods and OOH portfolio
04. Focus on digital
05. Expanding and Bolstering RTM
06. Profitability Enhancement
Improving Profitability

01 Distributed Manufacturing
Optimizing Freight Cost by being nearer to market

02 Vendor Agnostic Formulation
Multiple vendor for RM, Focus on Indianization.

03 Multiple Vendors of Cartons
Price discovery with introduction of multiple carton/ Laminate suppliers

04 Operation Efficiency
Lower energy and manpower cost, High Speed Lines
Strategic Pillars

01. Strengthening CORE

02. Power Brand to Power Platform

03. Expansion – Foods and OOH portfolio

04. Focus on digital

05. Expanding and Bolstering RTM

06. Profitability Enhancement

DRIVING DOUBLE DIGIT GROWTH
THANK YOU!
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EVP - HPC, F&B and SAARC

Mayank Kumar
VP - F&B

Raghav Agarwal
CEO - International Business
Dabur International is a $365Mn Business

- International Business: 25%
- Total Dabur: 75%
Our Global Footprint

% Contribution FY 22-23 Values

1. MENA
   - 26%

2. SAARC
   - 20%

3. NORTH AMERICA
   - 16%

4. EGYPT
   - 13%

5. TURKEY
   - 11%

6. SUB SAHARAN AFRICA
   - 9%

7. UK & EUROPE
   - 6%

8. OTHER MARKETS
   - 2%
     - Australia
     - CIS
     - SEA
     - Iran
Our Consumers

1. Arab + Asian
2. African American + Asian
3. Turks
4. Sub Saharan African
5. African European + Asian
6. African European + Asian
7. Russian & East European
8. South Asian + East Asian

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

- Hair Care
- Oral Care
- Skin Care
- Health Care
- Foods

Brands: Vatika, Dabur Herb'l, Herbolene, Rapidex, Honitus, Red, Miswak, Fem, Dabur Real, Pudin Hara, Honey Juice, ORS, AMLA, Olive Oil, HOBBY.
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

- Dabur
- National Distributor
- Hypermarkets
- Pharmacy
- B class Supermarkets
- Wholesale
- C class Supermarkets (Vans)
- Discounters

Direct Model

- Dabur
- Hyper/ Supermarkets
- Wholesale
- Retail
- Pharmacy
Leading Positions in Key Markets

<table>
<thead>
<tr>
<th>#1</th>
<th>#2</th>
<th>#3</th>
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</thead>
<tbody>
<tr>
<td><strong>Saudi Arabia</strong></td>
<td><strong>Hair Oil</strong>&lt;br&gt;<strong>Hair Cream</strong>&lt;br&gt;<strong>Hair Gel</strong>&lt;br&gt;<strong>Hair Mask</strong></td>
<td><strong>Skin Care Jelly</strong>&lt;br&gt;<strong>Henna Hair Colour</strong></td>
</tr>
<tr>
<td><strong>Egypt</strong></td>
<td><strong>Hair Oil</strong>&lt;br&gt;<strong>Hair Cream</strong>&lt;br&gt;<strong>Hair Mask</strong>&lt;br&gt;<strong>Hair Gel</strong></td>
<td></td>
</tr>
<tr>
<td><strong>United Arab Emirates</strong></td>
<td><strong>Hair Oil</strong>&lt;br&gt;<strong>Hair Cream</strong>&lt;br&gt;<strong>Hair Mask</strong>&lt;br&gt;<strong>Natural Shampoo</strong></td>
<td><strong>Depilatories</strong>&lt;br&gt;<strong>Skin Care Jelly</strong>&lt;br&gt;<strong>Hair Gel</strong>&lt;br&gt;<strong>Henna Hair Colour</strong></td>
</tr>
</tbody>
</table>
Vatika Naturals – The largest brand in the portfolio

Sub-Categories
- Hair Oil
- Shampoo
- Conditioner
- Hair Colours
- Hair Mask
- Hair Styling
- Baby

Region-wise Priority

<table>
<thead>
<tr>
<th>REGION</th>
<th>VATIKA</th>
</tr>
</thead>
<tbody>
<tr>
<td>MENA</td>
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<tr>
<td>Other Markets</td>
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</table>

Market Share Positions

<table>
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<tr>
<th>Product</th>
<th>UAE</th>
<th>EGYPT</th>
<th>KSA</th>
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<tr>
<td>Hair Oil</td>
<td>#2</td>
<td>#1</td>
<td>#2</td>
</tr>
<tr>
<td>Hair Cream</td>
<td>#1</td>
<td>#1</td>
<td>#1</td>
</tr>
<tr>
<td>Hair Gel</td>
<td>#2</td>
<td>#1</td>
<td>#1</td>
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<tr>
<td>Hair Mask</td>
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<td>#1</td>
<td>#1</td>
</tr>
<tr>
<td>Shampoo*</td>
<td>#1</td>
<td></td>
<td>#3</td>
</tr>
<tr>
<td>Henna</td>
<td>#2</td>
<td></td>
<td>#2</td>
</tr>
</tbody>
</table>

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.

Household Penetration
- KSA 41%
- UAE 32%
Vatika Naturals – Innovations

OIL SHAMPOO

Benefits of Oil & Shampoo in One with 100% Natural Extracts
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 MENZ Hair Cream for Anti-dandruff with Cooling Effect and Anti-Hair Fall with Hold Effect.

Vatika MENZ Hair Gel in different packs for various hair styling needs.
Vatika Naturals – Innovations

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

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

SOCIAL FOLLOWING

Pan Arab Mega Movie & Series Star
Winner of Multiple Prominent Awards
Dorra Zarrouk’s Secret to Beautiful Hair

Wwww, your hair is gorgeous!
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

<table>
<thead>
<tr>
<th>REGION</th>
<th>AMLA</th>
</tr>
</thead>
<tbody>
<tr>
<td>MENA</td>
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<td>UK / Europe</td>
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<tr>
<td>Other Markets</td>
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</table>

Market Share Positions

<table>
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<tr>
<th>REGION</th>
<th>AMLA</th>
</tr>
</thead>
<tbody>
<tr>
<td>KSA</td>
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<tr>
<td>KUWAIT</td>
<td>#1</td>
</tr>
<tr>
<td>UAE</td>
<td>#3</td>
</tr>
</tbody>
</table>

Household Penetration
- KSA: 30%
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

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, specially made for kids.
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

<table>
<thead>
<tr>
<th>REGION</th>
<th>ORAL CARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>MENA</td>
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<td>Other Markets</td>
<td></td>
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</tbody>
</table>

Oral Care - Natural Range covering all dental problems

- Kids Range
- Premium Range with Advanced whitening/Anti-Ageing
- Complete Care with Miswak extracts
- Protection against 7 Dental Problems
- Cavity Protection + Freshness

UAE

#3 Market Share Position
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

Dabur Herb'l+ Ayurvedic

Oil Pulling Mouthwash

- 100% Natural & Organic
- Potent & Herbalised Coconut Oil + Sesame Oil
- Fights Plaque
- Healthy Gums
- Fights Germs
- Freshens Breath
- Supports Oral Hygiene

Mouth Spray

- Cinnamon + Mint
- Fights Germs
- No Aerosol
- Fresh Breath
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

Where there is Clove, There is no cavity!
ORS – Trusted Afro Hair Care Brand

**Strategy Region-wise Priority**

<table>
<thead>
<tr>
<th>REGION</th>
<th>ORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA/Canada</td>
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<tr>
<td>UK / Europe</td>
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<tr>
<td>MENA</td>
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<tr>
<td>Egypt</td>
<td></td>
</tr>
</tbody>
</table>

- **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.

**Sub-Categories**

- Hair Straightening Relaxers
- Cleansing Shampoo
- Leave-In
- Hair Moisturizers
- Hair Styling
ORS Innovations

CURL SHOW

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

STYLE & SCULPT

Long lasting Firm Hold infused with Castor Oil & Beeswax
ORS Innovations

MAX MOISTURE

Supercharged Hair Hydration infused with Rice Water & Electrolytes
Upgrade your hair with Blackseed Oil For Daily Restoration & Growth
# Healthcare – Unique Ayurvedic Portfolio

## Sub-Categories

<table>
<thead>
<tr>
<th>Sub-Categories</th>
<th>Region-wise Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cough &amp; Cold Range</td>
<td>MENA</td>
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<tr>
<td>Analgesics</td>
<td>SSA</td>
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<tr>
<td>Immunity Boosters</td>
<td>West Asia</td>
</tr>
<tr>
<td>Digestives</td>
<td>USA/Canada</td>
</tr>
<tr>
<td>Vigor &amp; Vitality</td>
<td>UK / Europe</td>
</tr>
<tr>
<td>Rx Range</td>
<td>Other Markets</td>
</tr>
</tbody>
</table>

**MENA**

**SSA**

**West Asia**

**USA/Canada**

**UK / Europe**

**Other Markets**
# Healthcare – Unique Ayurvedic Portfolio

## Strategy – Expand Portfolio Across Markets

<table>
<thead>
<tr>
<th>Brand</th>
<th>UAE</th>
<th>QATAR</th>
<th>SAUDI</th>
<th>OMAN</th>
<th>NORTH AFRICA</th>
<th>OTHER MARKETS</th>
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<tr>
<td><a href="https://www.dabur.com">Dabur Honitus</a></td>
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<td><a href="https://www.dabur.com">Dabur Chyawanprash</a></td>
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<td><a href="https://www.dabur.com">Dabur Honey</a></td>
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<td><a href="https://www.dabur.com">Dabur Prescription</a></td>
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</tbody>
</table>
## Badshah – The King of Spices

### Sub-Categories

<table>
<thead>
<tr>
<th>Veg Blended Spices</th>
<th>Non-Veg Blended Spices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asafoetida Hing</td>
<td>Kesari Milk Masala</td>
</tr>
<tr>
<td>Instant Premix Tea</td>
<td>Ground Spices</td>
</tr>
</tbody>
</table>

### Region-wise Priority

<table>
<thead>
<tr>
<th>REGION</th>
<th>BADSHAH</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA/Canada</td>
<td></td>
</tr>
<tr>
<td>UK / Europe</td>
<td></td>
</tr>
<tr>
<td>MENA</td>
<td></td>
</tr>
<tr>
<td>Other Markets</td>
<td></td>
</tr>
</tbody>
</table>

### 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
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

<table>
<thead>
<tr>
<th>Developing Markets</th>
<th>Developed Markets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post-Wash</td>
<td>Pre-Wash</td>
</tr>
<tr>
<td>Low Viscosity</td>
<td>High Viscosity</td>
</tr>
<tr>
<td>Mass Price</td>
<td>Premium Price</td>
</tr>
<tr>
<td>Smaller Pack Sizes</td>
<td>Bigger Pack Sizes</td>
</tr>
</tbody>
</table>

- **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
- Full Application Kit
- New Growth Kit
- Zone Relaxer
- Texlax Kit
- Texturizer

AFRICA: <$1 PER USE
- 2 Touch Up Kit
- 6 Touch Up Kit
- 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
...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
Summary

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

We will take them one by one.