



Investor Presentation

August 2024



Swad Sugandh ka Raja



KEY AGENDAS FOR TODAY



DABUR OVERVIEW



**FY24 PERFORMANCE
HIGHLIGHTS**



STRATEGIC PILLARS



ANNEXURE

1



DABUR OVERVIEW



**FY24 PERFORMANCE
HIGHLIGHTS**



STRATEGIC PILLARS



ANNEXURE

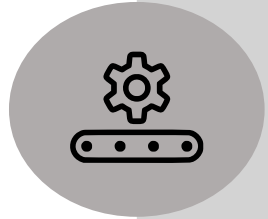
Dabur – A Leader in Ayurveda and Natural Healthcare



**AMONG TOP 4 FMCG
COMPANIES IN INDIA**



**8 out of 10 Households
consuming Dabur
Products**



**22 MANUFACTURING
FACILITIES**



**ONE OF THE LARGEST
DISTRIBUTION ~ 7.9 MN
OUTLETS**

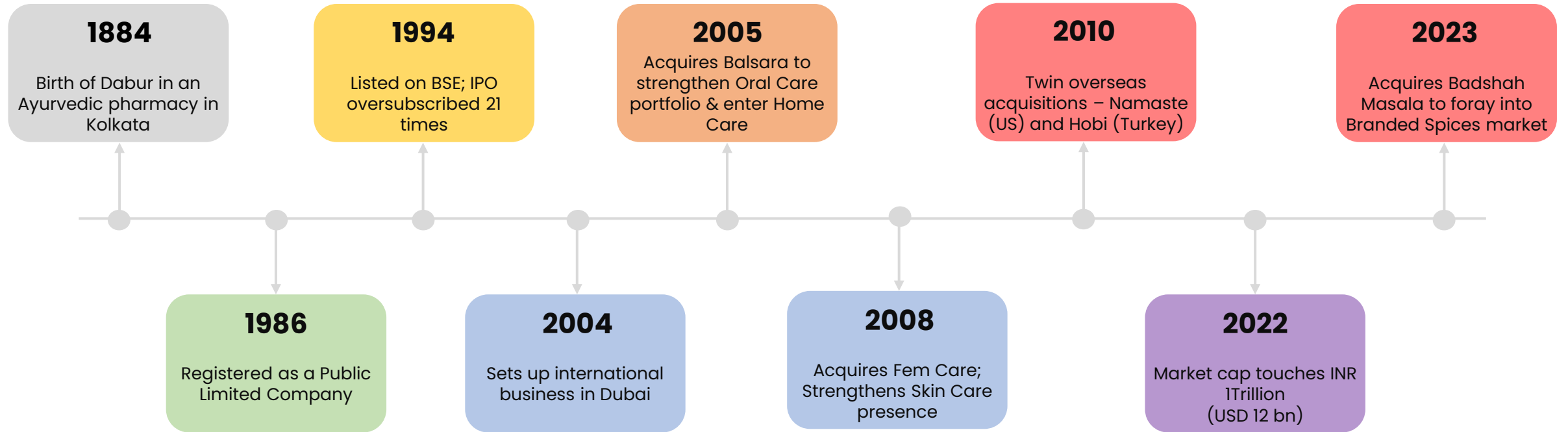


**STRONG OVERSEAS
PRESENCE WITH 25%
SALIENCY**



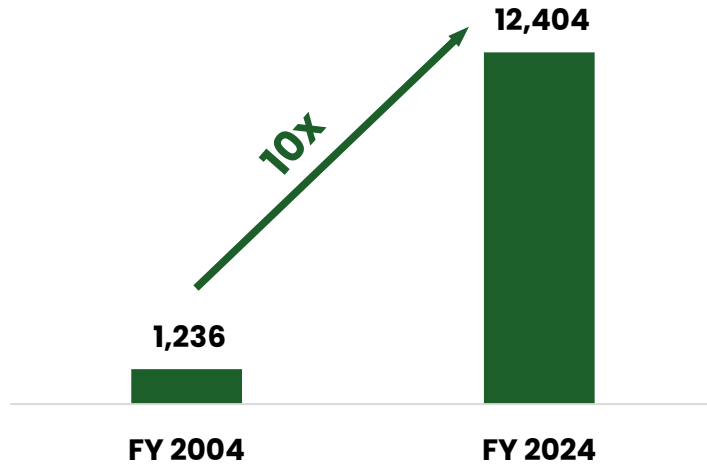
- **FY24 SALES: INR 124 BN**
- **FY24 PAT: INR 18 BN**

Dabur's 140 Year Heritage

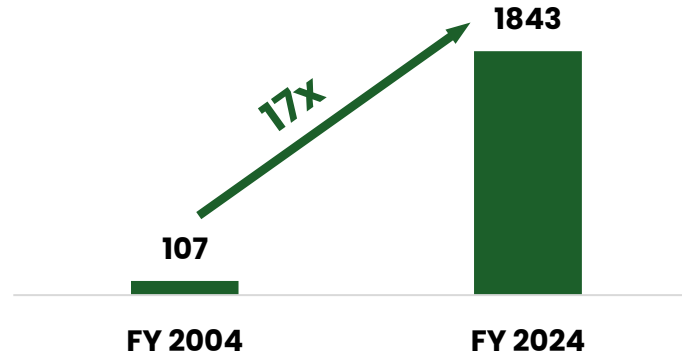


Achieved INR 1 Trillion Market Cap

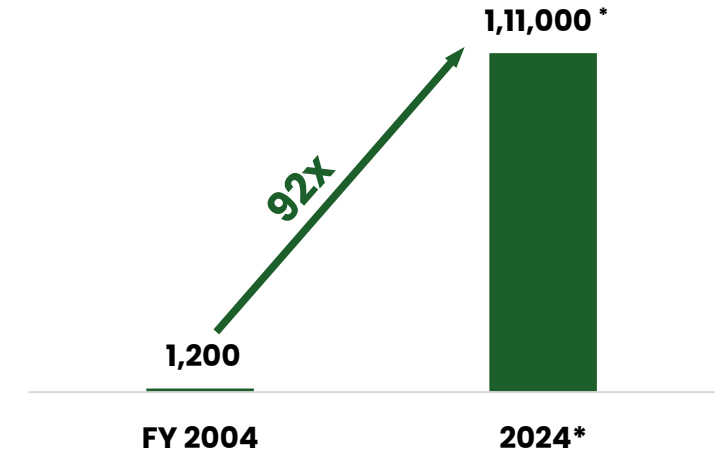
Revenue from Operations



PAT



Market Cap



Revenue from Operations

12.2%

20 Year CAGR

PAT

15%

20 Year CAGR

Market Capitalization

92x

In last 20 Years

Figures in INR Crores
*: Mcap as on 2nd Aug 2024



Business Structure



Domestic Business **75%**

International Business **25%**

Power Brands

Chyawanprash

Honey

Pudim Hara

Lal Tail

Honitus

Amla Hair Oil

RED PASTE

Real Fruit Power

Power Brands

Dabur Vatika PREMIUM NATURALS

Dabur Amla Hair Oil

Key Brands

DermoViva™

HOBBY®

Dabur Herb 1 Toothpaste

ORS FORMERLY ORGANIC ROOT STIMULATOR



INR 1 billion club brands

| Revenue (INR) | Brands | | | | | |
|----------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| >1500 Cr |  | | | | | |
| 1,000–1,500 Cr |  |  |  | | | |
| 500–1,000 Cr |  |  |  | | | |
| 100–500 Cr |  |  |  |  |  |  |
| |  |  |  |  |  |  |
| | | |  |  |  |   |

Market Leadership in Domestic Business

Leading position in key categories across verticals

**#1
Player**



Juices &
Nectars



Chyawanprash



Honey



Air
Fresheners



MRC



Bleaches



Hair Oils

**#2
Player**



Oral care



BMO



Glucose



Market Leadership in International Business



Saudi Arabia



Egypt



United Arab Emirates



Hair Oils

#1

#1

#1



Hair Cream

#1

#1

#1



Hair Gel

#1

#2

#1



Hair Mask

#1

#1

#1



Hair Serum

#3

#3

#2



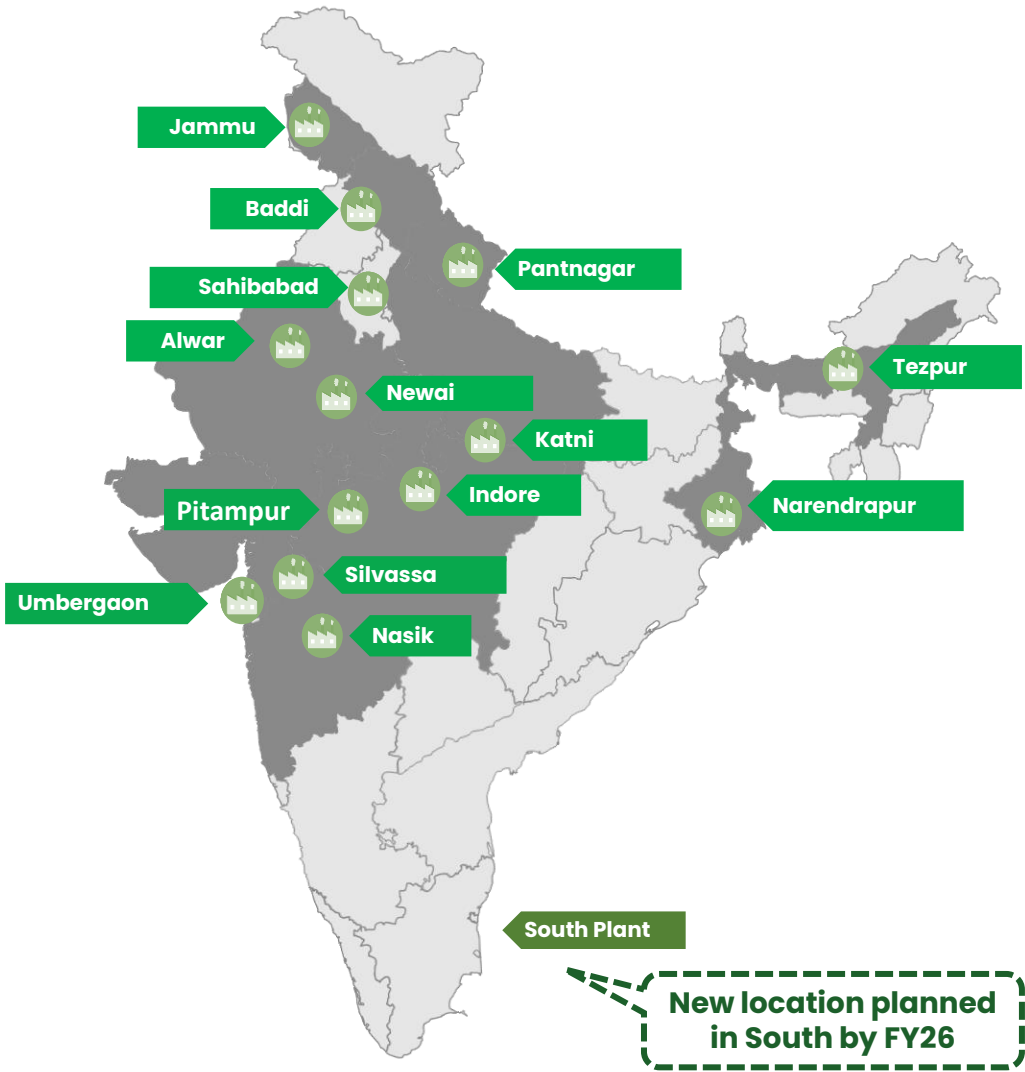
Toothpastes

#3

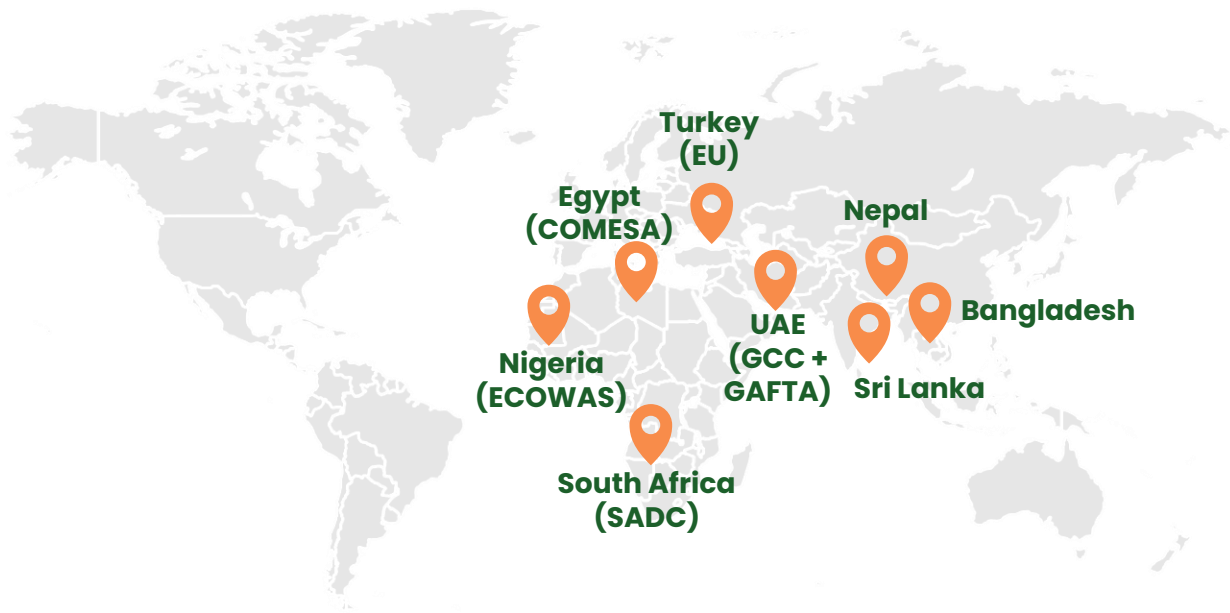


Diverse Manufacturing Locations

14 Locations in India



8 International Locations



2



DABUR OVERVIEW



FY24 PERFORMANCE
HIGHLIGHTS



STRATEGIC PILLARS



ANNEXURE

FY24 Summary

Quality Growth across all levers

7.6%

Consolidated Revenue Growth

16.4%

International Revenue CC Growth

240 bps

Gross Margin Expansion

11%

Operating Profit Growth
60 bps Margin Expansion @ 19.4%

8%

PAT Growth

5.5%

India Volume Growth
(including Badshah)

Supported by Strong Balance Sheet

INR 64 Bn

Net Cash as on
31st March 24

INR 99 Bn

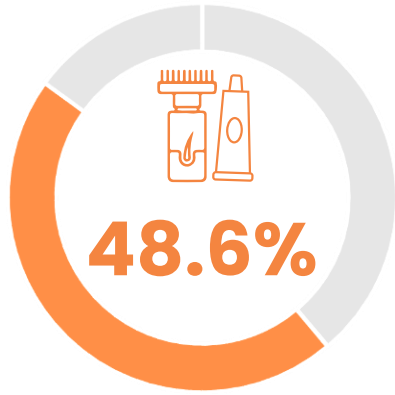
Net Worth

38%

Return on Invested
Capital

FY24 | Domestic FMCG Business Growth – By Verticals

Home & Personal Care

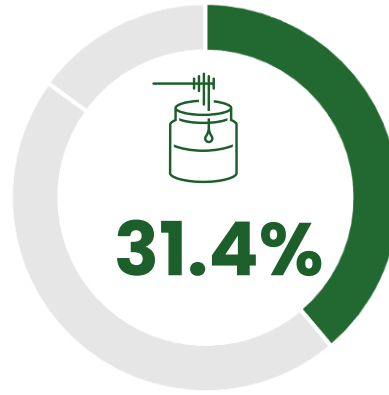


INR 4,157 Cr

8.1% Growth YoY

4 Yr. CAGR: 8.8%

Health Care

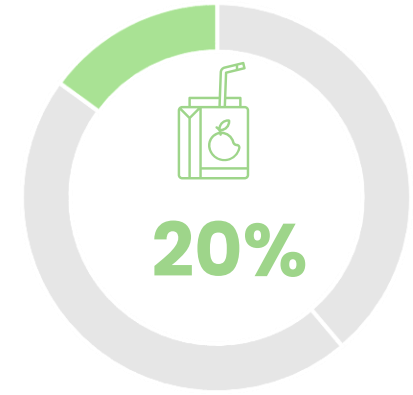


INR 2,689 Cr

4.2% Growth YoY

4 Yr. CAGR: 7.6%

Foods & Beverages

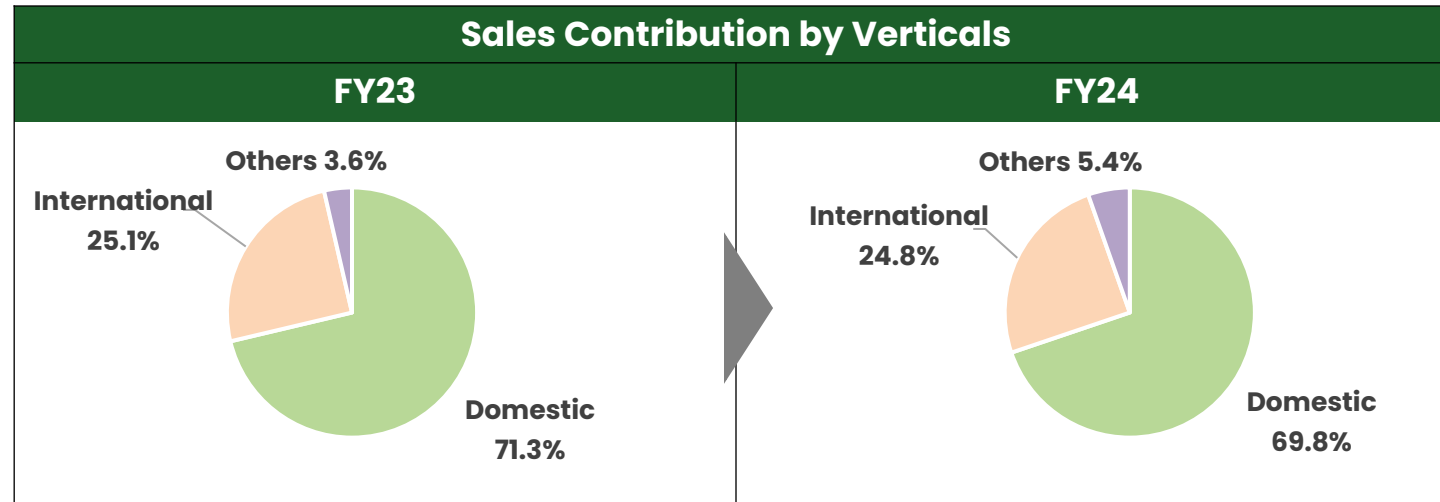


INR 1,711 Cr

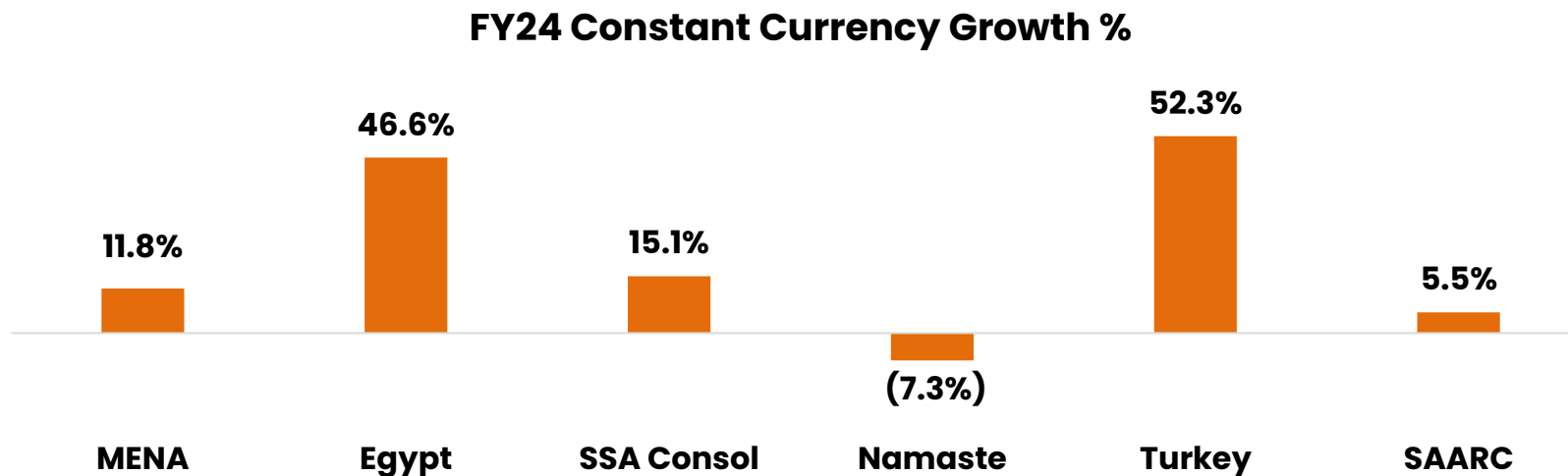
Flat

4 Yr. CAGR: 16%

FY24 | International Business – Performance Overview



International Business grew by 16.4% in CC terms (6.2% in INR terms)



Q1 FY25 | Performance Highlights

7% consolidated topline Growth in Q1 (INR 3349 Cr)
(CC growth at 9.8%)

8.3% Consol Operating Profit Growth (INR 655 Cr)
19.6% Operating Margin for Q1

7.8% Consol PAT Growth (INR 500 Cr.)
CC PAT Growth: 9.5%

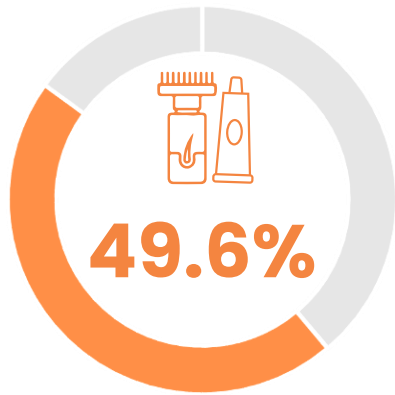
120 bps Gross Margin Expansion

5% Volume Growth in India Business

18.4% CC Growth in International
Business

Q1 FY25 | Domestic FMCG Business Growth – By Verticals

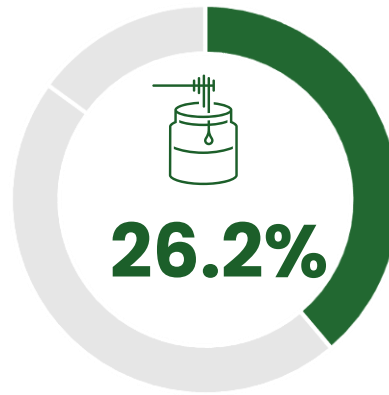
Home & Personal Care



INR 1,175 Cr

8.1% Growth YoY

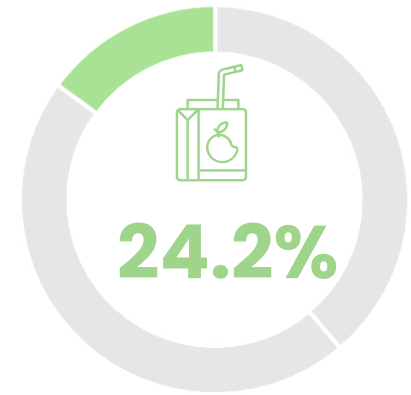
Health Care



INR 620 Cr

7% Growth YoY

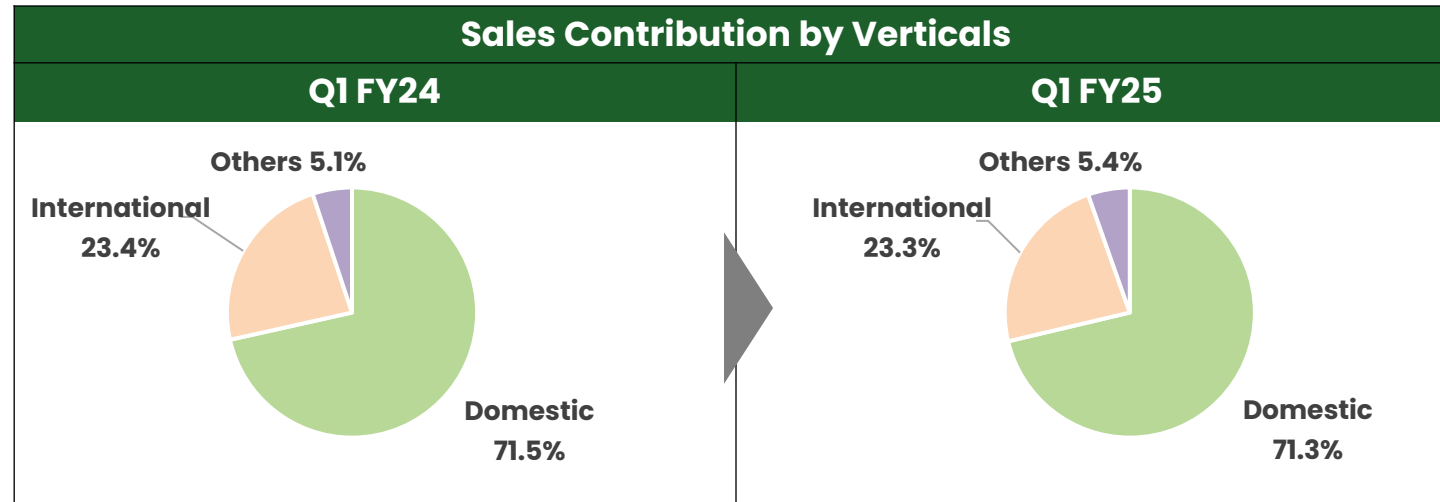
Foods & Beverages



INR 572 Cr

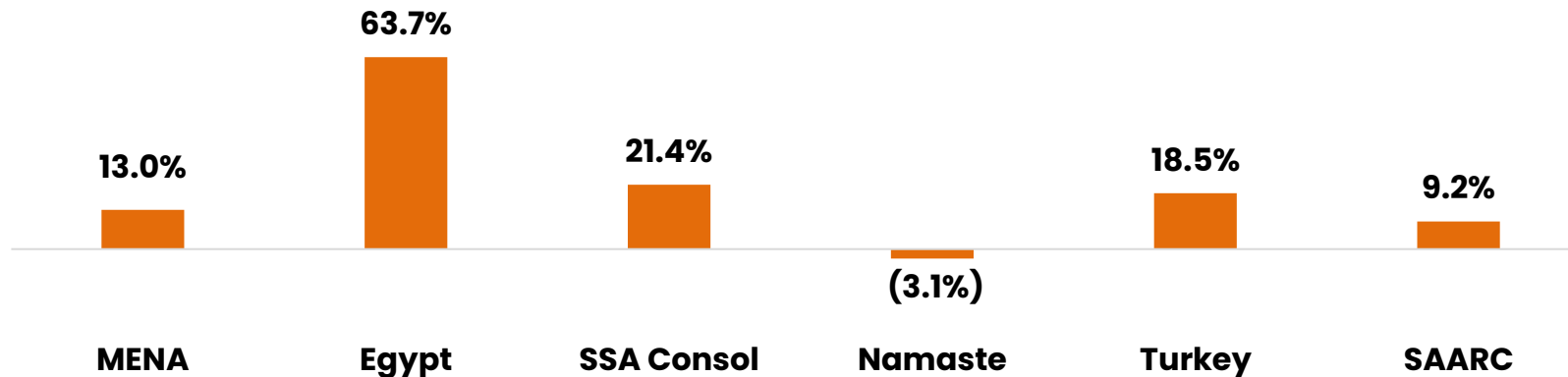
4% Growth YoY

Q1 FY25 | International Business – Performance Overview



International Business grew by 18.4% in CC terms (6.3% in INR terms)

Q1 FY25 Constant Currency Growth %



3



DABUR OVERVIEW



FY24 PERFORMANCE
HIGHLIGHTS



STRATEGIC PILLARS



ANNEXURE

Strategic Pillars

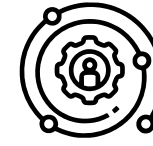
Strengthening Branch Franchise

Increasing the addressable markets across our portfolio & Innovation continues to be Key Strategic Pillar



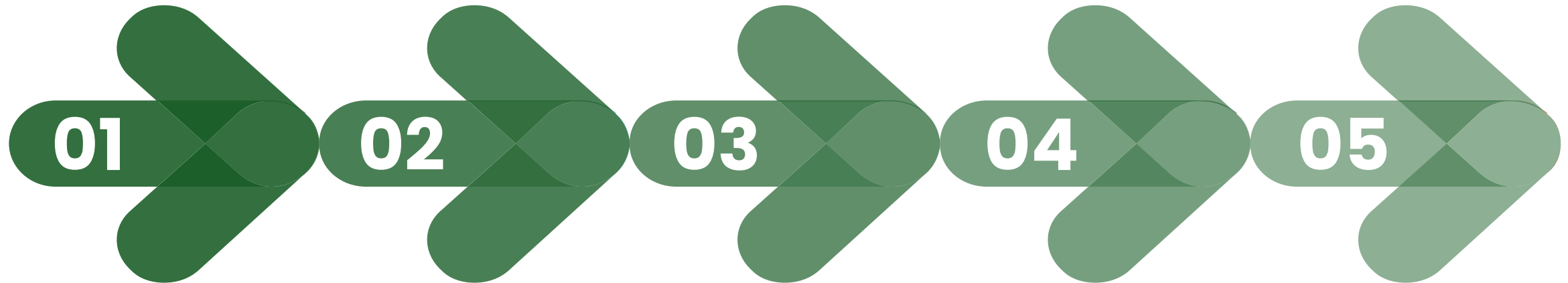
Distribution Expansion & New Age Channels Focus

7.9Mn Outlet Reach
New Age Channels now contributing 19% of Sales



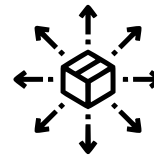
Sustainability

ESG Score at 72
Entry into S&P Sustainability Yearbook



Digital Media

Digital media spends at 30% in FY24 – targeting Millennials & GenZ



Operating Effectiveness

Operational effectiveness for cost optimization and productivity enhancement



Transition from Power Brands to Power Platforms | F&B



Real Nectars – 100% Activ



Real Nectars



Real Vitamin Boost



Real Masala Range



Real Drinks



Real PET



Real Aloe Power



Real Plant Based Drinks



Real Fizzin



Real Milkshakes



Real Activ Coconut Water



Real Seeds/Superfoods



Real Peanut Butter



Real Bites in Can

Transition from Power Brands to Power Platforms | HPC



Red Bae Fresh Gel



Sarson Amla



Badam Amla



Brahmi Amla



Amla Aloe Vera



Amla Kids



**Premium Shampoo Range
(Onion, Rosemary & Olive)**



Neelibhringa21 Hair Oil



Mask



International Range






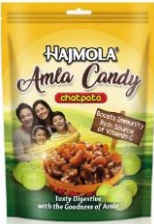


Transition from Power Brands to Power Platforms | Healthcare

Dabur Honey →  →    

Sundarbans Honey **Organic Honey** **Breakfast Cereals** **Himalayan Honey**

Dabur Chyawanprash →  →     

Chyawanprakash **DCPK Tablets** **Gur Chyawanprash** **Kesar Prash** **Khajurprash**

Hajmola →  →     

Variants (Chatcola, Limcola) **Mr. Aam** **Amla Candy** **Zeera Drink** **Mukhwas**



New Category Entry

Expanding
Total Addressable
Market



Odomos LVP



Health Juices



Vedic Tea



Pure Cow Ghee



Mustard Oil



Breakfast Cereals



Baby Care Range



Real Bites in Can



Real Lemon Drink

Q1 FY25 | Innovation Contribution at ~3%

NPD % to Sales

3.0%



Q1 FY25

NPD % to Sales – Vertical Wise in FY24



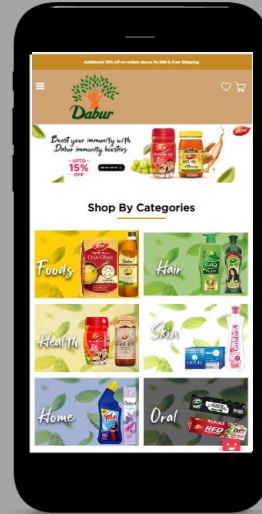
FY24 | Digital continues to Gain Prominence

Spends towards digital increased to

30%

in FY24 (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*)

364

Digital Campaigns in FY24 leading to 4.45 bn Impressions & 1.45 bn Views

Programmatic spends at

85%+

in FY24

(vs <40% in FY20)

Partnering with

2,400+

influencers

in India

(257 MN Reach, 169 MN Views in FY24)

33 Awards

in FY24



Q1 FY25 | Distribution Expansion & Efficiency Improvement

DIRECT REACH



1.45 Mn

(YoY: 50,000 Increase)

VILLAGE COVERAGE



1.22 lakhs

(YoY: 22,000 Increase)

YODDHAS



21,357

CHEMIST



2.75 lakhs

(YoY: 6,000 Increase)

FY24 | Cost Optimization & Productivity Improvement

Cost Optimization

**INR
400 cr**

Cumulative Savings
over last 5 Years

Continuous Improvement

2,210

Kaizens implemented in
FY24

Manufacturing Investment

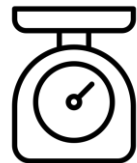
**INR
456 cr**

Capex incurred in FY24

Optimization across Value Chain



Packaging



Grammage



**Alternate Vendor
for Procurement**



**Network
Optimization**

Dabur Operations | Digital, Disruptive, Diverse & Sustainable

Delivering Today & Transforming for a Brighter Tomorrow

Planning & Logistics

- ❖ 3000+ distributors
- ❖ 2000+ SKUs & 8 million+ outlets



Procurement

- ❖ 4 continents, 15 countries 2000+ suppliers,
- ❖ 9,000 unique RM/PM & 40%+ sourcing from micro/small vendors

Manufacturing

- ❖ 3 continents & 60 contract mfg. locations
- ❖ 22 own mfg. sites, 60 mil+ cases yearly



Packaging Development

- ❖ NPD – Speed to Market
- ❖ Innovation, Packaging Sustainability, Cost Savings



Corporate Quality Assurance

- ❖ Continuous Improvement
- ❖ Customer Focus
- ❖ First Time Right



Biodiversity

- ❖ 2 nurseries, 26 satellite nurseries in India & Nepal
- ❖ 24 million saplings P.A
- ❖ 20,000 farmers & ~8,000 acres of farmland



FY24 | ESG Goals & Achievements

Among the top FMCG companies in India with 140% improvement in DJSI score

Climate & Bio-Diversity

Target:
Achieve Net Zero By 2045

Achievement:
Coal Free Operations since 2023
10,145 Acres under cultivation of medicinal herbs

Circular Economy

Target:
Maintain Plastic Waste Positivity

Achievement:
Plastic Waste Positivity achieved by recycling/processing 103% plastic in FY24

Operations Outside Protected Bio-diversity zone

Target:
100% Operations outside protected and eco sensitive zones

Achievement:
100% operations are outside protected zones

Energy & Water

Target:
60% of the total energy from renewable sources by 2025-26
Reduce Water Intensity by 30% by FY26

Achievement:
51% energy sourced from renewables sources in FY24
Reduced Water Intensity by 29%

Diversity

Target:
Targeting 21% gender diversity at managerial levels by FY28

Achievement:
Achieved 13% gender diversity at managerial levels in FY24

Social Impact

Target:
3 Mn beneficiaries in FY24 and 5 Mn in FY30
Enhance livelihood of 13,500 farmers by FY30

Achievement:
3.05 Mn beneficiaries in FY24
10,877 farmers engaged in herb cultivation



DABUR OVERVIEW



FY24 PERFORMANCE
HIGHLIGHTS



STRATEGIC PILLARS



ANNEXURE

Q1 FY25 | Consolidated P&L

| <i>In INR crores</i> | Q1 FY25 | Q1 FY24 | Y-o-Y (%) |
|--------------------------------------------------------|----------------|----------------|------------------|
| Revenue from operations | 3,349.1 | 3,130.5 | 7.0% |
| Material Cost | 1,748.7 | 1,671.7 | 4.6% |
| Employee expense | 322.9 | 297.2 | 8.6% |
| Advertisement and publicity | 235.9 | 204.3 | 15.4% |
| Other Expenses | 386.6 | 352.4 | 9.7% |
| Operating Profit | 655.0 | 604.7 | 8.3% |
| % of Revenue | 19.6% | 19.3% | |
| EBITDA (inc Other income) | 784.4 | 714.5 | 9.8% |
| % of Revenue | 23.4% | 22.8% | |
| Net profit for the period/year (after minority) | 500.1 | 463.9 | 7.8% |
| % of Revenue | 14.9% | 14.8% | |

Q1 FY25 | Standalone P&L

| <i>In INR crores</i> | Q1 FY25 | Q1 FY24 | Y-o-Y (%) |
|----------------------------------|----------------|----------------|------------------|
| Revenue from operations | 2,514.2 | 2,347.4 | 7.1% |
| Material Cost | 1,380.4 | 1,304.3 | 5.8% |
| Employee expense | 202.6 | 189.4 | 7.0% |
| Advertisement and publicity | 188.7 | 167.4 | 12.8% |
| Other Expenses | 245.5 | 223.9 | 9.6% |
| Operating Profit | 496.9 | 462.4 | 7.5% |
| % of Revenue | 19.8% | 19.7% | |
| EBITDA (inc Other income) | 607 | 561.5 | 8.0% |
| % of Revenue | 24.1% | 23.9% | |
| Net profit for the period | 405.4 | 377.7 | 7.3% |
| % of Revenue | 16.1% | 16.1% | |



Dabur

Thank You



Hajmola



Odonil Air Freshener



Dabur HOMMADE



Swad Sugandh ka Raja

