



Investor Presentation

February 2025



Swad Sugandh ka Raja





Dabur Overview



FY24 Performance Highlights



Business Fundamentals staying strong



Annexures



Dabur Overview



FY24 Performance Highlights



Business Fundamentals staying strong



Annexures

Dabur – A Leader in Ayurveda and Natural Healthcare

Among top

4

FMCG companies in India

80%

HH consuming Dabur products

22

Manufacturing Units globally

8.5Mn

Outlet reach across India

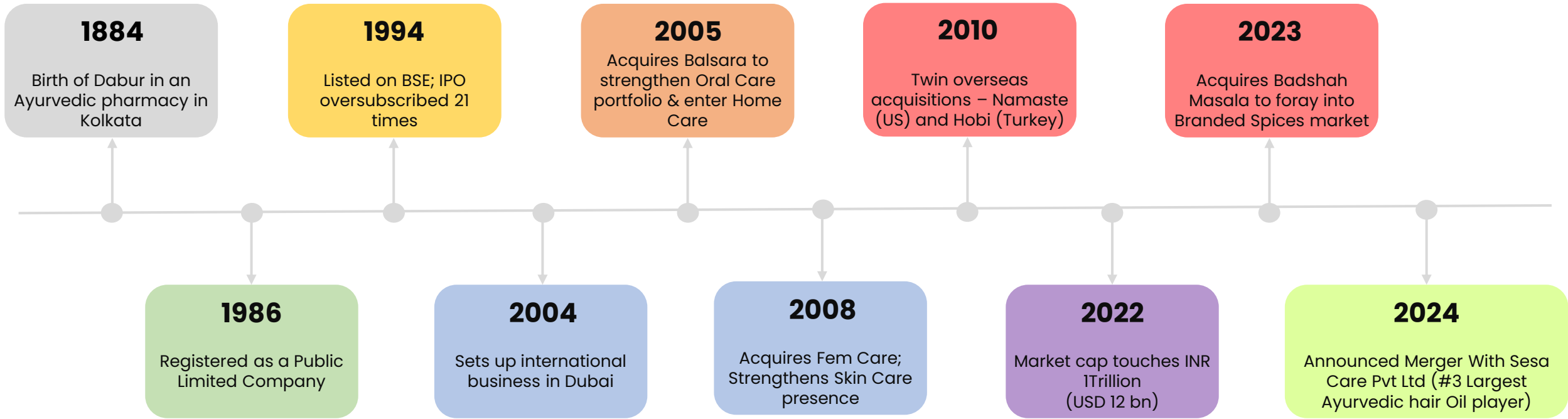
25%

Sales from International regions

INR 12,400 Cr

Sales in FY24

Dabur's 140 Year Heritage



Business Structure



Domestic Business **75%**

International Business **25%**

Power Brands

Chyawanprash Honey

Pudim Hara Lal Tail Dabur Honitus®

Amla Hair Oil RED PASTE

Real Fruit Power

Power Brands

Dabur Vatika PREMIUM NATURALS

Dabur Amla Hair Oil

Key Brands

DermoViva™ HOBBY®

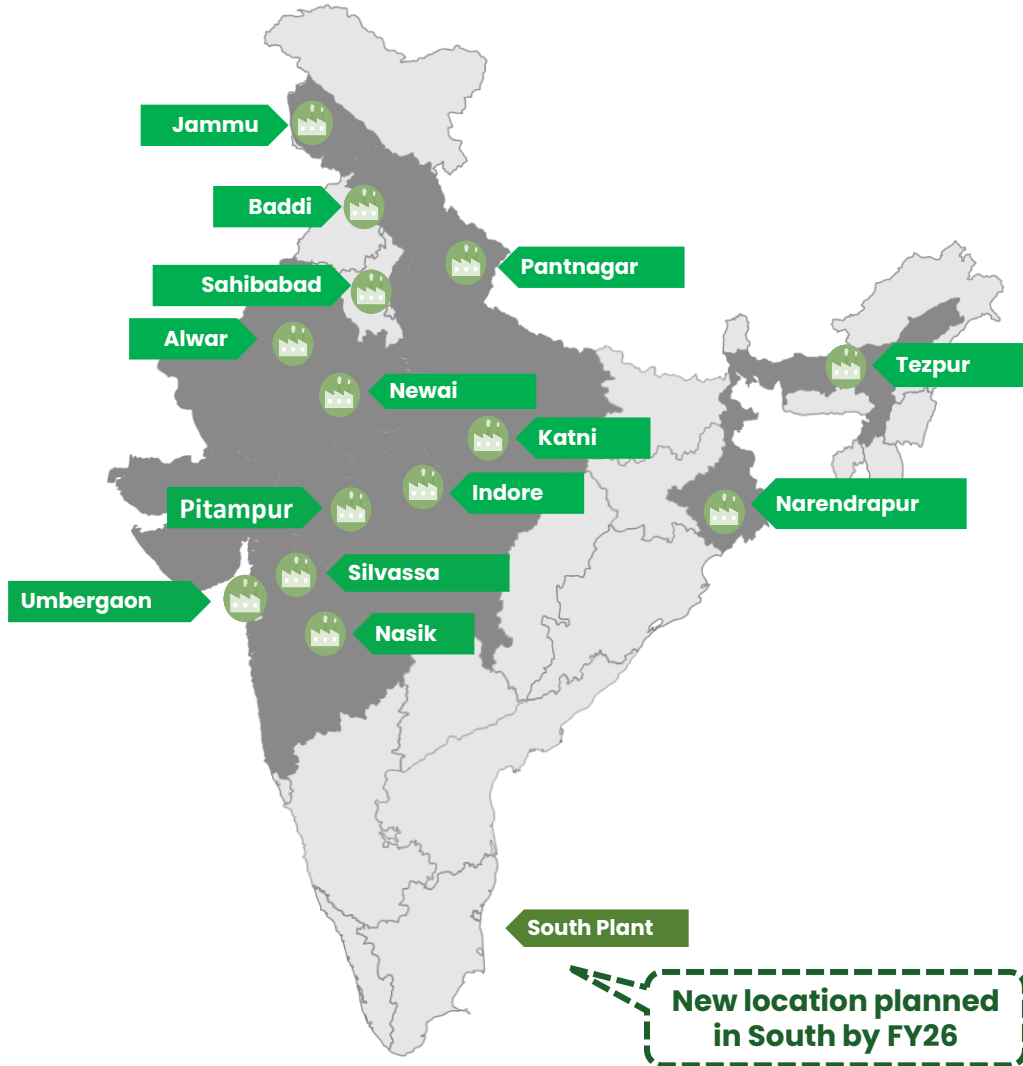
Dabur Herb 1 Toothpaste

ORS FORMERLY ORGANIC ROOT STIMULATOR



Diverse Manufacturing Locations

14 Locations in India



8 International Locations



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



Glucose



**Baby
Massage oil**

Market Leadership in International Business



Hair Oil

#1



Saudi Arabia

#1



Egypt

#1



UAE



Hair Gel

#1



Saudi Arabia

#2



Egypt

#1



UAE



Hair Serum

#3



Saudi Arabia

#3



Egypt

#2



UAE



Hair Cream

#1



Saudi Arabia

#1



Egypt

#1



UAE



Hair Mask

#1



Saudi Arabia

#1



Egypt

#1



UAE



Toothpaste

#3



UAE



Dabur Overview



FY24 Performance Highlights



Business Fundamentals staying strong



Annexures

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

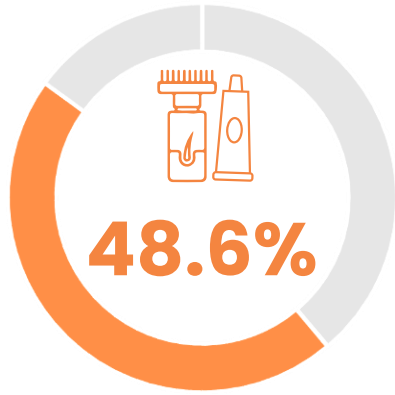
Net Worth

38%

Return on Invested
Capital

FY24 | Domestic FMCG Business Growth – By Verticals

Home & Personal Care

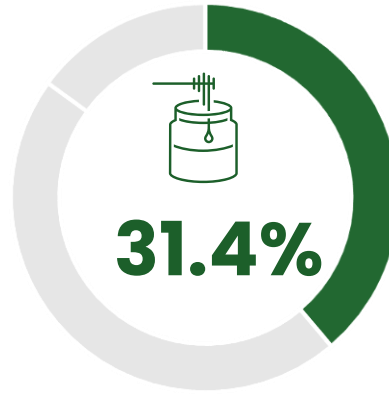


INR 4,157 Cr

8.1% Growth YoY

4 Yr. CAGR: 8.8%

Health Care

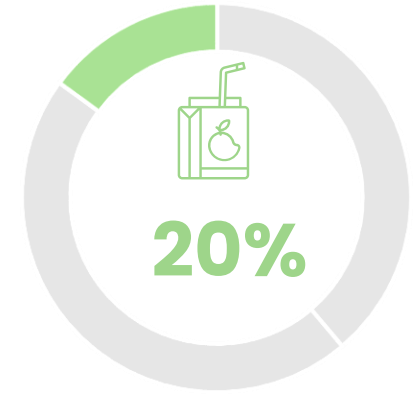


INR 2,689 Cr

4.2% Growth YoY

4 Yr. CAGR: 7.6%

Foods & Beverages

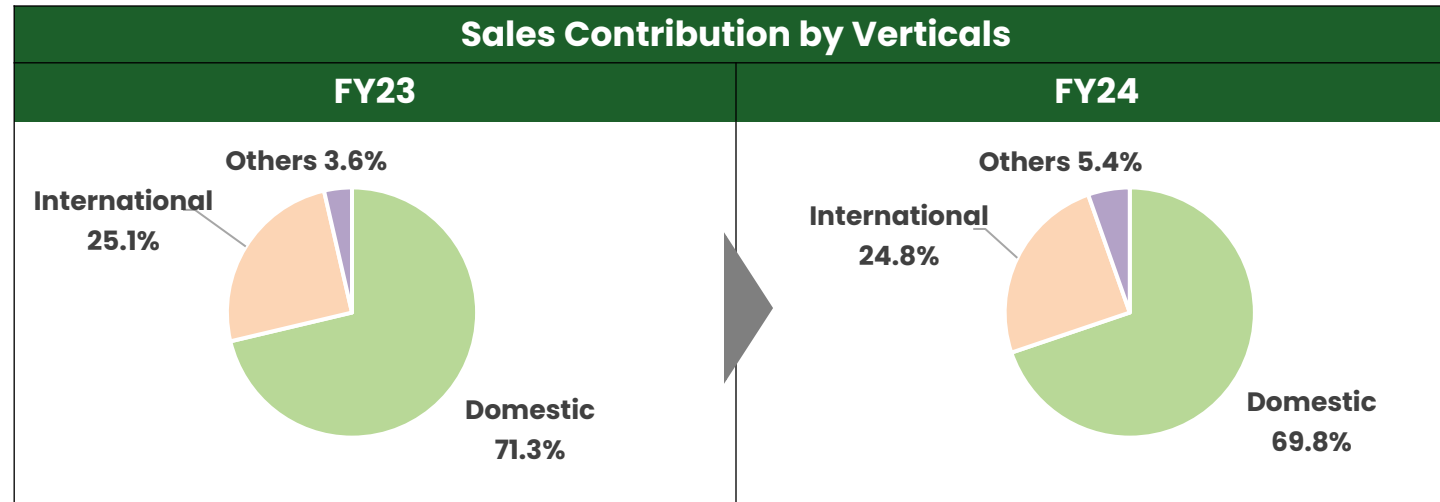


INR 1,711 Cr

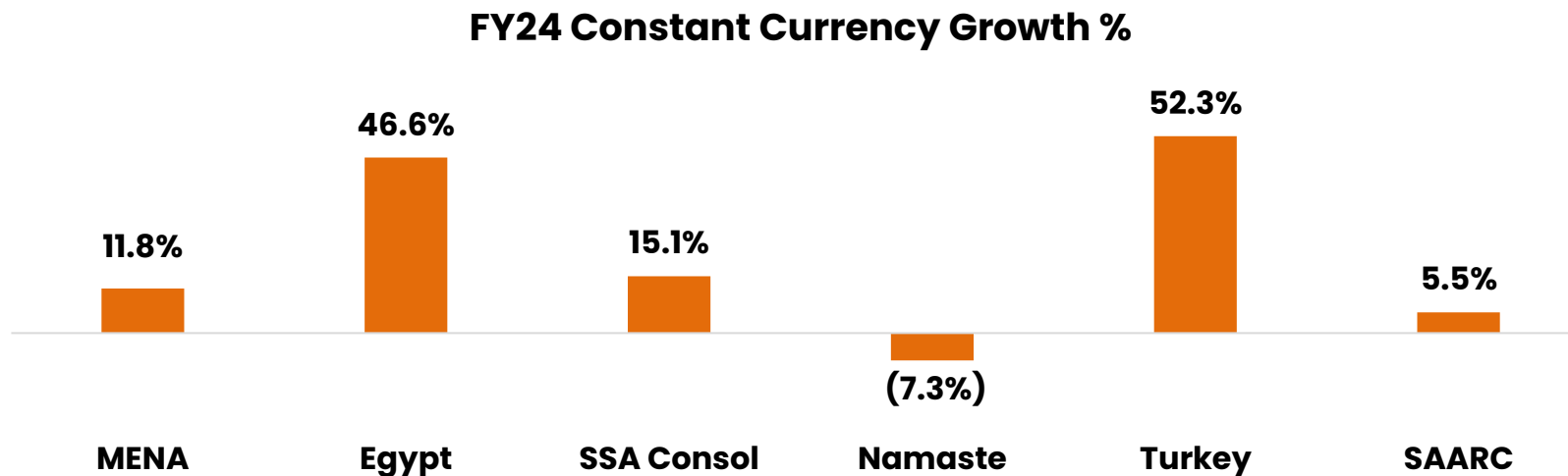
Flat

4 Yr. CAGR: 16%

FY24 | International Business – Performance Overview



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



Q3 FY25 | Performance Highlights

SALES

3,355 Cr

Y-o-Y: 3.1% (5.6% cc growth)

**International cc growth:
18.9%**

OPERATING PROFIT

682 Cr

Margin: 20.3%

Y-o-Y: 2.1%

PROFIT AFTER TAX

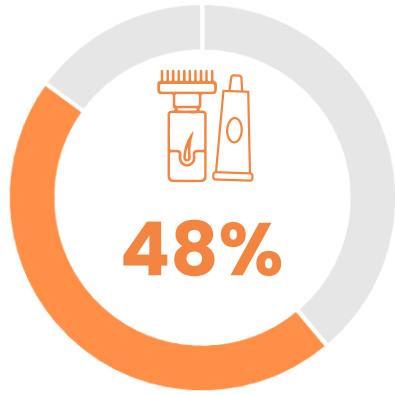
522 Cr

Margin: 15.6%

Y-o-Y: 1.6%

Q3 FY25 | Domestic FMCG Business Growth – By Verticals

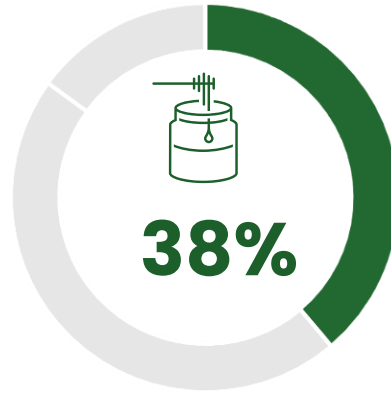
Home & Personal Care



INR 1,110 Cr

5.7% Growth YoY

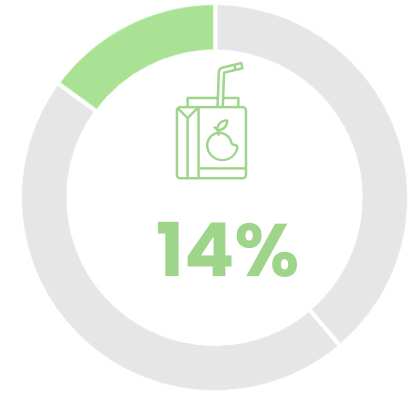
Health Care



INR 872 Cr

(1.3%) Decline YoY

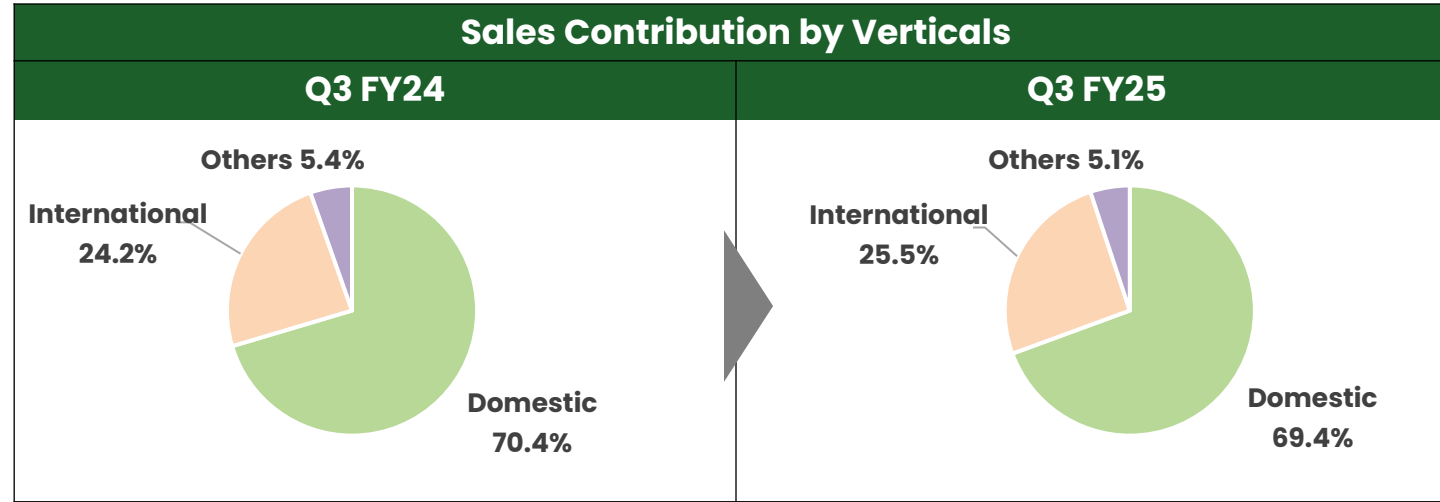
Foods & Beverages



INR 321 Cr

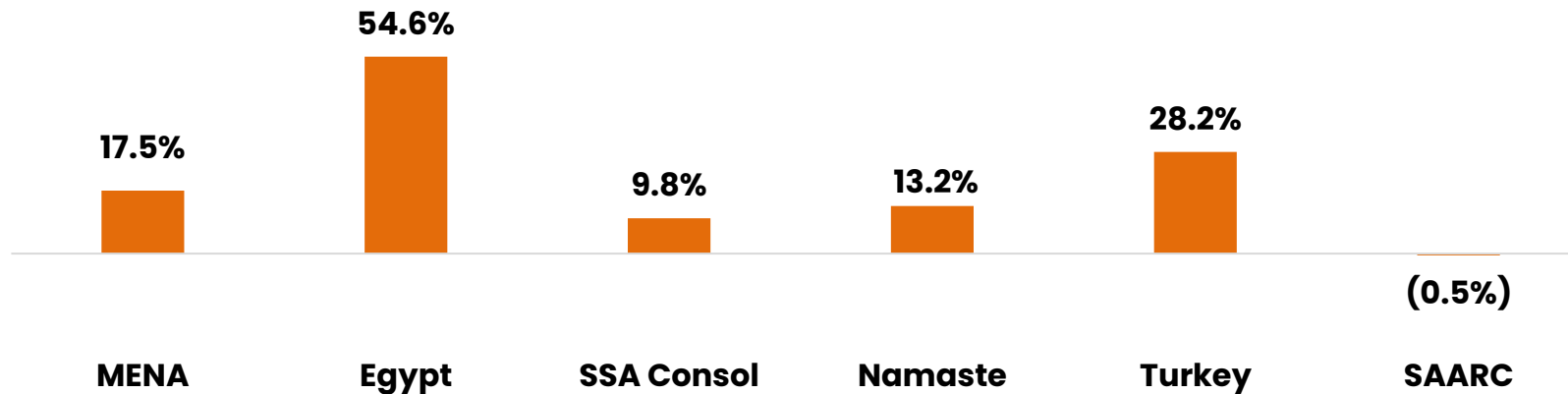
(6%) Decline YoY

Q3 FY25 | International Business – Performance Overview



International Business grew by 18.9% in CC terms (8.5% in INR terms)

Q3 FY25 Constant Currency Growth %





Dabur Overview



FY24 Performance Highlights



Business Fundamentals staying strong



Annexures

Healthy 5 Year CAGRs across verticals

India FMCG business grew at 5 YR CAGR of 8%

HOME & PERSONAL CARE

7%

5 Yr Value CAGR



53.8%

Contribution

HEALTHCARE

7.5%

5 Yr Value CAGR



28.6%

Contribution

FOODS & BEVERAGES

10.8%

5 Yr Value CAGR



17.7%

Contribution

Consistent gain in market shares over last 4 years

Chyawanprash*



▲ +242 bps 61.6%

Nectars*



▲ +313 bps 65.5%

Mosquito Repellants*



▲ +979 bps 67.2%

Honey^



▲ +670 bps 49%

Digestives*



▲ +990 bps 56%

Hair Oils^



▲ +266 bps 17.1%

Toothpastes^



▲ +90 bps 16.3%

Shampoo^



▲ +150 bps 7.3%

Witnessing strong gains in HH penetration over last 4 years



HAIR OILS

36%

▲ +400 bps



TOOTHPASTES

47%

▲ +770 bps



**AIR
FRESHNERS**

4.7%

▲ +100 bps



JUICES

3%

▲ +120 bps

On back of focused execution on Strategic Pillars

1. Strengthening branch franchise

Leveraging Power brands to create power platforms



2. Innovation

Increasing addressable markets through innovations



3. Distribution Expansion & New Age Channels Focus

8.5 Mn Outlet Reach*
Increased digital spending to reach consumers across multiple channels



4. Operating Effectiveness

Operational effectiveness for cost optimization and productivity enhancement



5. Sustainability

ESG Score at 81
Received MSCI ESG rating of "AA"



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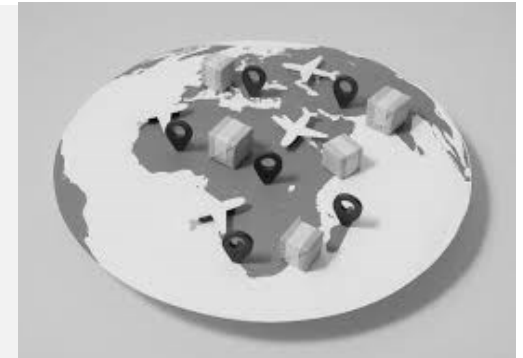
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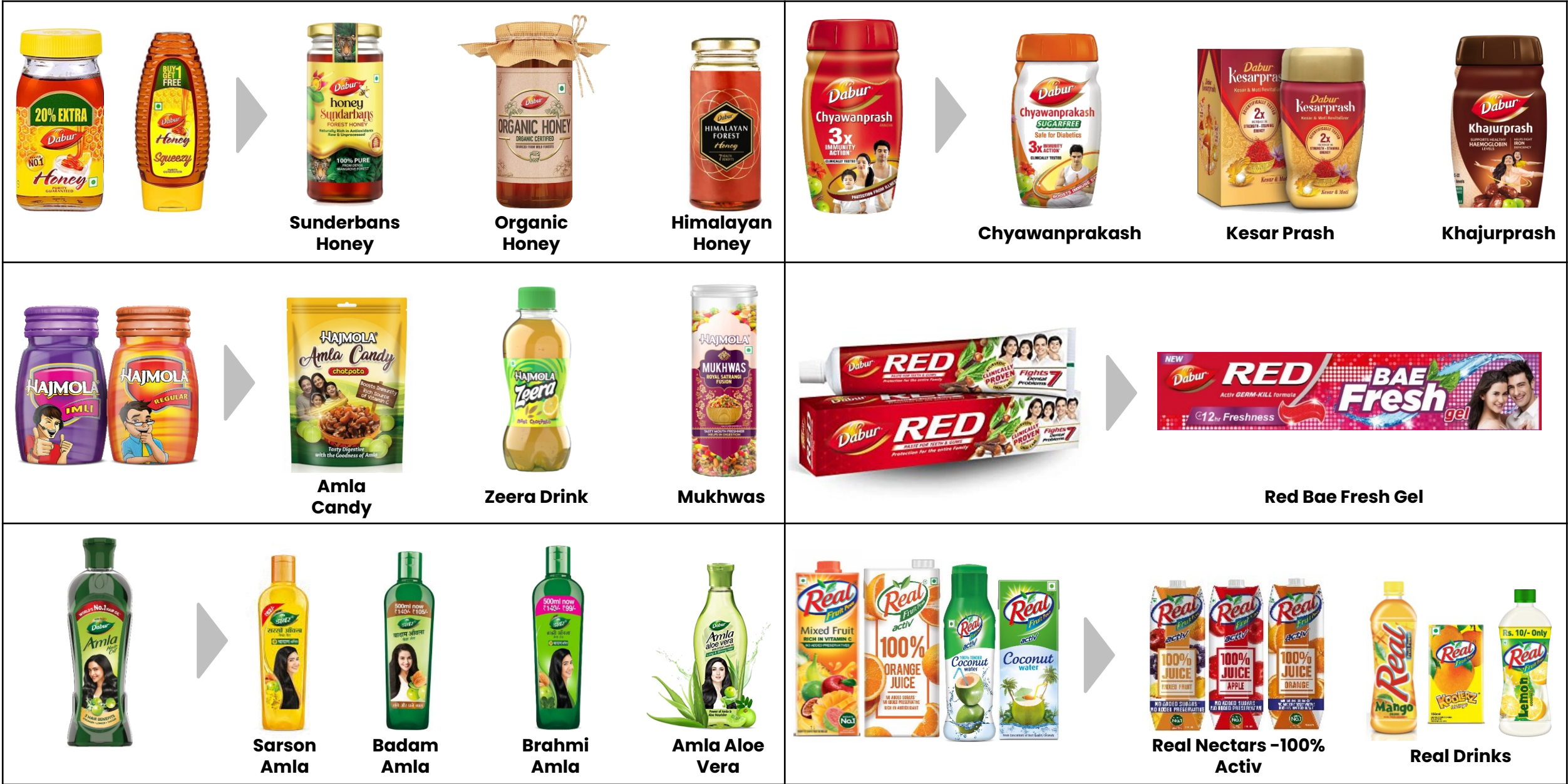


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Transition from Power Brands to Power Platforms



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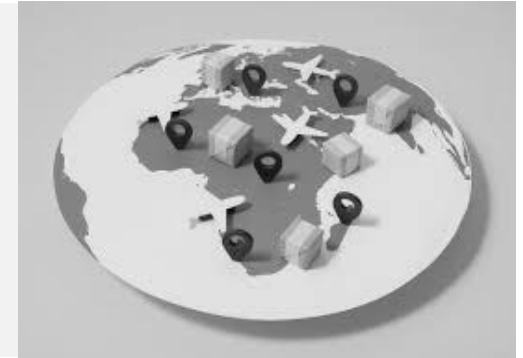
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Investing in innovation to enter large addressable markets



11%

YoY increase in R&D expenditure (FY24)



100+

Scientists and Botanists in R&D

1.4%

3.4%

FY19

FY24

Innovation Contribution



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Expanded our reach aggressively in last 5 years

TOTAL REACH



8.5 Mn
(1 Mn Increase)

VILLAGE COVERAGE



1.22 lakhs
(3.2x reach of FY19)

YODDHAS



21,357

CHEMIST



2.78 lakhs
(63,000 Increase)

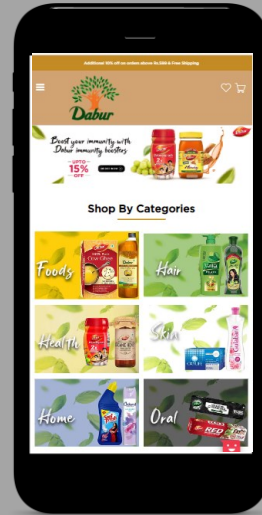
With digital gaining prominence

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



Leading to robust growth across channels; alternate channels now contributes 22% to domestic business

GENERAL TRADE

7%

5 Yr Value CAGR



78%

Contribution

MODERN TRADE

12.4%

5 Yr Value CAGR



12.8%

Contribution

E-COMMERCE

50%

5 Yr Value CAGR



9.2%

Contribution

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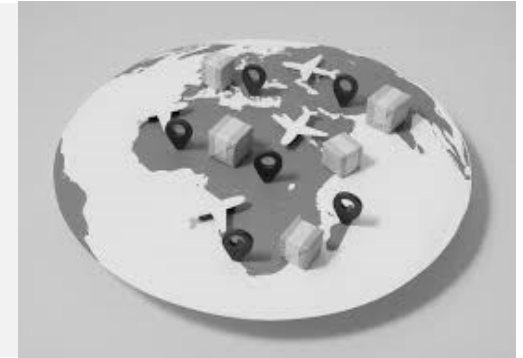
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Cost Optimization & Productivity Improvement

Cost Optimization

**INR
400 cr**

Cumulative Savings
over last 5 Years

Continuous Improvement

2,210

Kaizens implemented in
FY24

Manufacturing Investment

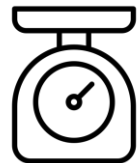
**INR
456 cr**

Capex incurred in FY24

Optimization across Value Chain



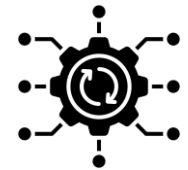
Packaging



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

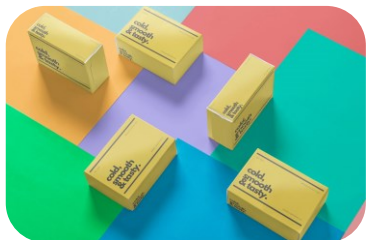
Manufacturing

- ❖ 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



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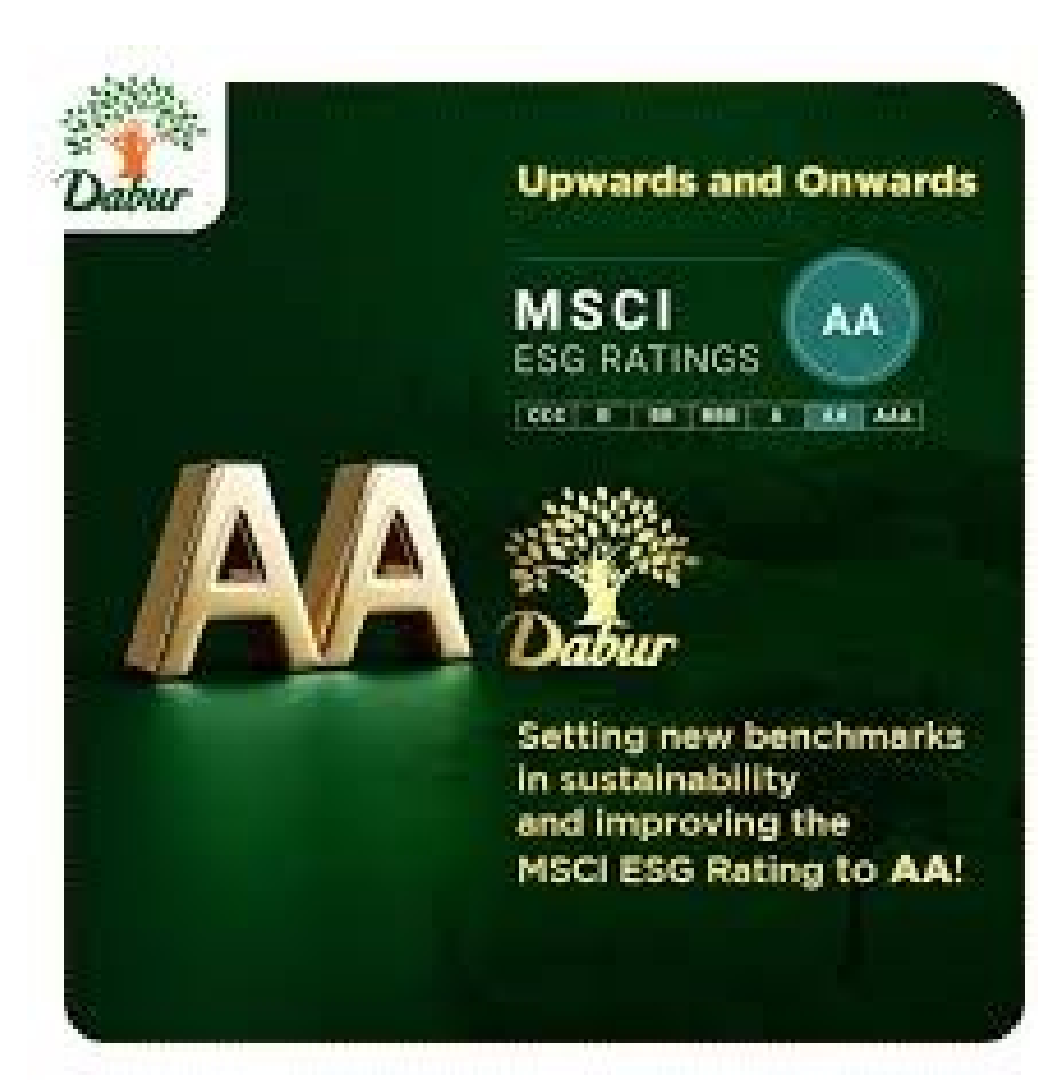
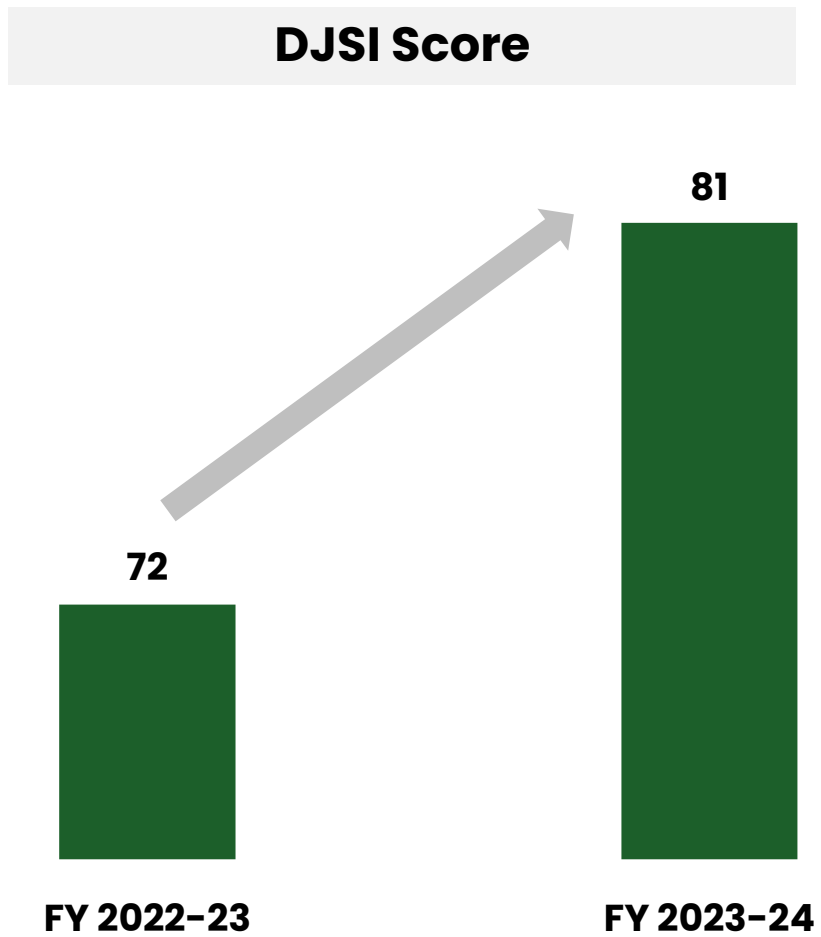


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Making significant progress towards sustainability



ESG Goals

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

Agenda



Dabur Overview



FY24 Performance Highlights



Business Fundamentals staying strong



Annexures

Q3 FY25 | Consolidated P&L

<i>In INR crores</i>	Q3 FY25	Q3 FY24	Y-o-Y (%)
Revenue from operations	3,355.2	3,255.1	3.1%
Material Cost	1,742.9	1,672.8	4.2%
Employee expense	335.2	310.6	7.9%
Advertisement and publicity	226.6	244.5	(7.3%)
Other Expenses	368.7	359.3	2.6%
Operating Profit	681.9	667.8	2.1%
% of Revenue	20.3%	20.5%	
EBITDA (inc Other income)	809.9	795.2	1.8%
% of Revenue	24.1%	24.4%	
Net profit for the period/year (after minority)	522.4	514.2	1.6%
% of Revenue	15.6%	15.8%	

Q3 FY25 | Standalone P&L

<i>In INR crores</i>	Q3 FY25	Q3 FY24	Y-o-Y (%)
Revenue from operations	2,448.3	2,414.4	1.4%
Material Cost	1,327.0	1,280.0	3.7%
Employee expense	206.0	196.9	4.6%
Advertisement and publicity	166.0	189.7	(12.5%)
Other Expenses	226.7	216.2	4.8%
Operating Profit	522.5	531.5	(1.7%)
% of Revenue	21.3%	22.0%	
EBITDA (inc Other income)	628	633.4	(0.9%)
% of Revenue	25.6%	26.2%	
Net profit for the period	418.1	428.1	(2.3%)
% of Revenue	17.1%	17.7%	



Dabur

Thank You



HAJMOLA®



Odonil Air Freshener



Dabur HOMMADE®



Swad Sugandh ka Raja

