



Ref: SEC/SE/2022-23
Date: September 16, 2022

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

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

BSE Scrip Code: 500096

NSE Scrip Symbol: DABUR

Ref: Submission of information under Regulation 30 of the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015

Sub: Schedule of Analyst / Institutional Investor Meet

Dear Sir/Madam,

Pursuant to provisions of Regulation 30 of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, we wish to inform you that the officials of the Company shall be attending the investor conference/ meet as under:

Day, date and place	Name of the Conference/ Meet
Tuesday, 20 th September, 2022 at The Oberoi, New Delhi	J. P. Morgan's India Investor Summit

Copy of presentation to be shared with investors in the above conference is attached.

The aforesaid information is also disclosed on the website of the Company at www.dabur.com.

Note: No Unpublished Price Sensitive Information will be shared at the conference.

This is for your kind information and records.

Thanking you,

Yours faithfully,

For Dabur India Limited


(A K Jain)

Executive V P (Finance) and Company Secretary

Encl: as above

Great Growth Comes
From Greater Good



**J.P. Morgan India
Investor Summit
2022**



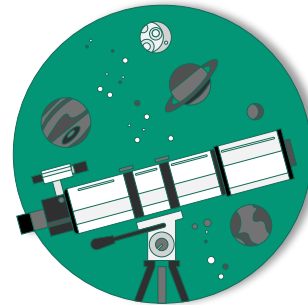
AGENDA



1. Dabur - Brief Overview



2. FY22 - Performance Overview



3. FY22 - Key Highlights

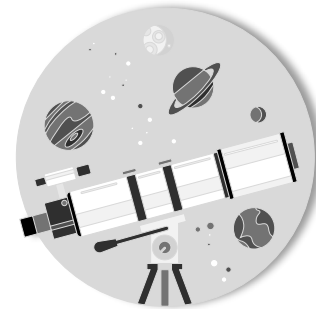
AGENDA



1. Dabur - Brief Overview



2. FY22 - Performance Overview




3. FY22 - Key Highlights



Market Cap:
INR 1 lakh crore +
(USD 12.5 bn)




Established in 1884 –
138 years of trust and
heritage



Strong overseas
presence with
~26%
contribution



Among the Top 4
FMCG companies
in India



One of the largest distribution
network in India, covering
~6.9 mn outlets



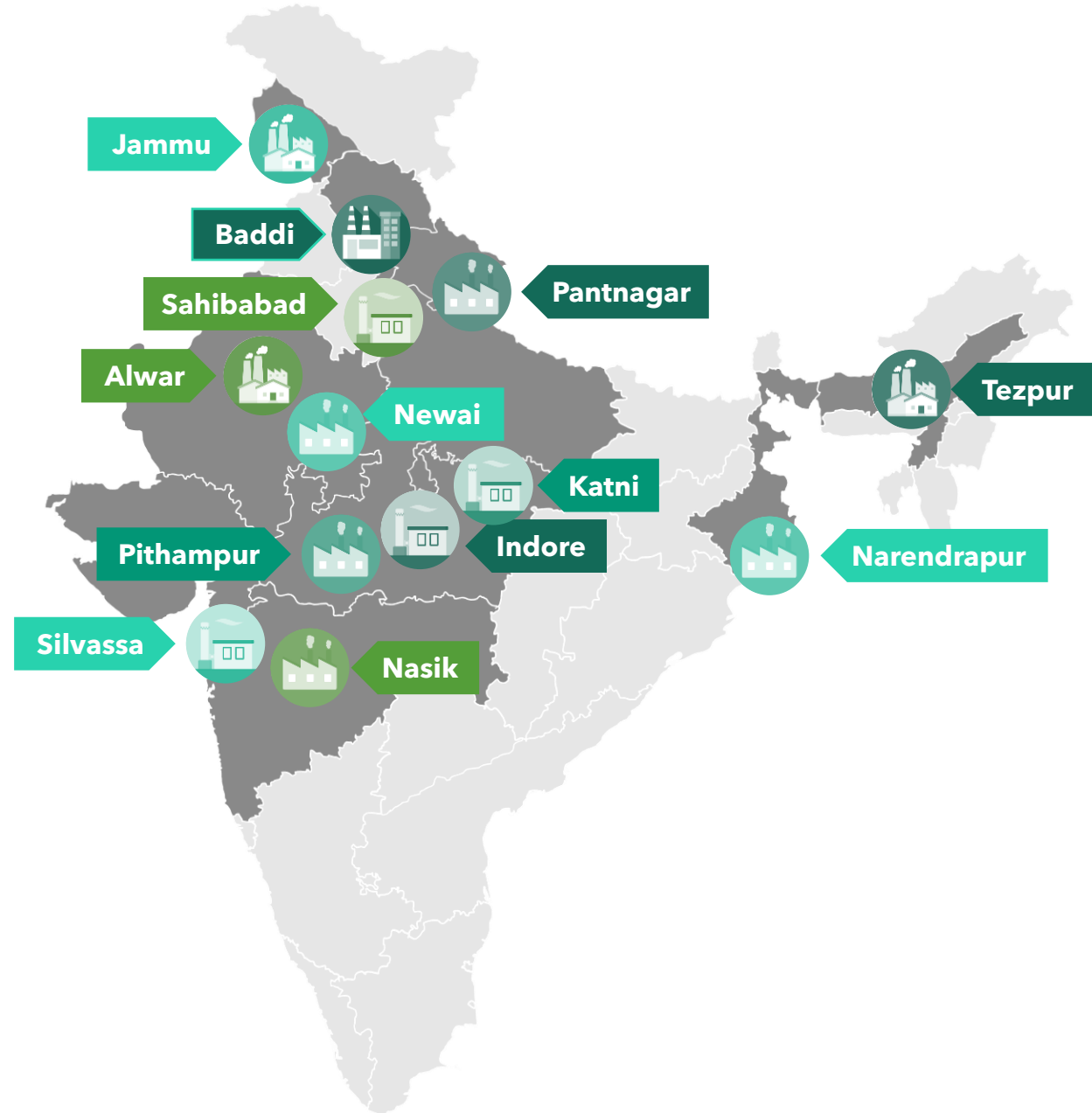
21 world class
manufacturing facilities



Manufacturing Presence in India

13

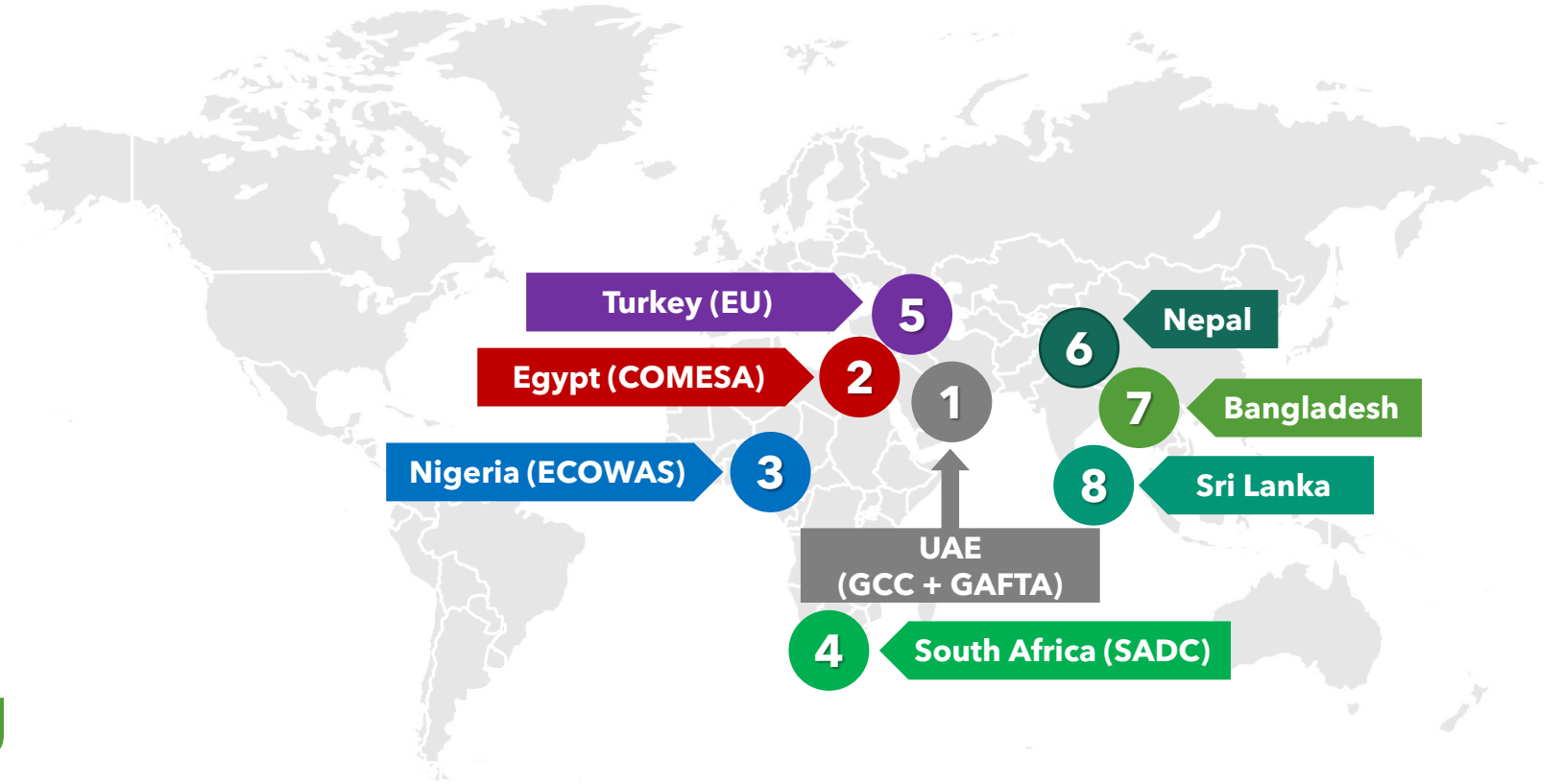
Manufacturing facilities in India



Manufacturing Presence in Overseas Markets

8

Manufacturing facilities overseas



Business Structure



Domestic Business 74.0%

International Business 26.0%

Power Brands

Organic Business 18.1% **Acquired Business** 7.9%

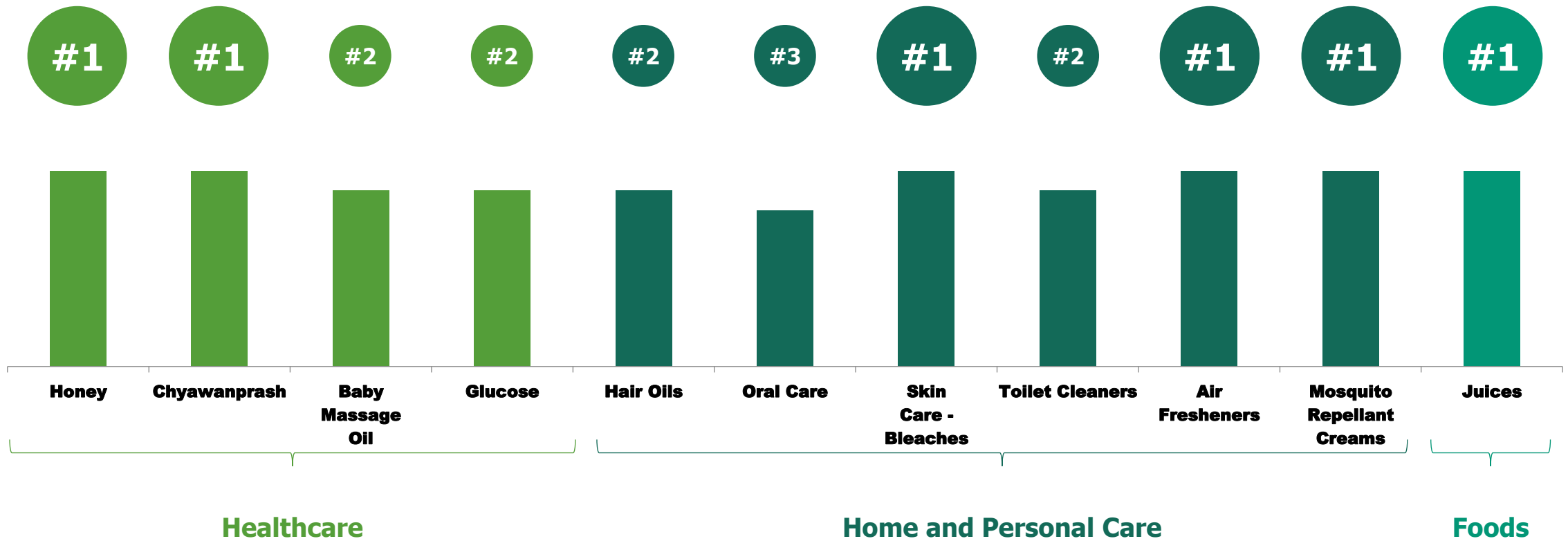
Power Brand

Key Brands




Market Leadership in Domestic Business

Leading position in key categories across verticals

#Relative Competitive Position



Market Leadership in International Business

	#1	#2	#3
 Saudi Arabia	Hair Oil Hair Cream Hair Gel Hair Mask		Hair Serums Depilatories
 Egypt	Hair Oil Hair Cream Hair Mask	Hair Gel	Hair Serums
 United Arab Emirates	Hair Oils Hair Cream Hair Gel Hair Mask	Hair Serums Depilatories	Toothpaste

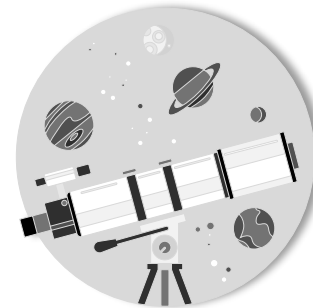
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FY22 - Performance Highlights



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



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



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

13.9%

Consolidated Revenue Growth

13.8%

*India Standalone
Revenue Growth*

15.8%

*International Business Growth
in Constant Currency*

12.5%

Operating Profit Growth

14.5%

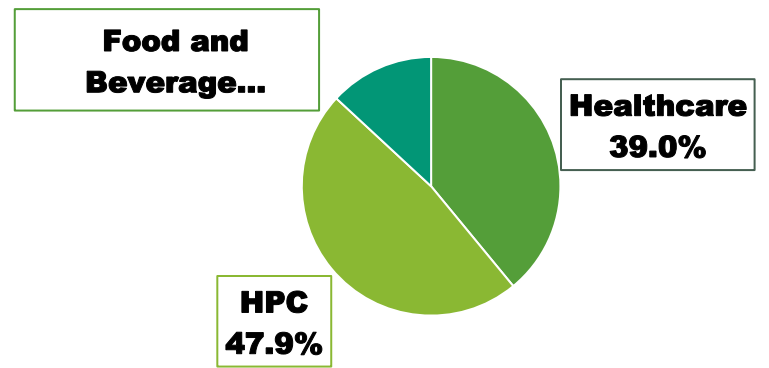
*Profit Before Tax and
Exceptional Items Growth*

7.7%

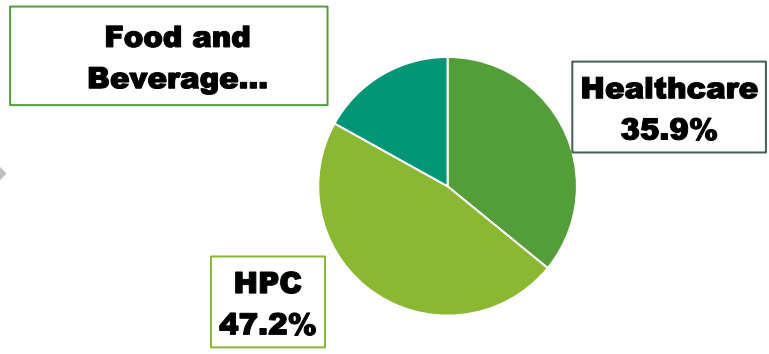
*PAT before exceptional items
Growth*

Domestic FMCG Business Growth - By Verticals

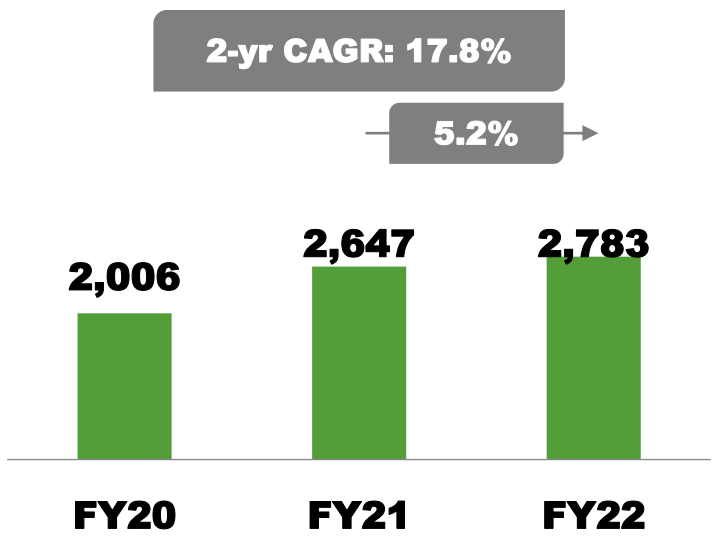
FY21 Sales Contribution



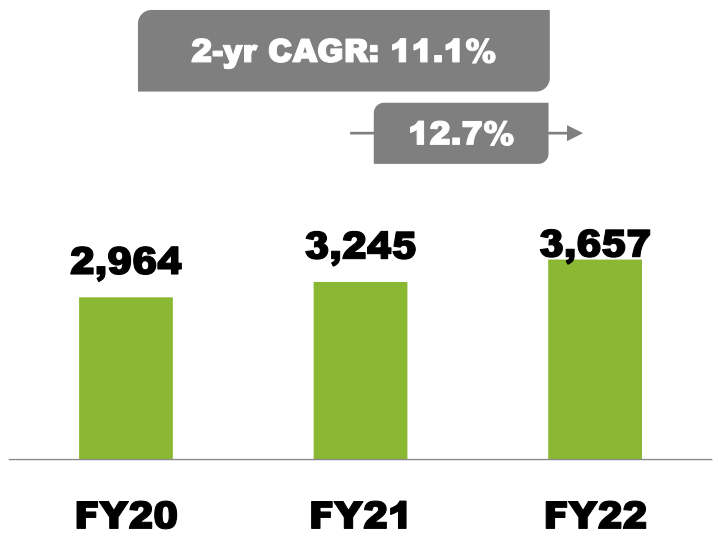
FY22 Sales Contribution



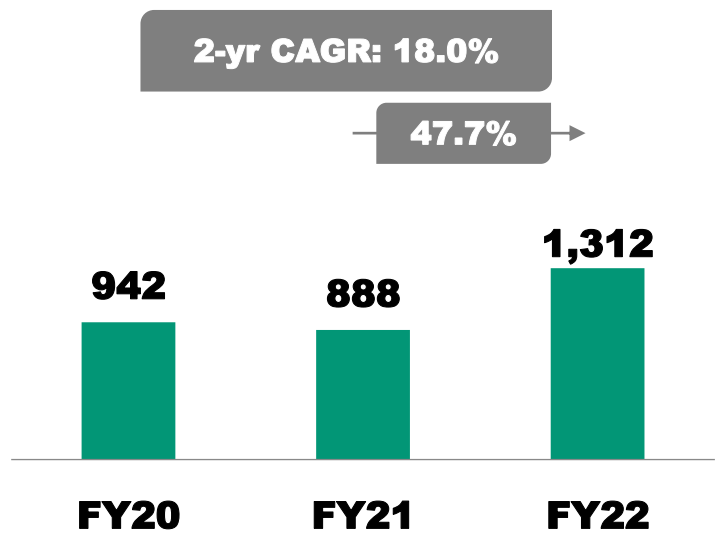
Healthcare



Home & Personal Care (HPC)

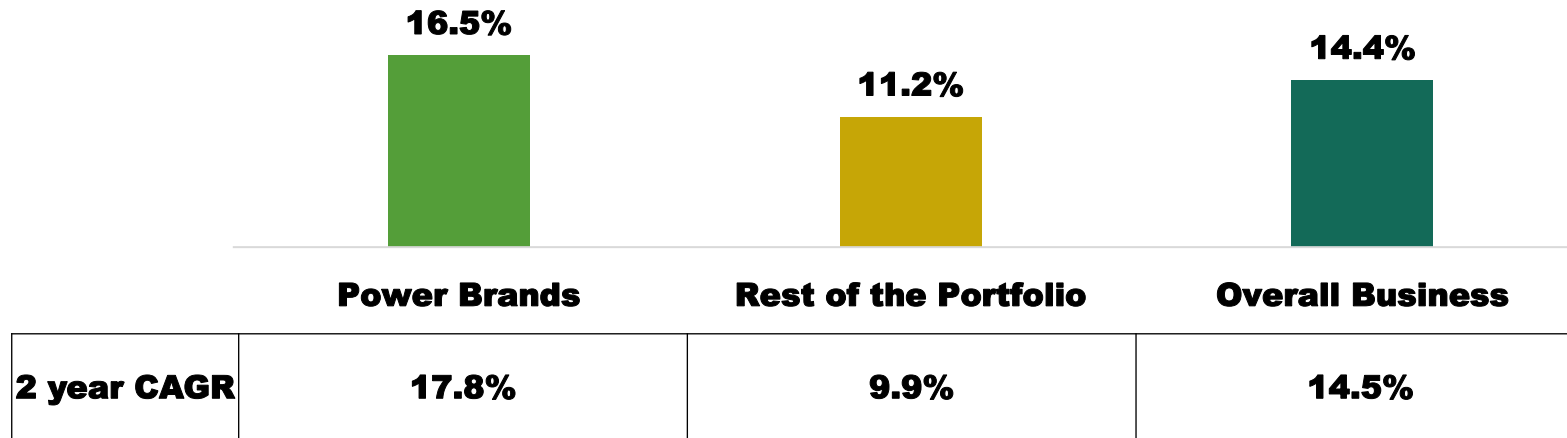


Food & Beverage (F&B)



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

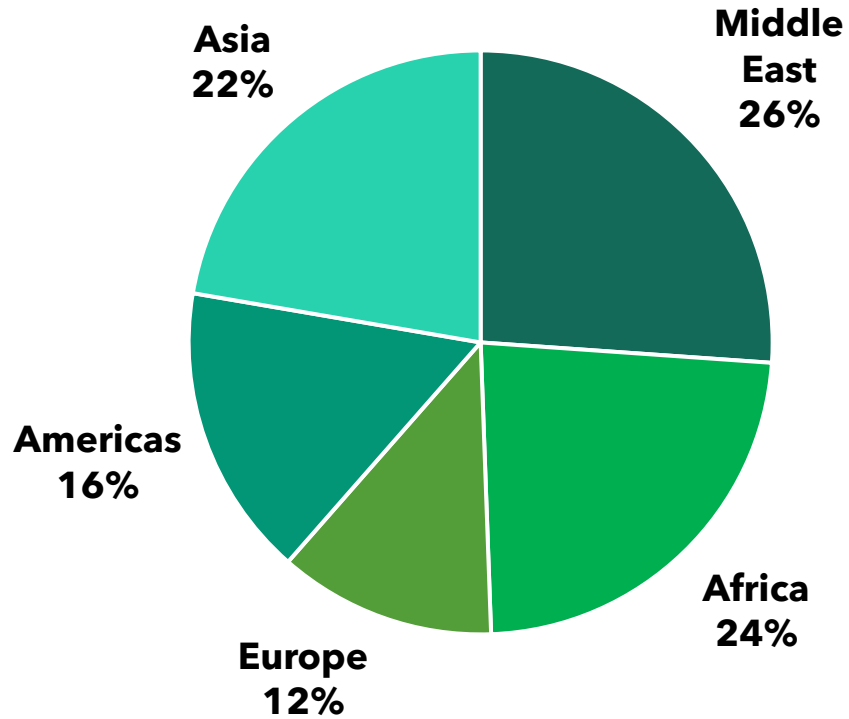
FY22 Growth %



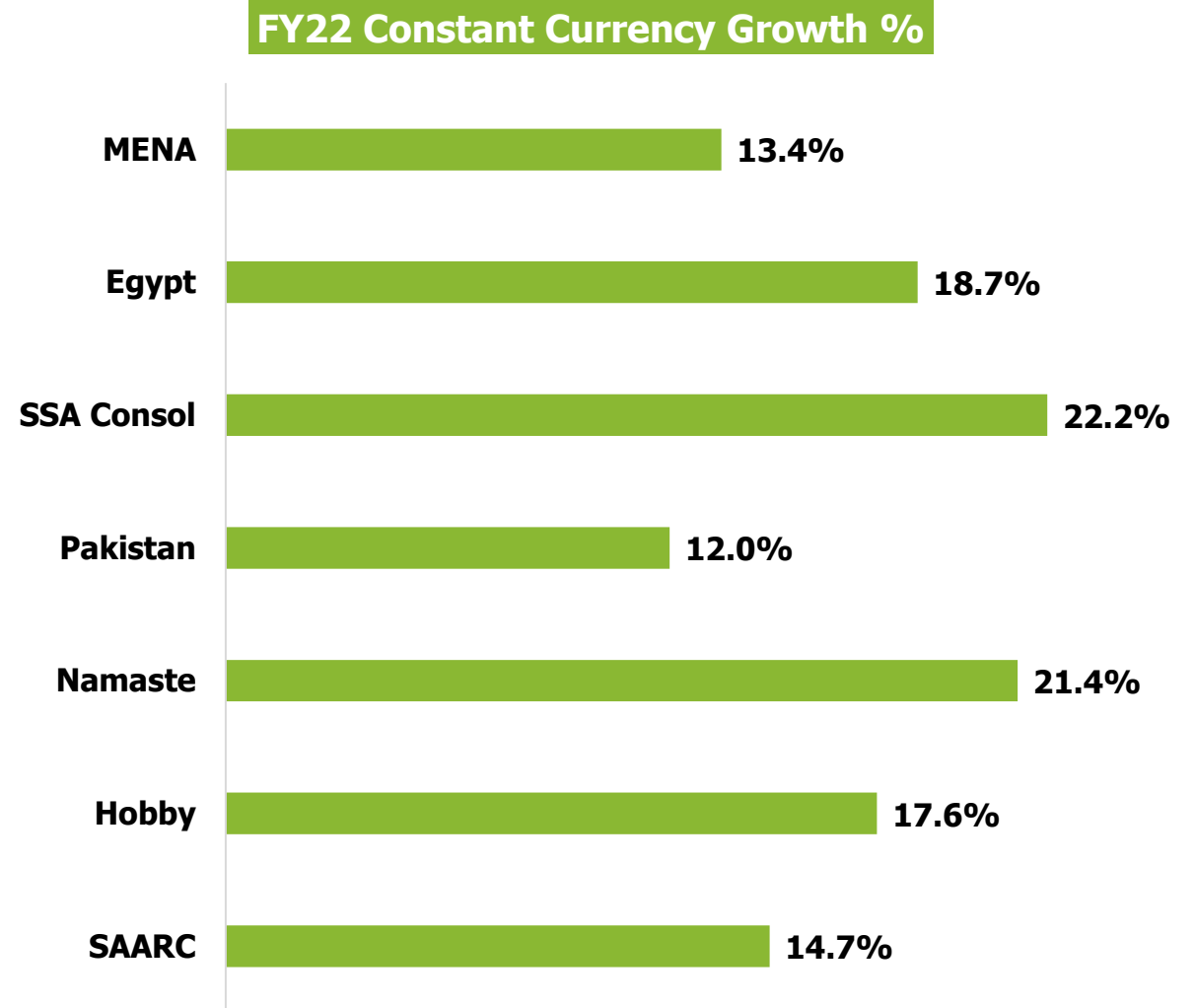
	Dabur Chyawanprash	Dabur Honey	Dabur Pudini Hara	Dabur Lal Tail	Dabur Honitus	Dabur Amla Hair Oil	Dabur RED PASTE	Real Fruit Power
2 year CAGR	31.5%	19.1%	2.8%	6.3%	34.4%	7.7%	19.8%	18.0%

International Business - FY22 Business Performance Overview

International Business FY22 Revenue Breakdown



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



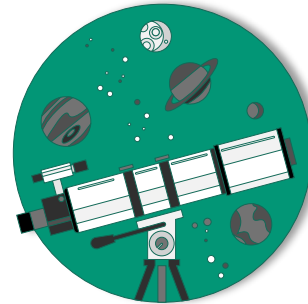
AGENDA



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2. FY22 - Performance Overview



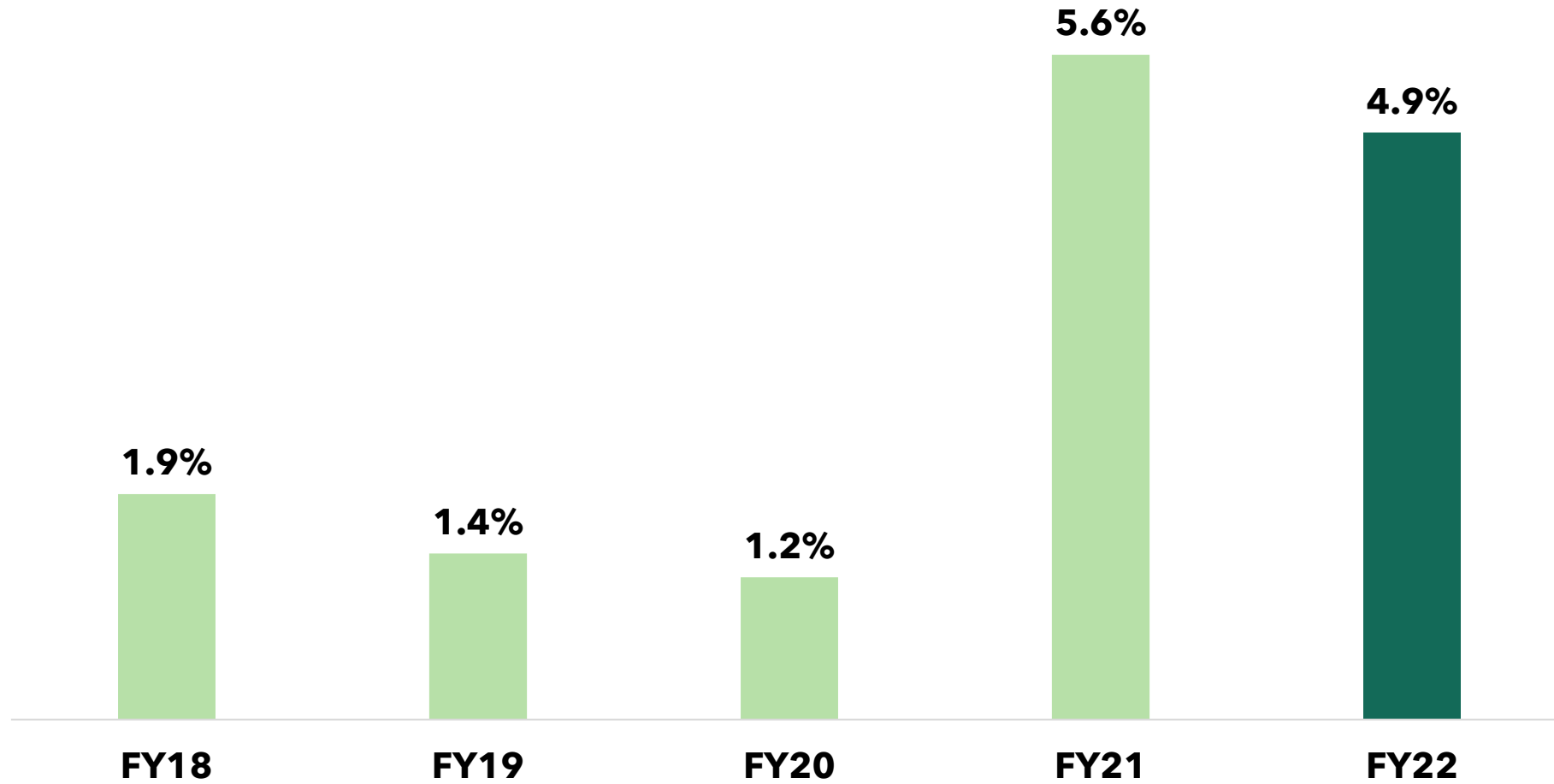
3. FY22 - Key Highlights

1. Power Brands to Power Platforms

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

2. Innovation continued to be the cornerstone of our strategy

Innovation contribution



NEW PRODUCTS LAUNCHED



Dabur Chyawanprakash

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



**40
Herbs**

DOES YOUR CHILD'S MILK DRINK GIVE THEM IMMUNITY?

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



Basis Scientific Study of Dabur Vita on TNF-alpha activity. Creative representation

Dabur Kesarprash

Kesar & Moti Revitalizer





Dabur

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



Gluten-Free



HAJMOLA[®] Amla Candy





OTC





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



**SHODHIT
GUGGULU**

FOR JOINT PAINS



Dabur
GULKAND
PRAVAL YUKT

100% Natural, Delicious & Healthy Gulkand



100%
AYURVED.

Specialities of Dabur Gulkand



PREMIUM INGREDIENTS

Rose Petals, Mishri and Praval Pishti



NATURAL TASTE & HEALTHY

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



IMPORTANCE OF SUN PROCESSING

Ensures complete assimilation of all the ingredients

Dabur

GOLD
Coconut Oil



100%


Pure Coconut Oil
with 135 years
of Dabur's Trust



Vatika Neelibhringa21 Oil

Clinically proven to grow new hair in **2 months**

Ayurvedic medicine made with Tail Pak Vidhi

NEW

135
YEARS
OF
AYURVEDIC
HERITAGE



CLINICALLY PROVEN
4x less hair fall*
3x thicker hair**
3x faster hair growth*
4x less hair fall*
3x thicker hair**
3x faster hair growth*

AYURVEDIC MEDICINE
WITH TRADITIONAL TAIL PAK VIDHI

*Creative Visualization

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

*Basis clinical study vs no oil group at week 8



Herb'l

7 SHADES WHITER TEETH

IN 1 WEEK*



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

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

Dabur Vatika® Face Wash

For a naturally
glowing face!



STAY
PROTECTED
FROM
DENGUE
WITH
ODOMOS[®]
PROTECT
LIQUID VAPORISER

100%
PROTECTION*

FITS IN ALL MACHINES#



Odonil
Air Freshener

Khushboo failegi
germs nahi!

With New Odonil Neem Blocks



INDIA'S
NO 1
AIR FRESHENER



NEW
Odonil infused with
neem
leaves

30
DAYS OF
freshness &
protection[^]

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

Odonil TRANSFORM YOUR WORLD

Keep Chilling
with
Real
Fruit Power

FIZZIN

Apple FIZZIN

Masala Cola FIZZIN
Jeera

Tangy FIZZIN
Nimbu

150ml

Real Fruit Power is only a trademark and does not represent its true nature



Milkshake

SLURPINGLY
DELICIOUS
NEW FRAPPE



BOURBON
CHOCOLATE

MOROCCAN
COFFEE



Experience
Réal goodness with



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



WITH NUTRIENTS INTACT

Dabur

COLD PRESSED SESAME OIL



A PERFECT BLEND OF



Health



Taste



Aroma



SUGGESTED USAGE



SUGGESTED USAGE



Dabur

COLD PRESSED GROUNDNUT OIL

A PERFECT BLEND OF



Health



Taste



Aroma

Dabur 
**VIRGIN
COCONUT OIL**
SUPERFOOD

-  100% NATURAL
-  COLD PRESSED
-  60% MCT



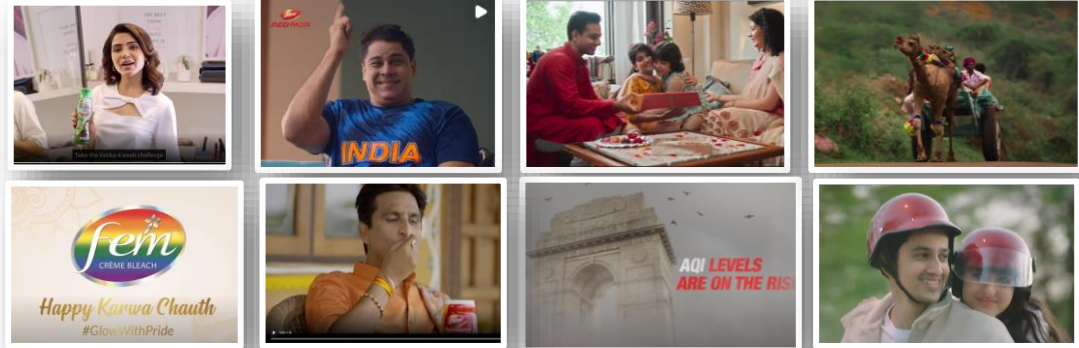
3. Market share gains across ~99% of the portfolio

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

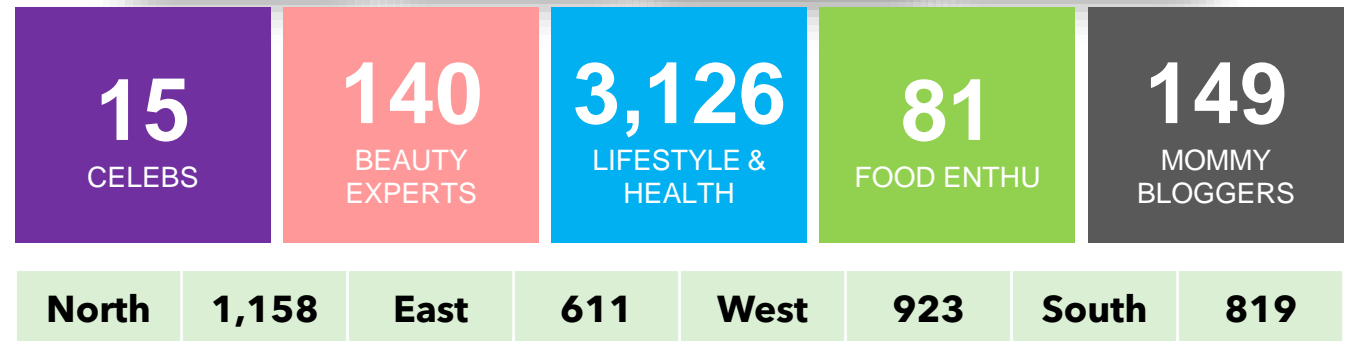
4. Digital continued to gain prominence (@24% in FY22)

576 Campaigns in FY22

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



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



Enhancing Digital Skills

Google Digital Garage



45 Google Certified Marketers
 @ Dabur

5. Continued to expand distribution infra



Coverage Expansion

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

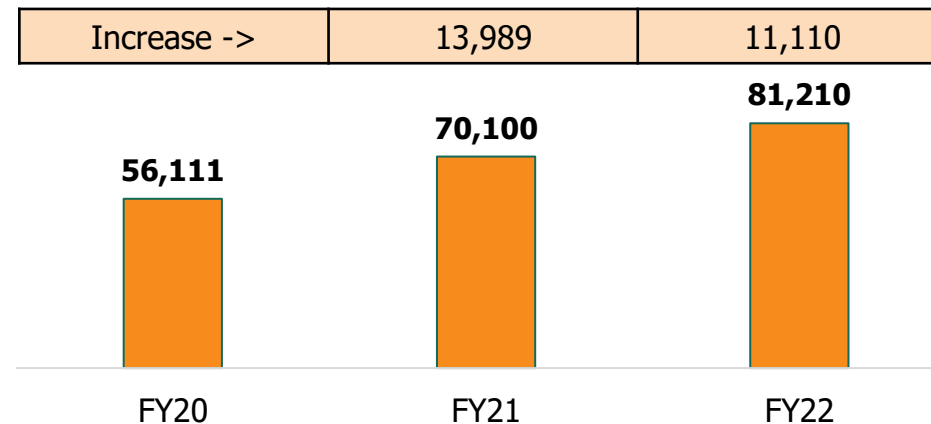


Rural Coverage

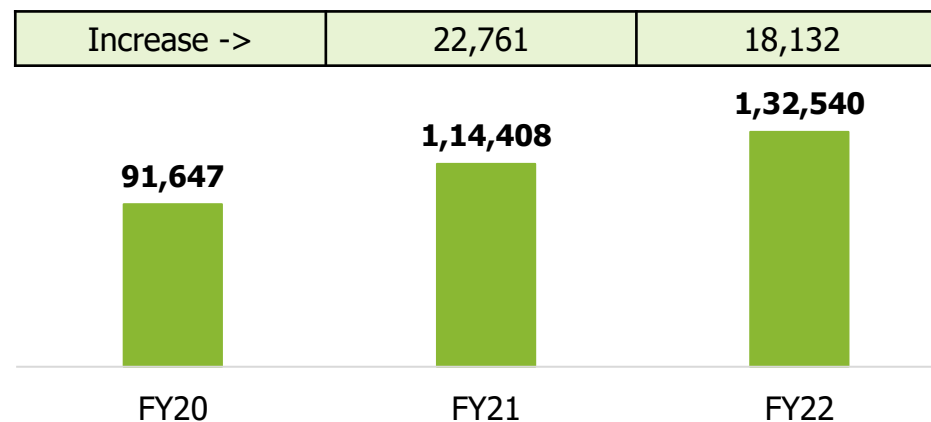
	FY21	FY22	Inc.
Villages	59,217	89,840	30,623
Yoddha	0	10,392	10,392

Ethical Division


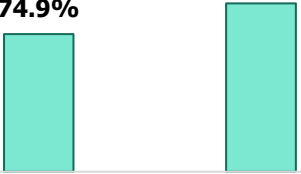
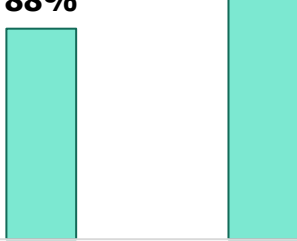
Doctor Coverage



Outlet Coverage



6. Operational effectiveness helped to improve productivity

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

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



How did we manage inflation?

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



Total Savings of **INR 100 cr**



8. Building a sustainable, ESG compliant business

TODAY

First Indian FMCG company to be plastic waste neutral

51%

% of Energy consumed from renewable energy sources

Improvement in Environment Indicators (vs 2017-18)

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

CSR Initiatives

FY22 CSR Expenditure (INR cr)	31.2
FY22 CSR Beneficiaries (mn)	2.3
CSR Focus Areas:	
<ul style="list-style-type: none"> • Covid support initiatives • Eradicating hunger, poverty and malnutrition • Promoting Preventive Healthcare • Environment Sustainability • Promotion of Education 	

FUTURE STRATEGY

E

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

S

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

G

- Ensure 100% compliance along with transparency & enhanced disclosures

THANK YOU

FOR MORE INFORMATION AND UPDATES, VISIT:

[HTTP://WWW.DABUR.COM/IN/EN-US/INVESTOR](http://www.dabur.com/in/en-us/investor)

