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)

Established in 1884 –
139 years of trust and
heritage



Strong overseas presence
with ~25% contribution

Among the Top 4 FMCG
companies in India

One of the largest distribution
network in India, covering
~7.9 mn outlets

22 world class
manufacturing facilities

Manufacturing Presence in India

14

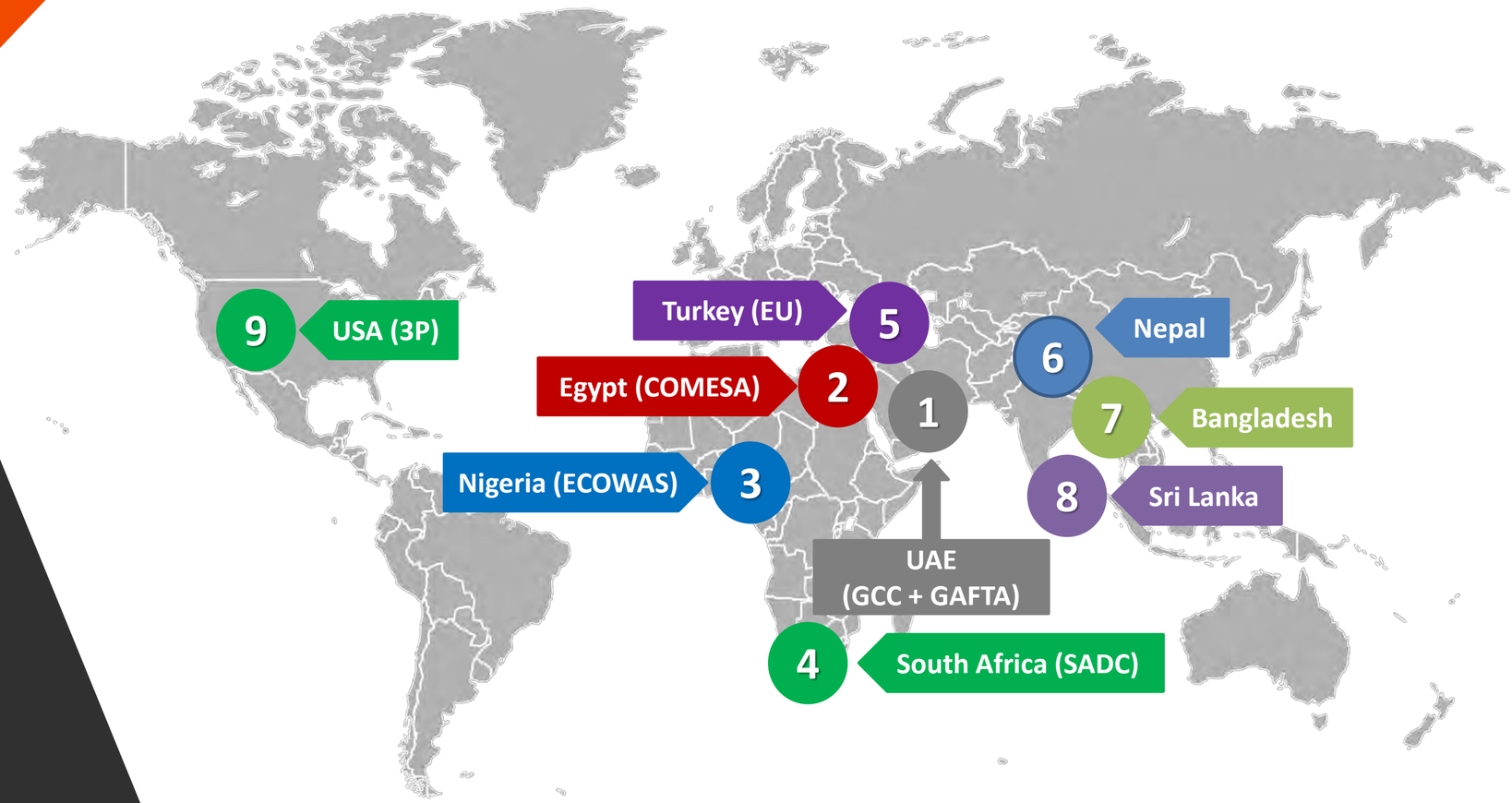
Manufacturing facilities in India



Manufacturing Presence in Overseas Markets

8

Owned Manufacturing facilities overseas



Business Structure

Dabur

Domestic Business | 75%

Power Brands

- Dabur Chyawanprash
- Dabur Honey
- Dabur Pudin Hara
- Dabur Lal Tail
- Dabur Honitus
- Dabur Amla Hair Oil
- Dabur RED PASTE
- Real Fruit Power

International Business | 25%

Power Brands

- Dabur Vatika Premium Naturals
- Dabur Amla Hair Oil

Key Brands

- DermoViva
- HOBBY
- Dabur Herb'l Toothpaste
- ORS Formerly Organic Root Stimulator

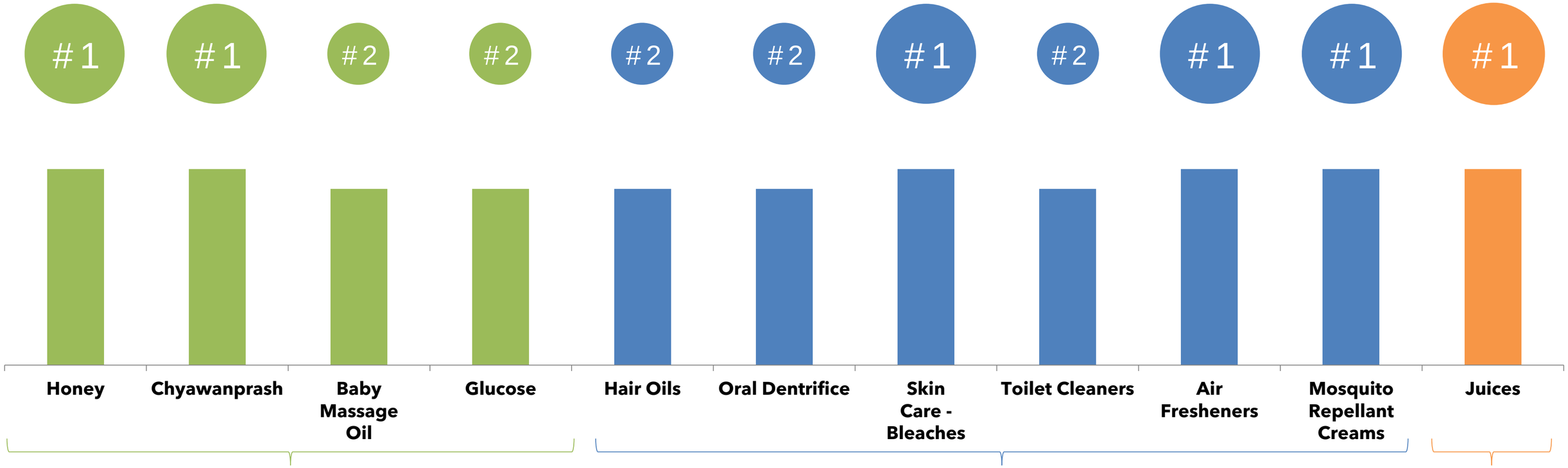
1 billion club brands

Revenue	Brands
>1,500 cr	Real Fruit Power
1,000-1,500 cr	Dabur RED PASTE; Dabur Amla Hair Oil; Vatika Naturals
500-1,000 cr	Dabur Honey; Dabur Chyawanprash
100-500 cr (17 brands)	Hajmola; Odonil Air Freshener; Glucose-D Energy Boost; Dabur Anmol; डाबर सरसों आँवला केश तेल; Dabur Gulabari; डाबर लाल दंत मंजन; Dabur Lal Tail; Dabur Babool Toothpaste; Dabur Herb'l Toothpaste; Dabur Honitus; Odomos; Fem; Hobby; ORS; Dabur Meswak Toothpaste; Badshah

Market Leadership in Domestic Business

Leading position in key categories across verticals

#Relative Competitive Position



Business Metamorphosis

Path to Transformation



Our portfolio operates in two distinct clusters

High Penetration

High MS

Low MS

Low Penetration

High Penetration, Low MS

Gains MS















Low Penetration, High MS















Increase Penetration

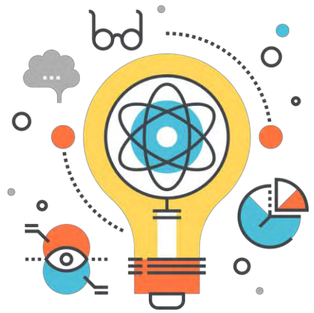
To Drive these distinct strategies, following vectors were set in place

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

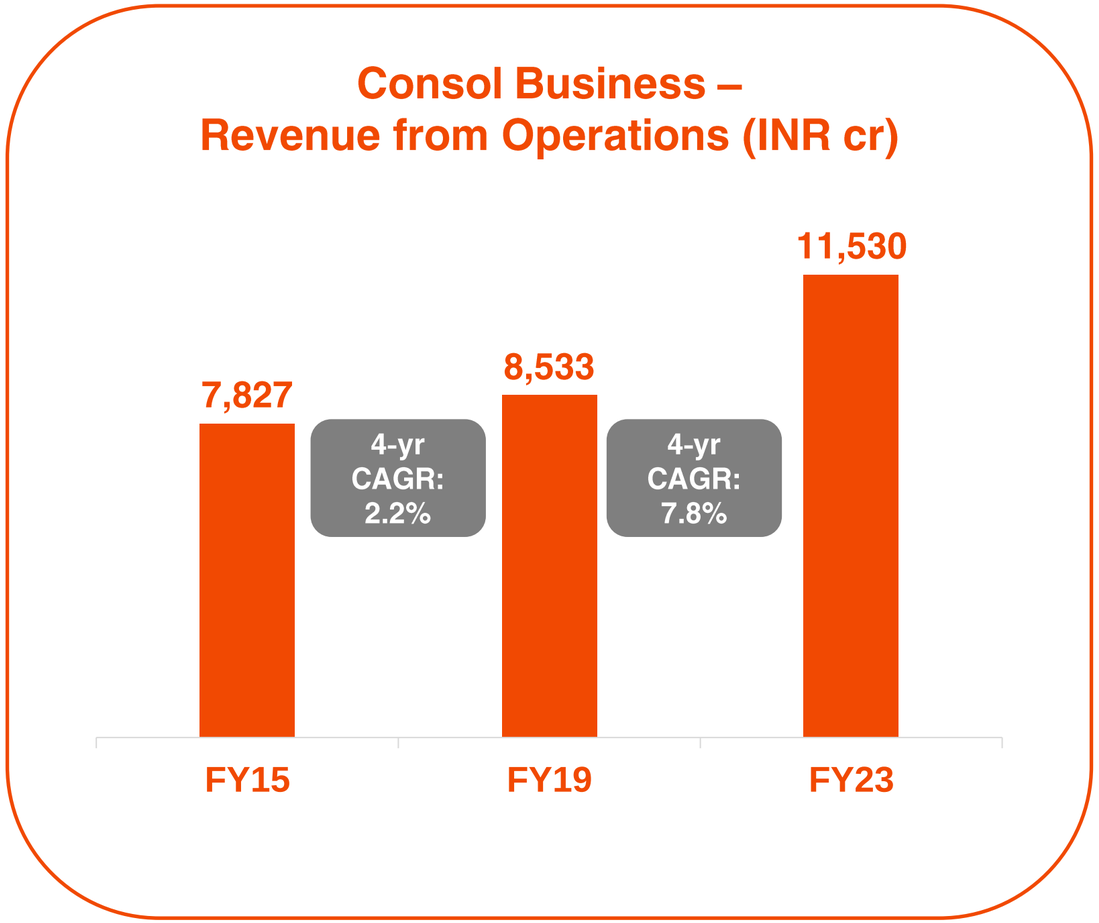
76% (+700 bps)

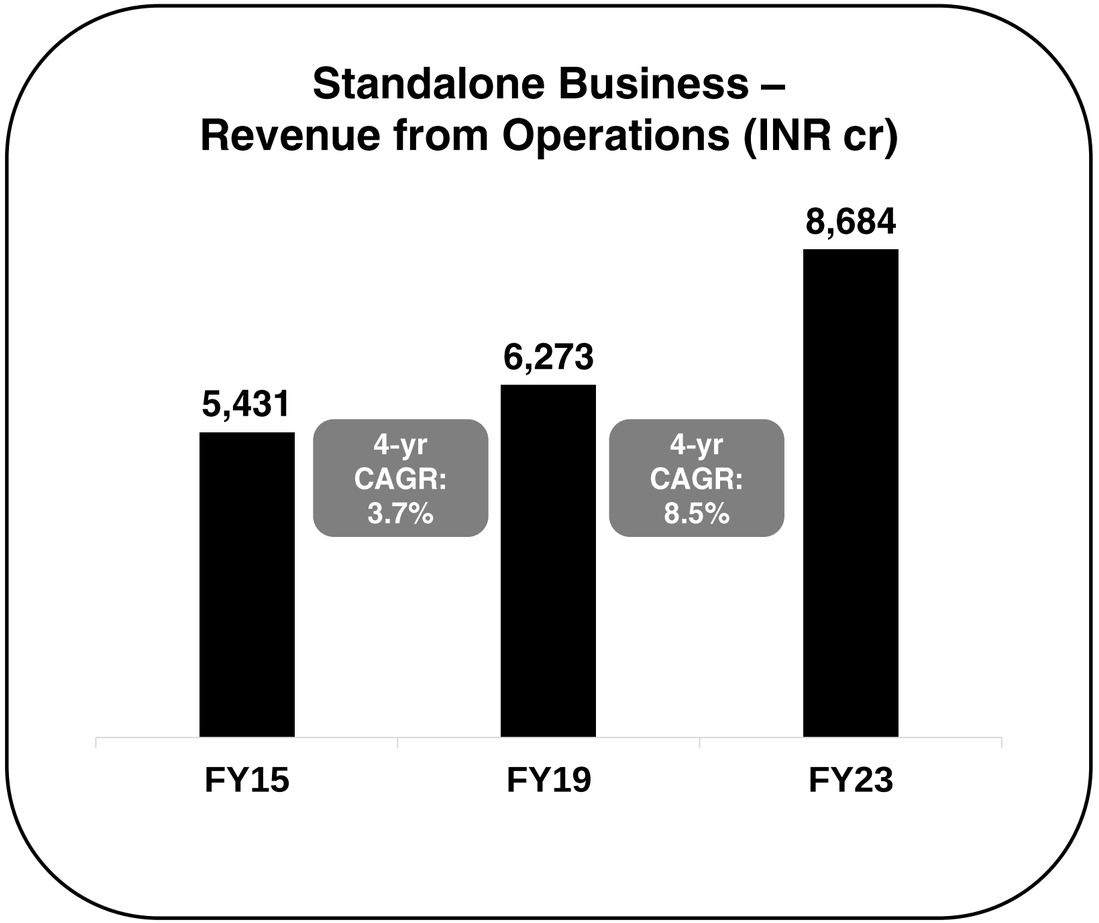


Market Share Gains

Hair Oils	Shampoos	Toothpastes	Mosquito Repellant Creams
167 bps	207 bps	137 bps	350 bps
Chyawanprash	**Honey**	**Digestives**	**Juices & Nectars**
462 bps	~400 bps	786 bps	364 bps

Substantial acceleration in Business growth in the last 4 years





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

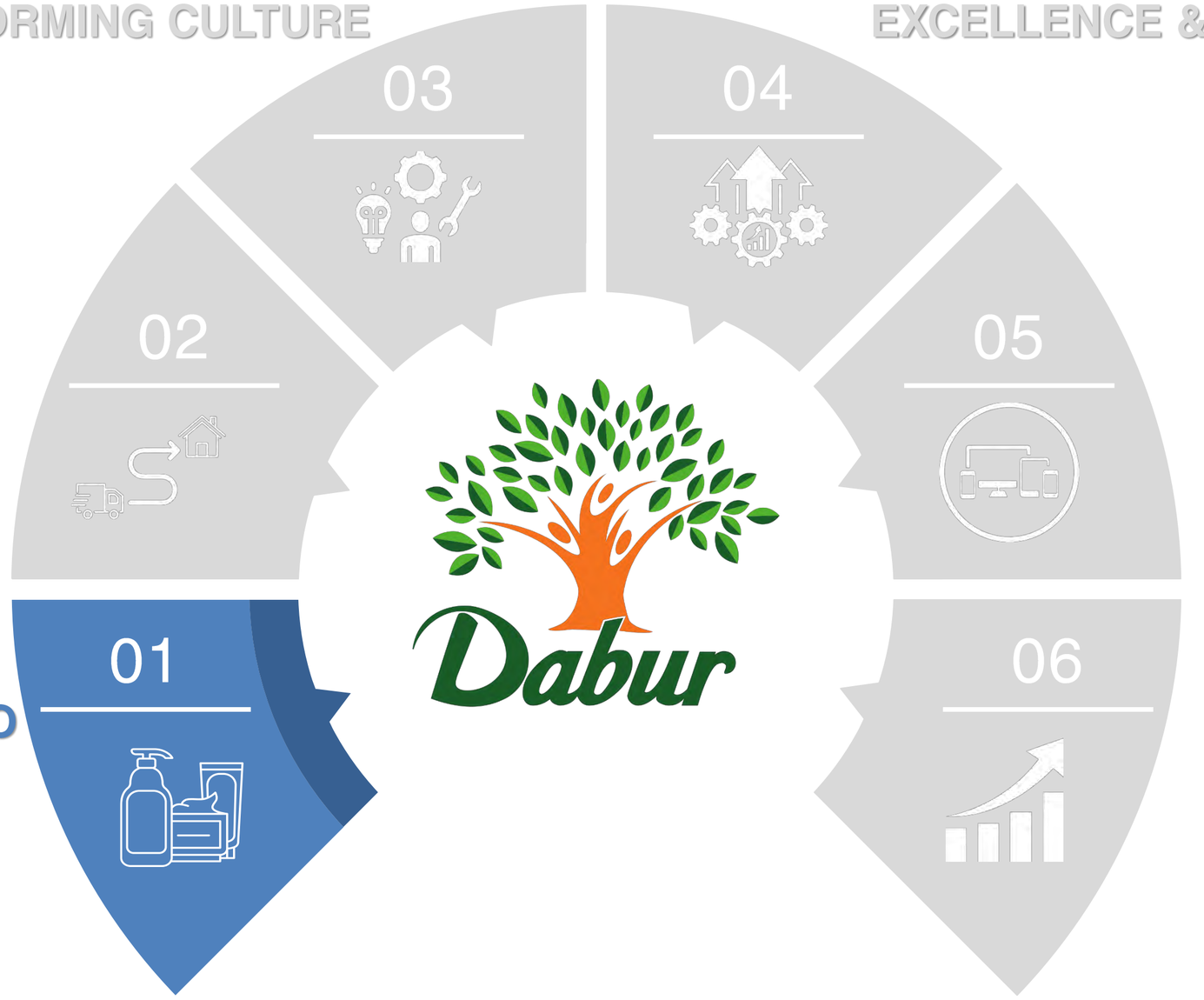
FIT FOR PURPOSE GTM

DIGITISATION

WINNING PORTFOLIO AND INNOVATION

PROFITABILITY ENHANCEMENT

Business Metamorphosis continues



WINNING PORTFOLIO AND INNOVATION

FIT FOR PURPOSE GTM

BUILDING CAPABILITIES & TRANSFORMING CULTURE

OPERATIONAL EXCELLENCE & ESG

DIGITISATION

PROFITABILITY ENHANCEMENT

India is Changing

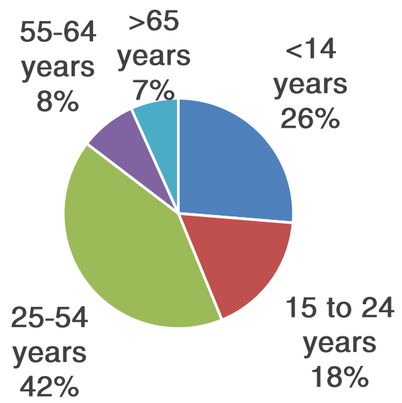
India is a Young Economy

India's Median Age

28.7

(lower than China's at 38.4, US at 38.5)

India's Population by Age (Current)



India's Millennials and GenZ contribution

34%

Increasing Urbanization

Urban as % of Population

1951

17%

2018

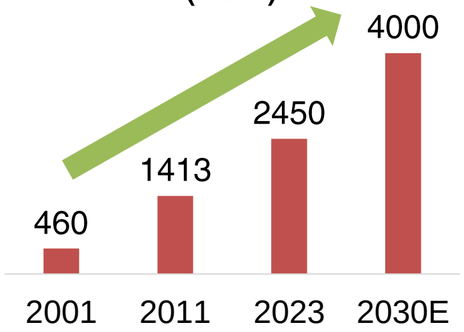
34%

2022

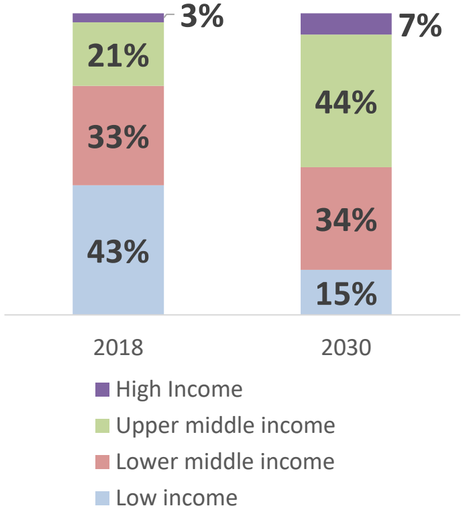
36%

Increasing Affluence

India's Per Capita Income (USD)



44% of Population to become upper middle income by 2023



Growing Digital Population

Smartphone Users in mn

2010

34.2

2023

938.3

2030

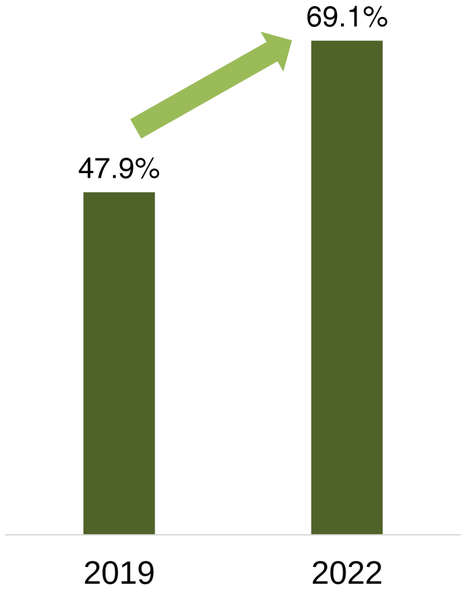
1,351.3

Consumer behaviour is also changing

1. [ ]

Preference for Naturals on a Rise

% of Urban Households that actively seek Natural Products

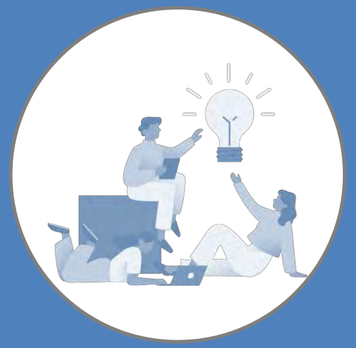


Source: World Bank, Standard Chartered, Bain Company, Statista, Kantar Household Panel

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)

1 WINNING PORTFOLIO AND INNOVATION FOR CHANGING INDIA

1



Restaging Core For Younger India

2

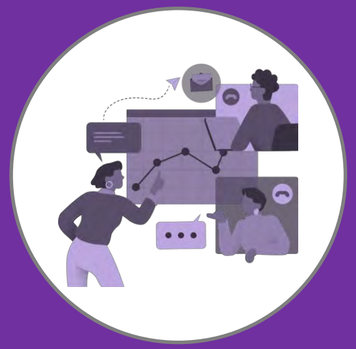


Power Brands to Power Platforms

3



Expansion of Existing Categories/ Entry into Adjacencies

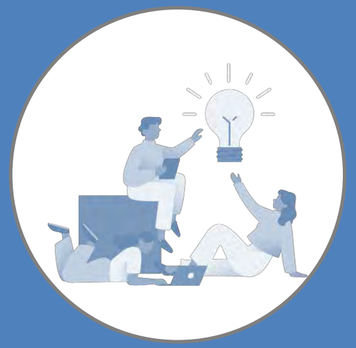


Focusing on Digital with increasing prominence

4

1 WINNING PORTFOLIO AND INNOVATION FOR CHANGING INDIA

1



Restaging Core For Younger India

2

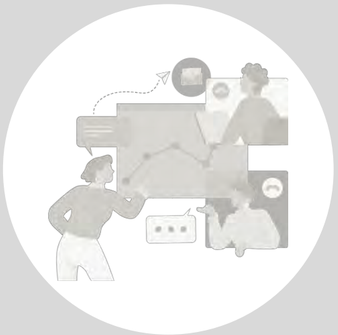


Power Brands to Power Platforms



Expansion of Existing Categories/ Entry into Adjacencies

3

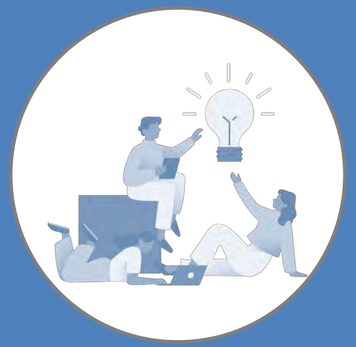


Focusing on Digital with increasing prominence

4

Stronger Scientific Claims

1



Restaging Core

For Younger India

Stronger Scientific Claims

Increasing Relevance through New Age Formats

Aspirational Packaging

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



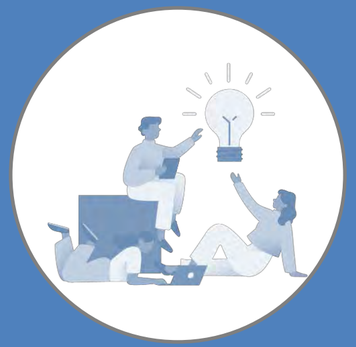
Odomos:

99.9% Protection



Increasing Relevance through New Age Formats

1



Restaging Core
For Younger India

Stronger Scientific Claims

Increasing Relevance through New Age Formats

Aspirational Packaging

Dabur Chyawanprash



Sugar Free Alternate



Targeting Diabetic/Sugar Conscious TG

New Formats



Powder *Tablet*

TG Specific



Targeting Mid Age/Older TG with Premium Variants

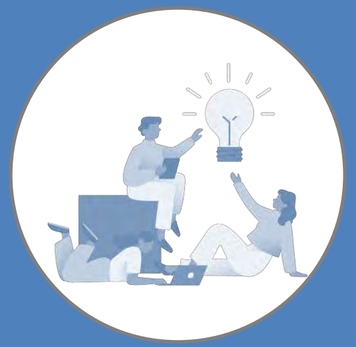
Benefits Specific variants



Kajurprash for Healthy Haemoglobin levels

Increasing Relevance through New Age Formats

1



Restaging Core
For Younger India

Stronger Scientific Claims

Increasing Relevance through New Age Formats

Aspirational Packaging

Dabur Honitus®



Format Extension



Cough Drops



Blister Lozenges
Premiumisation



Hot Sip
(Kaadha powder)



Tea Bags

Variant Extension



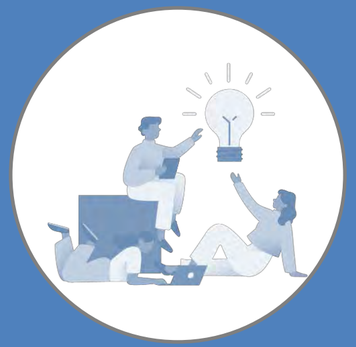
RISE initiative
West



Sugar Free
Variant

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



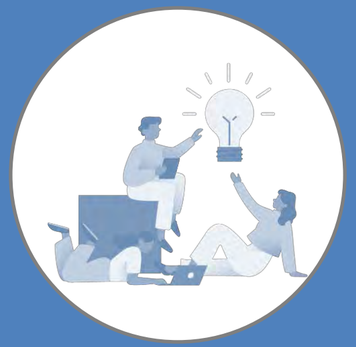
Odomos Insecticides



Odomos Racquets

Aspirational Packaging

1



Restaging Core

For Younger India

Stronger Scientific Claims

Increasing Relevance through New Age Formats

Aspirational Packaging



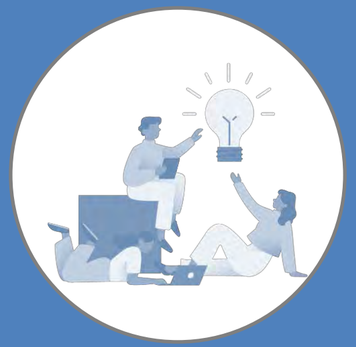






Aspirational Packaging

1



Restaging Core

For Younger India





Stronger Scientific Claims

Increasing Relevance through New Age Formats

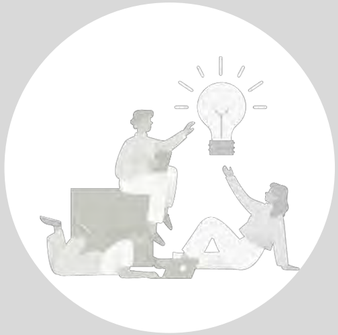
Aspirational Packaging





1 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



Focusing on Digital with increasing prominence

4

Transition from Power Brands to Power Platforms | F&B





Real Nectars – 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

Transition from Power Brands to Power Platforms | HPC

Dabur RED PASTE





Red Bae Fresh Gel



Red Pulling Oil

Dabur Amla Hair Oil





Sarson Amla



Badam Amla



Brahmi Amla



Amla Aloe Vera



Amla Kids

Vatika Naturals





Premium Shampoo Range
(Onion & Olive)



Neelibhringa21 Hair Oil



International Range

Transition from Power Brands to Power Platforms | Healthcare

Dabur Honey





Health Variants



Organic Honey



Honey Tasties (Spreads)



Himalayan Honey

Dabur Chyawanprash





Chyawanprakash



DCPK Tablets



Gur Chyawanprash



Kesar Prash

Hajmola





Variants
(Chatcola, Limcola)



Maha Candy (Albela Aam,
Chulbuli Imli, ChatCola)

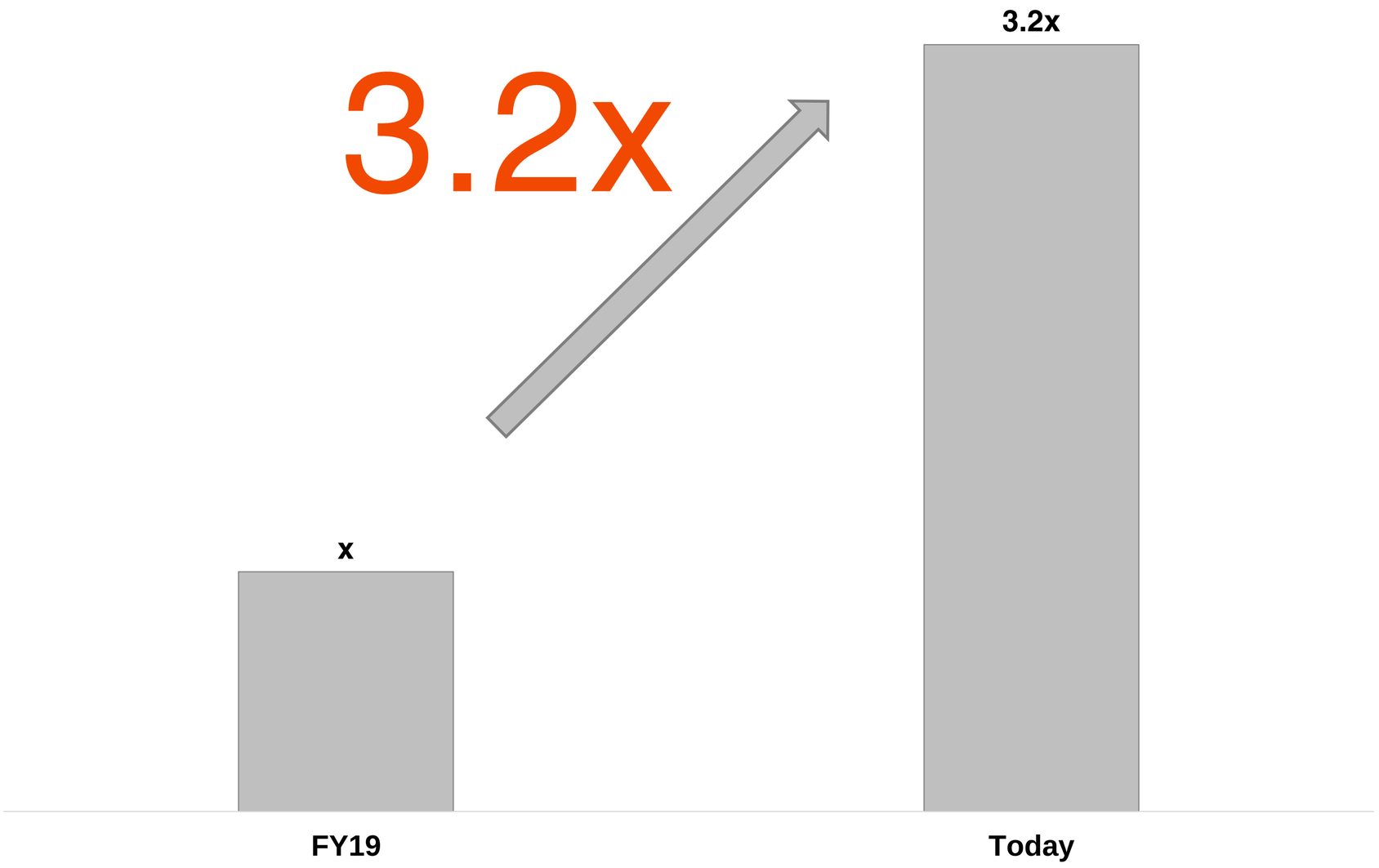


Amla Candy

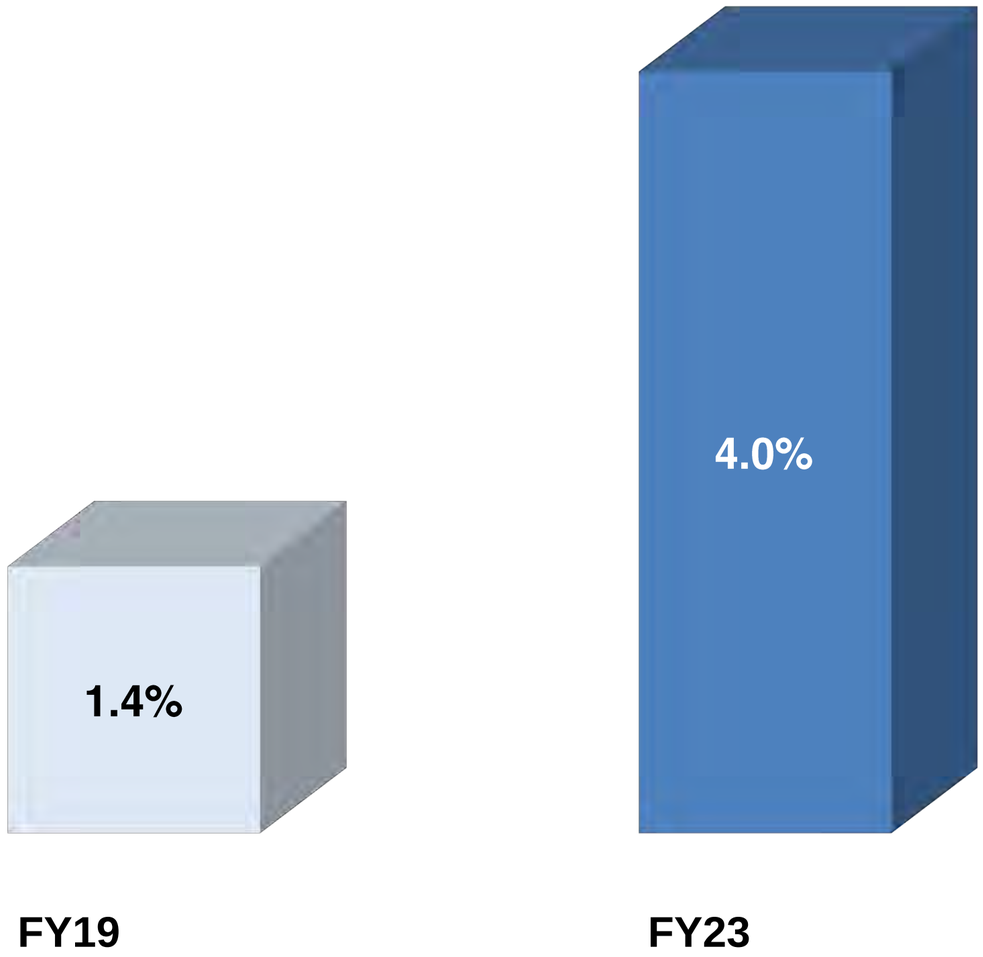


Tingoli

As a result, TAM has tripled

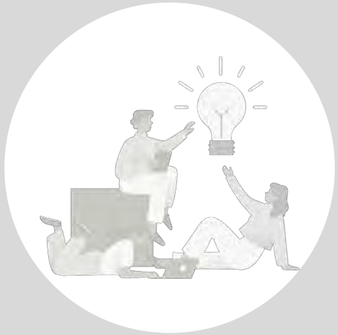


Innovation Pace Has Picked Up



1 WINNING PORTFOLIO AND INNOVATION FOR CHANGING INDIA

1



Restaging Core For Younger India

2



Power Brands to Power Platforms



Expansion of Existing Categories/ Entry into Adjacencies

3



Focusing on Digital with increasing prominence

4

Scaling Existing Categories by Entry into New Adjacencies

Therapeutics



Baby Care



Hair Oils



Toothpastes



Tea

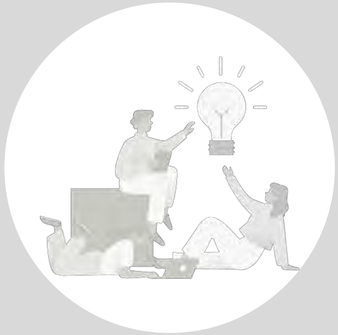


Foods



1 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



Focusing on Digital with increasing prominence

4

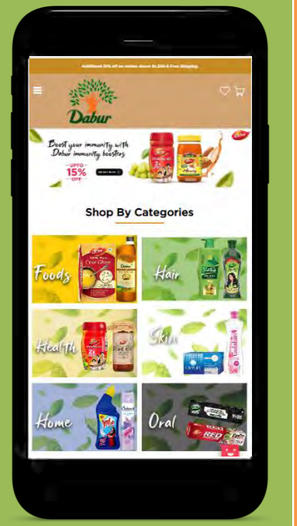
Digital continues to gain prominence

Spends towards digital increased to

31%

in FY23 (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)

771

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

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)

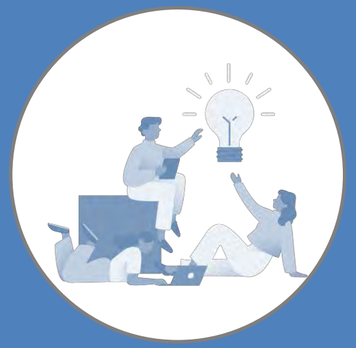
46 Awards

in FY23



1 WINNING PORTFOLIO AND INNOVATION FOR CHANGING INDIA

1



Restaging Core For Younger India

2

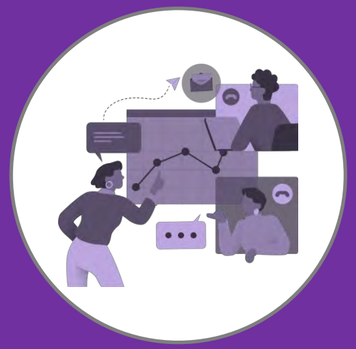


Power Brands to Power Platforms

3



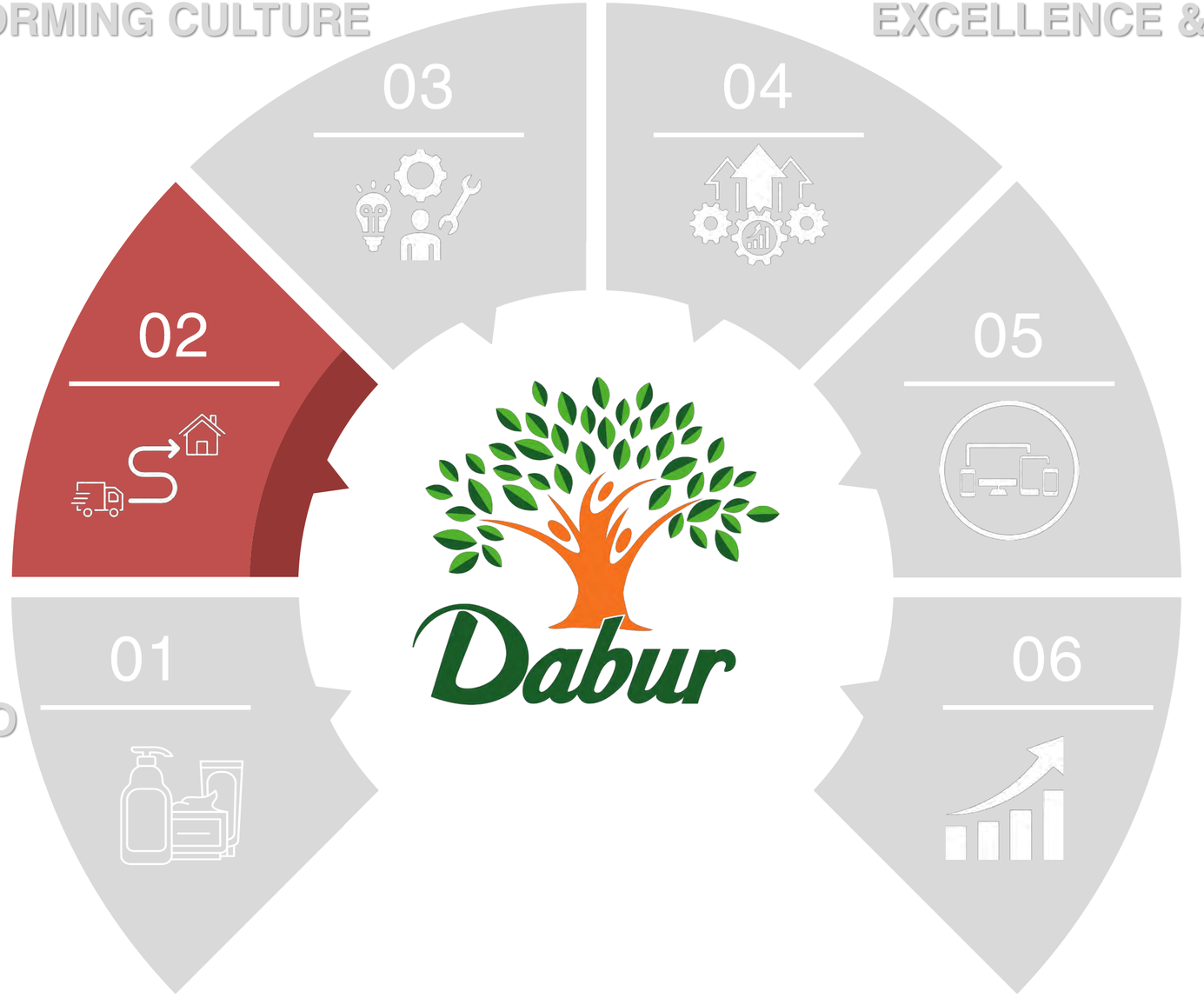
Expansion of Existing Categories/ Entry into Adjacencies



Focusing on Digital with increasing prominence

4

Business Metamorphosis continues



Trends in the Trade

Diverse portfolio serving multiple channels

Dispensing Vaid	Ayurvedic Chemist	Chemist	Convenience stores	Grocers	Wholesale trade	Eateries	Cosmetic Outlets	Beauty Parlors	Institutions	Modern Trade
✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



Home & Personal Care

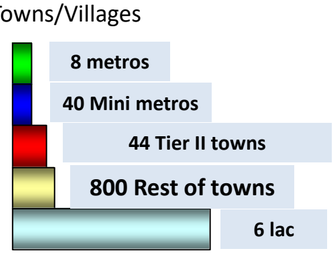


Health Care



FOODS



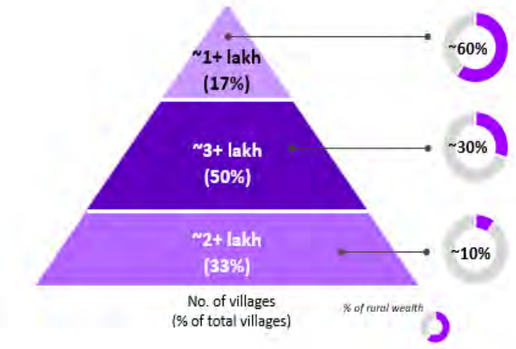


Different Trade behavior

Rural & Urban India dynamics



Agriculture income increases by 1% in 22-23 after 2 years of contraction



1 lac Villages contribute 60% of wealth

Rise of **neighborhood Kirana's** post pandemic

Wholesale business shifts to middle India and smaller towns

Expansion in periphery of mini metros

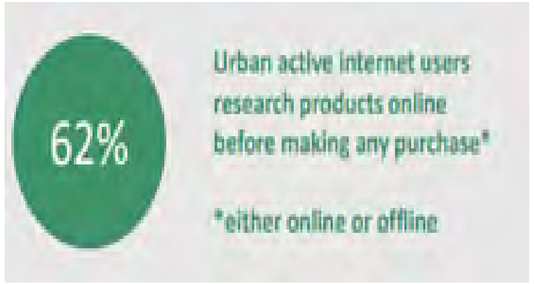




ECOMMERCE & Modern Trade

Quick Commerce to be 25-30% by FY 25

Flipkart Quick · blinkit (formerly grofers) · SWIGGY instamart



D Mart Daily Savings Daily Discounts · Reliance RETAIL

Commanding more than half in MT environment

MT store count[2] 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**, **Therapeutic** — Dr Detailing and Selling Arms
- **HPC 1**, **HPC 2** — Category Specific Teams
- **Beverages** — Separate network in P1 Geos
- **Salon** — Channel Specific Teams

Urban Business

Town Class level segmented strategy on

Infrastructure



Consolidated/Quality/Split

Assortment



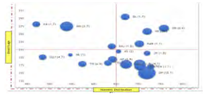
MSL @ Town/ Outlet

Engagement



Specific Programs @ Channels

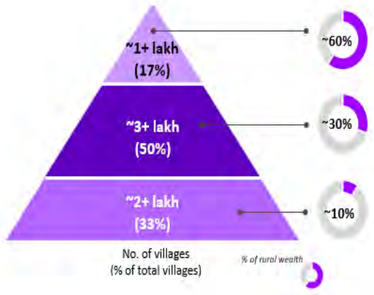
Distribution



Direct to Total Distribution Benchmarks

Rural Expansion and Extraction

Reaching Top 1 Lac Villages



योद्धा

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 C&C Head
- Enterprise Head

Increasing Salience of New-Age Channels

FY19	FY23
12%	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

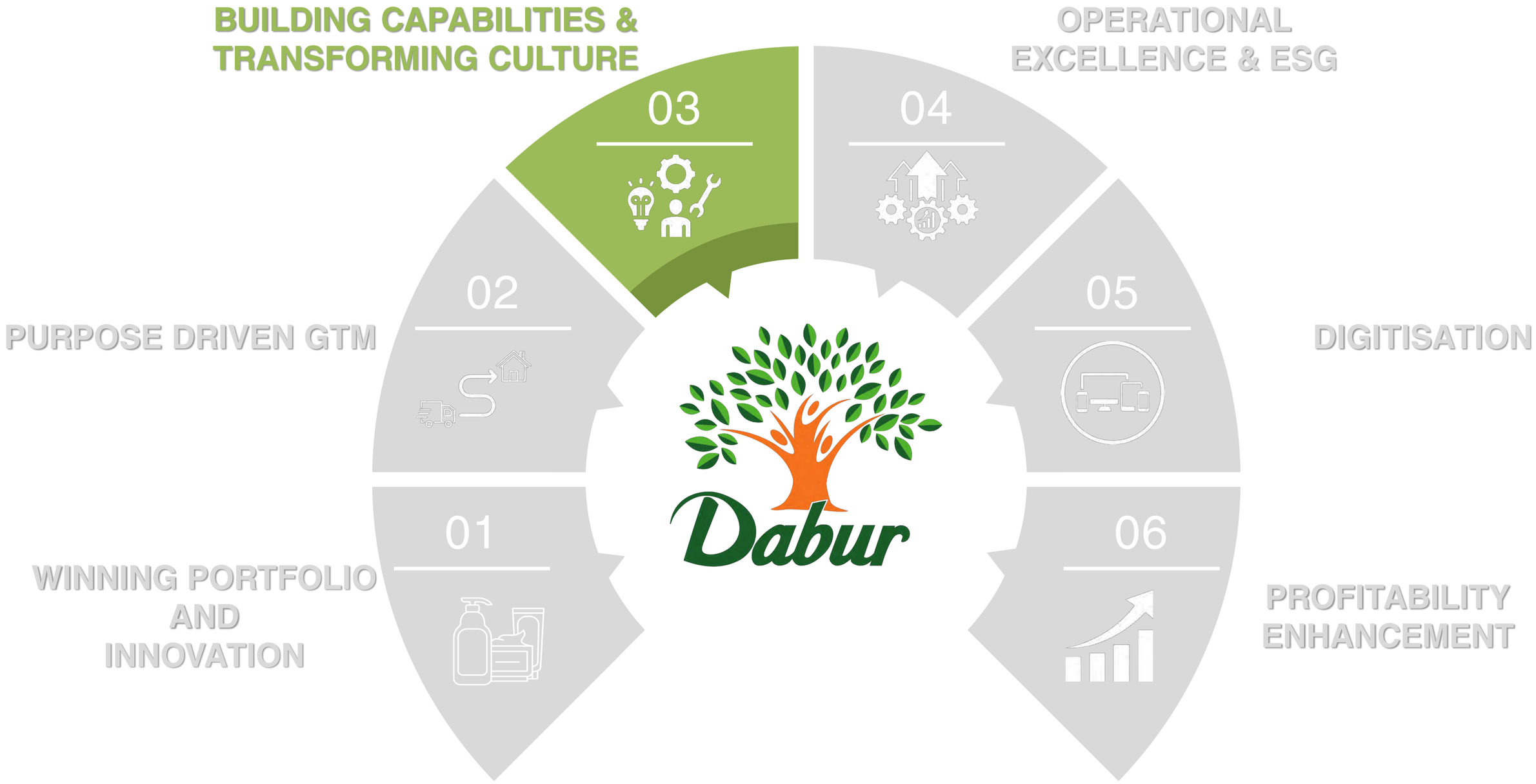


E Gurukul

Distribution Expansion and Efficiency Improvement

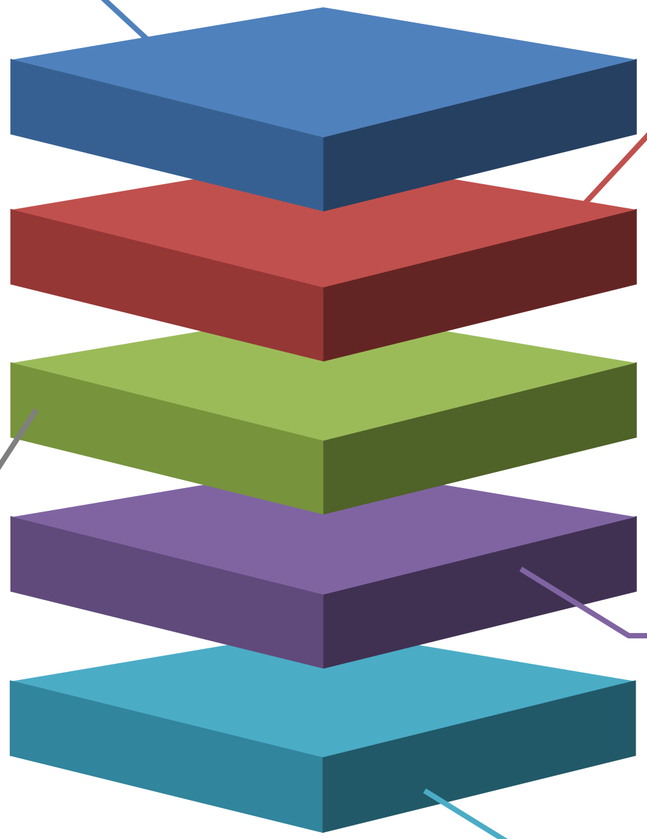


Business Metamorphosis continues



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

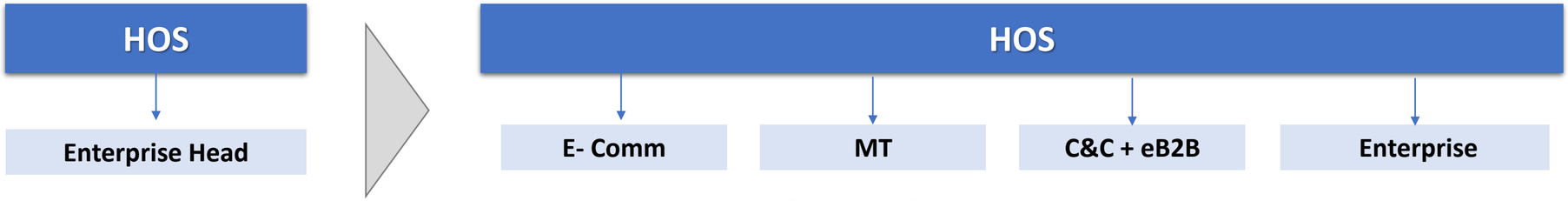
1. Moved from 4 Region Structure to 5 Regions (Introduction of Central)

2. Strengthened New-Age Channels: New Young Head + Strong Team under him.

3. Appointed Heads for E-B2B, C&C, Enterprise, Parlour, Ayurvedic Ethicals and Therapeutic

Regional Business heads and Channel heads with P&L responsibilities

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



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

2. From 4 to 5 Regional Business Divisions

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



B. Connect & Develop Open Innovation Culture

Regional Insight from

- Sales
- Partner Network

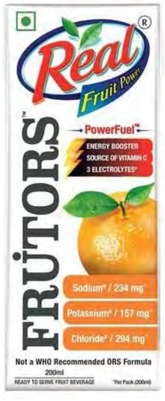
RISE

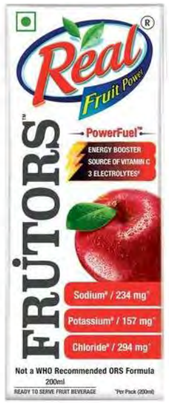
Vendor Network

3 Ps

Buyers









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



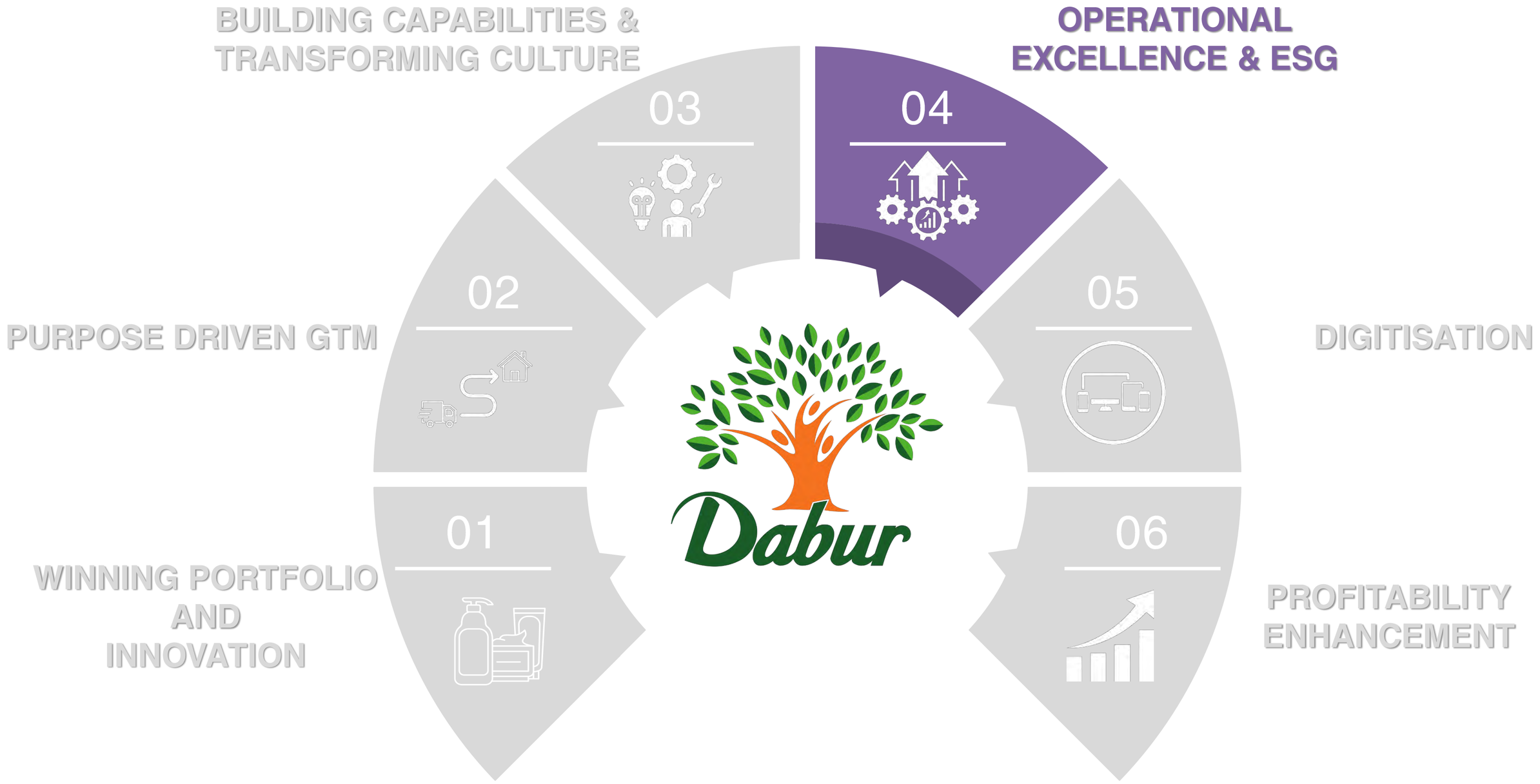
Kaustubh Dabral
CIO



Smerth Khanna
Head, MT and
E-comm

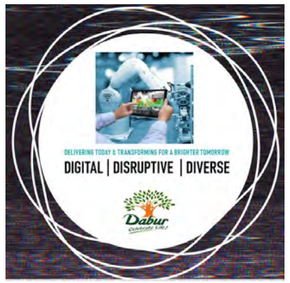


Business Metamorphosis continues



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



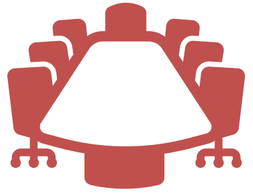
- 100% Plastic positivity achieved in FY23

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
- 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)

Energy & Water



- 50% of the total energy consumed in operations is from renewable sources
- Reduced Water Intensity (KL/MT) by 22% vs FY19

Diversity



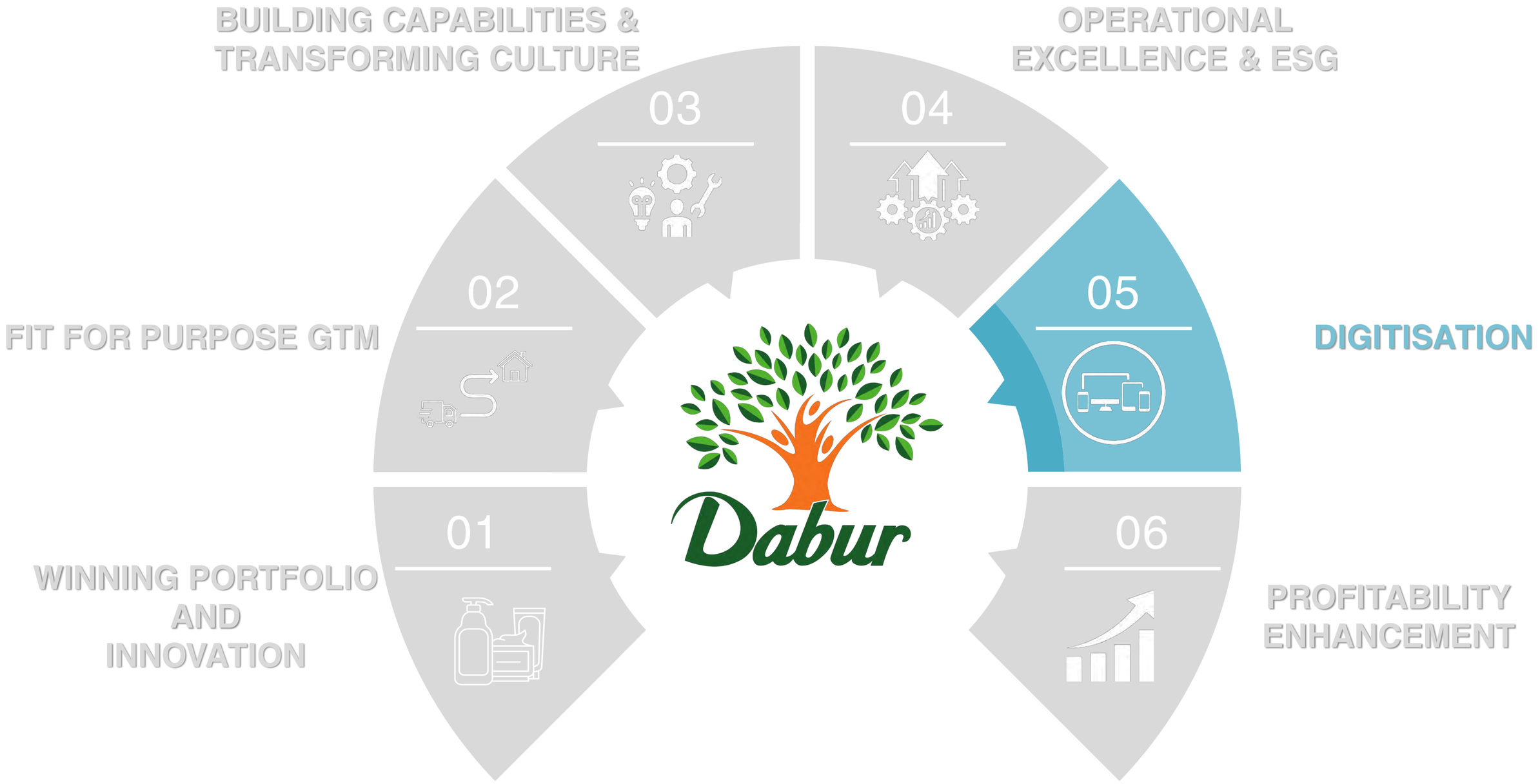
- Board's Gender Diversity improves from 7% to 14% (2 women directors effective 1st June 2023)
- Targeting 18% gender diversity at managerial levels by FY28

Social Impact



- 2.76 mn beneficiaries of CSR projects in FY23
- 9,653 farmers engaged in cultivation of herbs
- 11,220 beekeepers engaged

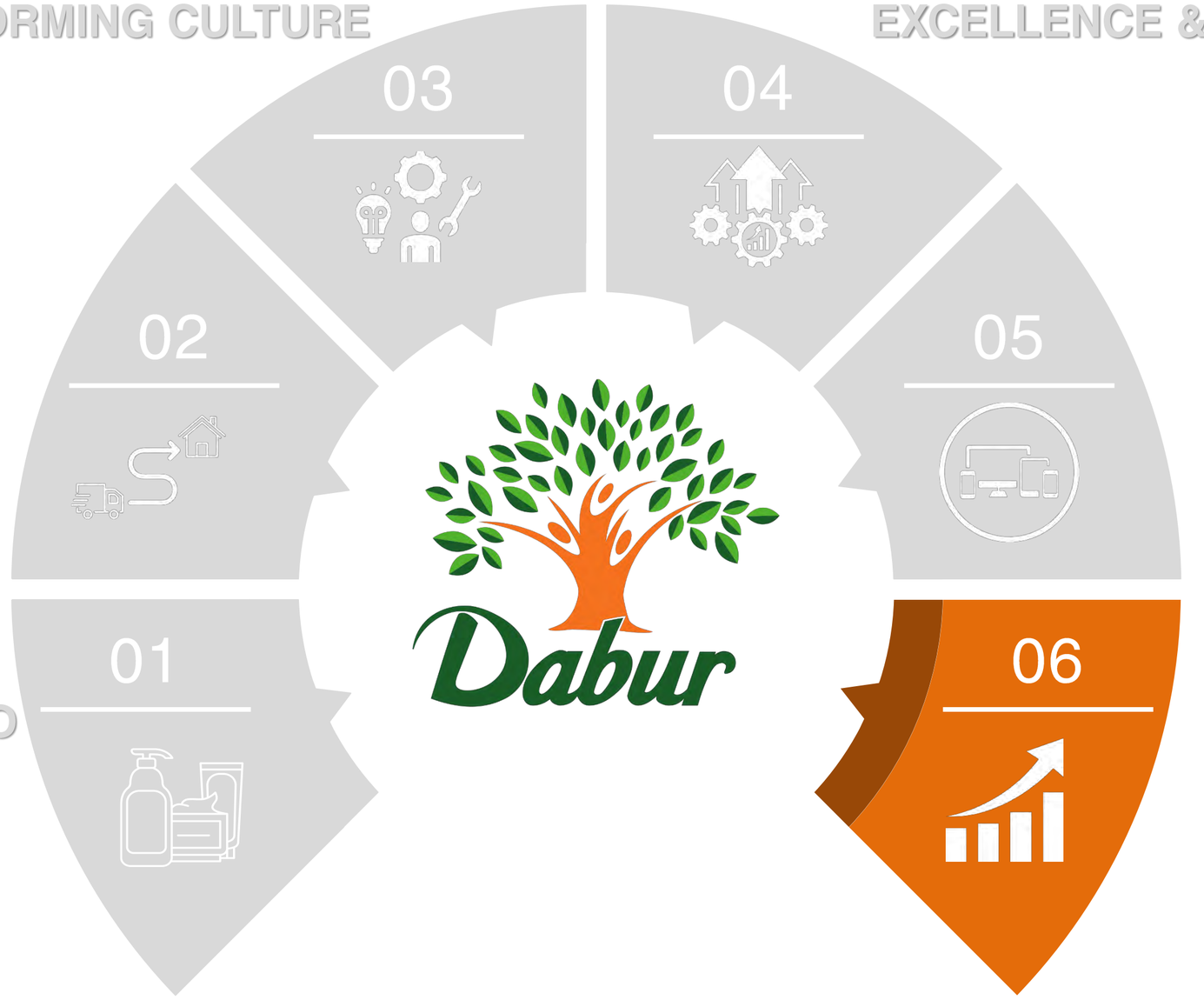
Business Metamorphosis continues



Dabur Tech for Digital Transformation

	Company	*Factory*	*Distribution*	*Consumer*
	Leveraging AI to capture business insights	**Industrial IOT**	**Customer Engagement**	**Consumer Engagement**
				
Purpose	• Using AI to get predictive and prescriptive business insights • AI enabled supply chain planning process	• Asset Management improvement – • Préventive Maintenance, • Compliance & performance Monitoring. • Safety first – Tech enabled safety monitoring system.	• 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.	• 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.
Value Chain				
Outcomes	• **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	• **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.	• **Sales Analytics:** Provide operational sales analytics. E.g. chain off take etc. • **Suggested Orders:** Guided selling opportunities at store level, using secondary sales data. • **Integrated cloud-based sales platform** for real time sec sales reporting. • **Shelf & Display Optimization* using image analytics** (computer vision) • **Retailer app** – Pilot at 20k retailer with 40% engagement. Target 50k by EoY. • **Rural sales platform - SMDMS app pilot launched** for ~500 sub-stockist.	• **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

OPERATIONAL EXCELLENCE & ESG

FIT FOR PURPOSE GTM

DIGITISATION

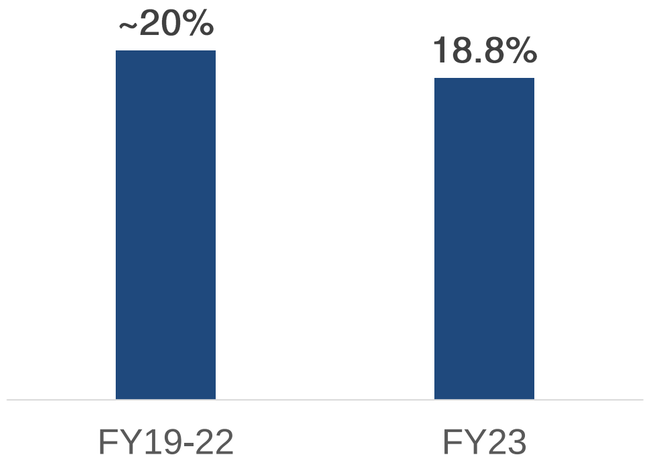
WINNING PORTFOLIO AND INNOVATION

PROFITABILITY ENHANCEMENT

Profitability Enhancement

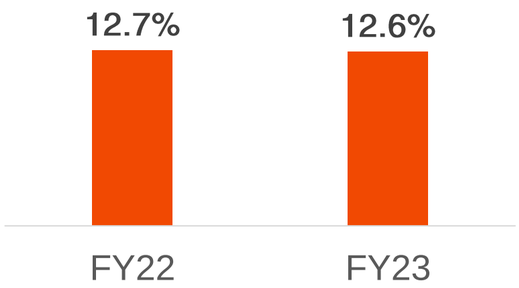
Journey from FY19 to FY23

Operating Margin



Reduction in Operating Margin in FY23 driven by two years of

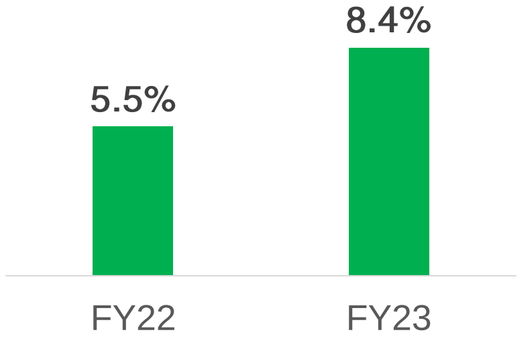
Unprecedented Material Inflation



COUNTERMEASURES

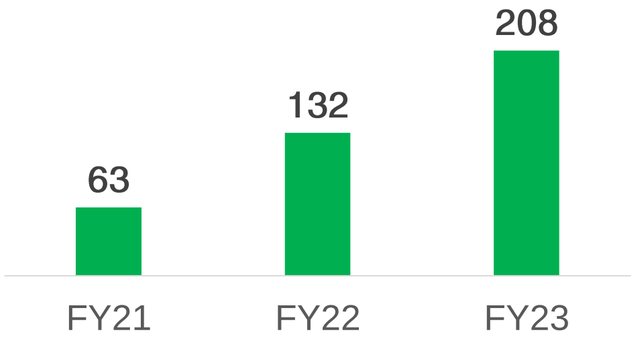
Price Increases

Price Increase (INR cr)



Project Samriddhi

Cumulative Savings (INR cr)



Going Forward

Gross Margin Expansion & Saving Initiatives

- Value Engg.
- Op. Efficiency
- Sourcing Efficiency
- WC Improv.

Brand Investments

Medium to Long Term

Journey towards 20%+ Operating Margin

+

Adpro to revenue ratio in the 8-10% range

Business Metamorphosis continues



BUILDING CAPABILITIES & TRANSFORMING CULTURE

OPERATIONAL EXCELLENCE & ESG

FIT FOR PURPOSE GTM

DIGITISATION

WINNING PORTFOLIO AND INNOVATION

PROFITABILITY ENHANCEMENT

Dabur India Limited

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



Dabur

Healthcare

Agenda

1



Healthcare
Macro Trends

2



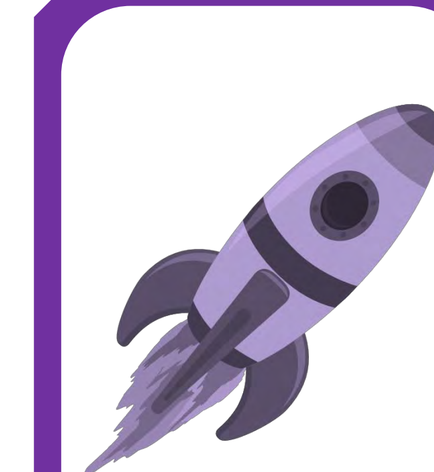
Healthcare
Performance
Snapshot

3



Healthcare
Vision

4



Healthcare
Growth
Accelerators

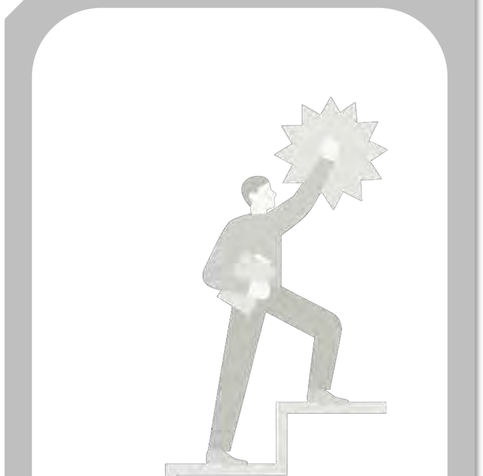
Agenda

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



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

Focus on Wellness



- 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

Searching for Health in Foods



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

Self Monitoring of Health through Technology

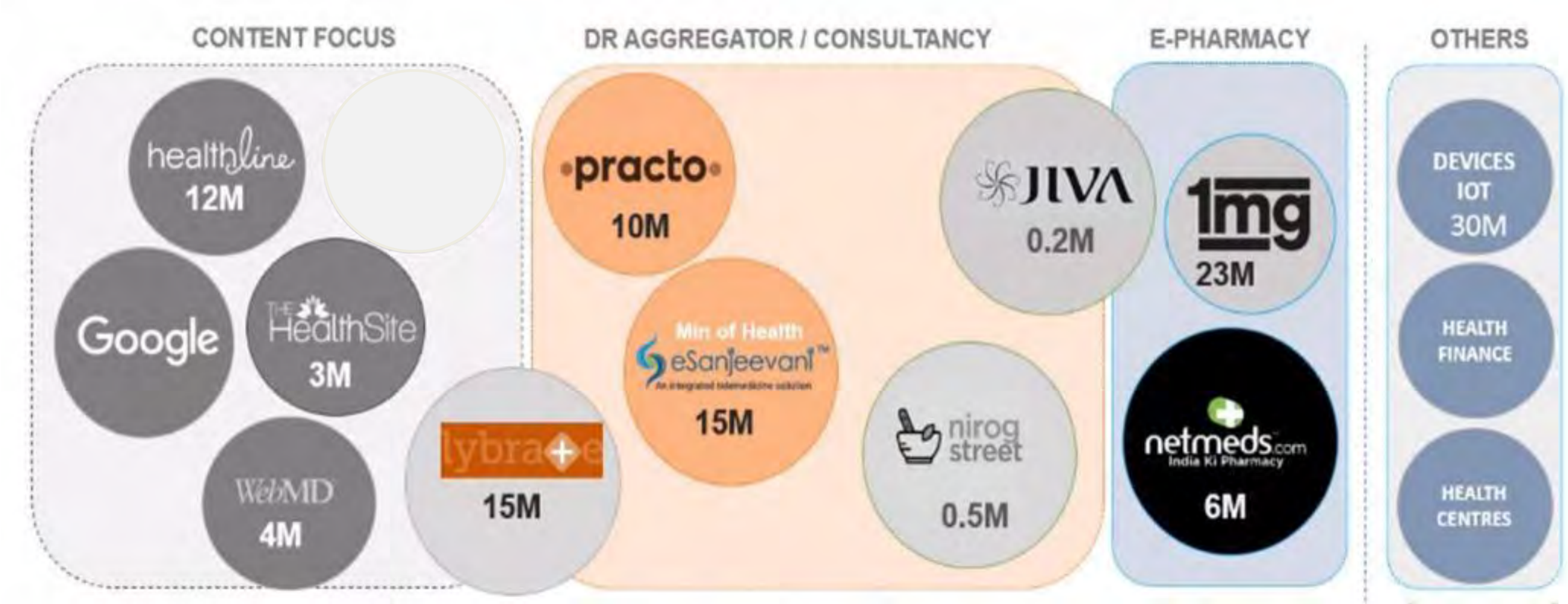


- Rise in products of daily supplements like VMS, Immunity Boosters, geriatric care, Health juices, etc.

Growth in Nutraceutical market

Source: Mintel

Healthcare users interact with ecosystem basis their needs



Evolution of Exclusive Digital destinations for Ayurvedic organisations

Exclsuive Health stores /Wellness centres/Universties

Ayurveda witnessing a transformation (Consumer perspective)



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



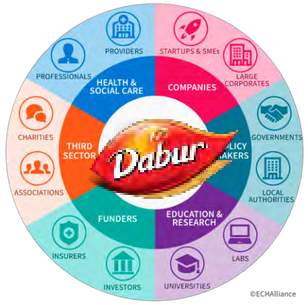


High-concern areas are,
(a) Lifestyle related areas: Pain management; Digestion-related; Heart; Diabetes; Energy & Vitality & (b) among women, Gynecological problems

Opportunity to offer effective and innovative solutions in these areas

Brands WITHIN the 'Ayurvedic' space are not very differentiated

Opportunity to create an 'Eco-System'
(Product + Service)





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





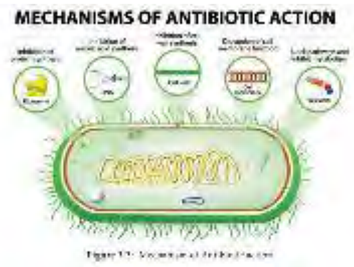
Continuous allopathic medication causes side effects which can be managed better using Ayurveda or Natural medicines which have no side effects

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

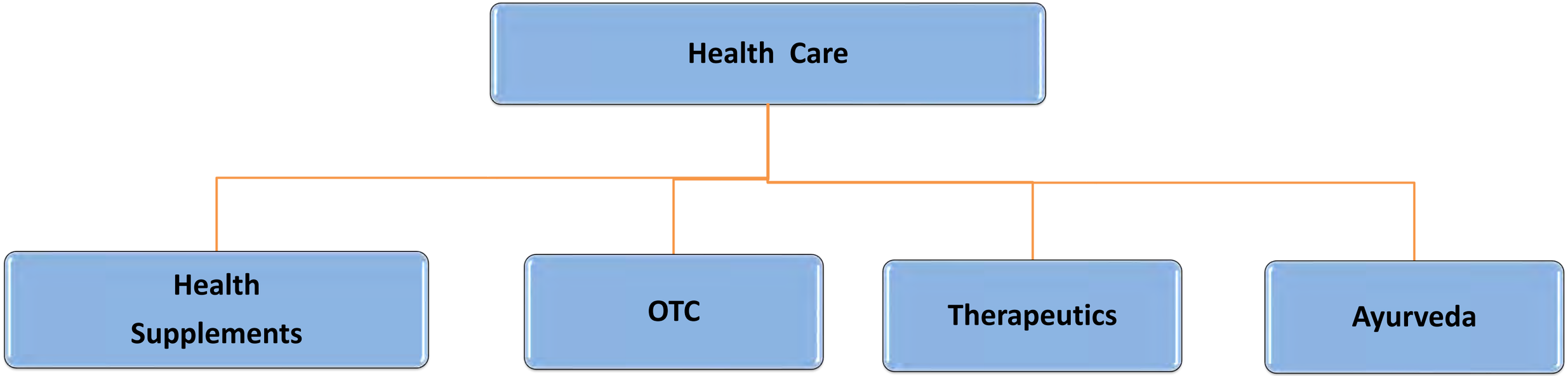


Consumer Health incl. OTC & OTX

* ~ Rs. 30,500 Cr.

Categories & Saliency	Dabur's Presence
Vitamins, Minerals & Dietary Supplements	
Nutrition	
Liver & Gastro Care	
Cold Cough & Allergy	
Analgesics	
Dermatologicals	
Lifestyle OTCs	

Dabur Healthcare Categories



Agenda

1



Healthcare Macro Trends

2



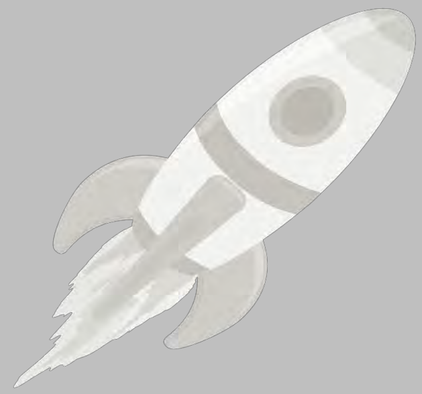
Healthcare Performance Snapshot

3



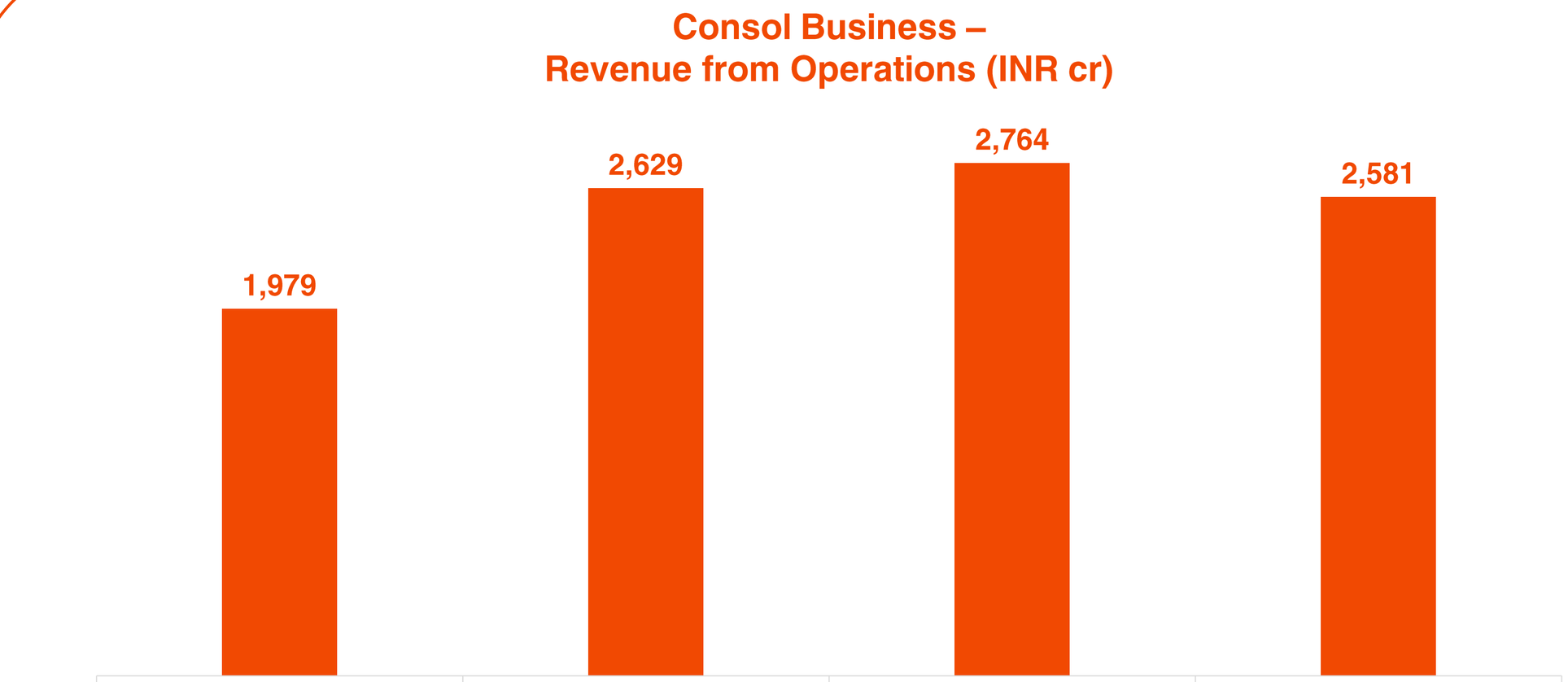
Healthcare Vision

4



Healthcare Growth Accelerators

Healthcare :Performance Snapshot

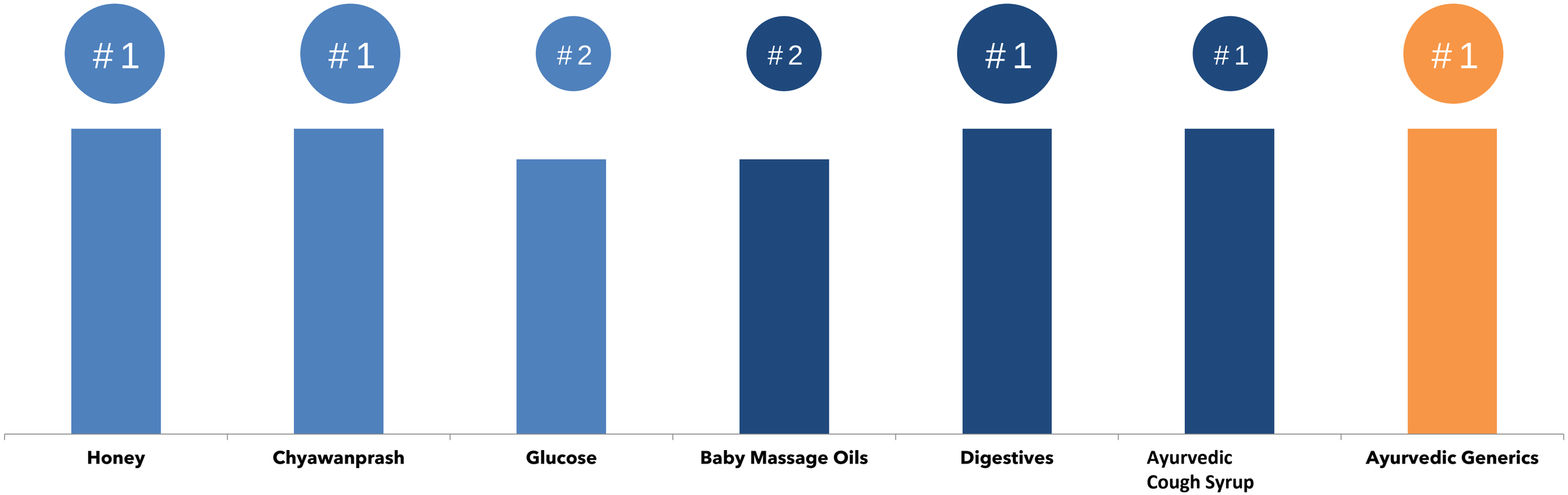


Healthcare 3 Year CAGR @ 9.3%

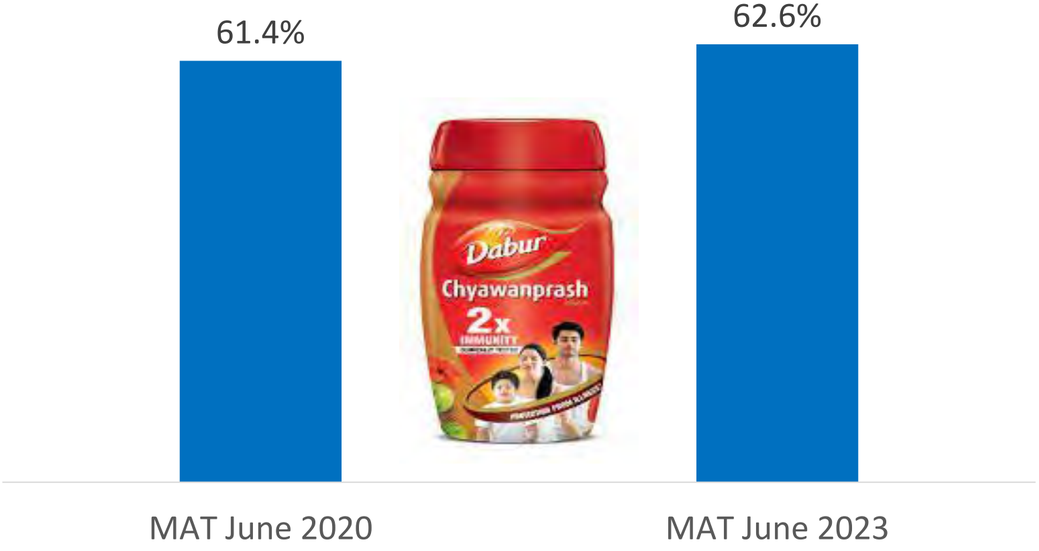
Market Leadership in Healthcare Business

Leading position in key categories across verticals

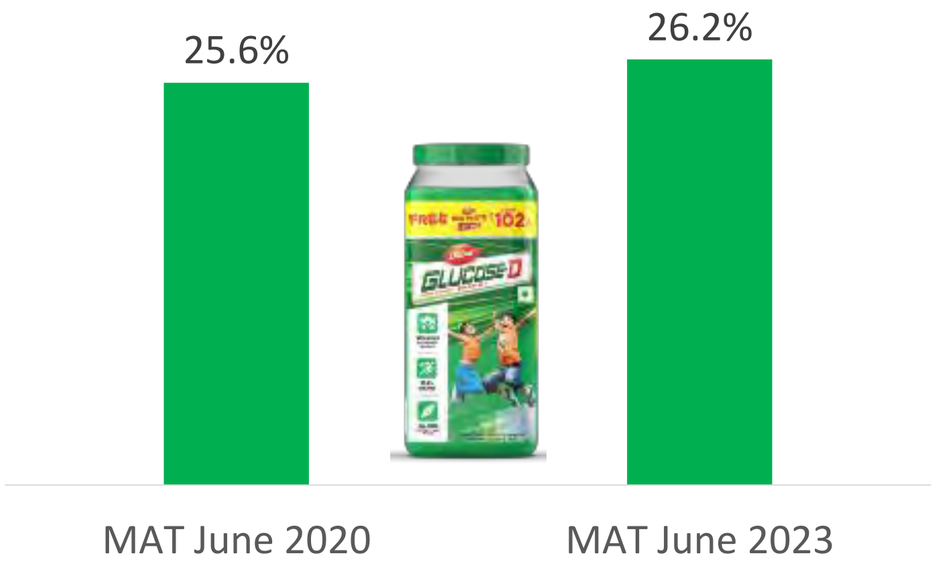
#Relative Competitive Position

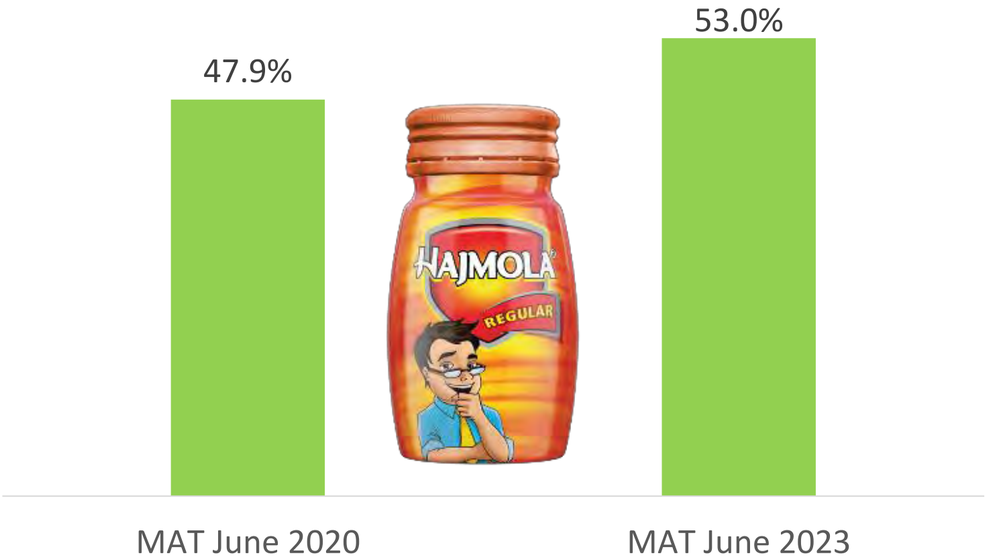


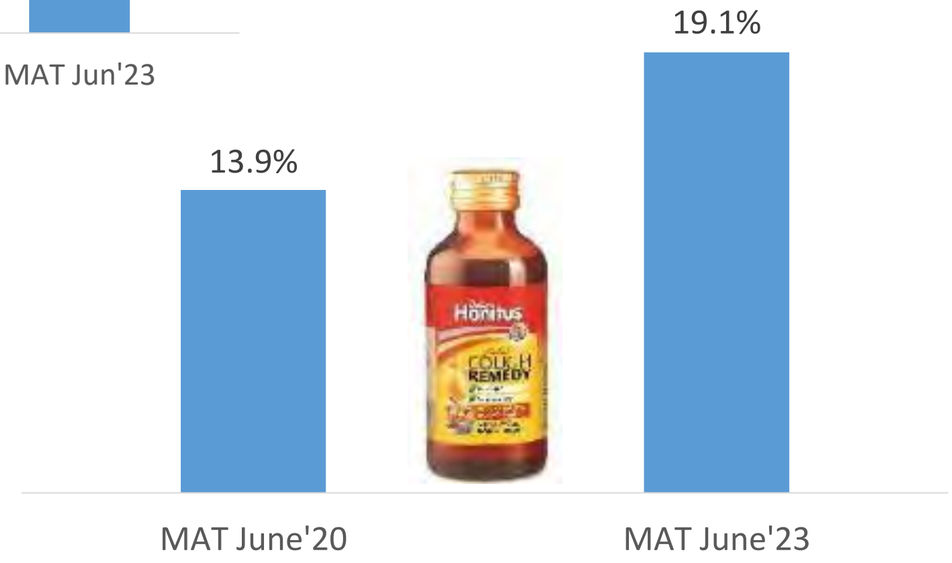
Market Share Gains across Key Brands in Healthcare











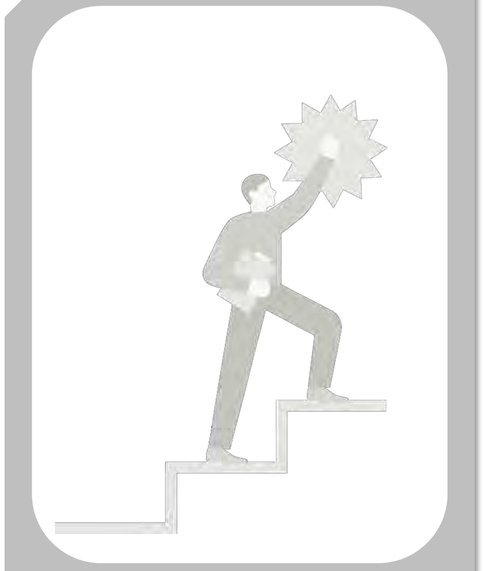
Agenda

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Healthcare
Macro trends

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Healthcare
Performance
Snapshot

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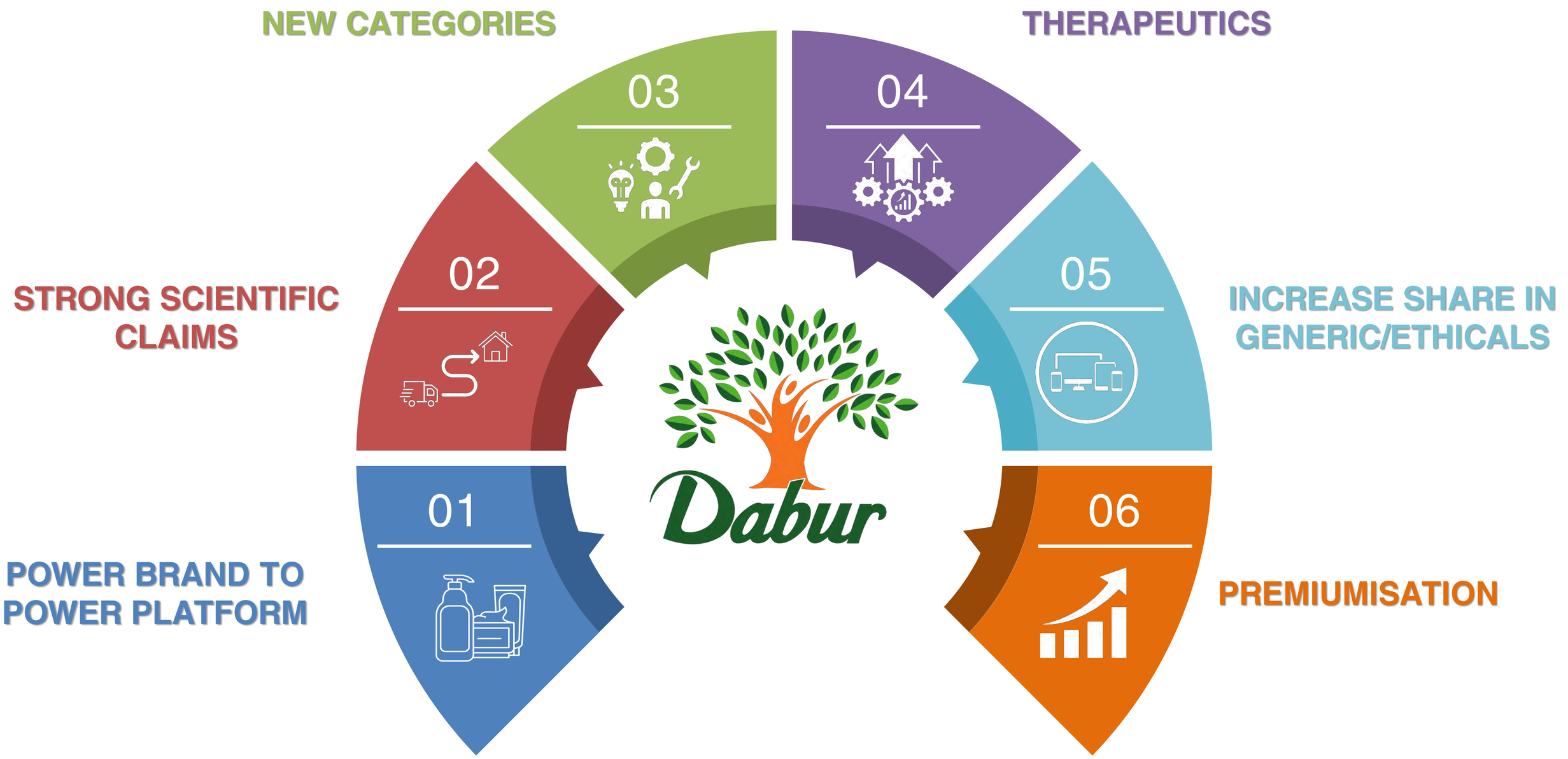
Healthcare
Vision

4

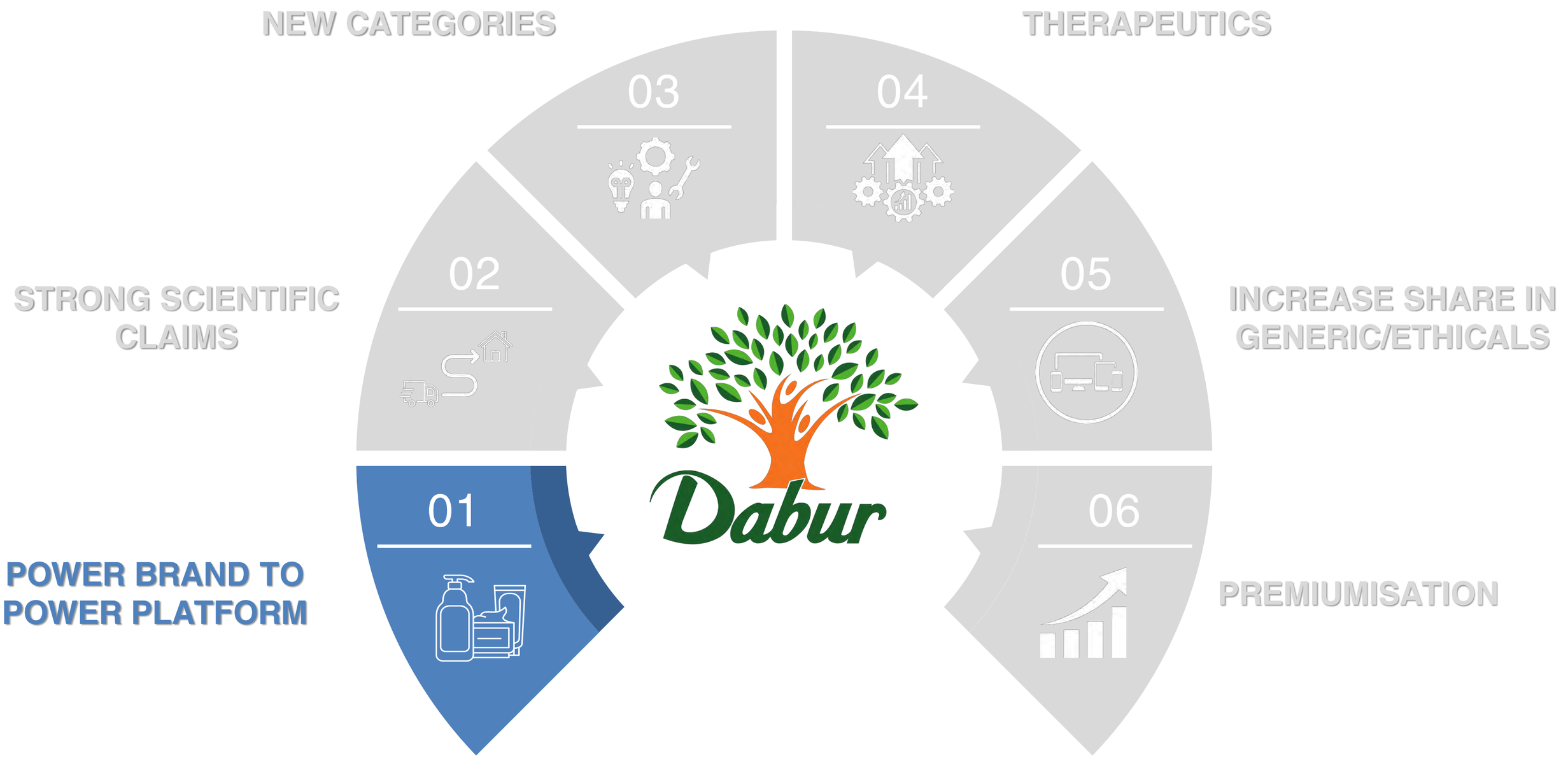


Healthcare
Growth
Accelerators

Growth Accelerators



Growth Accelerators



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)**

Power Brand to Power Platform | Honey

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**













Power Brand to Power Platform | Hajmola

Drive leadership in chatpata digestive category by extending HAJMOLA to multiple flavours , formats , variants & adjacent categories

➢ 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









Power Brand to Power Platform | Honitus

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



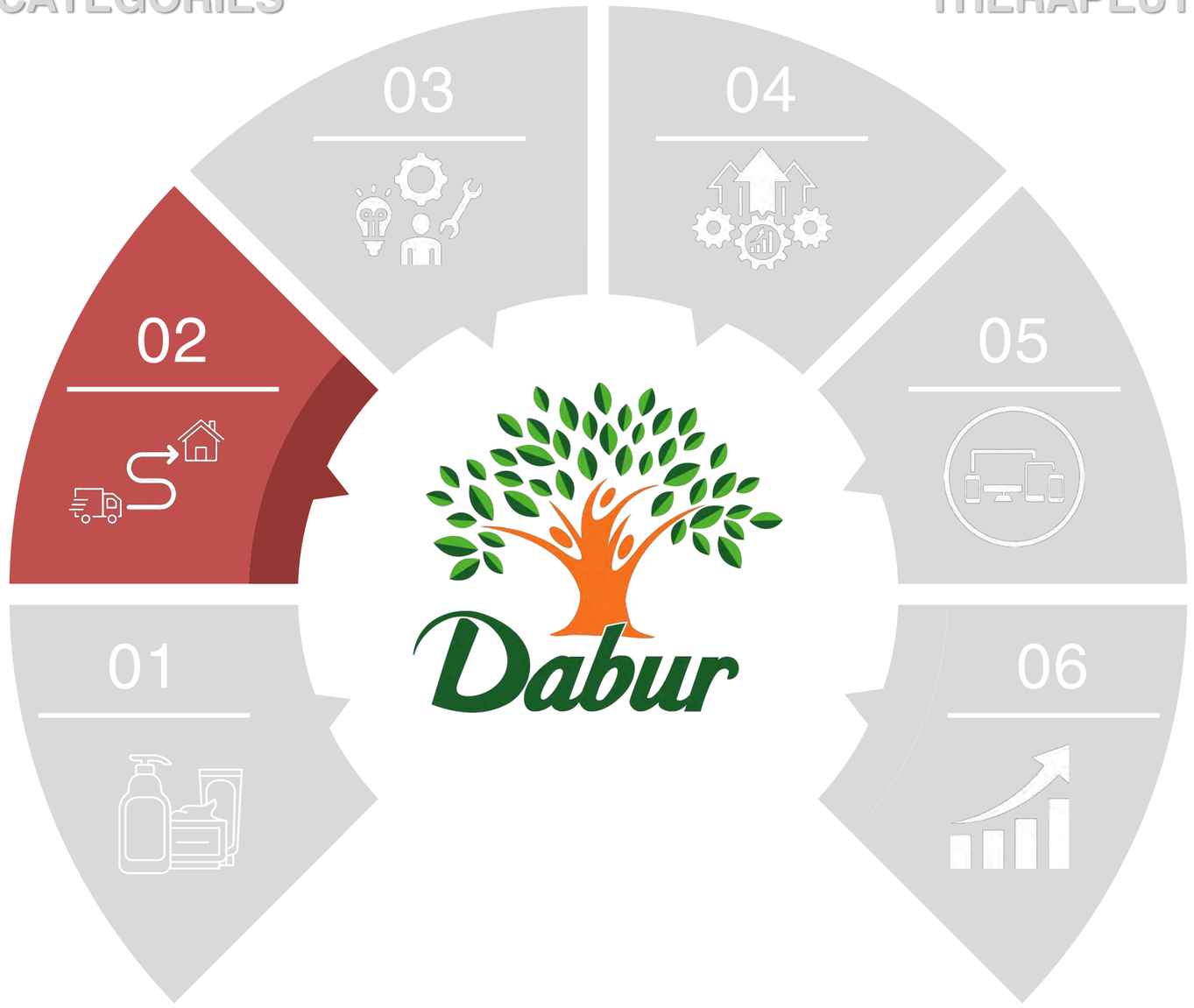
Extending the Core / Innovations

- Pills / Tabs





Growth Accelerators



NEW CATEGORIES

THERAPEUTICS

STRONG SCIENTIFIC CLAIMS

INCREASE SHARE IN GENERIC/ETHICALS

POWER BRAND TO POWER PLATFORM

PREMIUMISATION

Stronger Scientific Claims

















Growth Accelerators



NEW CATEGORIES

THERAPEUTICS

STRONG SCIENTIFIC CLAIMS

INCREASE SHARE IN GENERIC/ETHICALS

POWER BRAND TO POWER PLATFORM

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 I Lotion I Oil
Powder I Shampoo



Hygiene

Size: 7,200 cr

Diapers I 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.



Entry into Tea market



Entry into Premium loose tea

Premium Loose Tea (4700 Cr)

Tea with Health benefits

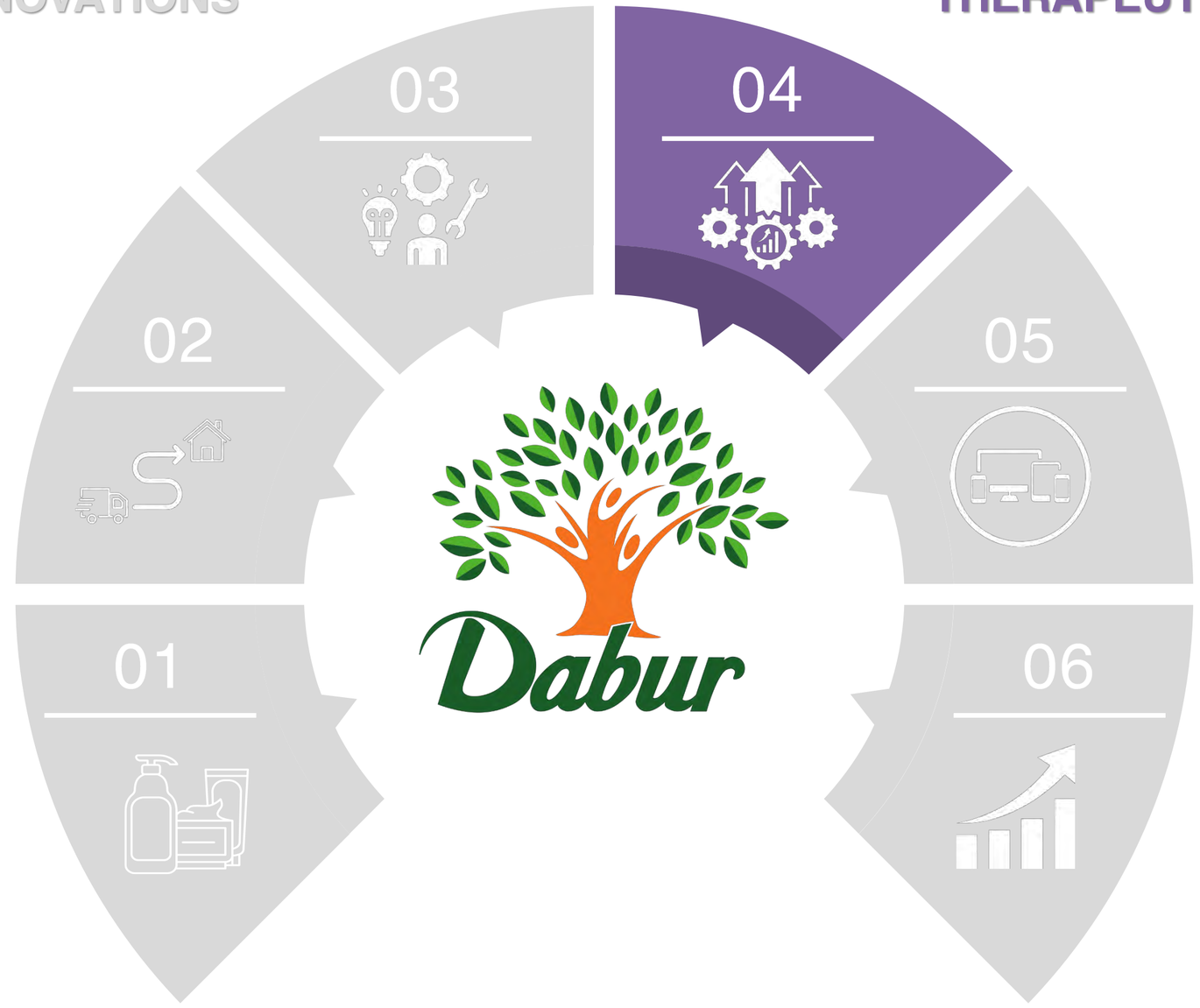


3 health benefits that makes
Our Tea Special



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

Growth Accelerators



INNOVATIONS

THERAPEUTICS

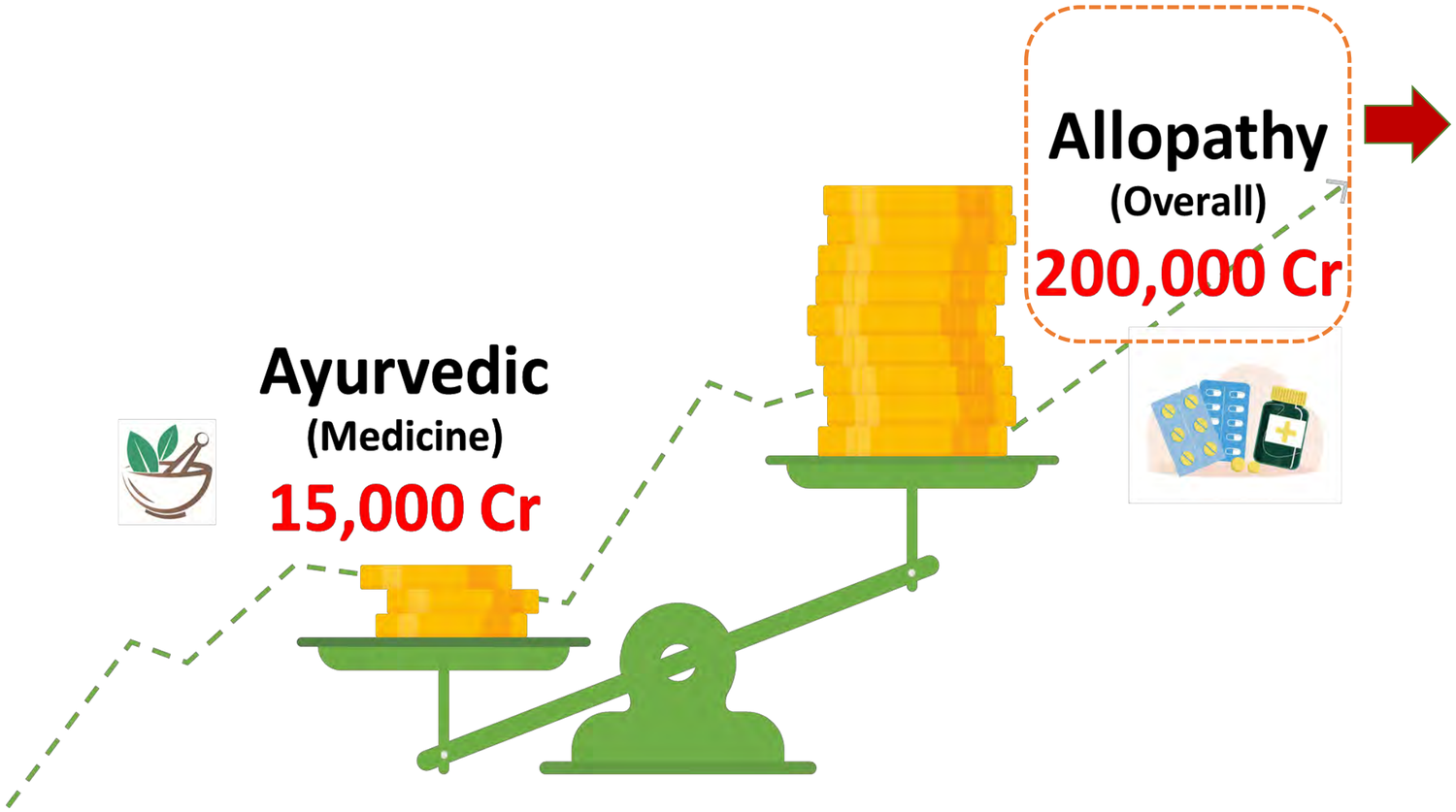
STRONG SCIENTIFIC CLAIMS

INCREASE SHARE IN GENERIC/ETHICALS

POWER BRAND TO POWER PLATFORM

PREMIUMISATION

Spearheading Complimentary Medical Approach



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

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.

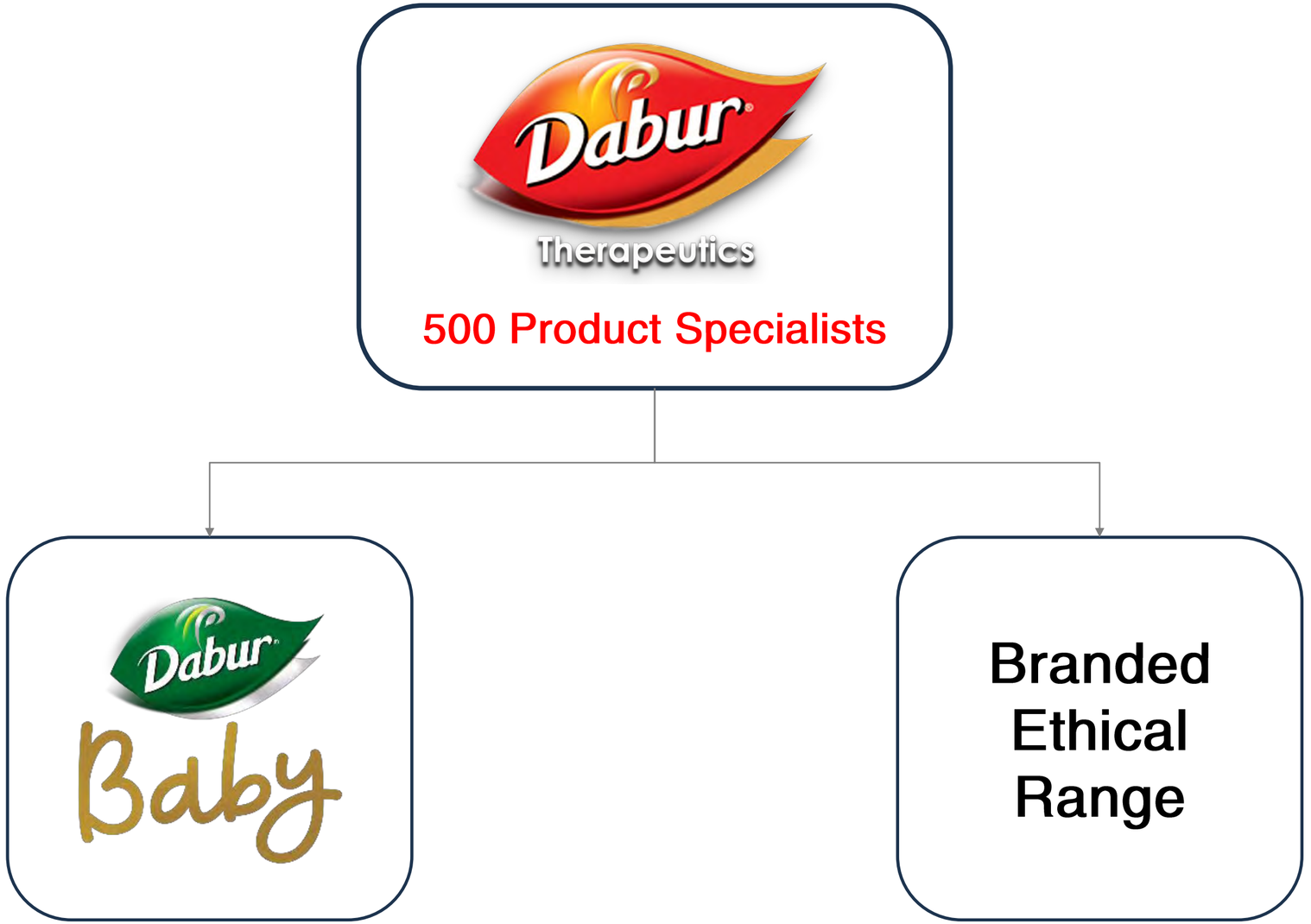


Expanding Dabur Therapeutics | 1. Doctor Coverage

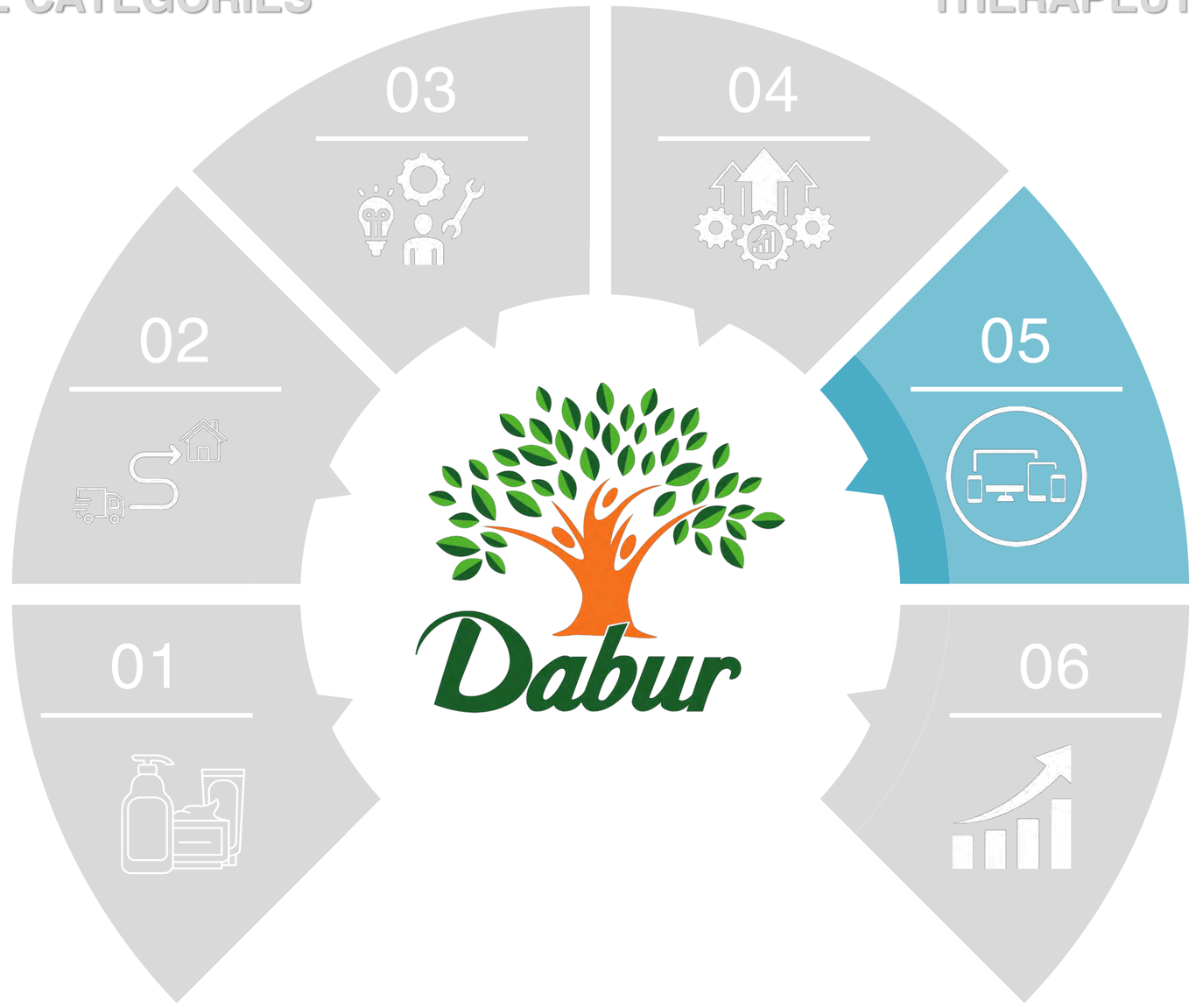


Dermatologists	Gynaecologists	Pediatricians	MBBS GPs/ Consultants	Ayur Practitioners (BAMS)
7,000	14,800	12,200	16,300	22,000

Expanding Dabur Therapeutics | 2. Product Portfolio



Growth Accelerators



LARGE CATEGORIES

THERAPEUTICS

STRONG SCIENTIFIC CLAIMS

INCREASE SHARE IN GENERIC/ETHICALS

POWER BRAND TO POWER PLATFORM

PREMIUMISATION

Grow Classical Ayurveda portfolio by addressing gaps in current range



Grow Classical portfolio by addressing gaps in current range

Super speciality Gold range

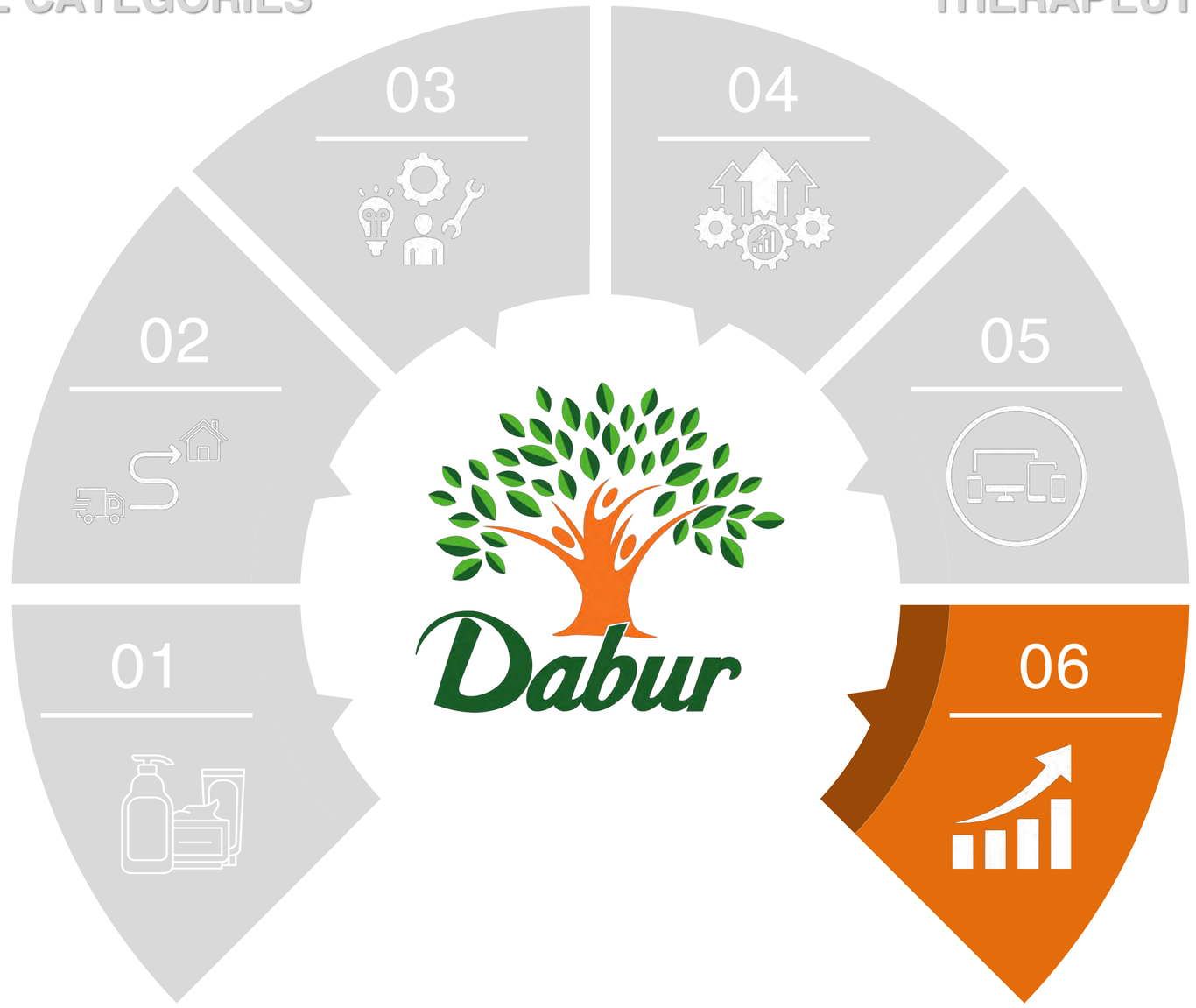
Medicated Oils/ Ghrita/ Capsules

Kadha in Tablets

Churna in Tablets



Growth Accelerators



POWER BRAND TO POWER PLATFORM

STRONG SCIENTIFIC CLAIMS

LARGE CATEGORIES

THERAPEUTICS

INCREASE SHARE IN GENERIC/ETHICALS

PREMIUMISATION

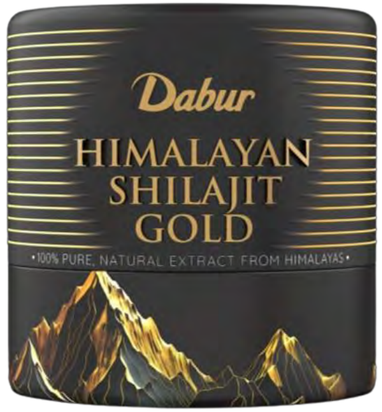
Premiumization | Commanding High MRP & Improved margins



Sundarbans Honey



Organic Honey in Jar



Himalayan Shilajit Gold



Dabur Functional Juices



Pure Herbs



Honitus Lozenges



Branded Ethicals NPD

Journey to 5000 Cr






Dabur
Chyawanprash


Dabur
Honey
sonu sood @SonuSood. Aug 01
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?


डाबर
लाल
तैल

Dabur India Limited
Healthcare

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

Capital Markets Day 2023

HPC



Megatrends Shaping consumption in India

Significant growth expected via Premiumisation

Premiumization to drive growth in urban

Companies set to get 15-25% share from "premium" in select categories

Health/wellness & Naturals play

55-60% consumers actively spend on healthy food, services and trust in the ‘naturals’ platform

Rising tier 2-4 cities shaping consumption

Tier 2-4 to outgrow metros by 25%

Surging share of elite/affluent

Digitally influenced consumption to impact -80% of spend

Digital expected to drive overall retail spending with 15%+ from e-commerce by 2030

The 'willing to try' shopper

1.5x share gain by small niche players in last 5 years

Rise of beauty: Women (& Men)

Consumers increasingly going for solutions customized for their requirement, instead of generic

Greater adoption in women (& men)

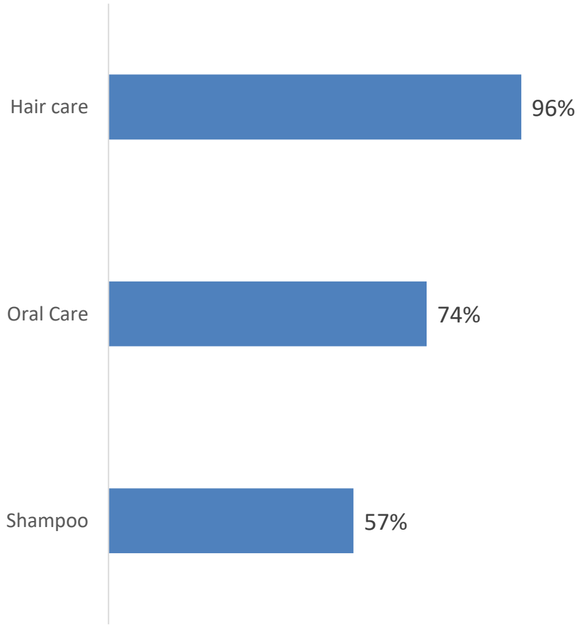
Source: Syndicated Data

HPC poised well to capture the Ayurveda/Natural trend

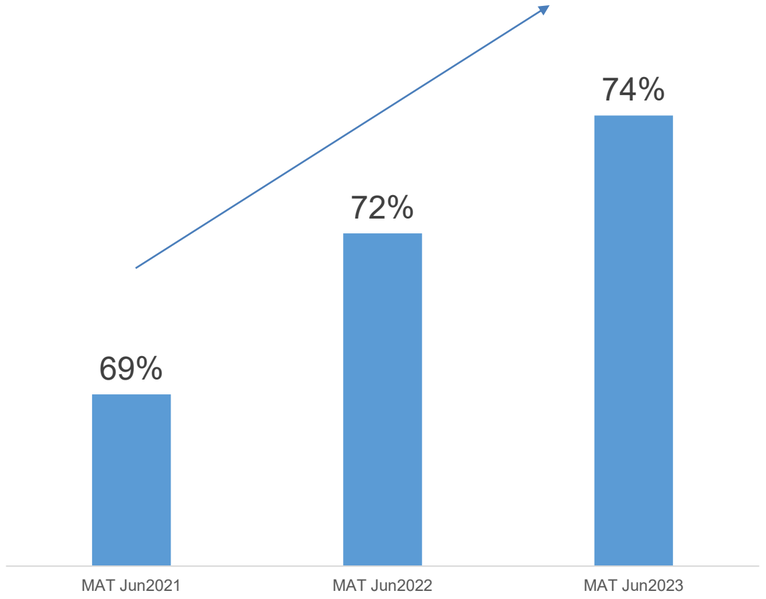
% of Urban Households that actively seek **Natural Products is growing**



✓ **High intent & usage of Ayurveda/Natural products across HPC categories**

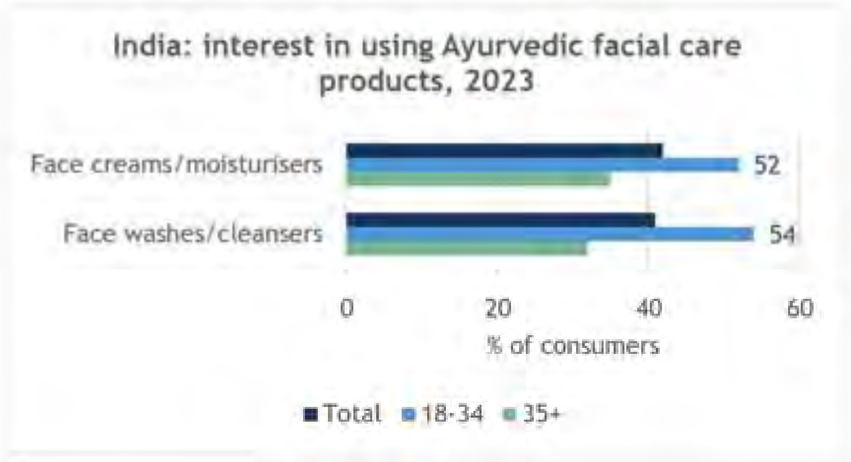


✓ **Consistent gains seen in penetration of Ayurveda / Natural products**



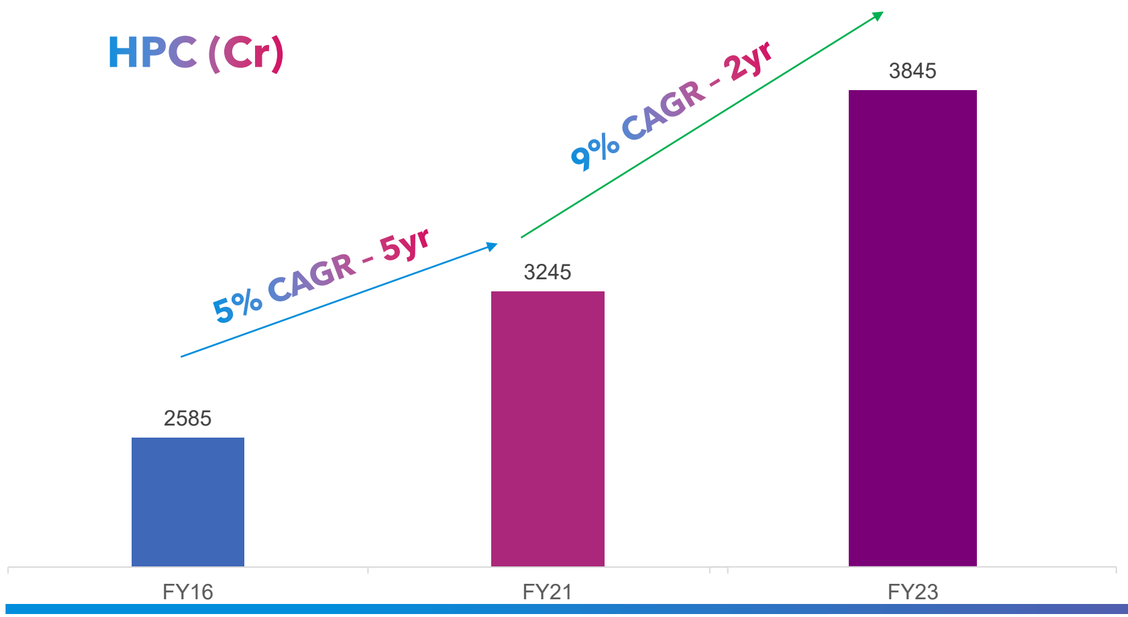
Herbal /Ayurveda Oral Care HH Penetration%

✓ **Ayurveda/ Natural intent high indexation seen with younger audience forming the next source of growth**



Consumer Connections, 2022 |Source: The Household Panel, Worldpanel Division, Kantar India

HPC Overview – Accelerating growth over the years



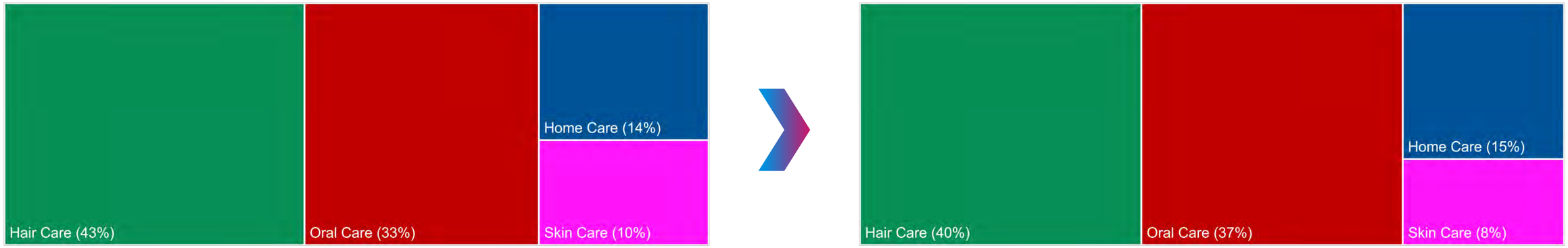
9%
CAGR over 2 years

50%
Contribution to Dabur

FY'19

Mix moving towards Homecare and Oral Care

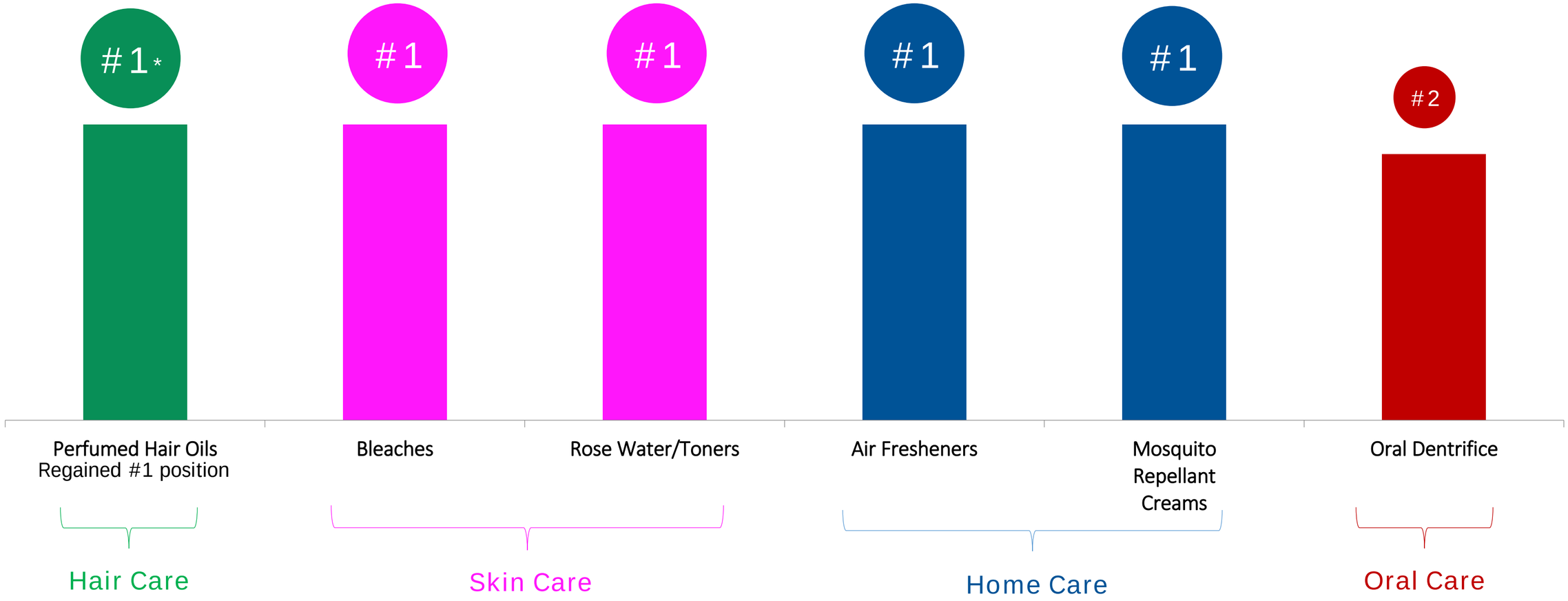
FY'23



Market Leadership across Categories

Leading position in key categories (Hair, Oral, Skin and Home Care)

#Relative Competitive Position



** 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*

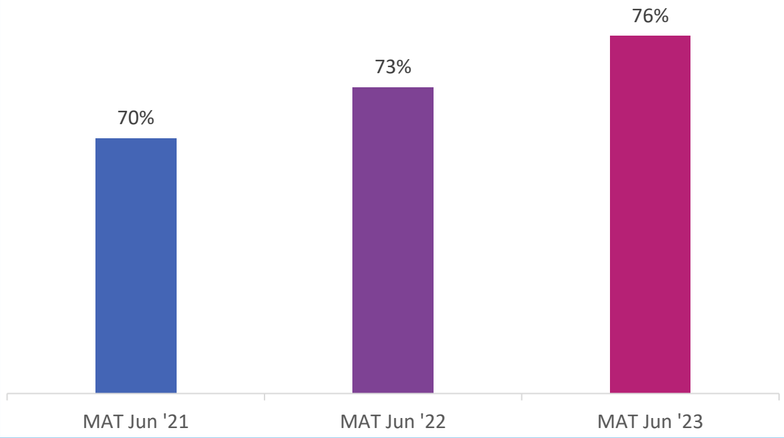
HPC having a strong Consumer hold and Customer penetration

Increasing Penetration

Dabur HPC serving

3 out of 4

Households



High Distribution Strength

Dabur HPC reaching

7 out of 10

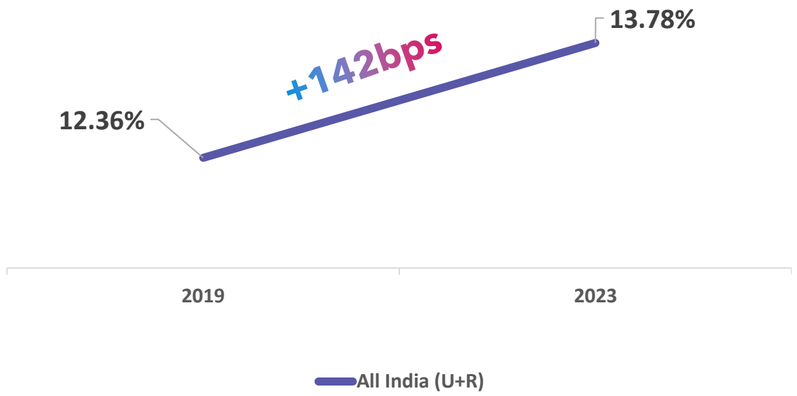
Outlets

Dabur HPC present in

95%

Modern Trade Outlets

Share Gains for HPC across Urban as well as Rural



MS VOL	2019	2023
All India Urban	11.9%	13.3%
All India Rural	13.0%	14.4%

Source: Nielsen | Kantar

Winning across key categories

	MS% Vol*	Gains over '19	Distribution Gains (O/L added over '19)	Penetration Gains#
Toothpastes	16.5	+137 bps	+8.5 Lakhs	^ 47.1% → 51.9%
Hair Oils	16.1	+167 bps	+4.0 Lakhs	31.9% → 34.4%
Shampoos	7.2	+207 bps	+ 3.5 Lakhs	MAT Dec'19 MAT Jun'23
Mosquito Repellent Creams	62.0	+350 bps	+ 14.3K	
Air Fresheners	41.5	+40 bps	+ 1.8 Lakhs	

*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

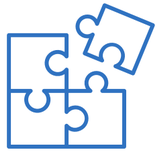
Key Growth Pillars



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

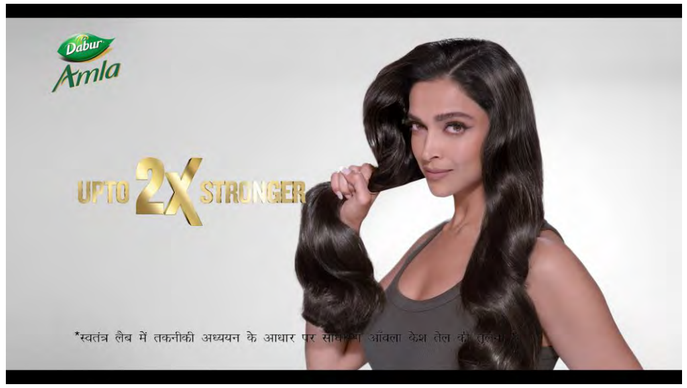


Dabur Vatika:

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



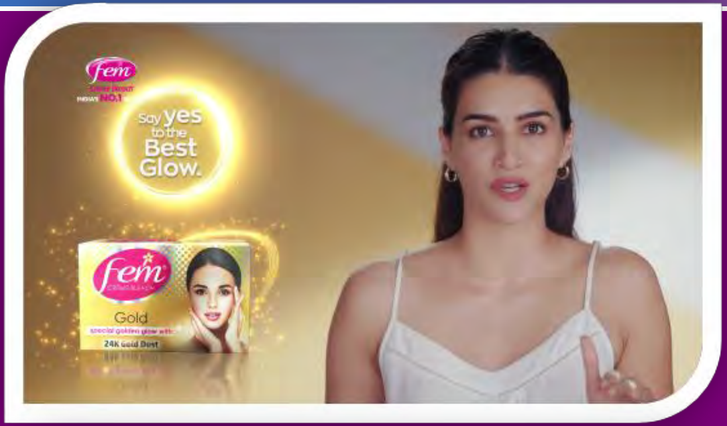
Dabur Gulabari



Odonil

1. Strengthen the Core: Innovative Digital campaigns



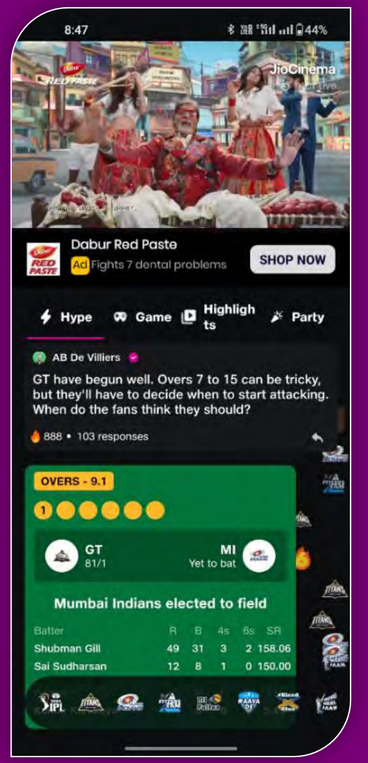


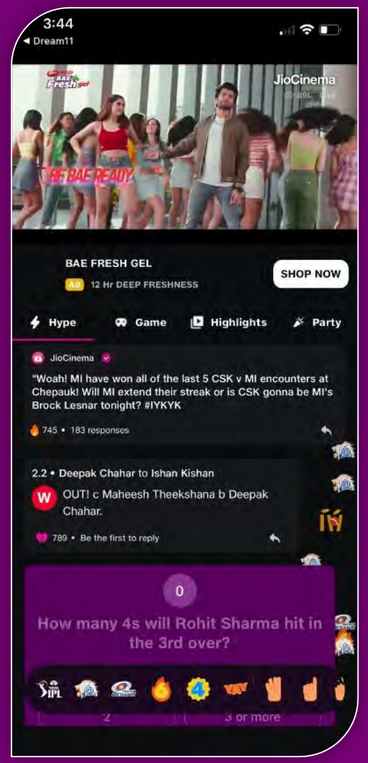












- 859 Mn Imps
- 142 Mn Views
- 26% More Spends
- on Digital

Numbers for FY23

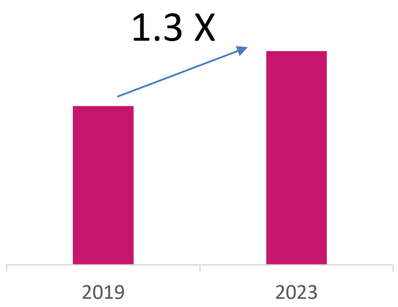
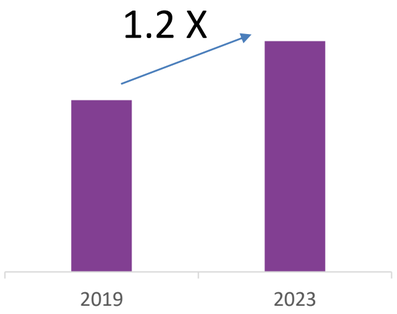
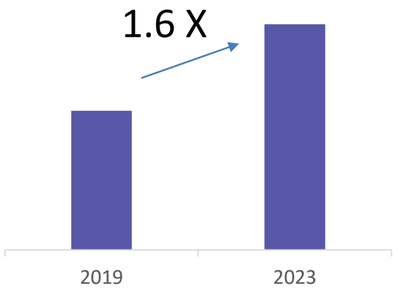
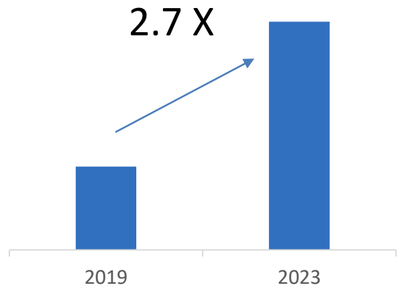
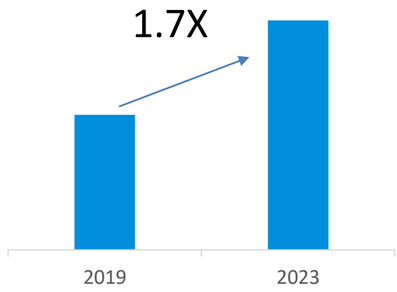
1. Strengthen the Core: Betting Big on Influencers to connect with Gen Z



37mn REACH; 8mn VIEWS

Numbers for Q1FY24

2. Power Brands to Power Platforms: Increase Total Addressable Market

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

2. Power Brands to Power Platforms

Dabur RED PASTE





Red Bae Fresh Gel



Red Pulling Oil



Red Tooth Powder



Lal Dant Manjan

Dabur Amla Hair Oil





Sarson Amla



Badam Amla



Brahmi Amla



Amla Aloe Vera



Amla Kids

Vatika Naturals





Premium Shampoo Range



Neelibhringa21 Hair Oil



Twin Sachets







International Range

2. Power Brands to Power Platforms

Gulabari



Gulabari Rose Water



Rose Water with Aloe



Premium Toners



Body Lotion



Body Wash



Soaps



Face Wash



Micellar Water

Ódonil



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



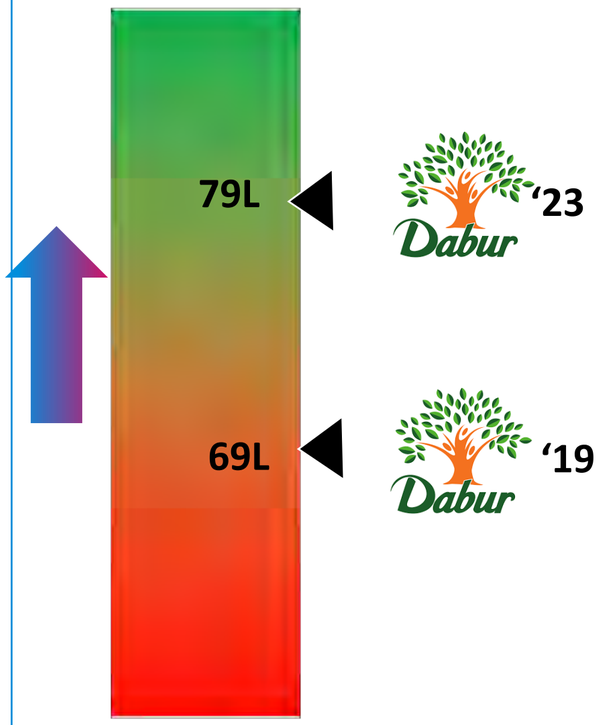
Body Lotion



3. Execution Excellence: Continued to expand distribution infra and improve efficiency

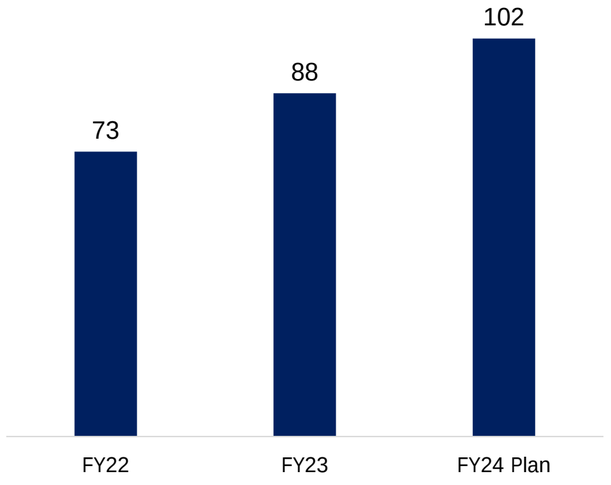
Coverage Expansion

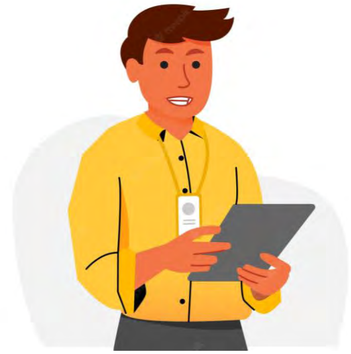
FMCG Universe: 1.14 Cr



Efficiency Improvement

EDGE Score up by 15 points**





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











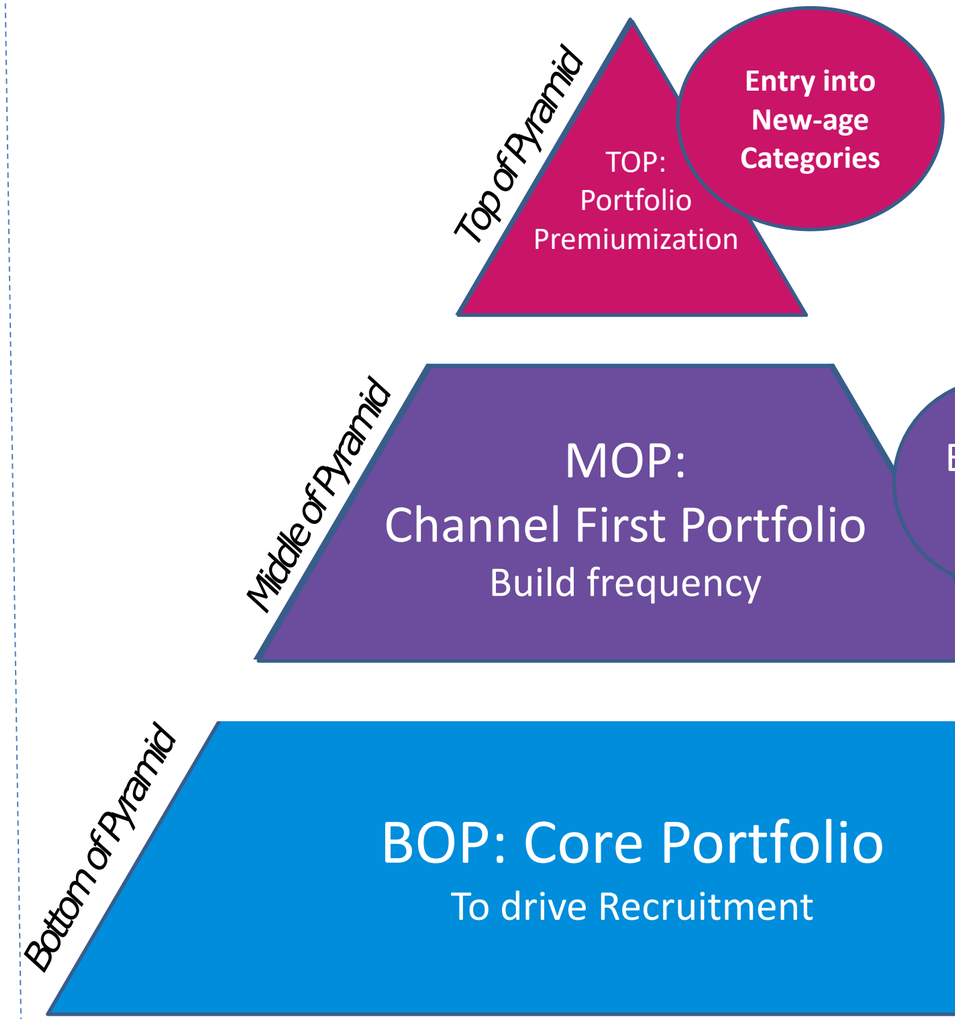








Segmented Portfolio Strategy



SEGMENTED PORTFOLIO STRATEGY (TOP): Premiumization: Entering into new categories

Oral Care



Pulling Oil





Tooth Powder

Hair Care



Ayurvedic Hair Oil

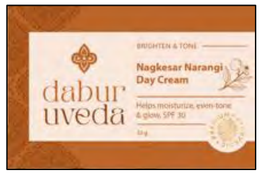


Colling Hair Oil



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)



100g & 200g

MODERN TRADE



300g, 400g & 500g

E-COMMERCE



700g & 800g



Digital First

Hair Care

TRADITIONAL TRADE



10ml, 20ml (LUPs)

100ml, 180ml(Amla)
100, 175ml (Anmol)

MODERN TRADE



550ml 1 Ltr

E-COMMERCE



Digital First

Skin Care

TRADITIONAL TRADE



30ml, 60ml (LUPs)
120ml, 250ml





8g (LUPs)
27g & 40g

MODERN TRADE



250ml & 400ml





64g, 126g & 310g

E-COMMERCE



Digital First

Home Care

TRADITIONAL TRADE





40g PO5(N,C,E) 48g PO5(S, W)

MODERN TRADE



50g PO2(MT)

E-COMMERCE



100g PO4(Ecom)







Singles



Pack of 3



Digital First

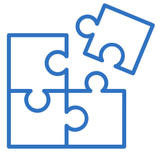
Recap: Key Growth Pillars



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

Step Up Momentum

- 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

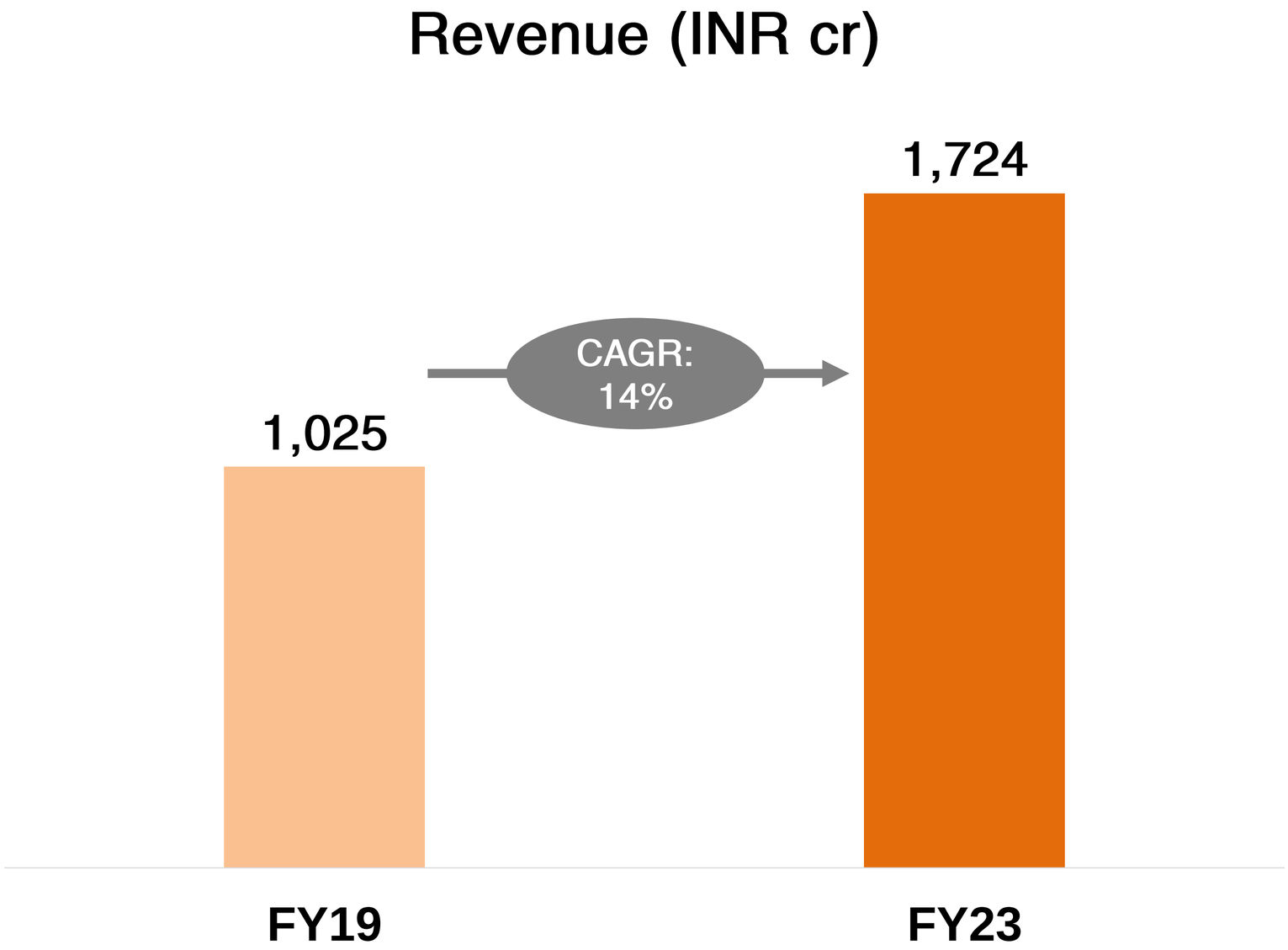
CEO - International Business


Beverages and Foods

Foods & Beverages Construct

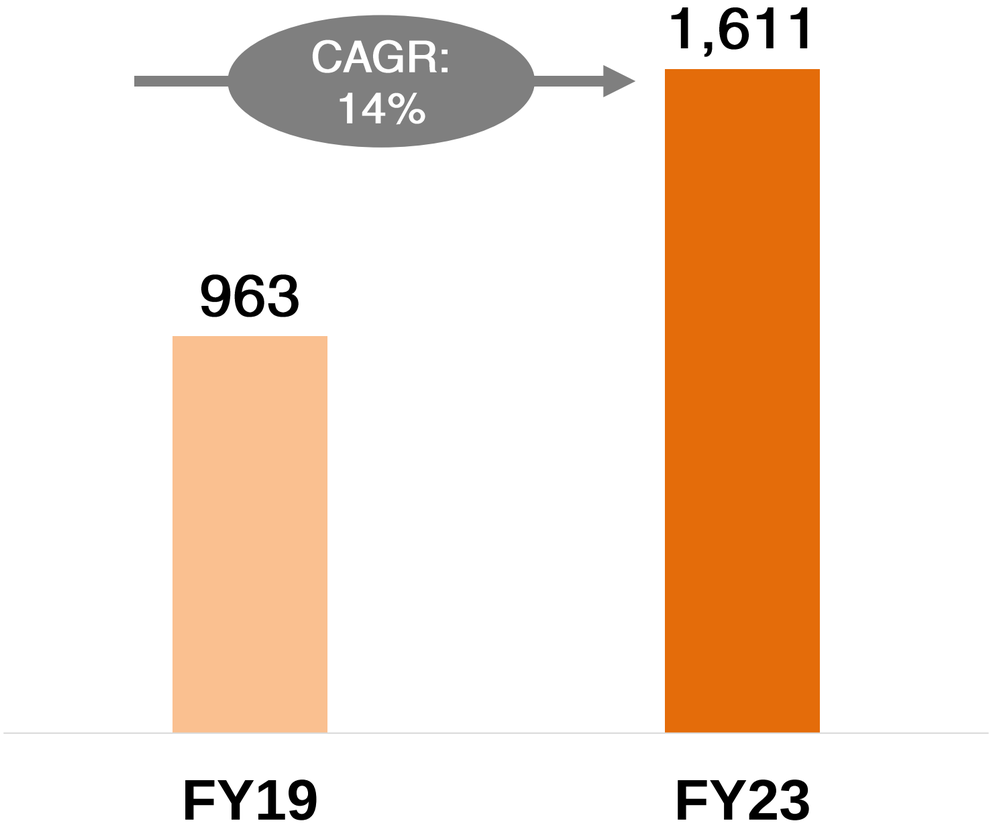
Category	Key Brand	Brand Promise
Beverages	Real Fruit Power	Healthy & Tasty nutrition
Foods	Dabur HOMMADE Badshah	As good as home made

F&B : 4 years CAGR of 14%

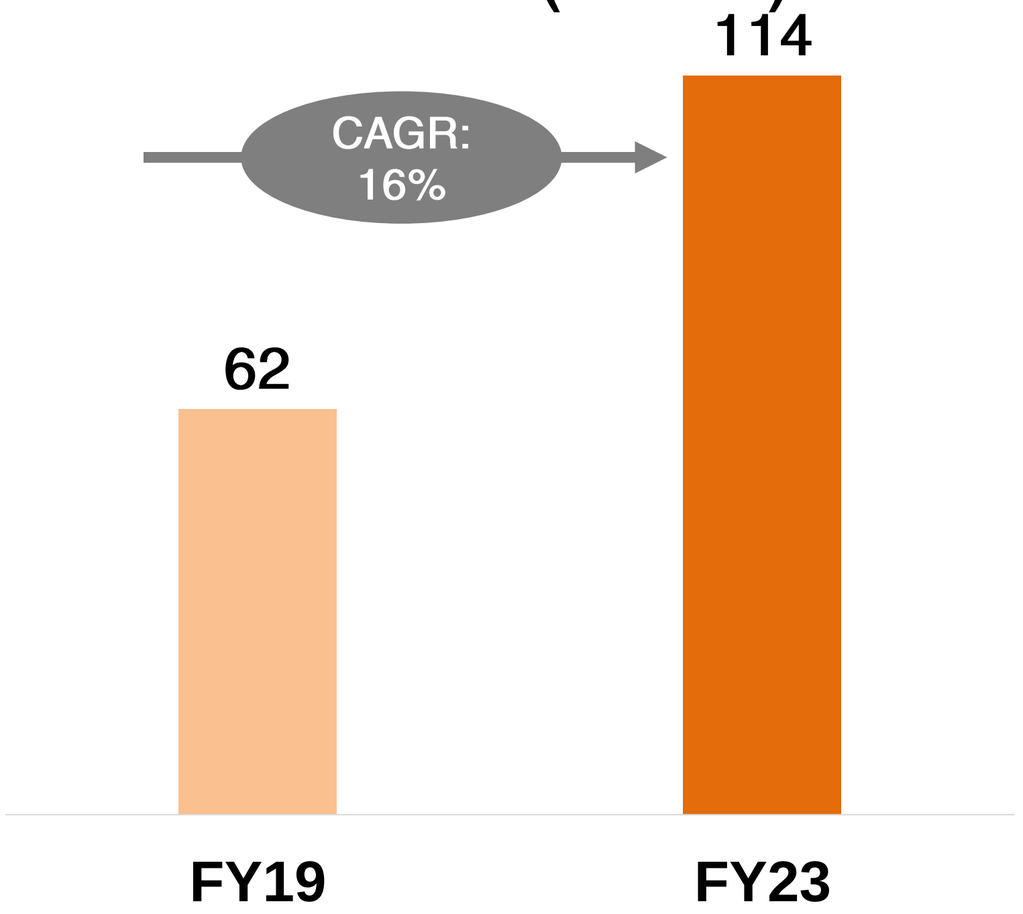


4 years CAGR of Beverages @ 14% and Foods @ 16%

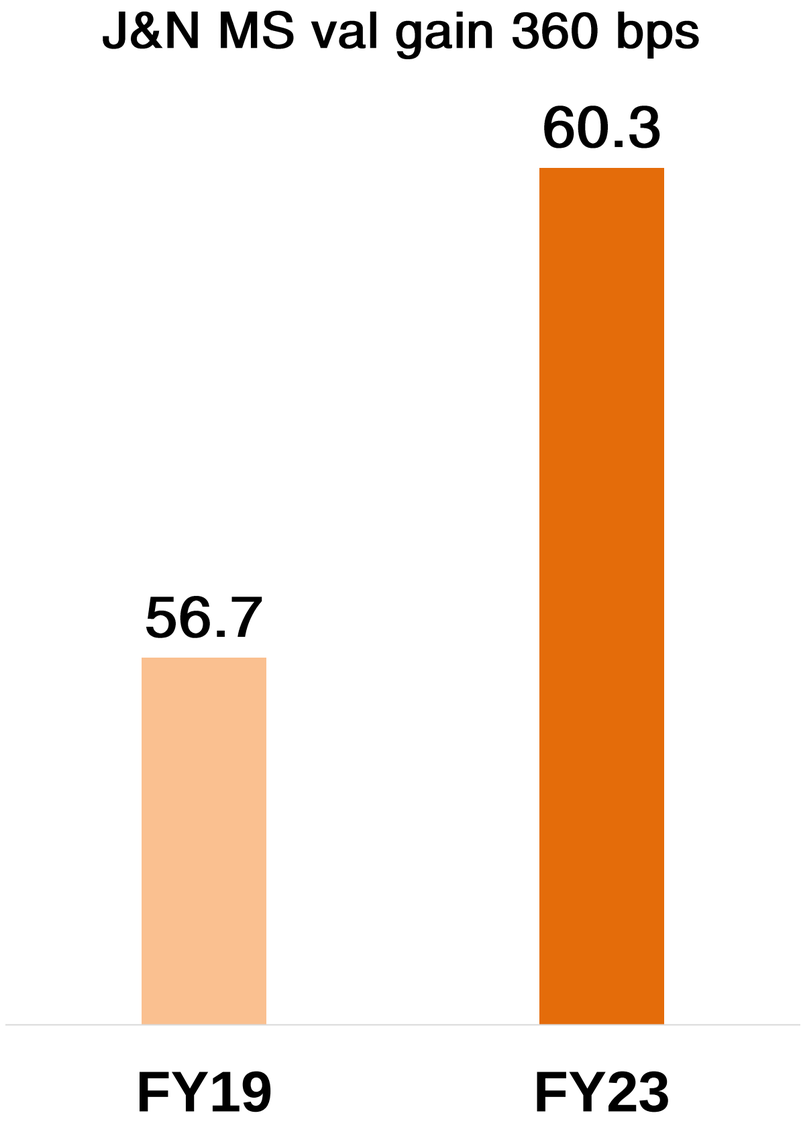
Beverages



Foods



Gaining MS to consolidating our No1 Position in J&N, while gaining share in New Categories



Mango Drinks MS	
	1.2%

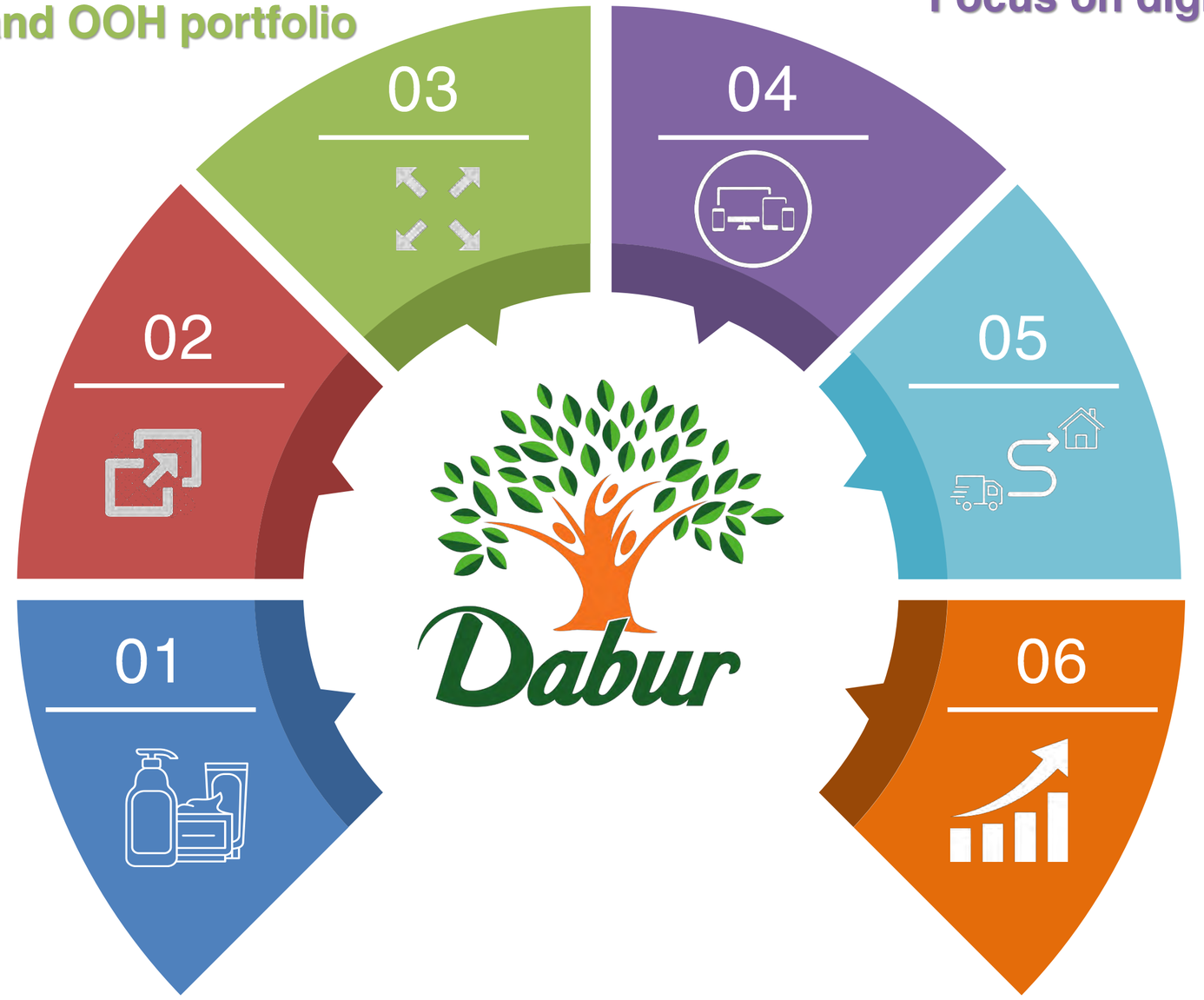
Real – INR 10 SKU MS	
	3.6%

Neilsen MAT Mar 23 Val

Strategic Pillars



Strategic Pillars



Expansion –
Foods and OOH portfolio

Focus on digital

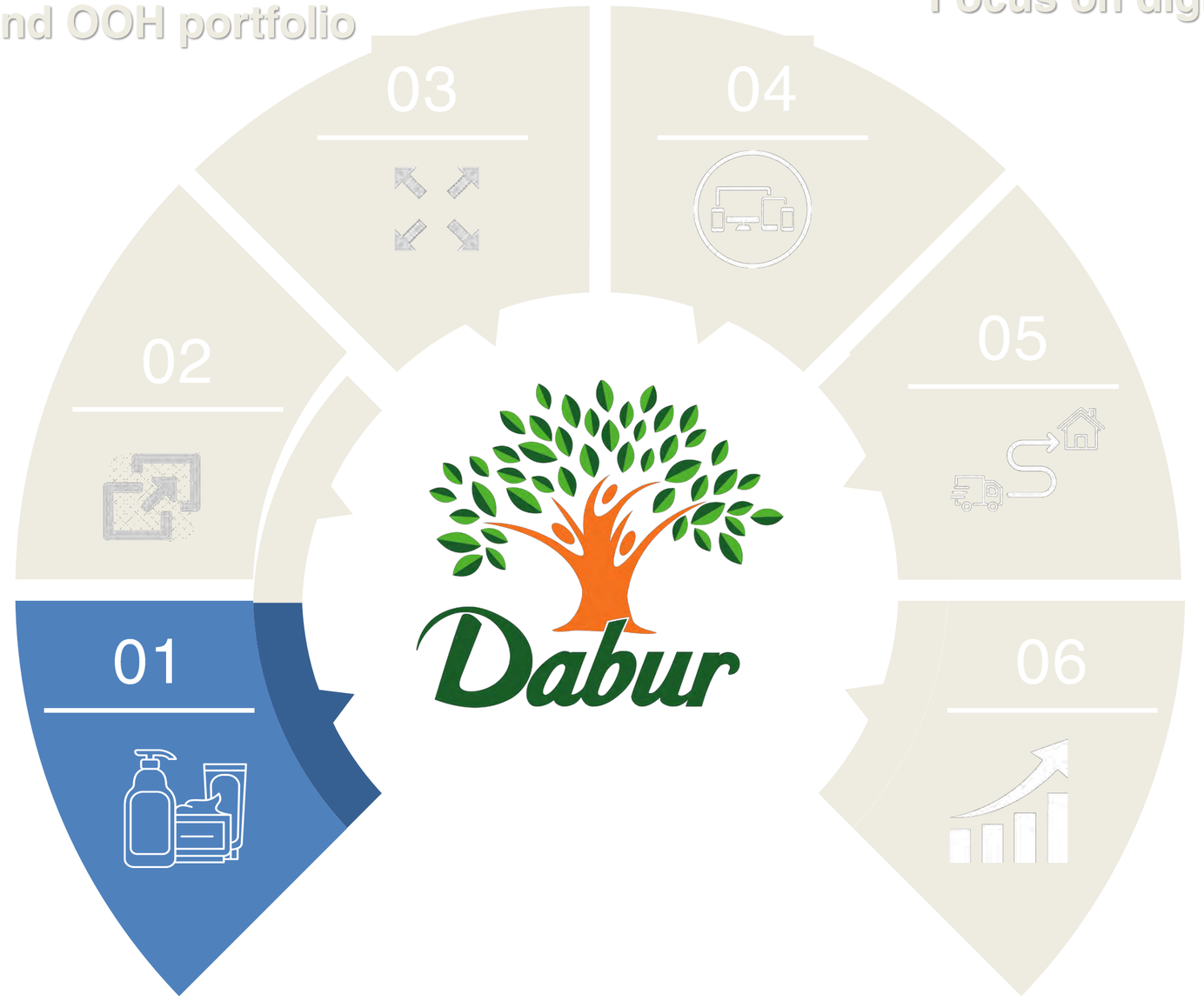
Power Brand
to Power Platform

Expanding and
Bolstering RTM

Strengthening
CORE

Profitability
Enhancement

Strategic Pillars



Strengthening CORE

Power Brand to Power Platform

Expansion – Foods and OOH portfolio

Focus on digital

Expanding and Bolstering RTM

Profitability Enhancement

Healthier and Tastier Beverages

1



Strengthening CORE

Healthier and Tastier Products

Persuasive communication

Superior Packaging



Functional Juices



Coconut Water portfolio



With Aloe Power



Rehydrating Beverages



Superfood & Exotic Juices

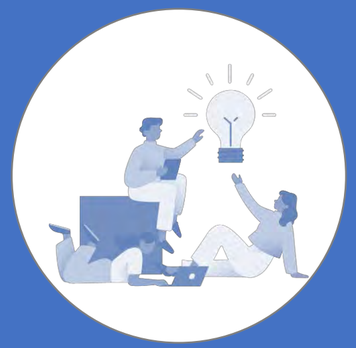


Masala Range



Soya & Almond Milk

1



Strengthening CORE

- Healthier and Tastier Products
- Persuasive communication
- Superior Packaging

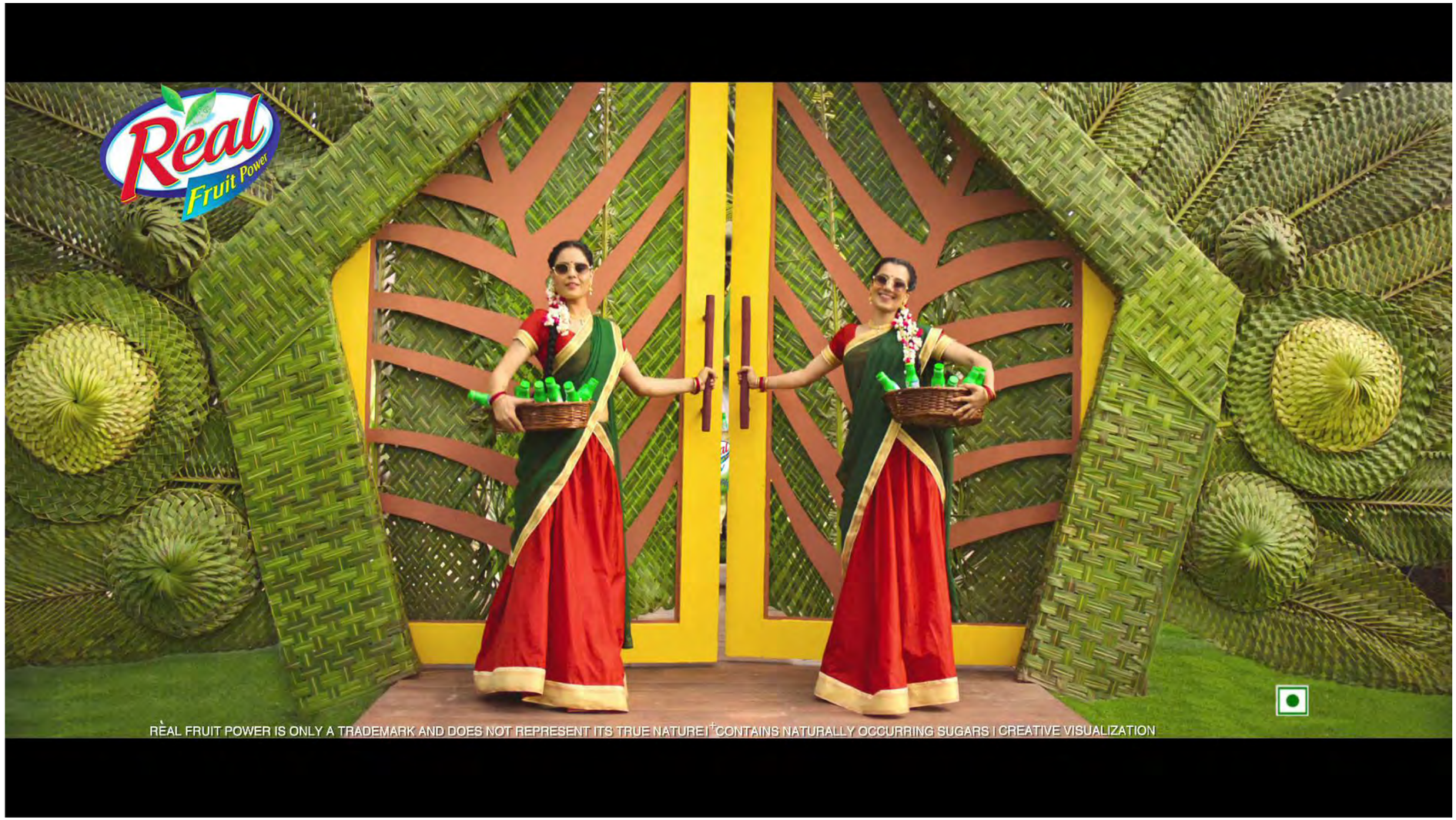


1

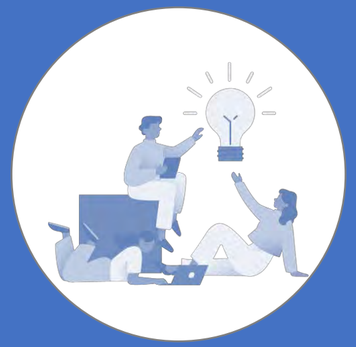


Strengthening CORE

- Healthier and Tastier Products
- Persuasive communication
- Superior Packaging



1

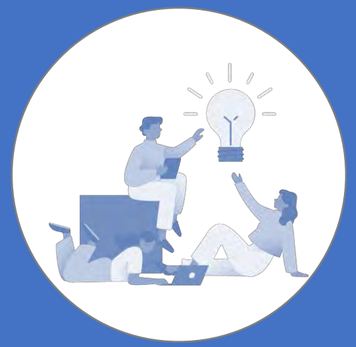


Strengthening CORE

- Healthier and Tastier Products
- Persuasive communication
- Superior Packaging



1



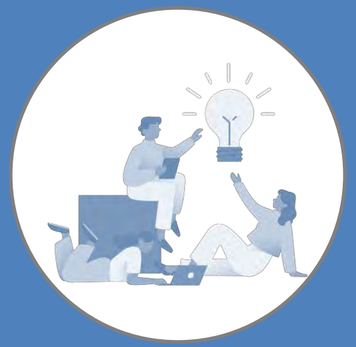
Strengthening CORE

- Healthier and Tastier Products
- Persuasive communication
- Superior Packaging



Superior Packaging

1



Strengthening CORE

Healthier and Tastier Products

Persuasive communication

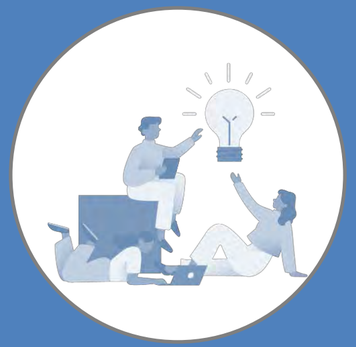
Superior Packaging





Superior Packaging

1



Strengthening CORE

Healthier and Tastier Products

Persuasive communication

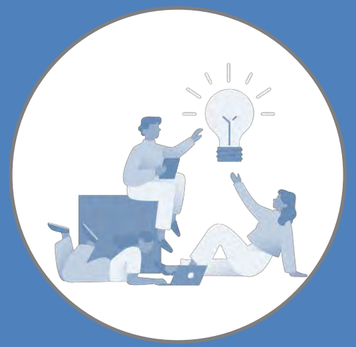
Superior Packaging





Superior Packaging

1



Strengthening CORE

Healthier and Tastier Products

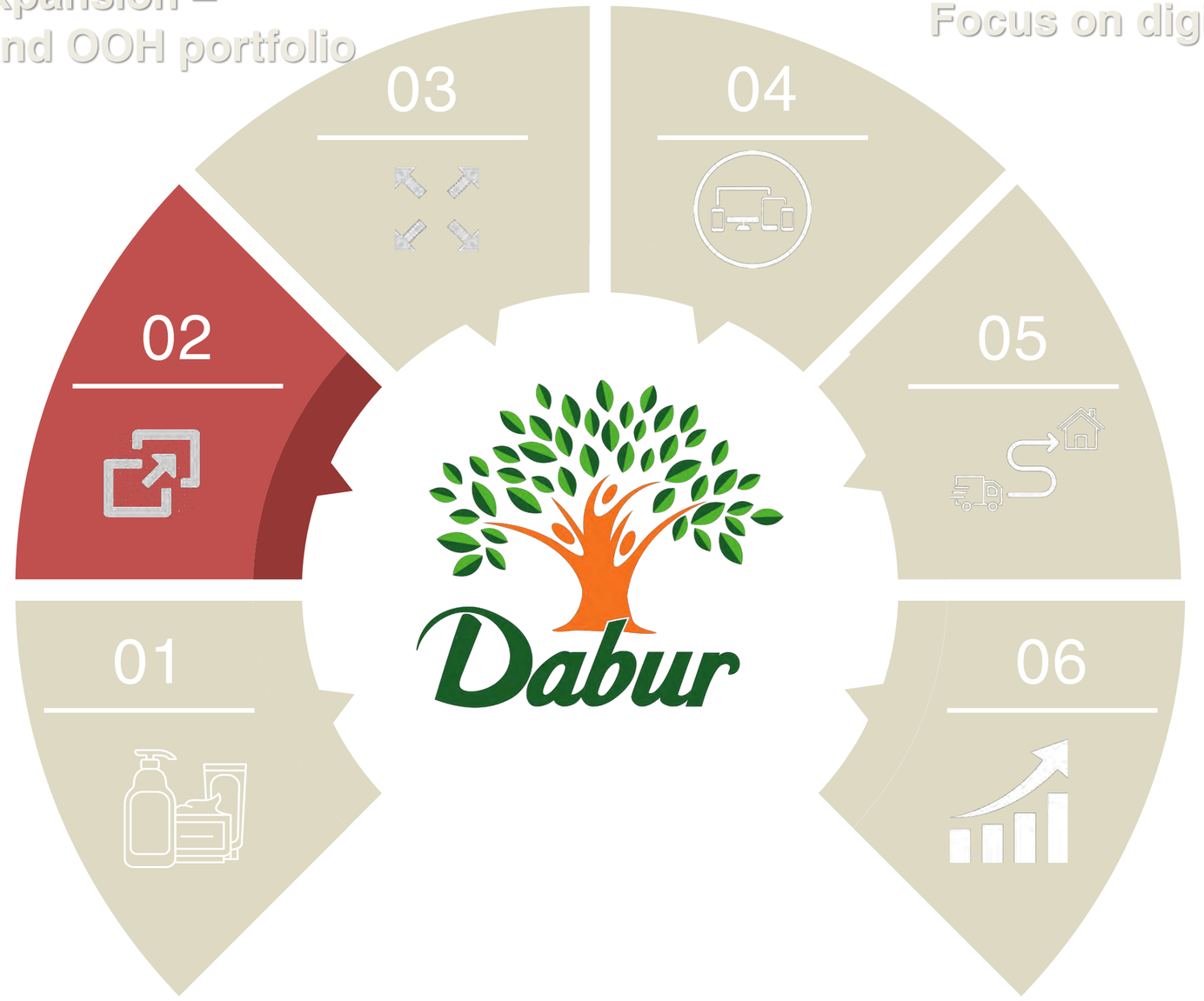
Persuasive communication

Superior Packaging





Strategic Pillars



Expansion –
Foods and OOH portfolio

Focus on digital

**Power Brand
to Power Platform**

Expanding and
Bolstering RTM

Strengthening
CORE

Profitability
Enhancement

Transition from Power Brand to Power Platforms | Real

Real Fruit Power

Real Health

Real Fruit Power

Real Milk Power



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

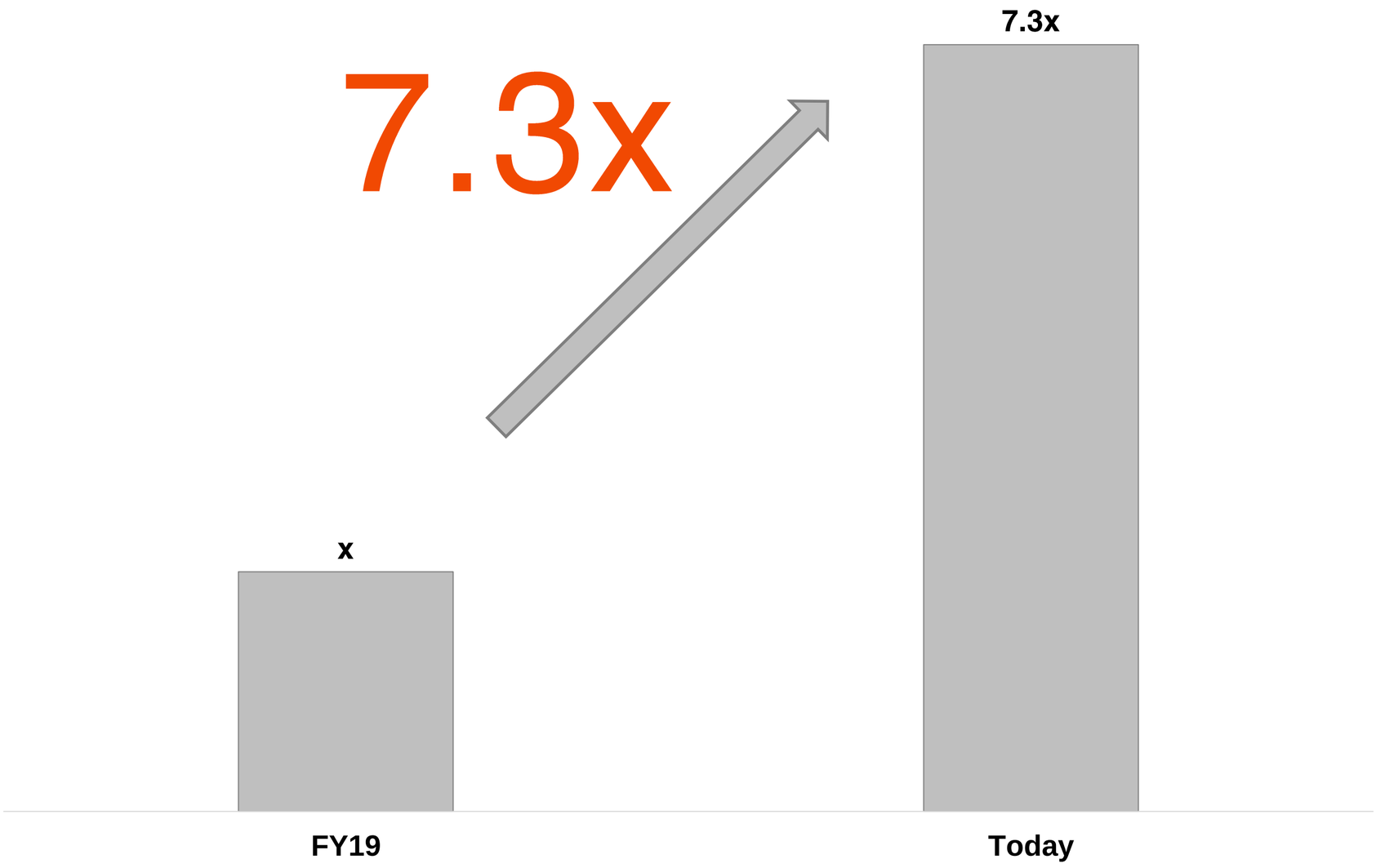


Real Seeds/Superfoods

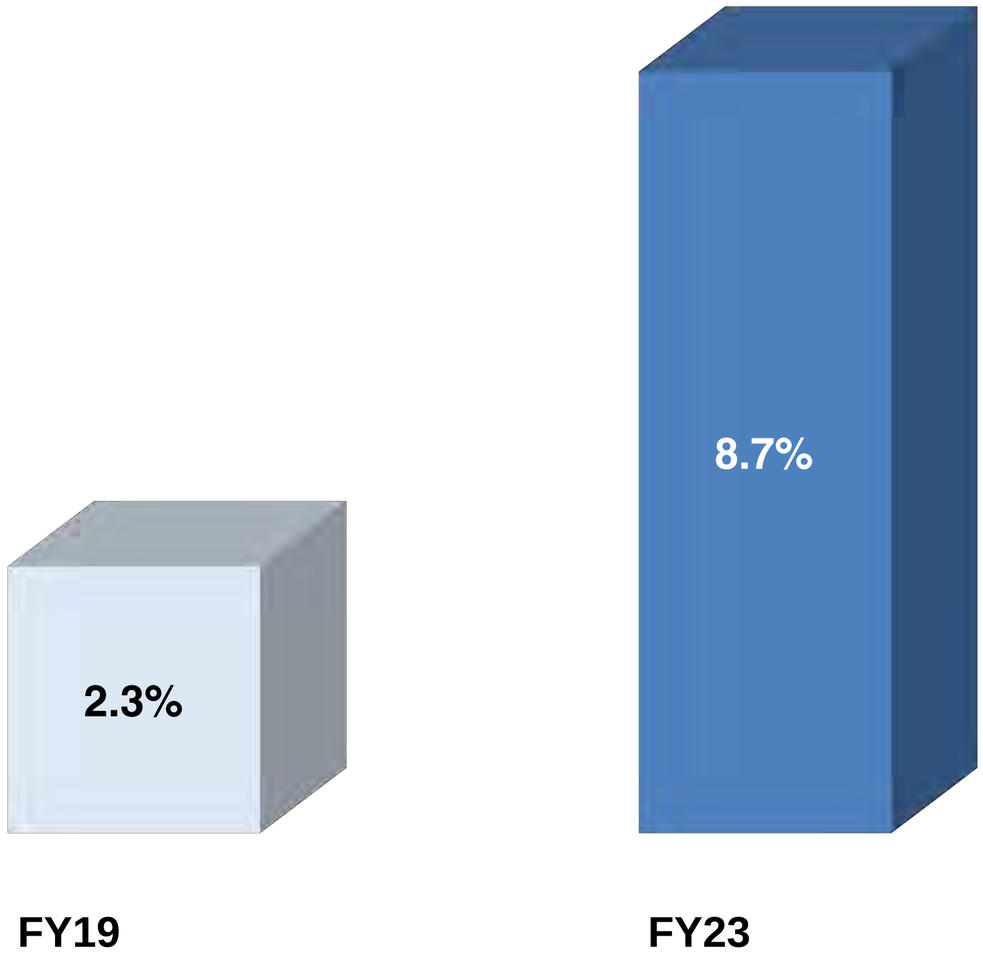


Real Peanut Butter

As a result, TAM has considerably increased for Beverages



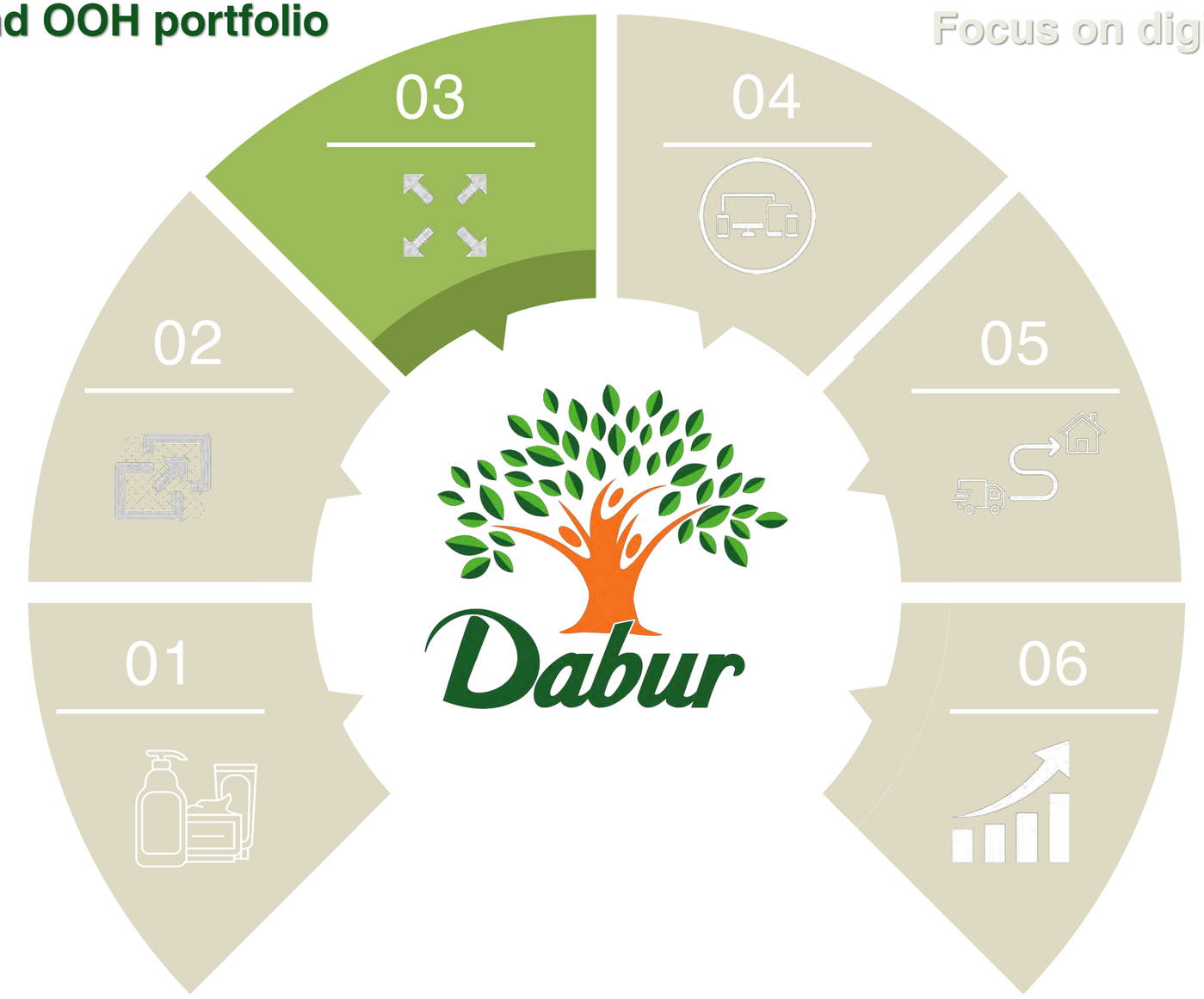
Innovation Pace Has Picked Up



Strategic Pillars

**Expansion –
Foods and OOH portfolio**

Focus on digital



Power Brand
to Power Platform

Expanding and
Bolstering RTM

Strengthening
CORE

Profitability
Enhancement

Expansion of Food Business

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

Pastes, Puree, Coconut Milk & Flavouring Agents



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

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

Dabur

TRUST

Dabur HOMMADE

TASTE

Real Health

HEALTH

Expansion of Food Business

Cooking Aids
Paste, Puree, Sauces and Conc

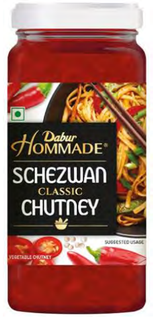


Condiments
Pickles, Chutneys, Peanut Butter









RTC/RTE and Spices
Desserts & Masalas

Badshah





Oil & Ghee





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**



Rs 20/-



Rs 10/-

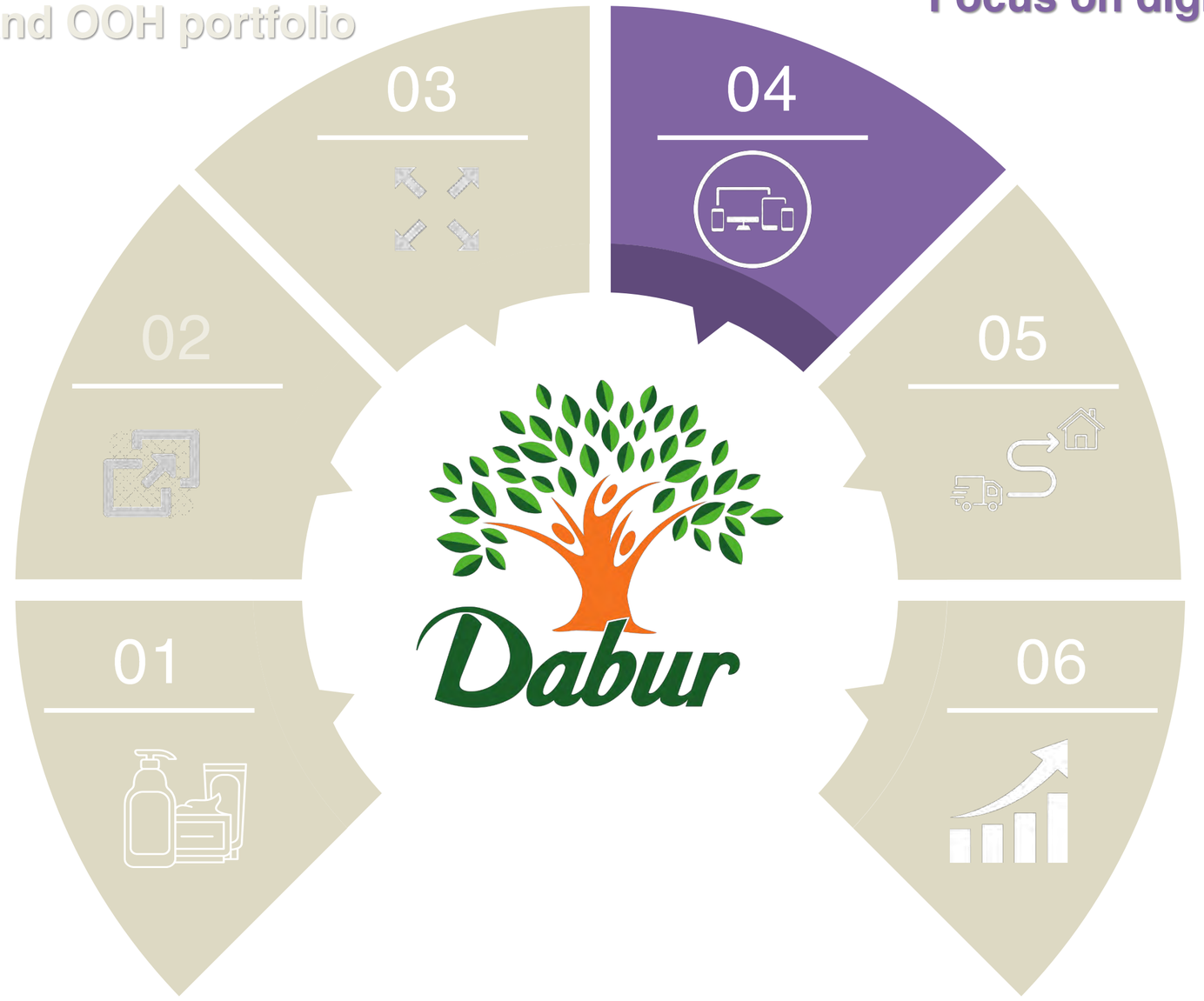


Rs 20/-



Rs 30/- to 40/-

Strategic Pillars



Expansion –
Foods and OOH portfolio

Focus on digital

Power Brand
to Power Platform

Expanding and
Bolstering RTM

Strengthening
CORE

Profitability
Enhancement

Digital continues to gain prominence

Spends towards digital increased to

25%

in FY23 (vs <12% in FY19)

E-commerce business

~ 8% of the business

Digital Campaigns FY23

@ 300+ Mn impressions

@ 170+ Mn views

Key Digital Pillars

Hero Content

@ 200+ Mn impressions

focussed on

- Festive Occasions
- Moment marketing
- Expert led content

Partnering with

100+

Influencers

- Chefs/ Bartenders
- Nutritionists
- Lifestyle / Mom
- Regional celebs

Engagement through

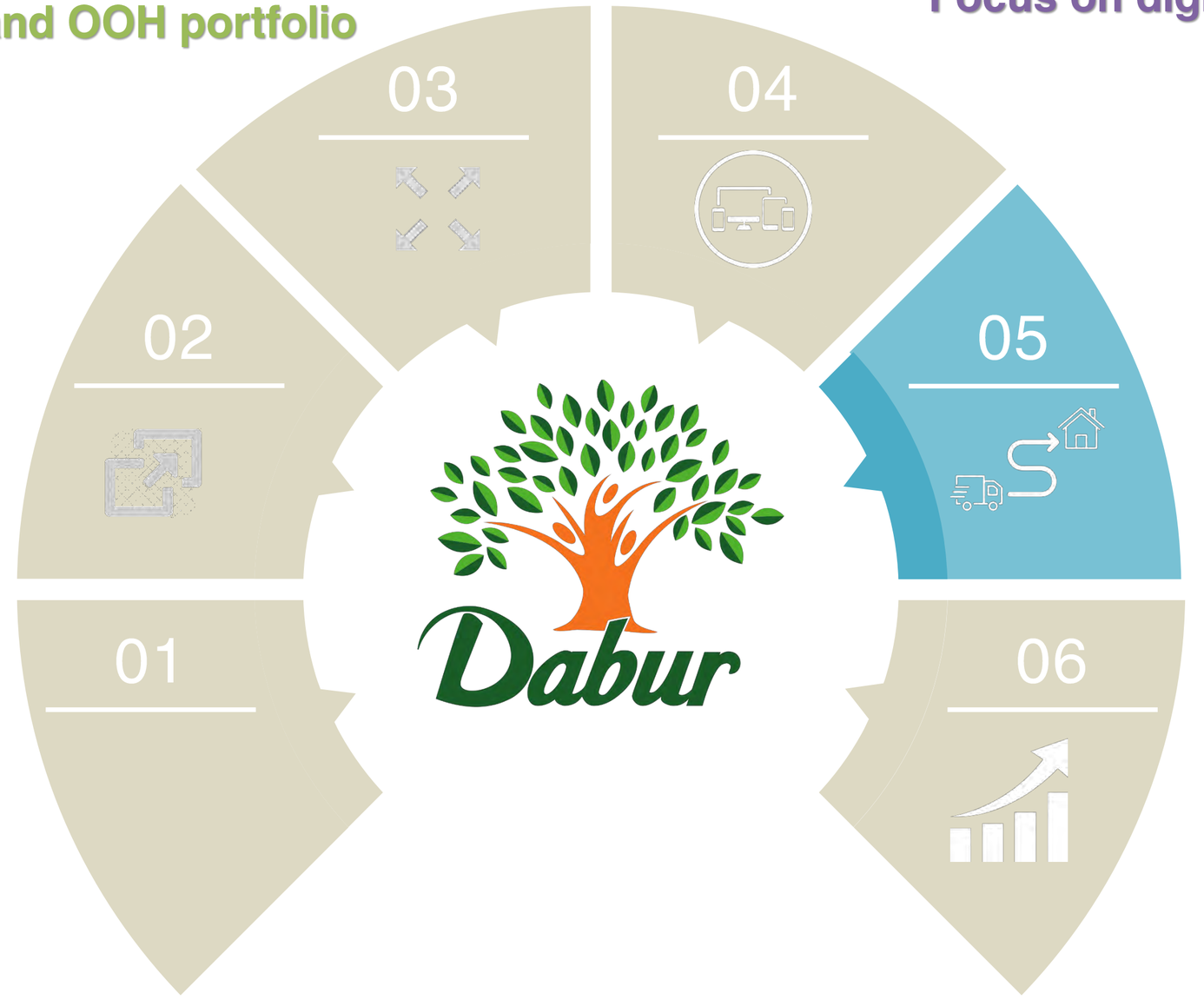
Always On

- Content
- Contests





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

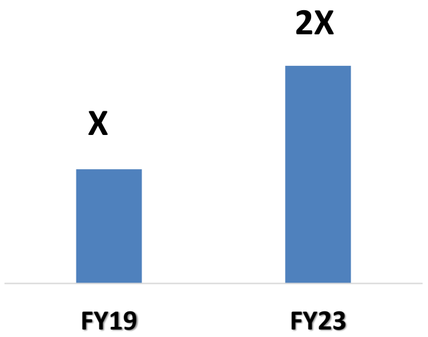
940

Increasing Direct Coverage



Rural Expansion

- Expanded Portfolio with increased affordability
- Exclusive network

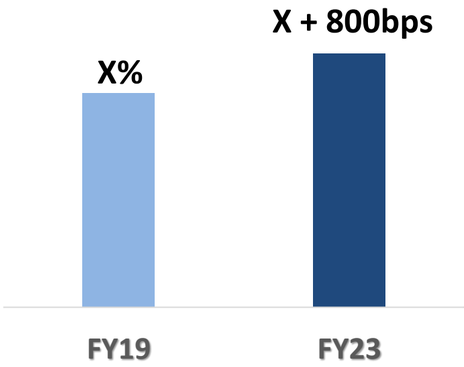


Expand in Non Core markets

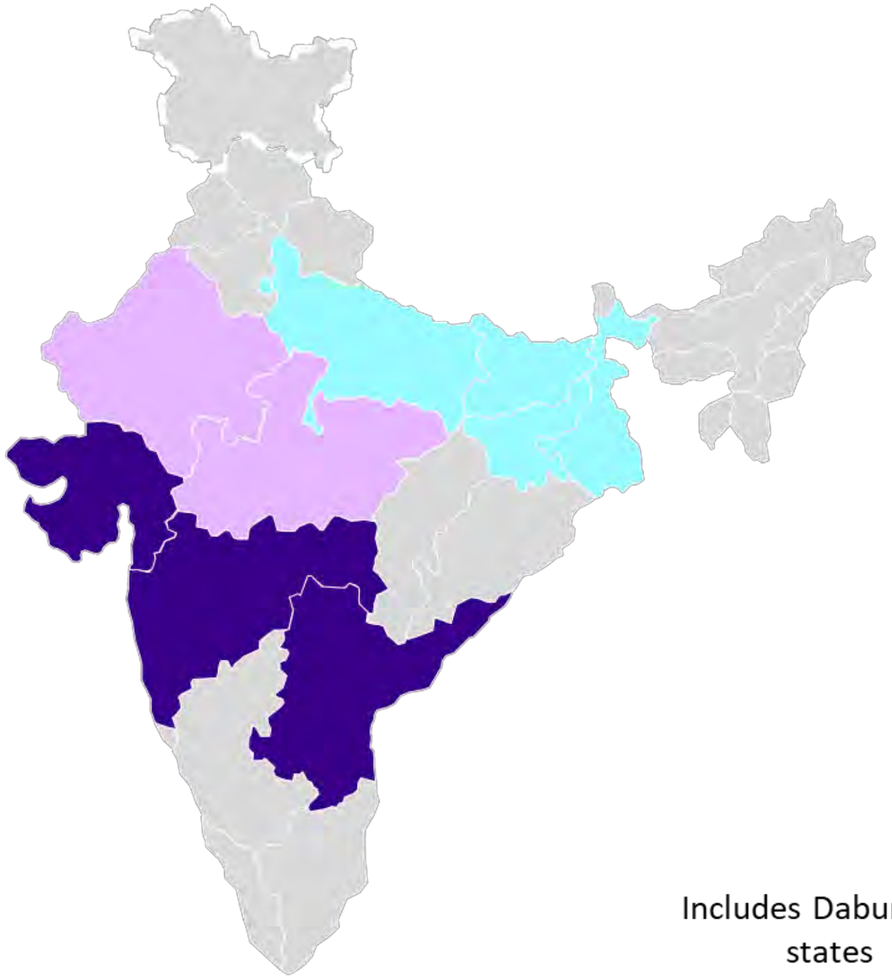
Growing beyond NORTH

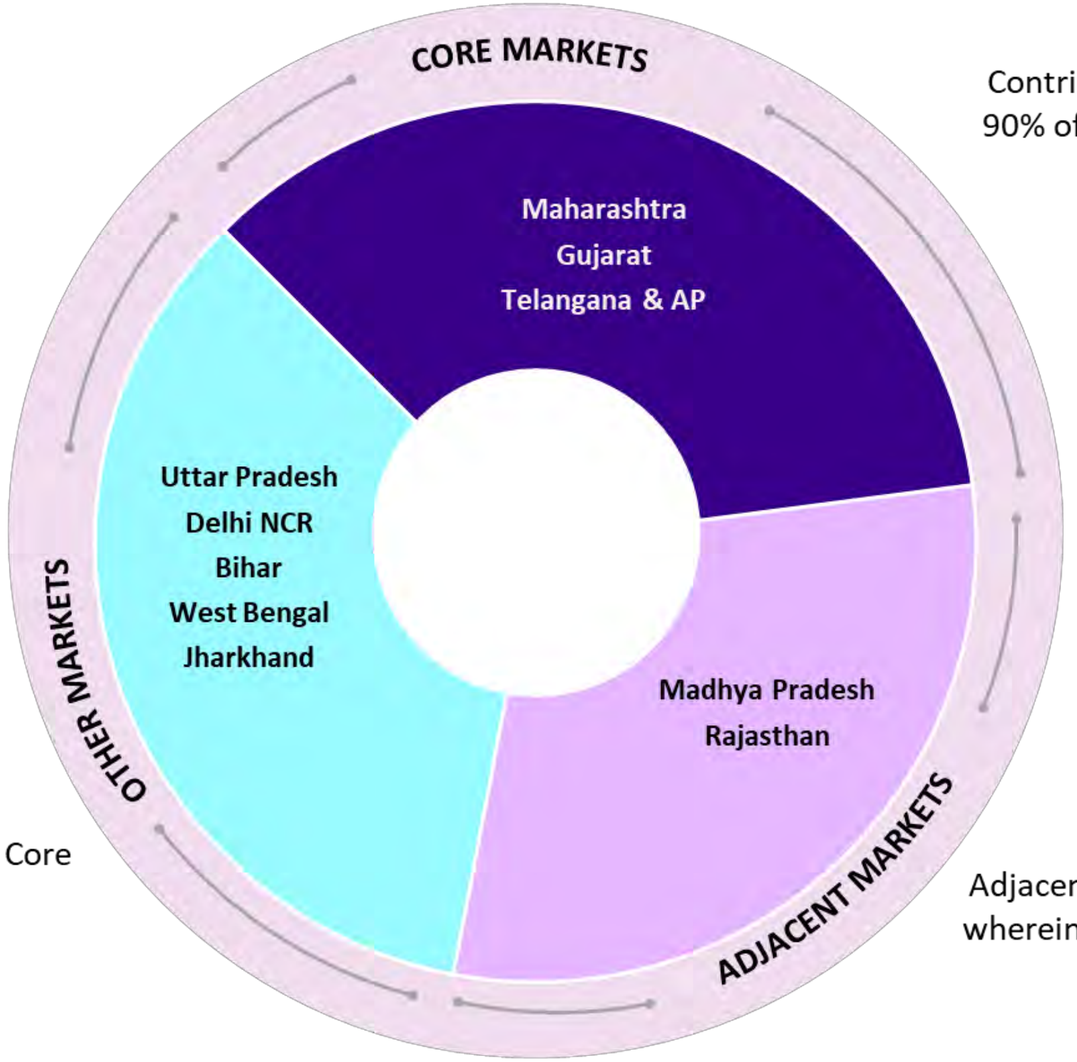
Higher Investments on Infrastructure expansion

Exclusive network



Badshah : Focus on CORE markets
with a phase wise expansion plan to other markets



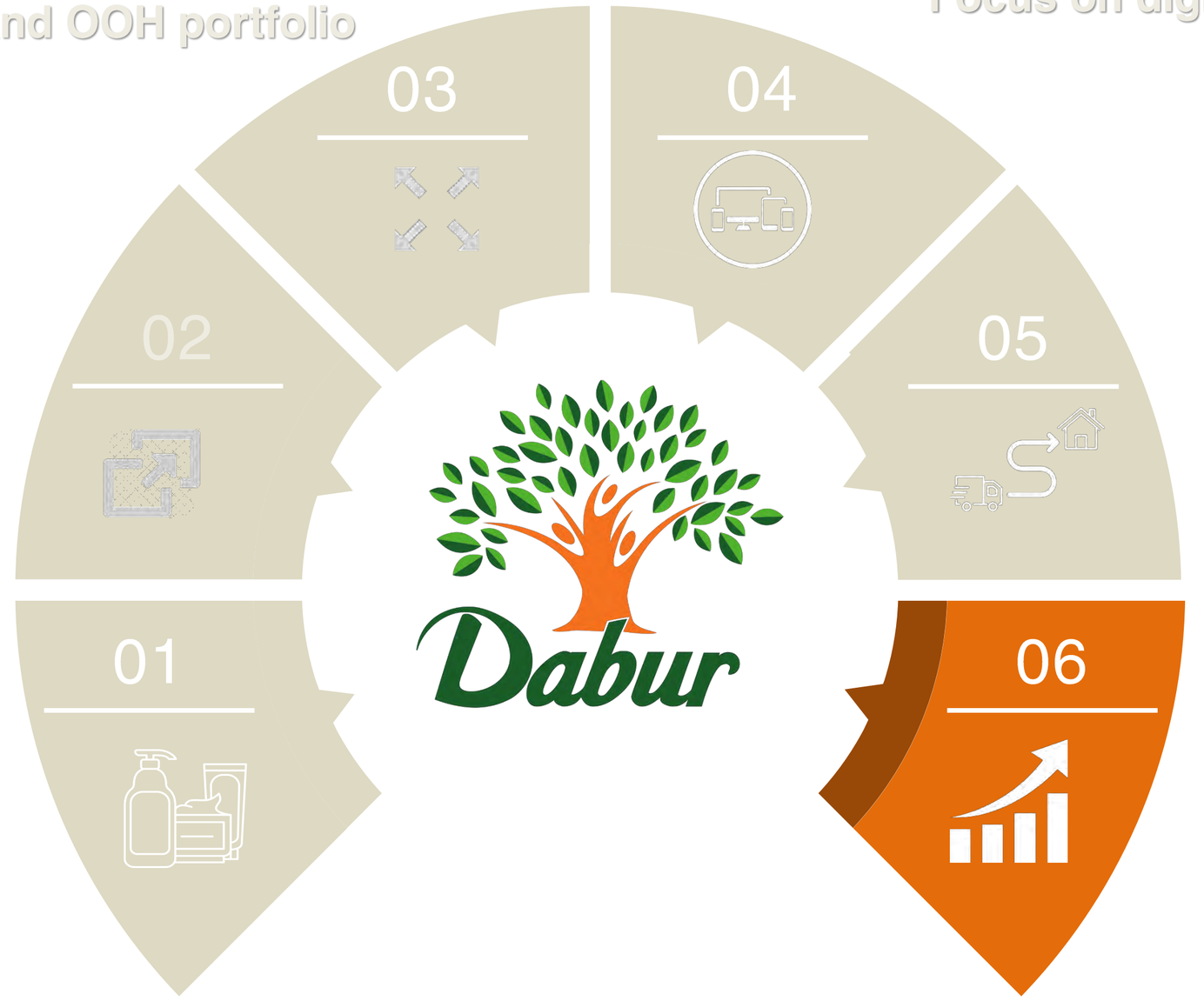


Contributes to over 90% of current sales

Includes Dabur Core states

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

Strategic Pillars



Expansion –
Foods and OOH portfolio

Focus on digital

Power Brand
to Power Platform

Expanding and
Bolstering RTM

Strengthening
CORE

**Profitability
Enhancement**

Improving Profitability

Distributed Manufacturing

01

Optimizing Freight Cost by being nearer to market

Vendor Agnostic Formulation

02

Multiple vendor for RM, Focus on Indianization .

Multiple Vendors of Cartons

03

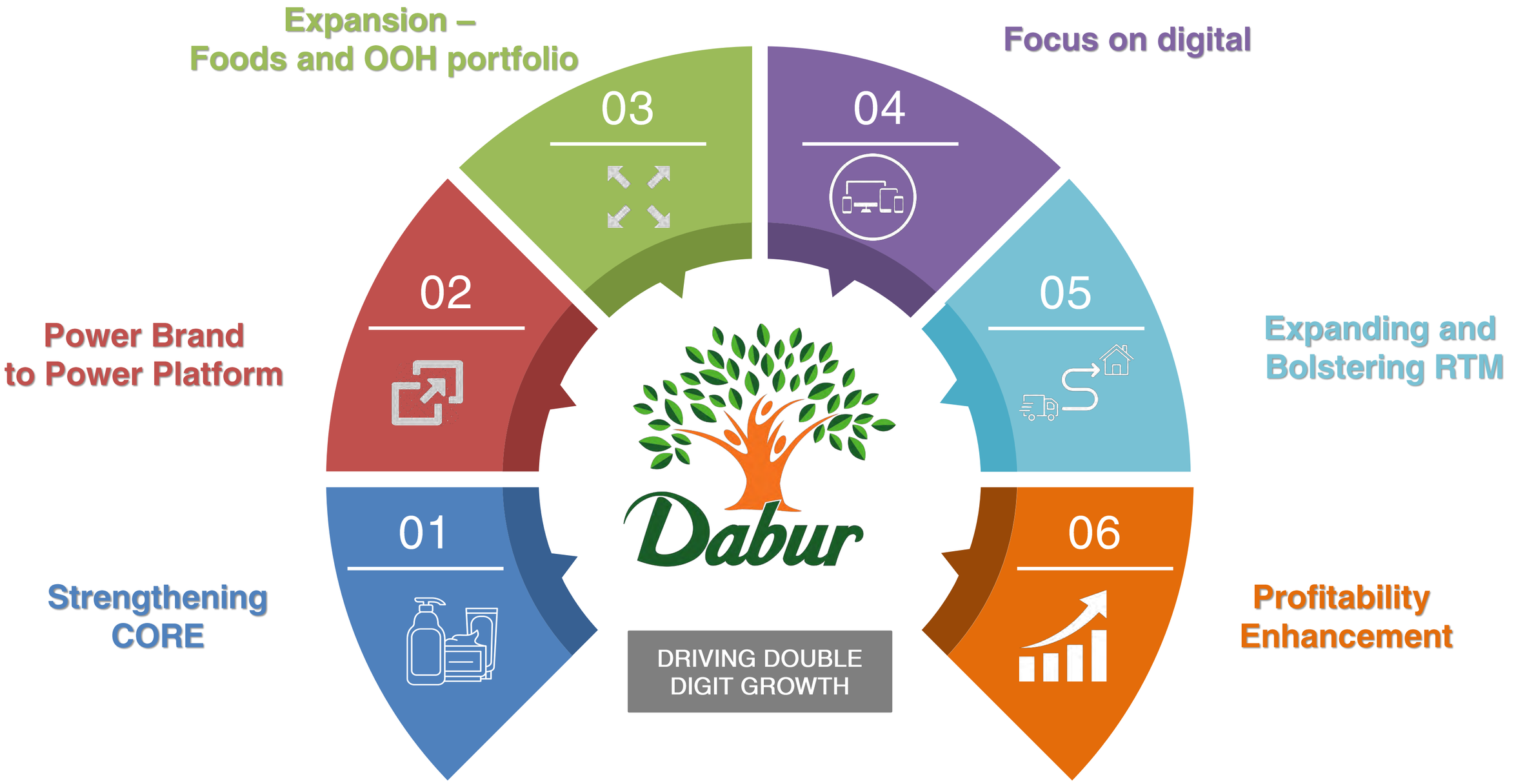
Price discovery with introduction of multiple carton/ Laminate suppliers

Operation Efficiency

04

Lower energy and manpower cost, High Speed Lines

Strategic Pillars




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



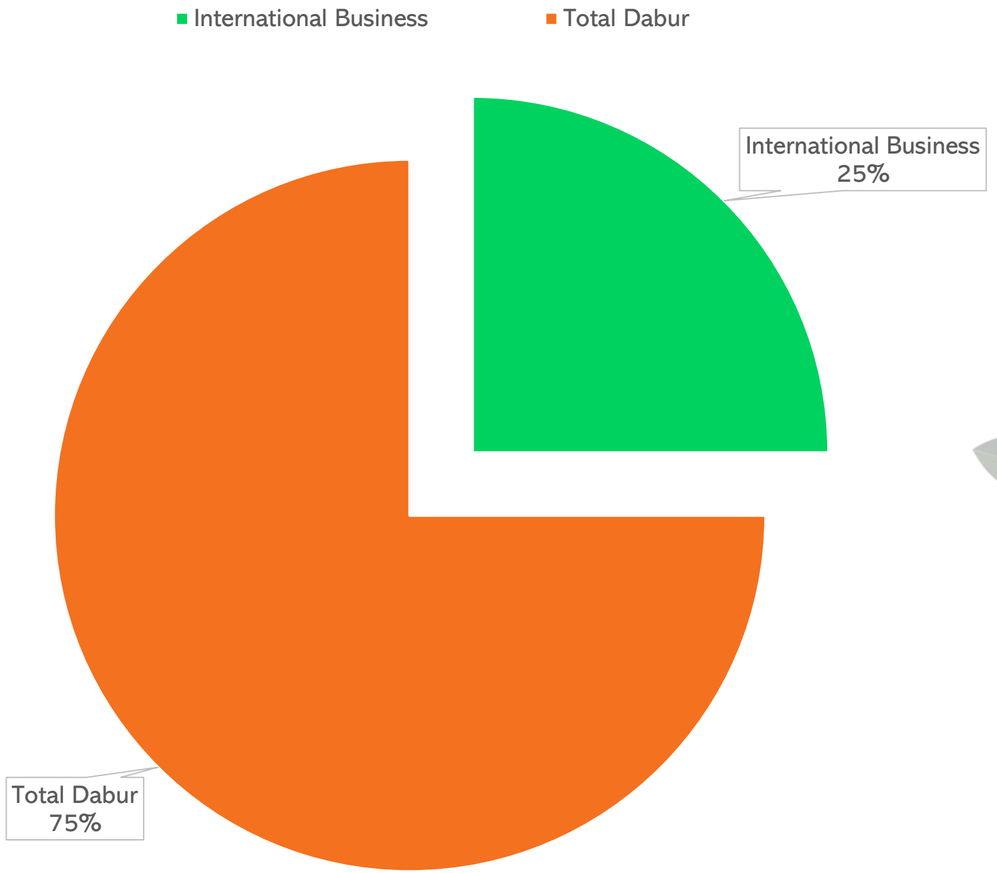
Dabur

International Business Division

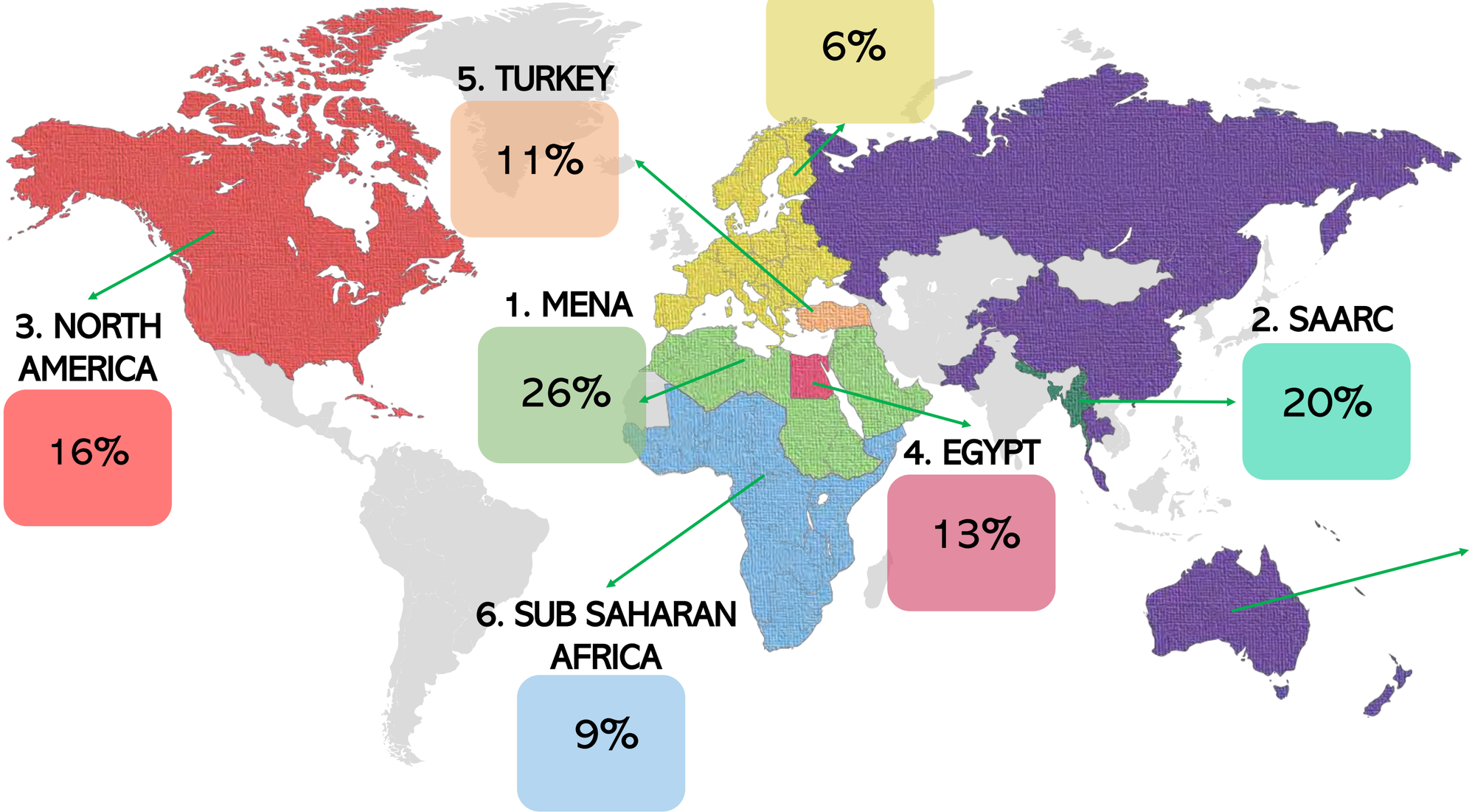
CAPITAL MARKETS DAY

September 2023

Dabur International is a $365Mn Business



Our Global Footprint



7. UK & EUROPE

6%

5. TURKEY

11%

1. MENA

26%

3. NORTH AMERICA

16%

4. EGYPT

13%

2. SAARC

20%

6. SUB SAHARAN AFRICA

9%

8. OTHER MARKETS

2%

- Australia
- CIS
- SEA
- Iran

% Contribution FY 22-23 Values

Our Consumers



6. African European + Asian

2. African American + Asian

7. Russian & East European

3. Turks

8. South Asian + East Asian

1. Arab + Asian

4. Sub Saharan African

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

Vatika

Dabur AMLA

ORS OLIVE OIL

HOBBY

Dabur Herb'l NATURAL TOOTHPASTE

Dabur MISWAK

Dabur RED

Dabur Herbolene Aloe Petroleum Jelly

fem U.S.A.

DermoViva

Dabur Rapidex

Dabur Honitus

Dabur Pudin Hara

Dabur Chywanprash

Badshah

Dabur Real

Dabur Honey عسل

Power Brand

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

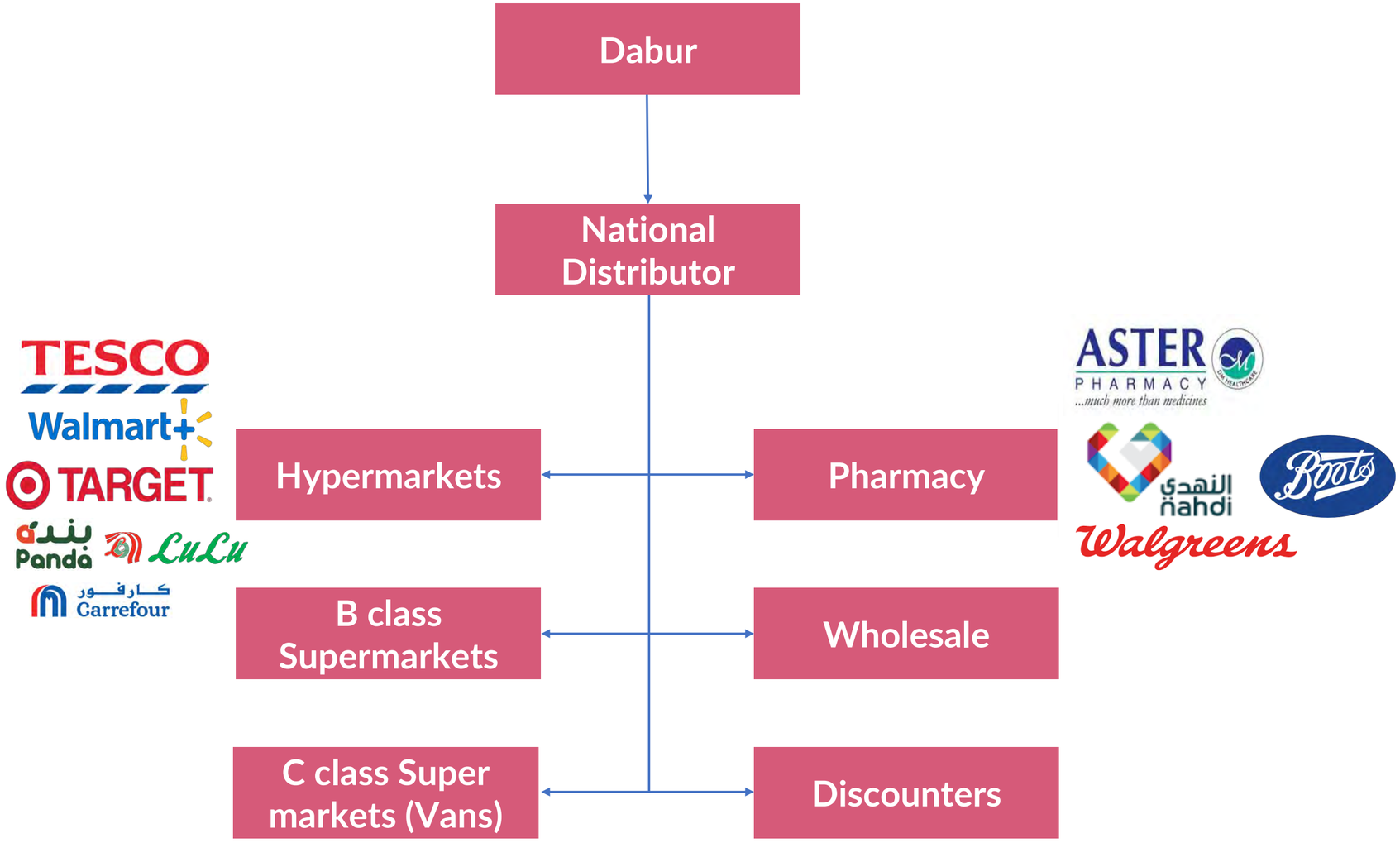


HEALTHCARE

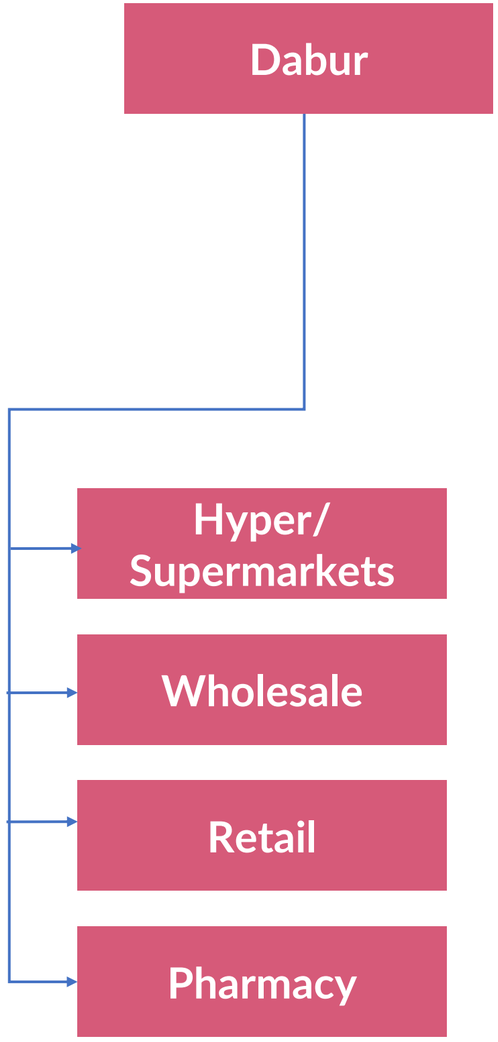


How do we go to market?

National Distributor Model



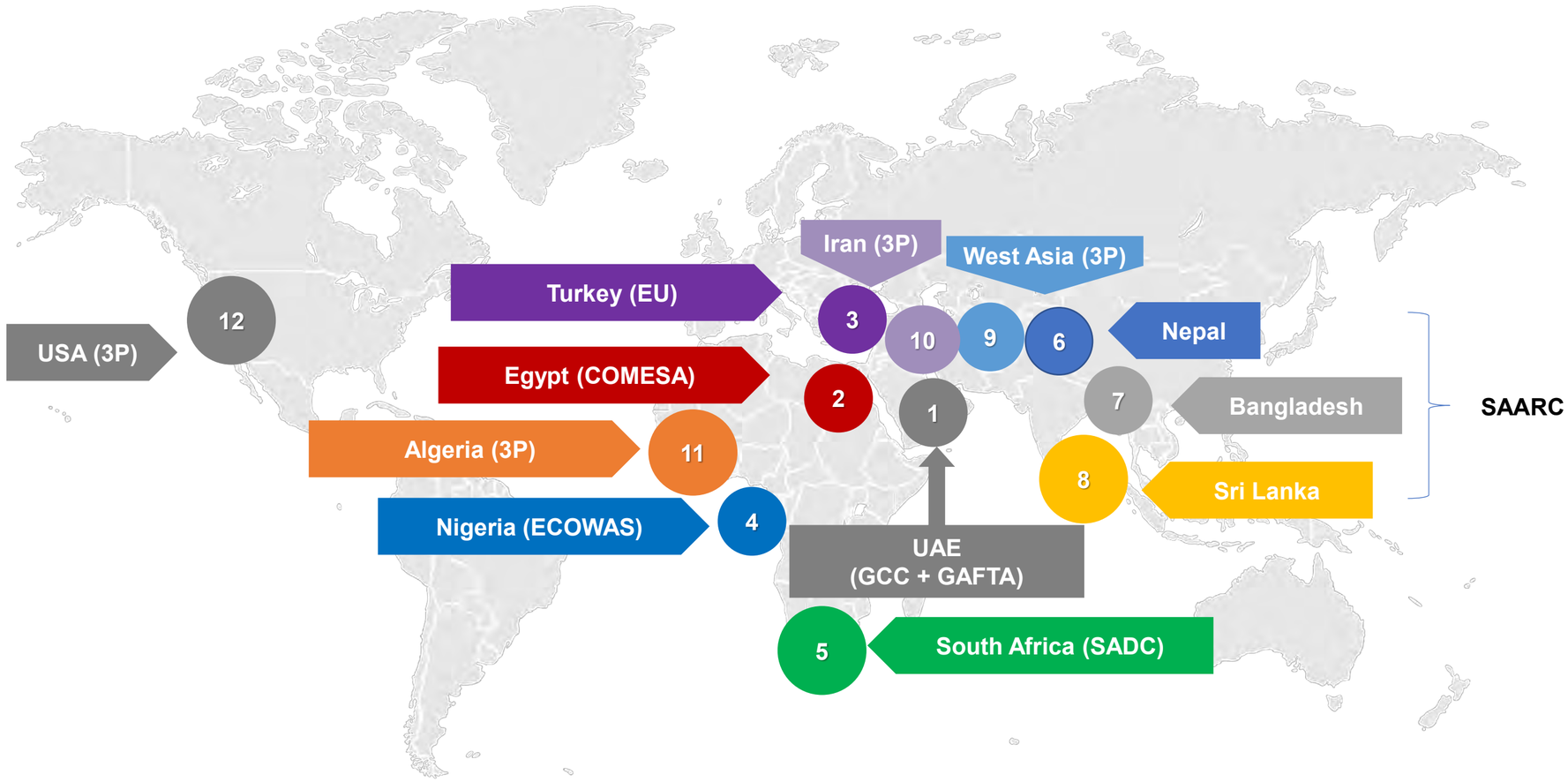
Direct Model



Where we make our products

12

Manufacturing facilities in International Business



Leading Positions in Key Markets

	#1	#2	#3
 Saudi Arabia	Hair Oil Hair Cream Hair Gel Hair Mask	Skin Care Jelly Henna Hair Colour	Hair Serums Depilatories Natural Shampoo
  Egypt	Hair Oil Hair Cream Hair Mask Hair Gel		
  United Arab Emirates	Hair Oil Hair Cream Hair Mask Natural Shampoo	Depilatories Skin Care Jelly Hair Gel Henna Hair Colour	Hair Serums Toothpaste

Vatika Naturals – The largest brand in the portfolio

Sub-Categories


Hair Oil


Shampoo


Conditioner


Hair Colours


Hair Mask


Hair Styling


Baby

Region-wise Priority

REGION	VATIKA
MENA	
Egypt	
SSA	
West Asia	
USA/Canada	
UK / Europe	
Other Markets	



Market Share Positions

	UAE	EGYPT	KSA
Hair Oil	#2	#1	#2
Hair Cream	#1	#1	#1
Hair Gel	#2	#1	#1
Hair Mask	#1	#1	#1
Shampoo*	#1		#3
Henna	#2		#2

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%*

** Position in Natural Shampoo*

Vatika Naturals – Innovations

OIL SHAMPOO

Benefits of Oil & Shampoo in One with 100% Natural Extracts



Vatika Naturals – Innovations

FRUITAMIN

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 Naturals – Innovations

SHAMPOO HAIR COLOR

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

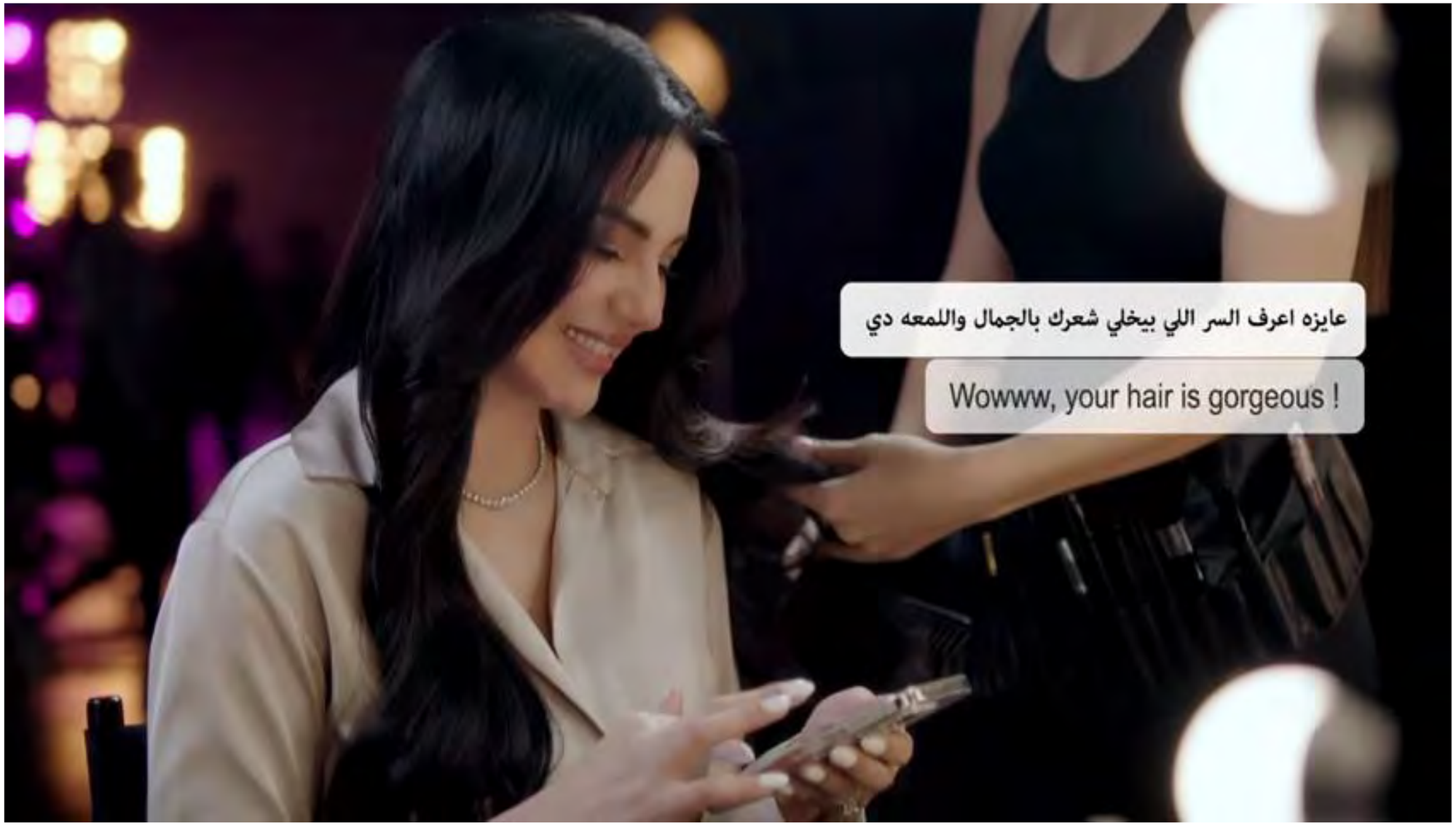


Pan Arab Mega Movie & Series Star
Winner of Multiple Prominent Awards



SOCIAL FOLLOWING

Dorra Zarrouk’s Secret to Beautiful Hair





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

REGION	AMLA
MENA	
Egypt	
SSA	
West Asia	
USA/Canada	
UK / Europe	
Other Markets	

Market Share Positions



KSA	KUWAIT	UAE
#1	#1	#3

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

AMLA KIDS RANGE

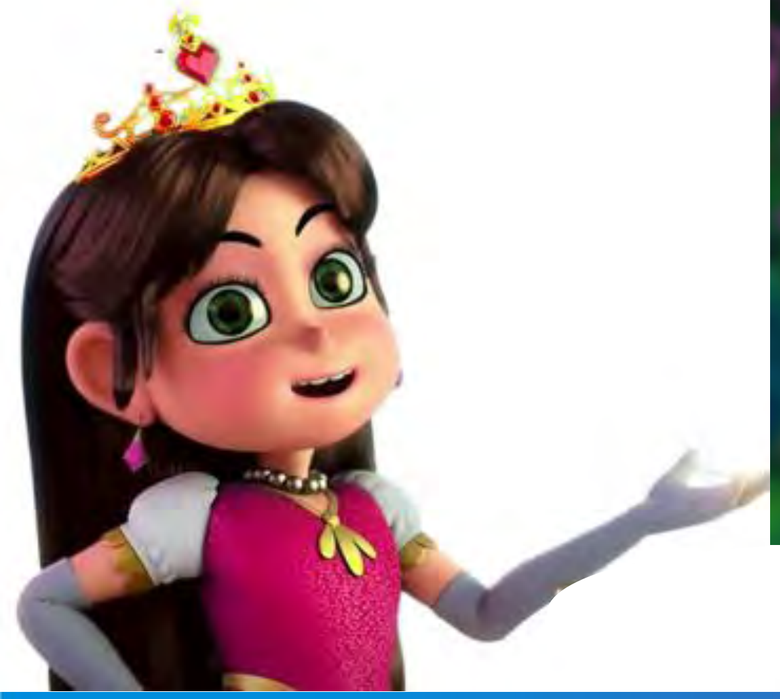
Gentle Formulations for Kids Hair Care



Nourishing Conditioner & Face + Body Wash



Adventures of Princess Amira Series





Oral Care - Natural Range covering all dental problems

Sub-Categories

Kids Range

Premium Range with Advanced whitening/Anti-Ageing

Complete Care with Miswak extracts

Protection against 7 Dental Problems

Cavity Protection + Freshness



Region-wise Priority

REGION	ORAL CARE
MENA	
Egypt	
SSA	
West Asia	
USA/Canada	
UK / Europe	
Other Markets	

Market Share Positions



UAE
#3

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

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





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



ORS – Trusted Afro Hair Care Brand

Sub-Categories



Hair Straightening Relaxers



Cleansing Shampoo



Leave- In



Hair Moisturizers



Hair Styling

Region-wise Priority

REGION	ORS
USA/Canada	
UK / Europe	
SSA	
MENA	
Egypt	

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.

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



ORS Innovations

RELAX & RESTORE

Upgrade your hair with Blackseed Oil For Daily Restoration & Growth



Healthcare – Unique Ayurvedic Portfolio

Sub-Categories





Cough & Cold Range



Analgesics



Immunity Boosters



Digestives



Vigor & Vitality



Rx Range

Region-wise Priority

REGION	HEALTH CARE
MENA	
SSA	
West Asia	
USA/Canada	
UK / Europe	
Other Markets	

Healthcare – Unique Ayurvedic Portfolio

Strategy – Expand Portfolio Across Markets

Brand	*UAE*	*QATAR*	*SAUDI*	*OMAN*	*NORTH AFRICA*	*OTHER MARKETS*
Dabur Honitus	✓	✓	✓	✓	✓	✓
Dabur Rapidex	✓	✓	✓	✓	✓	✓
Dabur Shilajit Capsules	✓	✓	✓	✓	✓	✓
Dabur Pudin Hara	✓	✓	✓	✓	✓	✓
Dabur Chyawanprash	✓	✓	✓	✓	✓	✓
Dabur Honey	✓	✓	✓	✓	✓	✓
Dabur Prescription	✓	✓	✓	✓	✓	✓

Badshah – The King of Spices

Sub-Categories



Veg Blended Spices



Non-Veg Blended Spices



Asafoetida Hing



Kesari Milk Masala



Instant Premix Tea



Ground Spices

Region-wise Priority

REGION	BADSHAH
USA/Canada	
UK / Europe	
MENA	
Other Markets	

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





VATIKA HAMMAM ZAITH / HAIR MASK

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



Developing Markets	Developed Markets
Post-Wash	Pre-Wash
Low Viscosity	High Viscosity
Mass Price	Premium Price
Smaller Pack Sizes	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

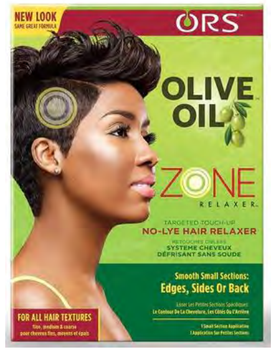
Full Application Kit



New Growth Kit



Zone Relaxer



Texlax Kit



Texturizer



AFRICA

<=$1 PER USE

2 Touch Up Kit



6 Touch Up Kit



12 Touch Up Kit



Dabur
INTERNATIONAL

Strength lies in differences, not in similarities.

23+	1380+	23	7	3000+	300Mn+	AED 1.4 Bn
Nationalities	Employees	Countries	Mfg. Units	SKUs	Consumers Reached	Revenue

Dabur AMLA · Dabur Herb'l Toothpaste · DermoViva · Dabur MISWAK · DermoViva Baby · fem · Vatika













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

Q&A

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

We will take them one by one.

