



Ref: SEC/SE/2016-17/39

Date: 08.02.2017

To,
Corporate Relation Department
Bombay Stock Exchange Ltd.
Phiroze Jeejeebhoy Towers
Dalal Street,
Mumbai – 400 001.

National Stock Exchange of India Ltd.
Exchange Plaza, 5th Floor
Plot No. C/1, G Block Bandra – Kurla Complex
Bandra (E)
Mumbai – 400 051.

Metropolitan Stock Exchange of India Ltd (MSEI)
4th Floor, Vibgyor Towers, Plot No. C-62
G-Block, Opposite Trident Hotel,
Bandra Kurla Complex, Bandra (E),
Mumbai – 400098

Re: Disclosure of Material Event/information under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

Schedule of Analyst/Institutional Investor Meeting

Dear Sir,

Pursuant to provisions of Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we would like to inform you that the officials of the Company shall participate in the following investor conference:

- 12th Edelweiss India Conference 2017 on 09th February, 2017 at Mumbai.

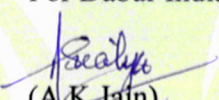
Copy of Presentation to be shared with investors in the said conference(s) is enclosed.

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

This is for your information and records.

Thanking you,

Yours faithfully
For Dabur India Limited


(A.K. Jain)
V P (Finance) and Company Secretary


Encl: As above



The Science of Ayurveda

INVESTOR PRESENTATION

FEBRUARY 2017

DABUR OVERVIEW

“DEDICATED TO THE HEALTH AND WELL BEING OF EVERY HOUSEHOLD”

One of the oldest and largest FMCG Companies in the country



World's largest in Ayurveda and natural healthcare



Total reach of 6mn outlets, one of the highest among FMCG companies



19 world class manufacturing facilities catering to needs of diverse markets



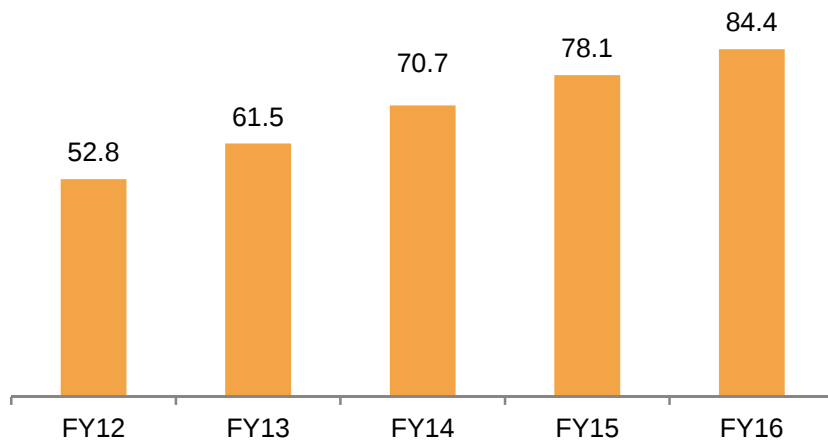
Strong overseas presence with 32% contribution to consolidated sales



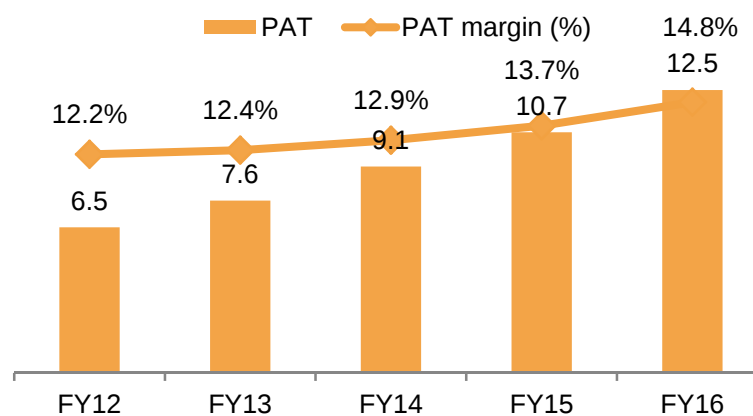
STRONG FINANCIAL PROFILE

In INR Bn

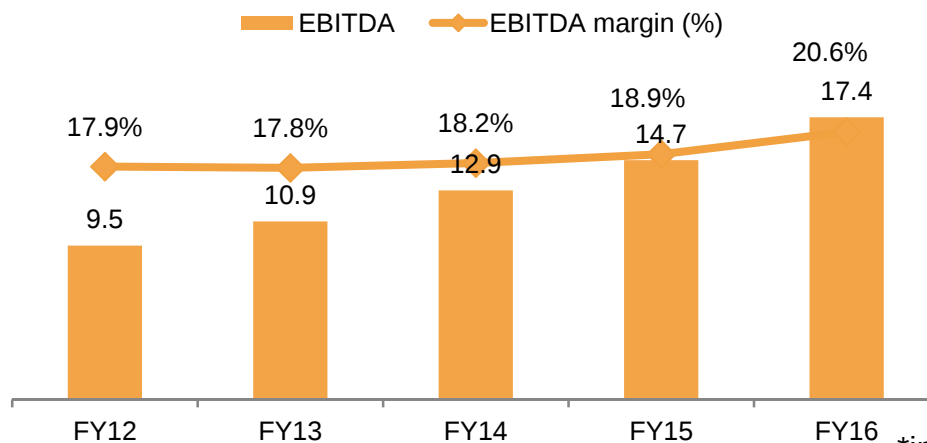
Sales



Profit After Tax (PAT)



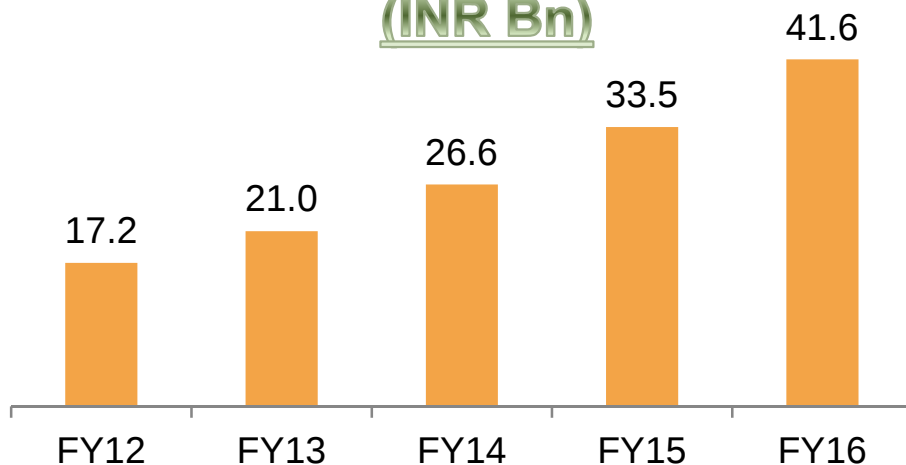
EBITDA*



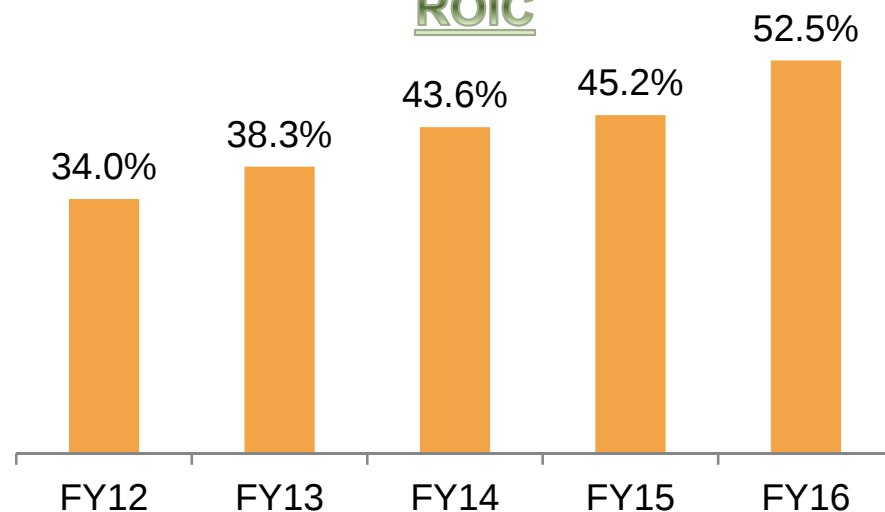
*includes Non- Operating income

STRONG FINANCIAL PROFILE

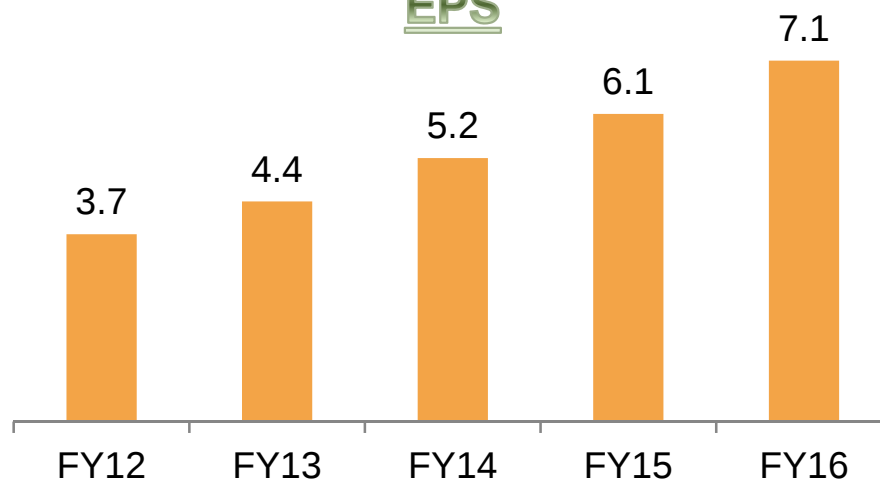
Networth
(INR Bn)



ROIC



EPS



KEY MANUFACTURING FACILITIES

Twelve Domestic Manufacturing Locations in India

Baddi, Himachal Pradesh

Pantnagar, Uttaranchal

Sahibabad, Uttar Pradesh

Jammu, J&K

Silvasa, Dadra & Nagar Haveli

Alwar, Rajasthan

Katni, Madhya Pradesh

Narendrapur, West Bengal

Pithampur, Madhya Pradesh

Siliguri, West Bengal

Newai, Rajasthan

Nasik, Maharashtra

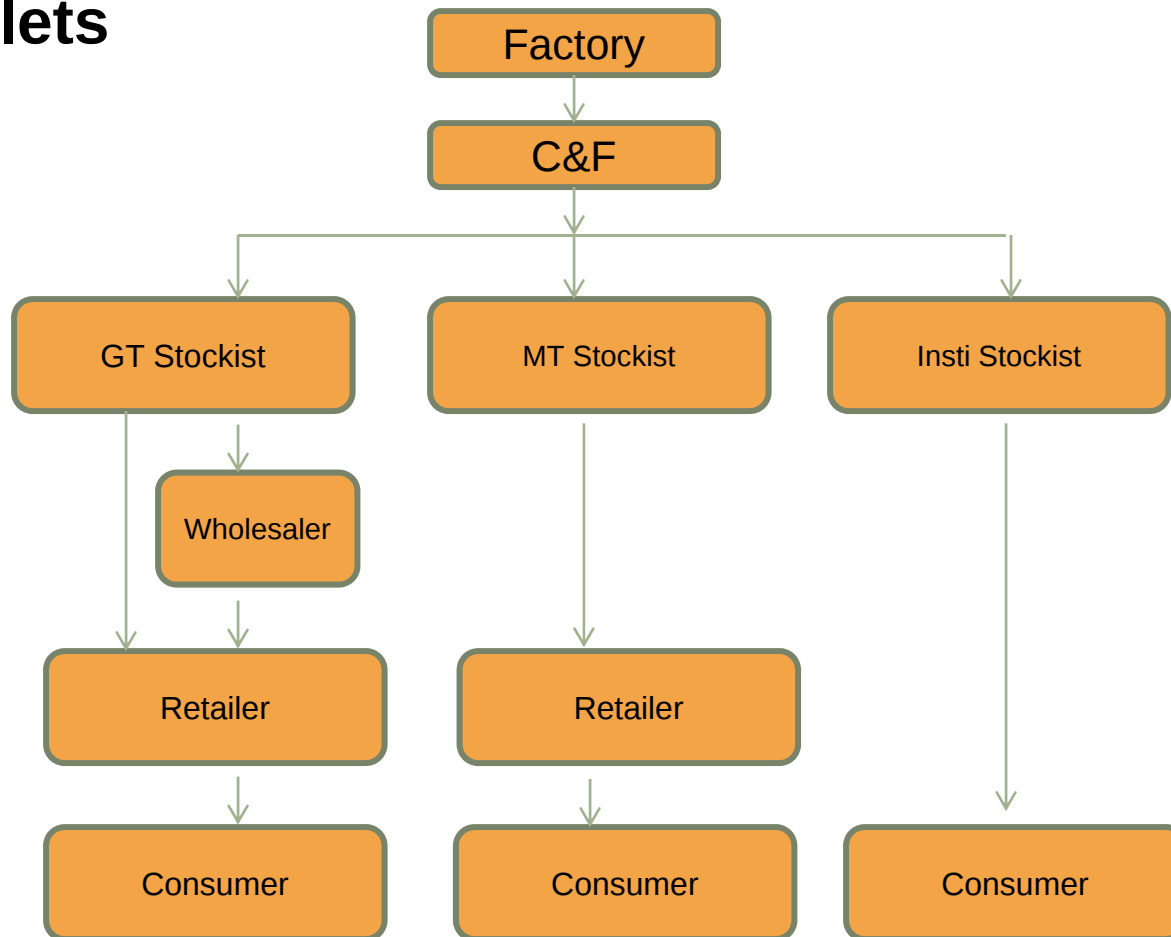
Seven International Manufacturing Locations



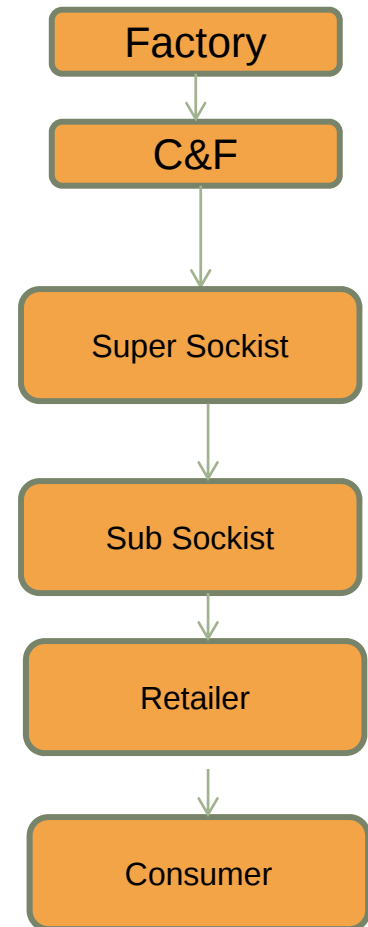
DISTRIBUTION FRAMEWORK

We reach to 6mn
Outlets

Urban



Rural



DISTRIBUTION EXPANSION

Project Double

- Rolled out in FY13 to expand direct coverage in rural markets
- Direct Village coverage has increased from 14000 villages in FY11 to 44,000 villages in FY15
- Focus on increasing efficiency and productivity of the channel

Project 50-50

- Aimed at leveraging the potential of Top 130 towns which contribute to 50% of urban consumption
- Segregating the grocery channel teams for wholesale & retail
- Initiative is in line with renewed focus on urban markets

Project CORE

- To enhance chemist coverage and provide further impetus to our Health Care portfolio
- Direct Chemist Coverage is currently 213,000
- Strategy is to increase coverage and range for better throughput

DISTRIBUTION INITIATIVES



Focus on enhancing field efficiencies

- Inducted around 1000 Village salesmen on company rolls
- Increase the outlet coverage per SSM

Increasing Direct Reach

- Near term target to increase direct reach to 1 mn outlets

Product Focus

- Rural Focused Product Mix
- Innovative launches in Urban

Capability enhancement through training and IT enablement

Focus on alternative channels- Increased role of Modern Trade, Cash & Carry and other channels



WHAT IS AYURVEDA?



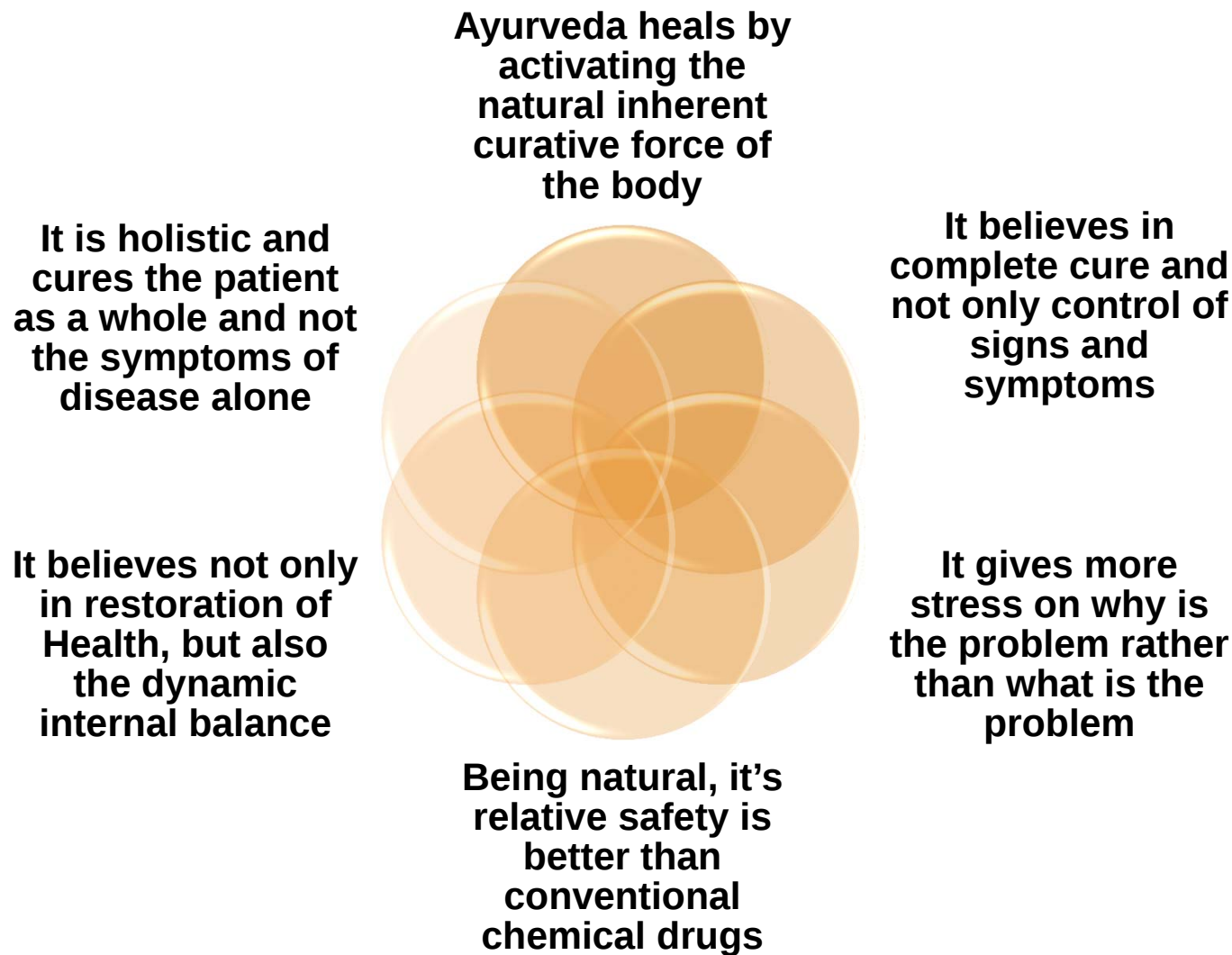
“AYUR” + “VEDA” = SCIENCE OF LIFE

Ayurveda is the traditional system of healthcare which promotes **PREVENTION FIRST** and **CURE NEXT**

Ayurveda is based upon Natural Remedies which incorporate the healing properties of plants and herbs.



SALIENT FEATURES OF AYURVEDA



AYURVEDA IS WELL REGULATED IN INDIA



Ministry of AYUSH

(**A**yurveda, **Y**oga, **U**nani, **S**iddha & **H**omoeopathy)



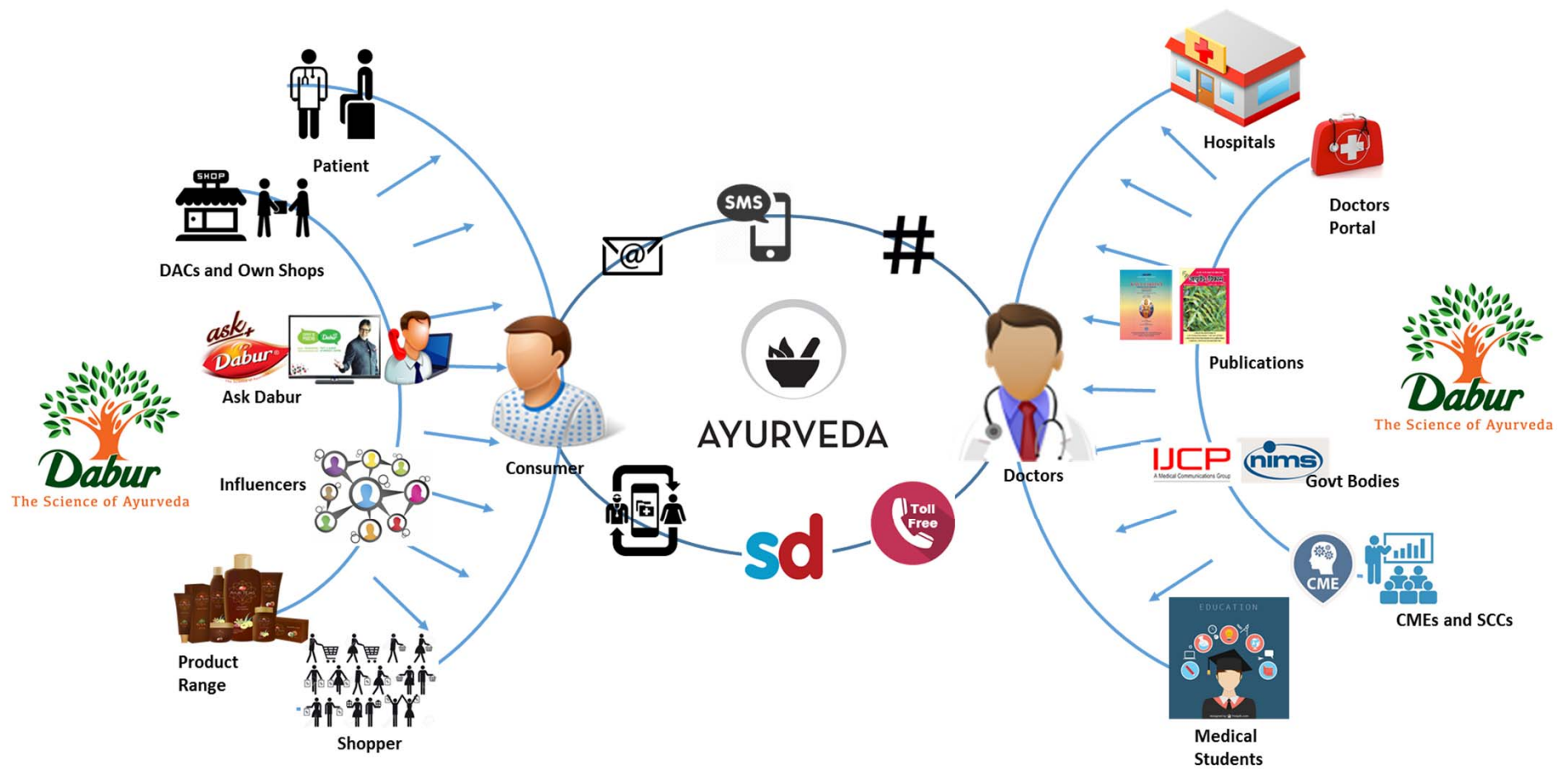
Ayurvedic Education is controlled by

CCIM - 1970 Act

(**C**entral **C**ouncil for **I**ndian **M**edicine)

**Under Ministry of Health & Family Welfare
Govt. of India**

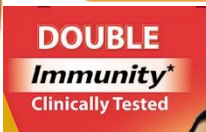
DABUR & AYURVEDA



CLAIM BASED COMMUNICATION



Double immunity



Clinically proven formula



Stay fit, feel young



2X faster physical growth



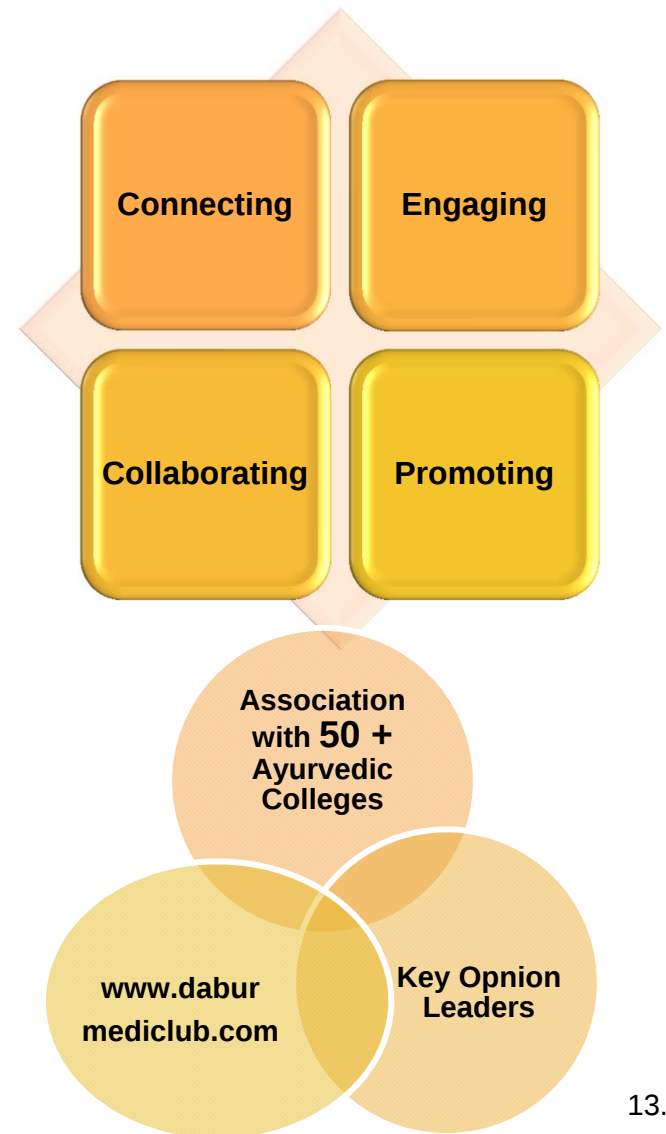
Clinically proven formula



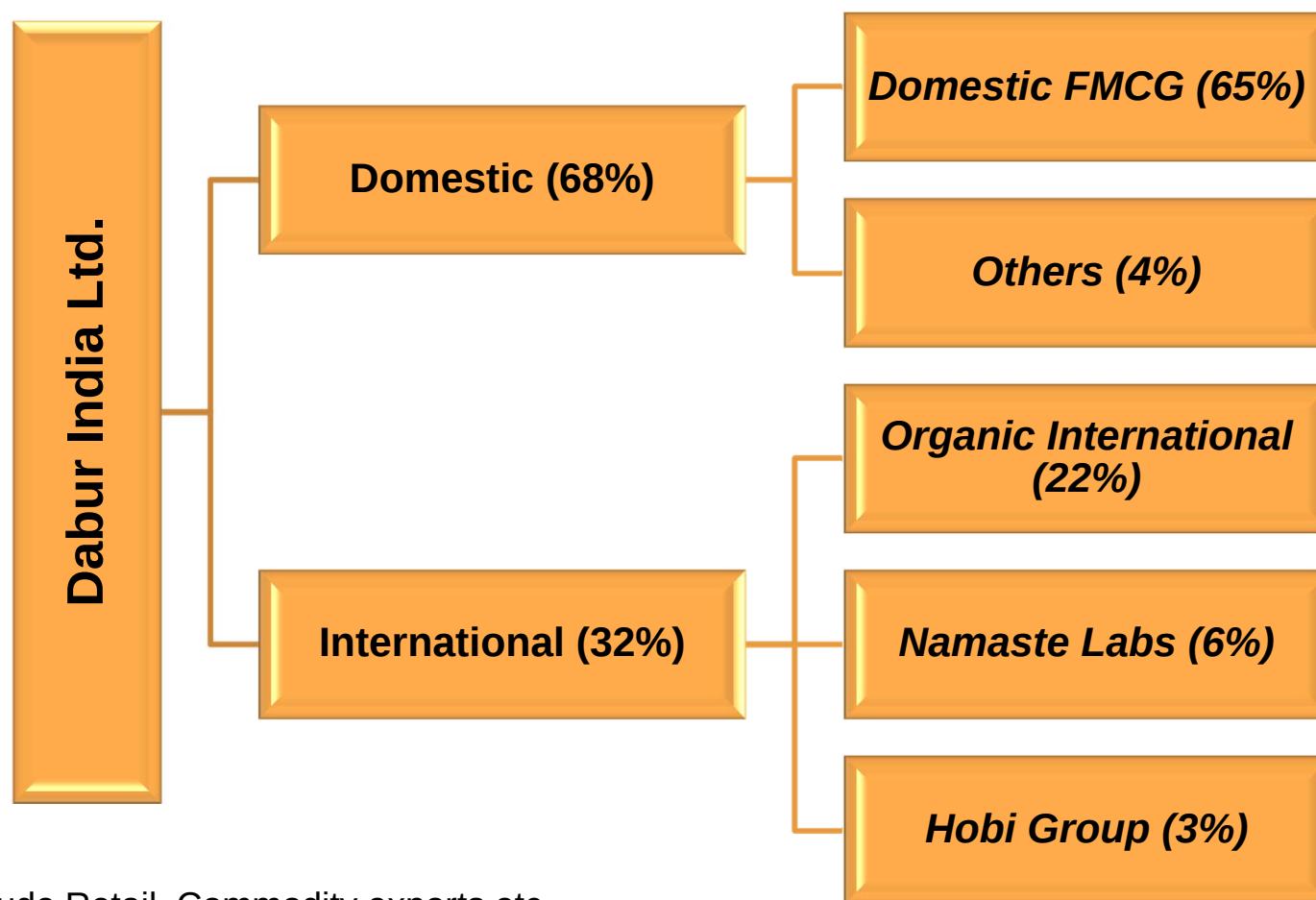
PROMOTING AYURVEDA: DOCTOR REACH

**Directly
reaching
32000+
Doctors**

- Detailing and Product sampling



DABUR BUSINESS STRUCTURE

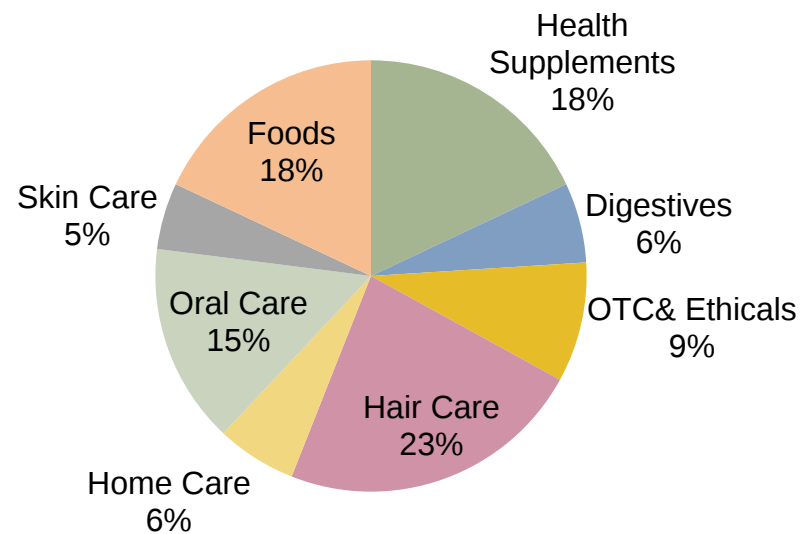
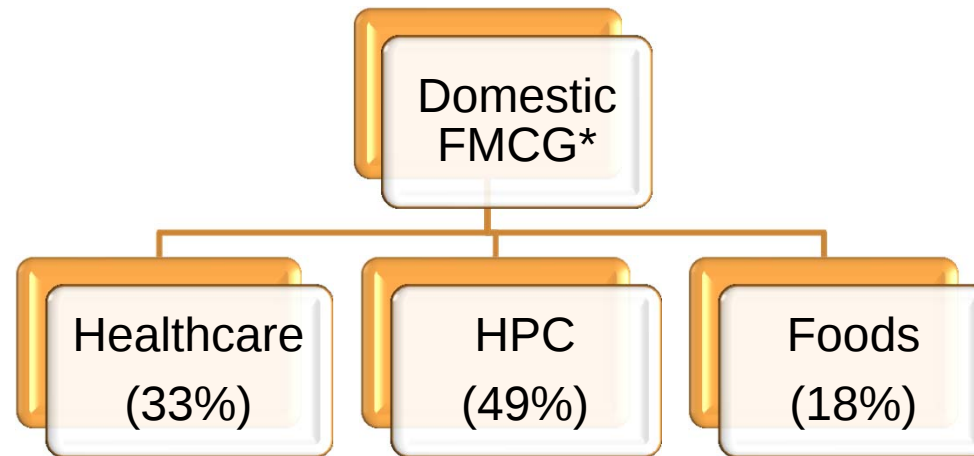


* Others include Retail, Commodity exports etc

Note: % figure in brackets indicate % share in Consolidated Sales for FY16

INDIA BUSINESS

SALES BY BUSINESS VERTICAL

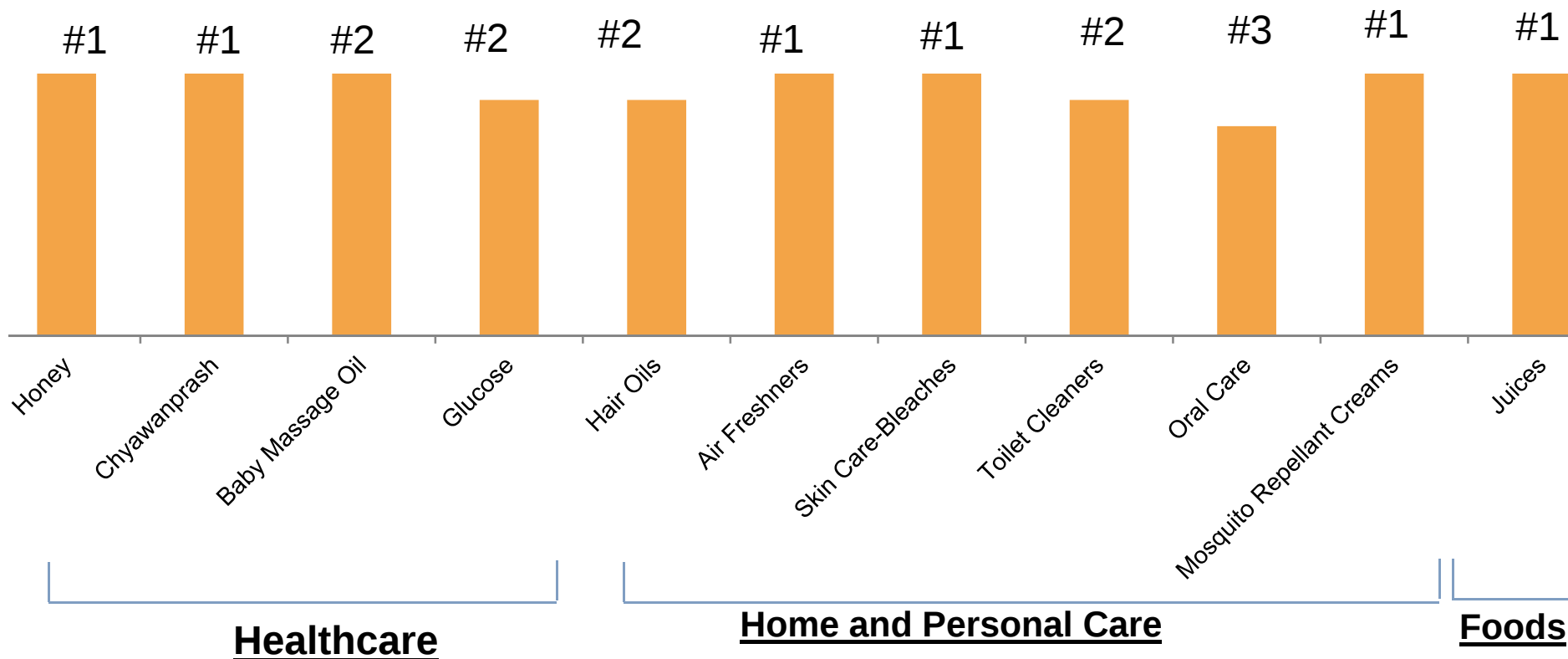


* Breakdown of Domestic FMCG business basis FY16 Sales

MARKET LEADER IN 6 CATEGORIES

We continue to lead across verticals- Healthcare , HPC and Foods

#Relative Competitive Position



* Position basis Nielsen Market Share data MAT Dec'16
17.

BUSINESS STRATEGY

Healthcare

- Leadership in Ayurveda – scientific evidence & research
- OTC portfolio to be scaled up through innovation & awareness creation
- Doctor advocacy through Medico Marketing channel

Home & Personal Care

- Ayurvedic / Herbal focus
- Premiumization & Differentiation
- Strong innovation agenda

Foods

- Maintain leadership in Juices & Nectars category
- Leveraging the Fruit equity associated with the 'Real' brand
- Focus on Healthy range of products

BUILDING CONSUMER CONNECT

Glucose- Ab Daudega Hindustan



Dabur Odomos- Dengue Awareness Tie up with NDMC & ITDC



Dil Se DUA- Rakhi Gift Pack(Real)



Dabur Amla Dulaar Activation



FOCUS ON INNOVATIONS



Dabur Red Gel



Real Wellnezz- Amla



Honitus- Hot Sip



Dabur
Madhurakshak



Dabur Brahmi Amla Hair Oil



Dabur Honey Ginger



Honey Fruit
Spread



Fem Ultra
Gold Bleach

CONTINUE TO BUILD BIGGER BRANDS

10bn+



1bn+



16 brands with turnover of INR 1bn+ with 3 brands over 10bn

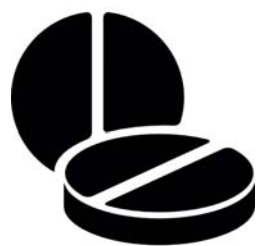
MOST TRUSTED BRANDS



ORAL CARE		
	2016	2015
1	Colgate	1
2	Closeup	2
3	Dabur (Toothpaste)	4
4	Pepsodent	3
5	Patanjali Dant Kanti	NE
6	Oral-B	5
7	Vicco Vajradanti	7
8	Babool	6
9	Sensodyne	9
10	Anchor	8

- **Dabur Red Paste** and **Dabur Hajmola** – have been ranked amongst the **biggest gainers** in the latest **Brand Equity Most Trusted Brands List**
- Dabur Red Paste moved up 66 places and **was ranked 34 in the Brand Equity Most Trusted Brands 2016** list, released by The Economic Times, up from its ranking of 100 in the previous year
- In the Oral Care category list, ***Dabur Red Paste took the third place***, a gain of one rank from the previous year. The year 2016 had seen Dabur Red Paste also break into the Top 3 in the market, becoming the third largest toothpaste brand in the country.
- **Hajmola** gained 38 places and was ranked 85 in the list. The brand was also ranked in the **Top 5 in the OTC category** for 2016

DEMONETISATION



Medicines



Grocery and Food essentials



Personal and Home care



Impulse and Non essentials like biscuits, chocolates, Soft drinks, snacks, packaged food

Least Impacted

Highest Impacted

The Indian EXPRESS
JOURNALISM OF COURAGE
WEDNESDAY, NOVEMBER 9, 2016

THE GREAT CASH CLEAN-UP
₹ 500, ₹ 1000 NOTES DISCONTINUED FROM TODAY

THE HIGHLIGHTS
MOVE TO AFFECT OVER 85% OF CASH-ENCOURAGE ELECTRONIC TRANSACTIONS

INSIDE PAGES 10-21
A WHITER SHADE OF ECONOMY

CHHATTISGARH MURDER FIR NAMES DU, JNU PROFESSORS AMONG 20

Chain Reaction

Consumer product goods (CPG) cos cutting production by **10-20%**

Britannia & Parle have cut down production by **15-20%**

Dabur sales down 20% over last week

ITC's FMCG product sales down by over **20%** (mostly in discretionary categories like instant noodles, biscuits)

Cash-led traditional trade accounts for about **72%** of CPG sales

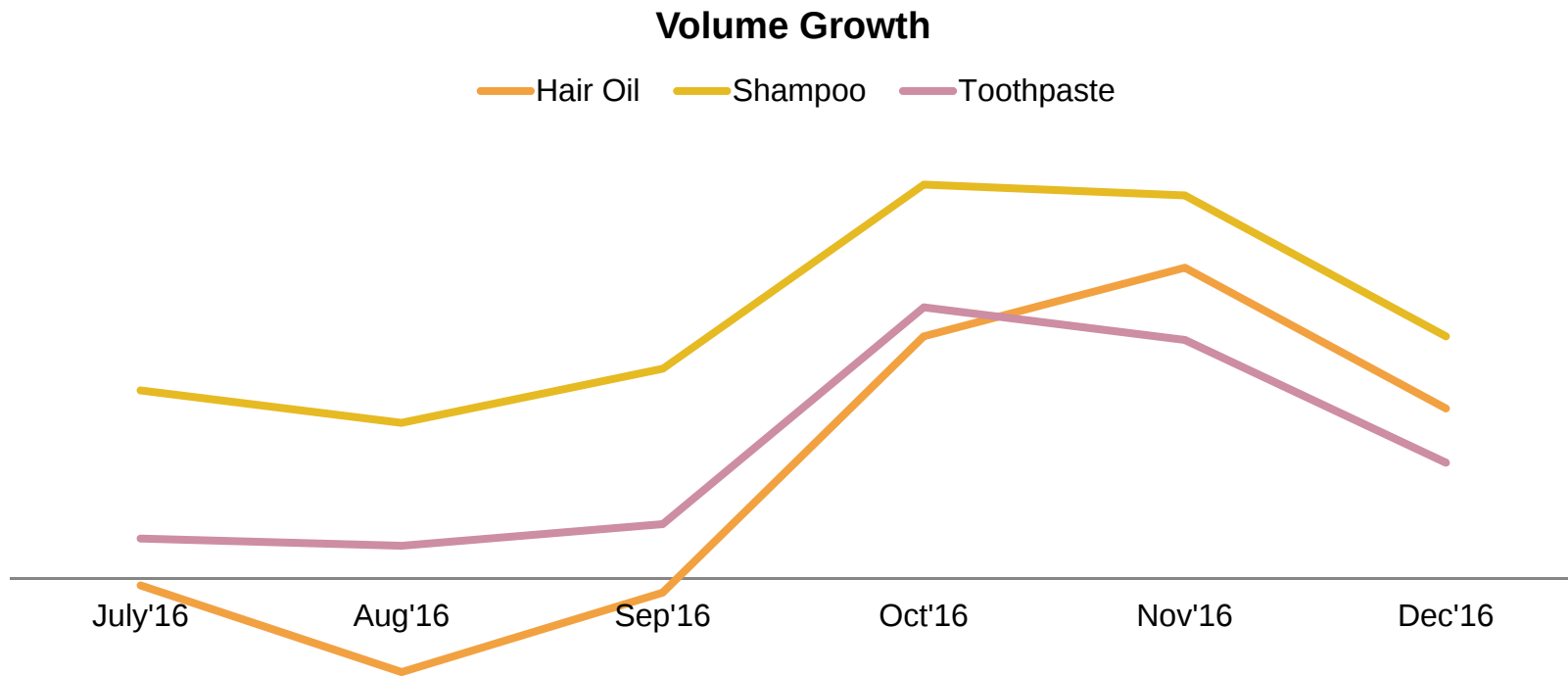
Business down for nearly **70%** of **neighbourhood outlets**

Sales jumped to **30%** during weekdays & **50%** on weekends for **India's largest grocer Future Group**



MONTHLY TREND: CATEGORY GROWTH

On account of demonetization growth for Personal Care categories like Shampoo, Hair Oil and Toothpaste decelerated sharply in Dec'16 to almost half of Nov'16 levels



Source: December Retail Audit Report, AC Nielsen

KEY INITIATIVES BY DABUR

Increased focus on Modern Trade, Institutional and E-Commerce channels

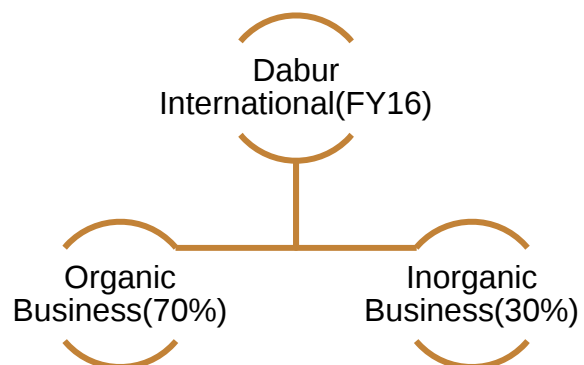
Extended credit to trade on selective basis and helped increase digitization

Destocking and improving the channel hygiene

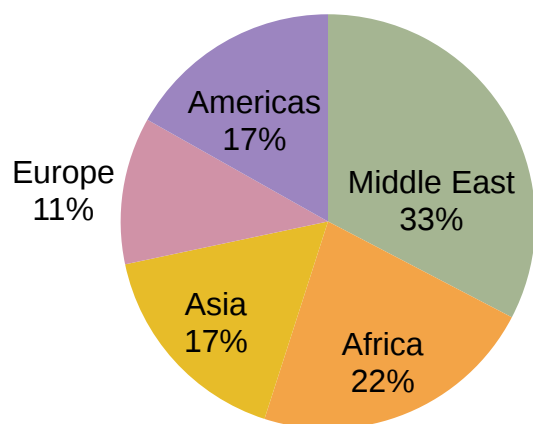
Adjusting the portfolio to market needs and sharper focus on category/ channel/ product

INTERNATIONAL BUSINESS

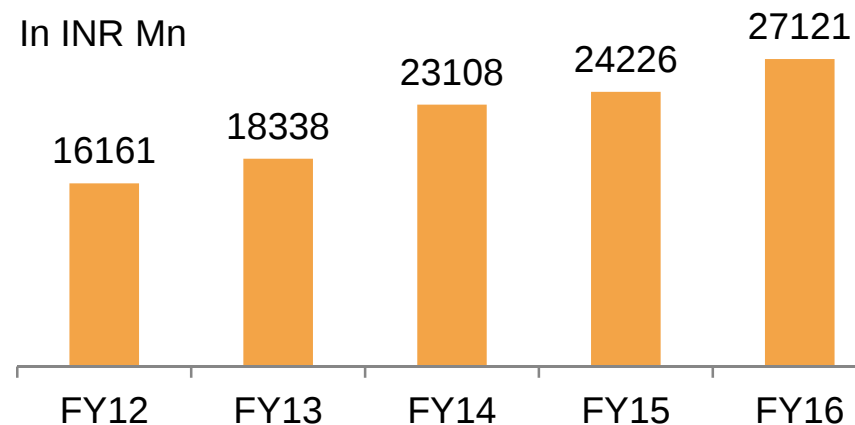
BUSINESS OVERVIEW



Regionwise Sales FY16



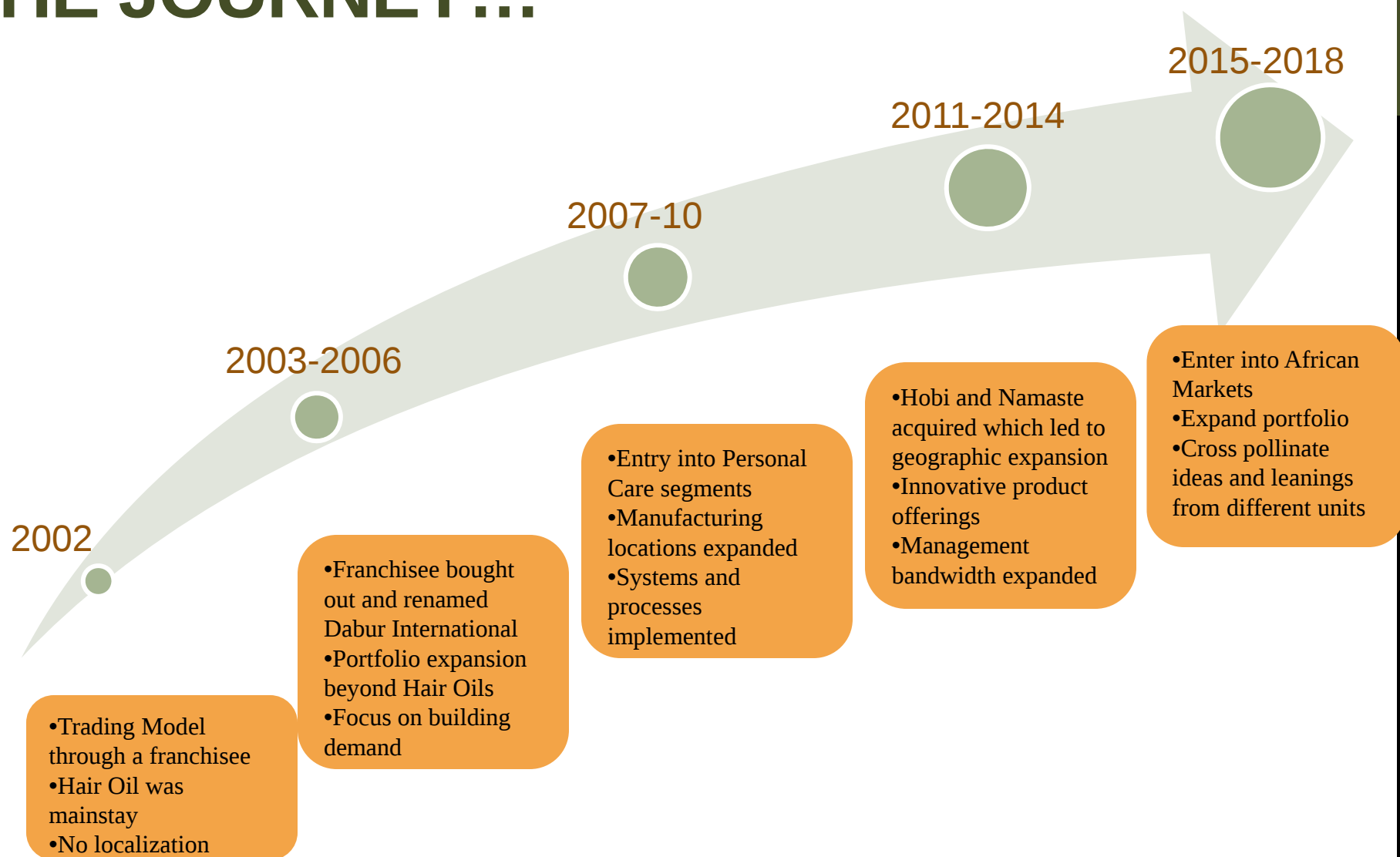
Sales Trend



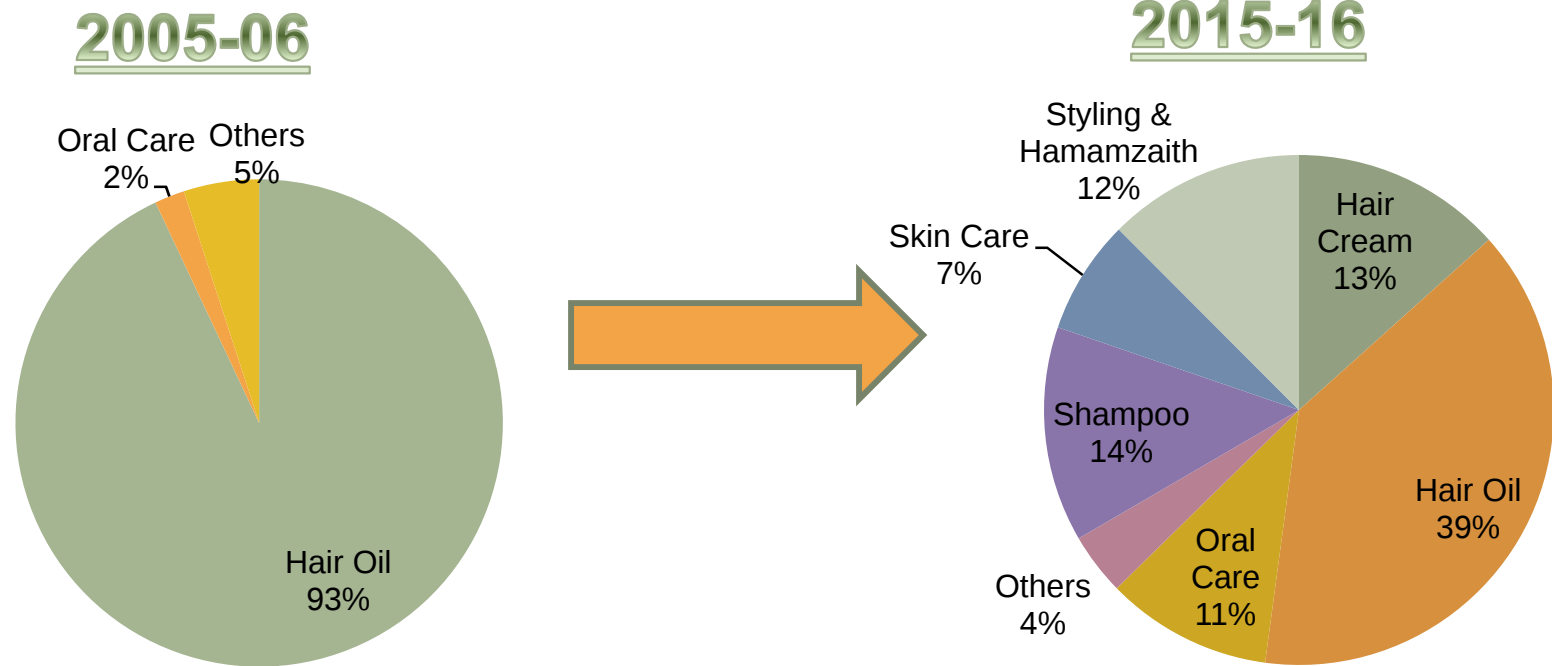
Key Markets

Middle East	• Saudi Arabia, UAE
Africa	• Egypt, Nigeria, Kenya, South Africa
Europe	• Turkey, UK
Asia	• Nepal, Bangladesh, Pakistan
America	• USA

THE JOURNEY...



ORGANIC INTERNATIONAL BUSINESS



The Organic International Business has evolved from being just a Hair Oil business to a diversified personal care entity

RECENT INNOVATIONS



Dermoviva Facial Fluid Range



Amla Men
Hair Tonic



Herbal Olive Enamel Care
Toothpaste



Vatika Shampoo
Relaunch



Dermoviva Baby Range- Olive
Enriched Powder
and Olive Baby Soap



Vatika Stand Tough
Styling Gel

NAMASTE: FOCUS ON 'NATURAL' OFFERINGS



Olive Oil Range- Shampoo, Conditioner, Mask and Mousse



Curls Unleashed- Shea Butter & Honey Curl Defining Cream

Monoi Oil Range- Shampoo, Conditioner, Illuminating Spray and Oil Fusion



SUSTAINABILITY: A KEY FOCUS

Dabur is committed to being a responsible company and making a positive contribution to Society and Environment

2015 acres under cultivation for rare medicinal herbs in India

2,110 beneficiary families of our Self – Help Group initiatives

18,00,000 school kids benefited from health & oral hygiene programmes

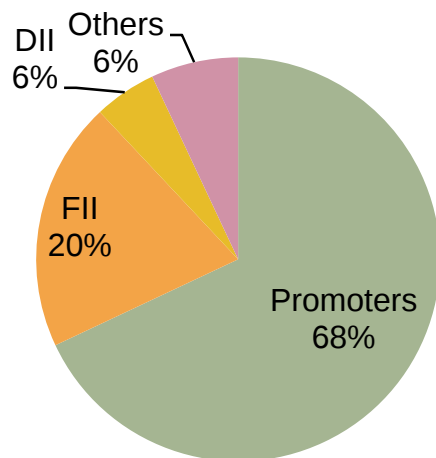
8 States covered under our Agronomical Initiatives

1,228 farmers/beneficiaries of our Agronomical initiatives in India

569 women trained at our vocational training centers

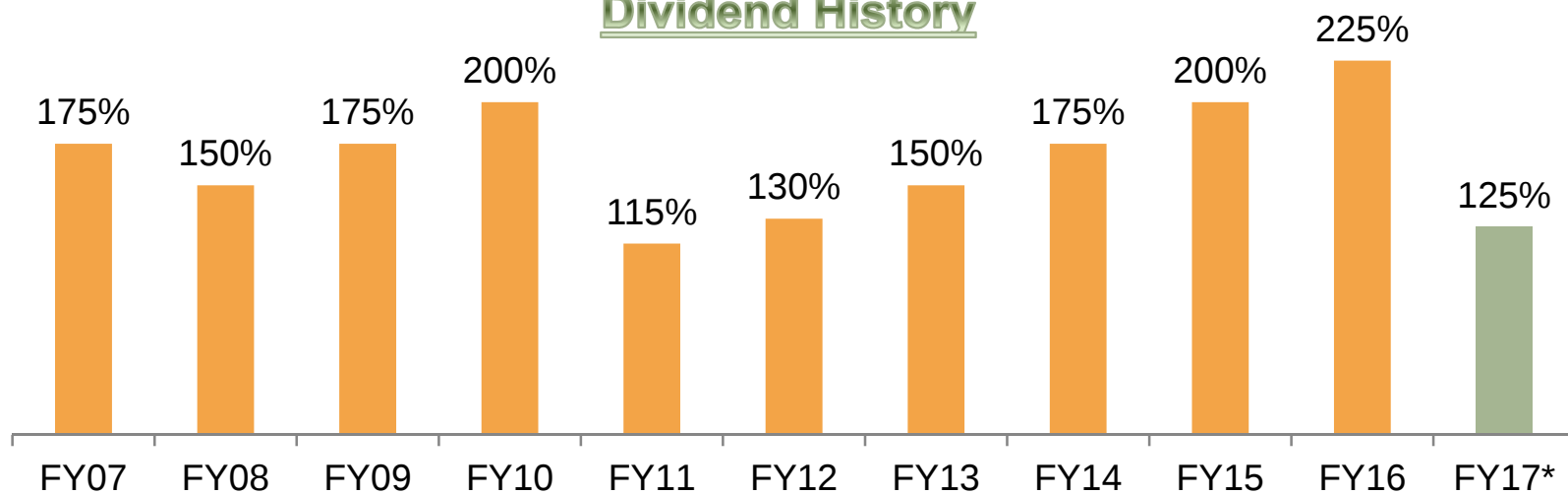
SHAREHOLDING PATTERN AND DIVIDEND HISTORY

Shareholding Pattern- As on 31st December, 2016



32% of Dabur's shares are held by the Public

Dividend History



* Interim Dividend

CONSOLIDATED P&L

In INR Mn

DIL (Consolidated) P&L in Rs. million	Q3FY17	Q3FY16	YoY (%)	9MFY17	9MY16	YoY (%)
Net Sales	18,477	19,675	-6.1%	57,711	58,446	-1.3%
Other Operating Income	52	46		157	141	
Material Cost	9,383	9,382	0.0%	28,671	28,575	0.3%
% of Sales	50.8%	47.7%		49.7%	49.5%	
Employee Costs	1,892	2,026	-6.6%	6,165	5,923	4.1%
% of Sales	10.24%	10.3%		31.3%	30.1%	
Advertising & Publicity	1,772	2,247	-21.1%	5,231	6,151	-15.0%
% of Sales	9.6%	11.4%		26.6%	31.3%	
Other Expenses	2,143	2,287	-6.3%	6,887	6,907	-0.3%
% of Sales	11.6%	11.6%		35.0%	35.1%	
Operating Profit	3,338.8	3,778.0	-11.6%	10,913.8	11,030.8	-1.1%
% of Sales	18.1%	19.2%		18.9%	18.9%	
Other Income	830.6	598.3	38.8%	2333.1	1633.2	42.9%
EBITDA	4,169.4	4,376.3	-4.7%	13,246.9	12,664.0	4.6%
% of Sales	22.6%	22.2%		23.0%	21.7%	
Finance Costs	139.4	110.1	26.6%	423.7	352.9	20.1%
Depreciation & Amortization	332.6	321.5	3.5%	1033.2	974.3	6.1%
Profit Before Tax (PBT)	3697.3	3944.7	-6.3%	11790.0	11336.9	4.0%
Tax Expenses	752.5	766.9		2326.7	2130.9	
PAT(Before Minority Interest)	2944.8	3177.8	-7.3%	9463.3	9205.9	2.8%
% of Sales	15.9%	16.2%		16.4%	15.8%	
Minority Interest - Profit/(Loss)	9.1	2.5	262.5%	28.3	12.8	120.9%
Share of profit / (loss) of associates & joint venture	1.78	0.42		0.7%	0.3%	
PAT (After Minority Interest)	2,937	3,176	-7.5%	9,438	9,197	2.6%
% of Sales	15.9%	16.1%		16.4%	15.7%	

Note: IND AS implemented w.e.f 1st April,2016

STATEMENT OF ASSETS AND LIABILITIES*

Particulars	As at 31/03/2016 (Audited)	As at 31/03/2015 (Audited)
A EQUITY AND LIABILITIES		
1 Shareholders' funds		
(a) Share capital	1759.1	1756.5
(b) Reserves and surplus	39841.6	31784.9
Sub-total - Shareholders' funds	41,600.7	33,541.4
2. Minority interest	216.8	181.6
3. Non-current liabilities		
(a) Long-term borrowings	3414.5	2105.7
(b) Deferred tax liabilities (net)	765.4	587.1
(c) Long Term Provisions	508.8	462.1
Sub-total - Non-current liabilities	4,688.7	2155.0
4. Current liabilities		
(a) Short-term borrowings	4,497.4	5,229.8
(b) Trade payables	13,301.8	10,958.5
(c) Other current liabilities	3,567.4	5,415.2
(d) Short-term provisions	3,332.0	2,581.4
Sub-total - Current liabilities	24,698.6	24,184.9
TOTAL - EQUITY AND LIABILITIES	71,204.8	61,062.8
B ASSETS		
1. Non-current assets		
(a) Fixed assets	13,732.8	13,060.3
(b) Goodwill on consolidation	6,214.0	6,214.0
(c) Non-current investments	17,873.1	13,874.0
(d) Long-term loans and advances	295.1	207.5
(e) Other non-current assets	181.7	201.3
Sub-total - Non-current assets	38,296.7	33,557.1
2 Current assets		
(a) Current investments	7,365.4	4,259.7
(b) Inventories	10,965.0	9,732.7
(c) Trade receivables	8,097.0	7,108.4
(d) Cash and bank balances	2,204.0	2,760.4
(e) Short-term loans and advances	3,265.3	2,788.7
(f) Other current assets	1,011.4	855.8
Sub-total - Current assets	32,908.1	27,505.7
Total -Assets	71,204.8	61,062.8

In INR Mn

Thank You

