



Investor Presentation

February 2018

Contents

1. Dabur – Overview

- 2. Q3 FY18 – Overview
- 3. Category Highlights
- 4. Business Initiatives
- 5. Recent Launches
- 6. International Business – Overview
- 7. Business Strategy
- 8. Annexure

Dabur – Overview



Overview

Established in 1884 – 133 years of trust and excellence

One of the world's largest in Ayurveda and natural healthcare

Having one of the largest distribution network in India, covering 6 mn+ outlets

20 world class manufacturing facilities catering to needs of diverse markets

Strong overseas presence with ~30% contribution to consolidated sales



Market
cap:
US\$
9.4bn

Awards



Dabur Red Paste rated as 2nd most trusted brand by the consumers in the Oral Care category by the **Brand Equity India's Most Trust Brand 2017**



Dabur Vatika **#BraveandBeautiful** campaign **wins 2 Effies**



Dabur **moves up 4 Places in Fortune India 500 List**; ranked 163 in the list for 2015



Dabur **ranked 25 in the list of Best Companies for CSR in India**, according to the Economic Times

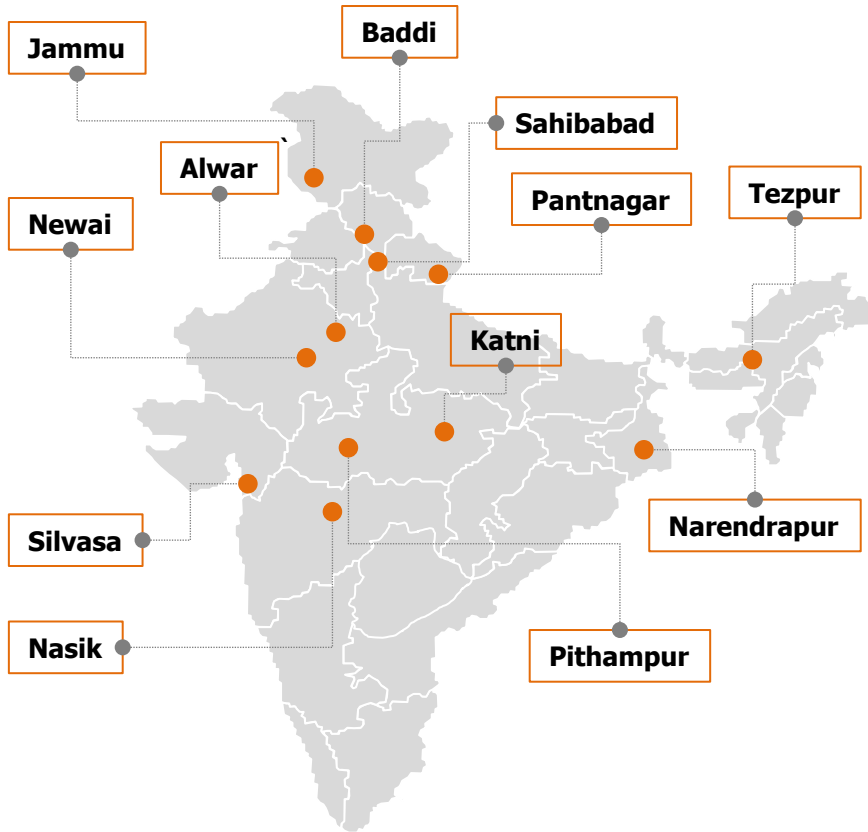


Dabur India **successfully held the first-ever Guinness World Record attempt for the largest simultaneous Nasya Panchkarma Treatment session**

Manufacturing facilities



12 manufacturing locations in India



8 international manufacturing locations



UAE



Egypt



Nigeria



South Africa



Turkey



Sri Lanka



Bangladesh

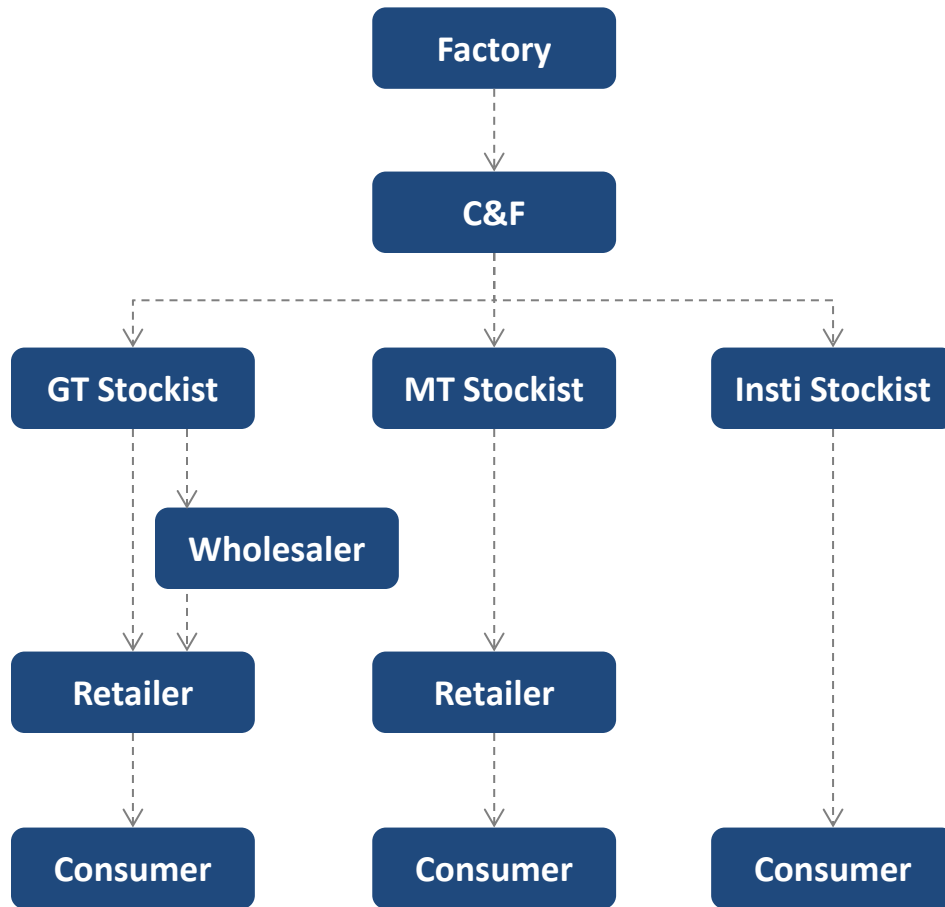


Nepal

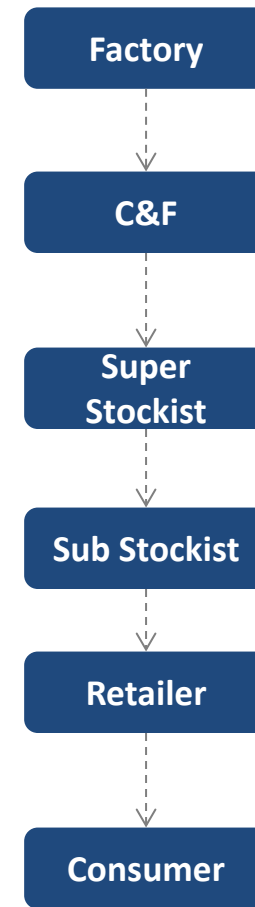
Distribution network



Urban



Rural



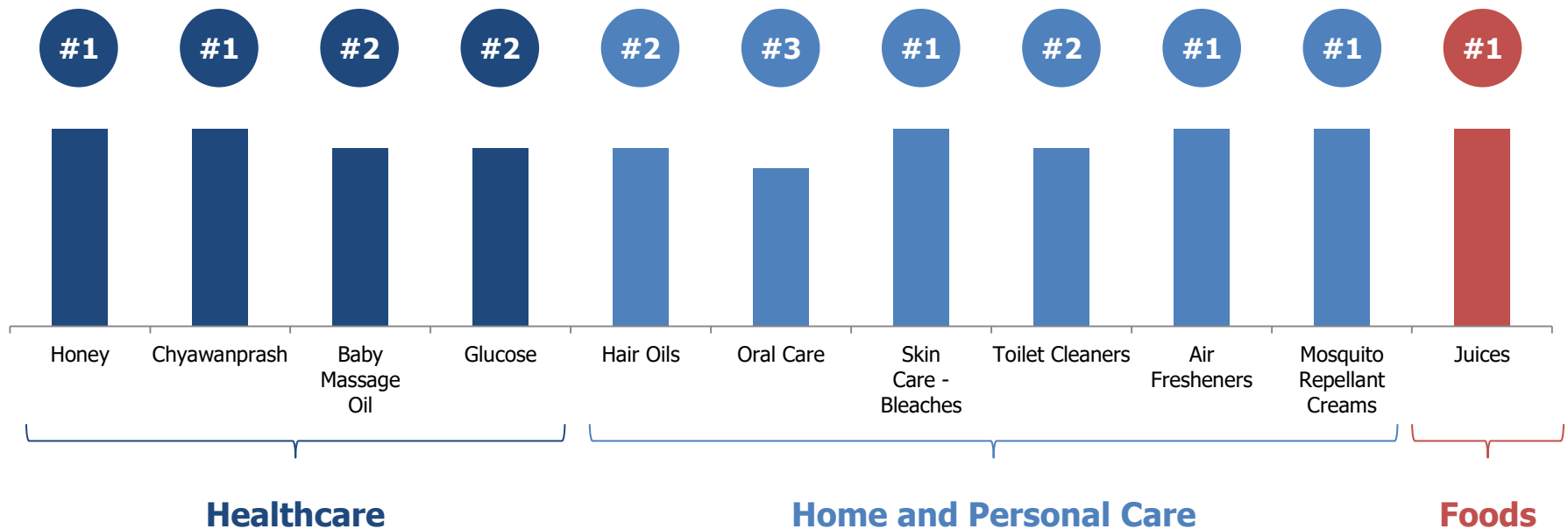
Distribution reach of 6.3 mn retail outlets; Cover over 40,000 villages directly

Market leader in 6 categories



Leading position in key categories across verticals

#Relative Competitive Position¹



¹. Position basis Nielsen Market Share data MAT Dec'17

Building bigger brands



10 bn+



Amla
Hair Oil



1 bn+



16 brands with turnover of INR 1bn+ with 3 brands which are 10bn+

Contents

1. Dabur – Overview

2. Q3 FY18 – Overview

3. Category Highlights

4. Business Initiatives

5. Recent Launches

6. International Business – Overview

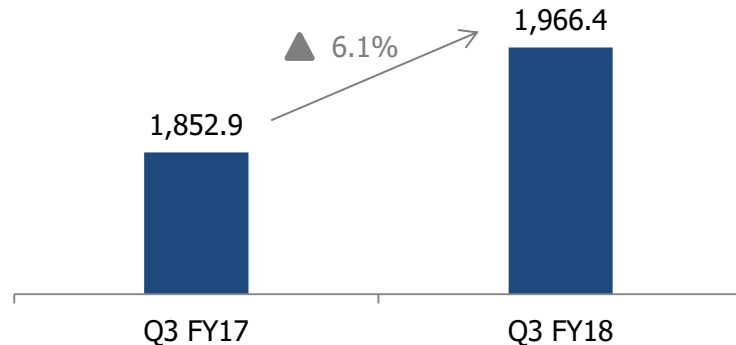
7. Business Strategy

8. Annexure

Q3 FY18 – Consolidated Financials

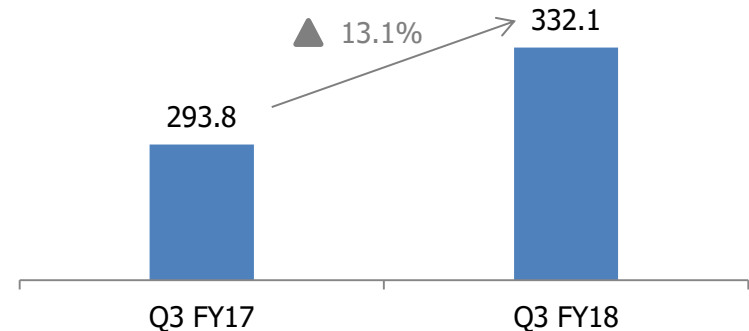


Revenue



- Consolidated revenue increased by 6.1% on reported basis, GST adjusted constant currency growth was 12.9%
- Domestic business revenue grew by 17.7% led by volume growth of 13.0%
- International Business grew by 5% on constant currency basis on the back of strong growth in GCC, Egypt, SSA and Nepal
- Currency devaluation in overseas markets resulted in translation loss of INR 66 crore (3.6%)

Profit After Tax

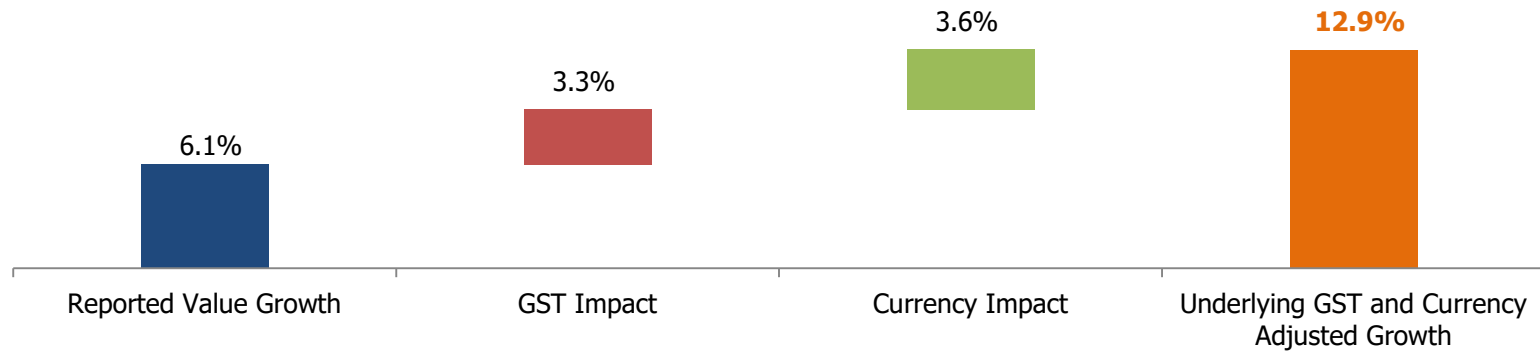


- Consolidated Profit After Tax (PAT) grew by 13.1%
- Material cost came down from 50.6% of sales to 48.4% of sales
- Operating margin at 20.5% in Q3 FY18 vs 18.0% in Q3 FY17.
- PAT margin increased from 15.9% to 16.9%

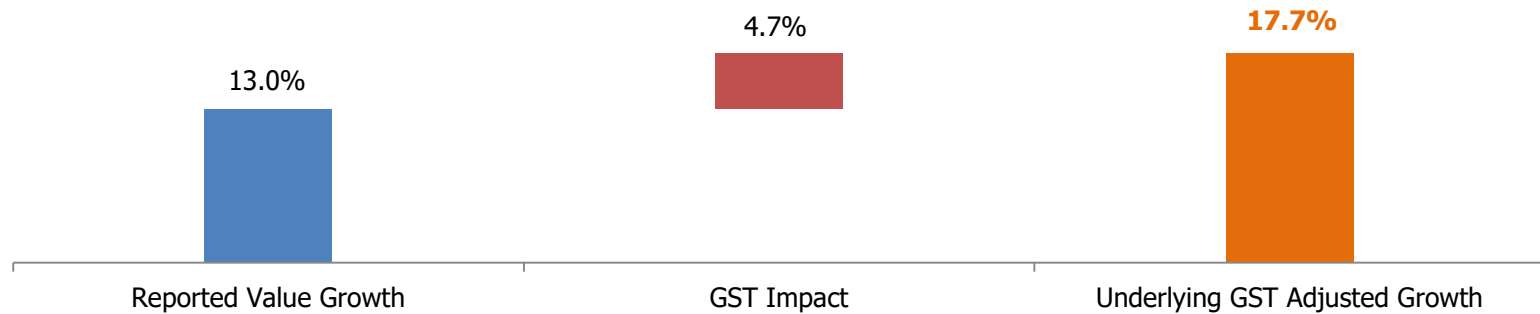
Q3 FY18 – Impact of GST and Currency on Growth



Consolidated Revenue from Operations



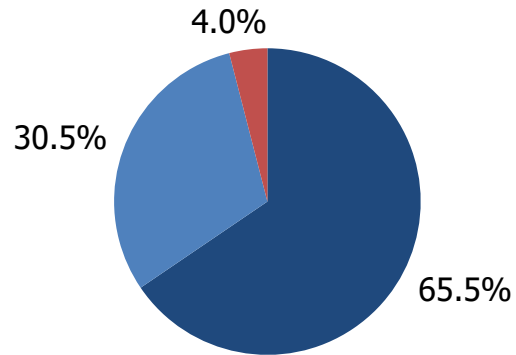
Domestic FMCG Revenue



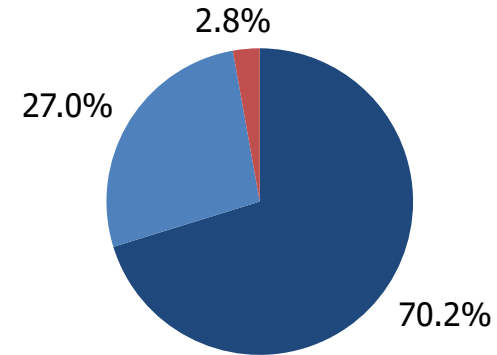
Q3 FY18 – Business Overview



Q3 FY17



Q3 FY18



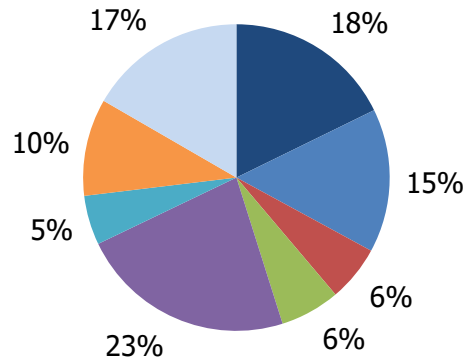
■ Domestic ■ International ■ Others

- **Contribution of Domestic FMCG increased to 70% from 65% last year**
- **International Business contributed 27% as compared to 30% last year**

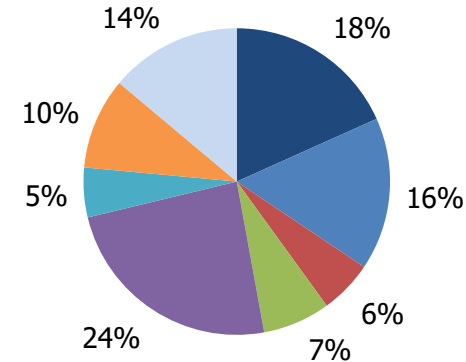
Domestic FMCG – Category-wise Sales



Q3 FY17



Q3 FY18



■ Hair Care ■ Oral Care ■ Skin Care ■ Home Care ■ Health Supplements ■ Digestives ■ OTC & Ethicals ■ Foods

- **Share of Hair Care category remained stable at 18%**
- **Oral Care category increased share from 15% to 16%**
- **Home Care and Health Supplements also increased share by ~1%**
- **Food decreased from 17% in Q3 FY17 to 14% in Q3 FY18**

1. Dabur – Overview
2. Q3 FY18 – Overview
- 3. Category Highlights**
4. Business Initiatives
5. Recent Launches
6. International Business – Overview
7. Business Strategy
8. Annexure

Home and Personal Care (HPC) – Q3 FY18



- **HPC posted a growth of 22.9% in Q3 FY18**
- **Oral care** recorded a **growth of 23%** driven by increase in penetration, strengthening foothold in MT, strong growth in South and increase in commerce sales
 - **Toothpaste** category recorded **growth of 26%** and gained market share
 - › **Red Toothpaste Franchise** continued its growth momentum
 - › **Babool & Meswak** recorded strong double digit growth
 - **Toothpowder** category posted **growth of 6.2%**
- **Hair oil** category grew by **16.7%** on the back of good growth in both coconut and perfumed oils
- **Shampoos category grew by 56%** driven by re-launch of Vatika Shampoo brand and focused marketing initiatives
- **Homecare category posted growth of 36%** led by strong performance of Odonil and Sanifresh
- **Skin care posted growth of 14.5%** driven by double digit growth across brands



Dabur Gulabari Franchise



Relaunched Vatika Hair Oil in South

Healthcare (HC) – Q3 FY18



- Healthcare vertical posted growth of **16.6%** in Q3 FY18
- Health Supplements grew by **19.5%** on the back of strong growth of Chyawanprash and Honey
- Dabur Honey reported a strong recovery growing by **33.2%** and gaining market share
- Digestives posted growth of **19.3%** led by strong performance of Hajmola tablets and Pudina Hara group
- OTC & Ethicals category grew by **8.7%** led by good growth in Lal Tail, Honitus, Ashokarishta and Dashmularishta

Asavs



Hajmola – New TVC



Ayurvedic Health Tonic for Women:
Dabur Ashokarishta



Dabur Honitus Hot Sip

- **Foods category remained flat during Q3** primarily on account of high base as Foods had grown at 52% in Q3FY17.
- Shifting of Diwali season & proliferation of value players also impacted sales in the quarter
- Culinary business impacted by supply issues for some of the key SKUs
- Launched **India's first range of packaged fruit-based Mocktails in a ready-to-drink format under the Réal brand**
- Activ Coconut Water continued to post good sales
- Continued A&P support to increase frequency of consumption
- Focus on innovation and penetration led growth



First Ever TVC For Real Pomegranate



Real Mocktails



Dabur Hommade range with new packaging

1. Dabur – Overview
2. Q3 FY18 – Overview
3. Category Highlights
- 4. Business Initiatives**
5. Recent Launches
6. International Business – Overview
7. Business Strategy
8. Annexure

Project Buniyaad – Distribution enhancement



Urban Strategy

Leveraging potential through Channel based approach



Rural Strategy

Split the front line teams into two to increase reach and frequency – Showing significant positive gains



Portfolio Focus

Leveraging split teams for focused portfolio building



Enabling Technology

Using technology to track and improve performance and automate processes



New Avenues of Growth

Leveraging the alternate channels of MT and C&C to grow at a rapid pace

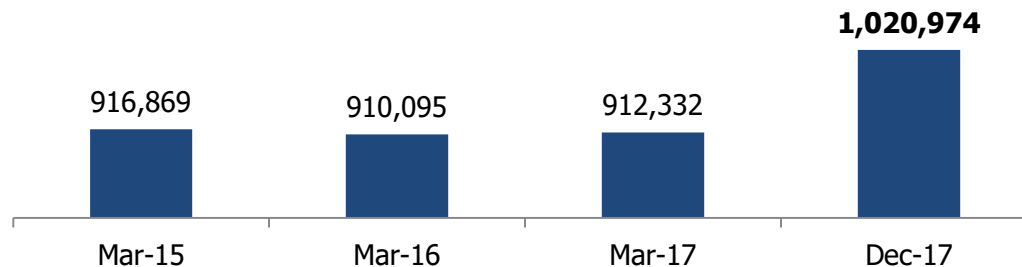


Continue Engagement

Using initiatives and technology to build and continuously motivate the trade and front line teams

Project Buniyaad achieves its direct reach target of 1 mn outlets

Direct Reach – No. of Outlets



Consumer/ Marketing Initiatives (1 of 2)



**School Contact Programs
(Oral Care)**



**Winter Special Offers on
Gulabari**



Festive TV Campaign



**Generating Trials for
Bleach through
Workshops and Seminars**



**Odonil Zipper – Title
Sponsor of ITA Awards
2017**



**Odonil Zipper - Khushboo
on Wheels**



**Odomos – Associating
with Government of Uttar
Pradesh**



Defeating Diabetes

Consumer/ Marketing Initiatives (2 of 2)



Monsoon Campaign for Dabur Chyawanprash



Dabur Honey – Weight Management



New Year Resolutions Campaign



Hajmola branded boats at Chitrakoot Mela, UP



Ayurved Parv



Honitus Hot Sip – TV Campaign



Real Mocktails



Dabur Amla Miss North India

1. Dabur – Overview
2. Q3 FY18 – Overview
3. Category Highlights
4. Business Initiatives
- 5. Recent Launches**
6. International Business – Overview
7. Business Strategy
8. Annexure

Recent Launches



Real Mocktails – Pina Colada and Virgin Mary



Odomos Fabric Roll-On



Sani Fresh Bathroom Cleaner



GlycoDab tablets - Ayurvedic medicine



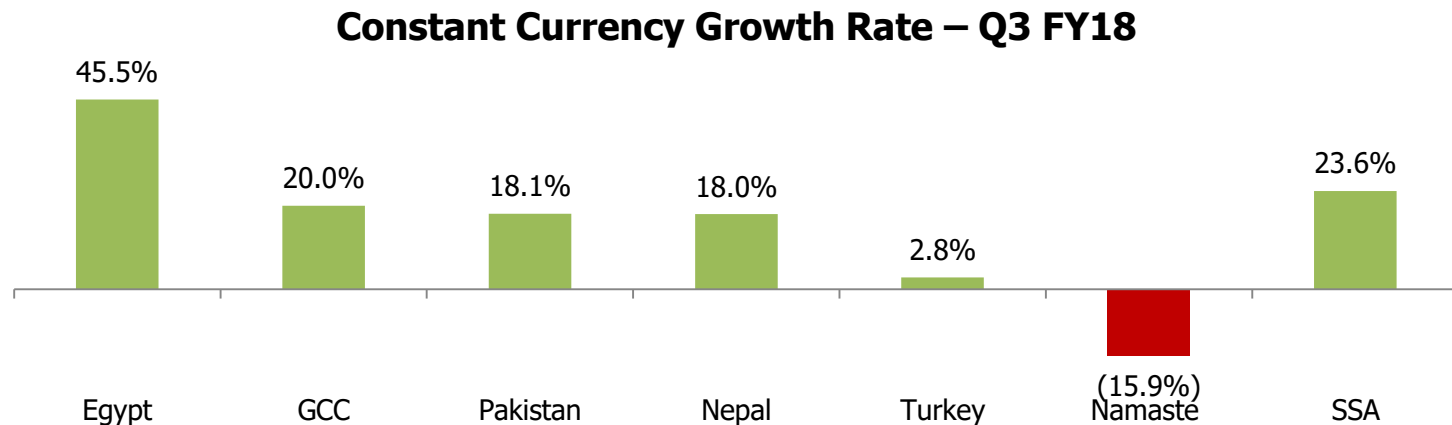
Odonil Nature Air Freshener – Fruit Blast

1. Dabur – Overview
2. Q3 FY18 – Overview
3. Category Highlights
4. Business Initiatives
5. Recent Launches
- 6. International Business – Overview**
7. Business Strategy
8. Annexure

International Business – Q3 FY18



- **International Business posted 5% growth in constant currency terms during Q3 FY18**
- Severe currency devaluation in Egyptian Pound, Naira and Turkish Lira led to significant translation loss of INR 66 crore impacting ~3.6% of consolidated sales
- **GCC markets** witnessed a turn around with constant currency growth of 20.0% led by Saudi Arabia which grew by 34%
- **Egypt** posted strong growth of 45.5% in constant currency
- **Sub Saharan Africa** posted 23.6% constant currency growth led by localization and distribution expansion initiatives in Nigeria, South Africa and East Africa
- SAARC markets reported good growth led by Nepal and Pakistan
- Shutdown in Algeria & Yemen led to loss of sales in North African region
- US business of Namaste reported muted performance due to category issues and competitive activity



Consumer & Marketing Initiatives – International



Dentist Advice to go back to Nature



Oral Care Program in UAE Schools



In Store visibility - shampoos



International Dental Conference, Iraq



Dabur Amla – Youtube campaign



Vatika Enrich Oil – Regional Arab TVC Airing



New Packaging for Vatika Hammam Zaith



Vatika Shampoo – Pan Arab TVC

1. Dabur – Overview
2. Q3 FY18 – Overview
3. Category Highlights
4. Business Initiatives
5. Recent Launches
6. International Business – Overview
- 7. Business Strategy**
8. Annexure

Healthcare

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

Home & Personal Care

- Ayurvedic / Herbal focus
- Premiumization & Differentiation
- Strong innovation agenda
- Potential to expand in adjacencies within current categories

Foods

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



Brands positioned on “Herbal and Natural” platform



Product portfolio customized to local preferences



Strong investments in brands and business



Leveraging Digital platform to enhance consumer awareness and brand visibility



Local supply chain & management offers strategic advantage

The next growth wave



Build bigger brands

More than 15 brands in the range of INR >0.1 to 1 bn which can grow to INR 1bn+



Continued Innovation

NPD pipeline primed to deliver new products in key categories – 4-5 new products every year



Driving distribution expansion

Direct reach of 1 mn +, increasing the no. of SKUs, rural potential, IT enablement, data analytics



Consumer Health

Strong core competence, low competitive intensity, strong profitability, low penetration



Geographical expansion

Expand into overseas focus markets where our brands are relevant – MENA, Africa, SAARC

1. Dabur – Overview
2. Q3 FY18 – Overview
3. Category Highlights
4. Business Initiatives
5. Recent Launches
6. International Business – Overview
7. Business Strategy
- 8. Annexure**

Consolidated Profit & Loss – Q3 FY18



	Q3 FY18	Q3 FY17	Y-o-Y (%)	9M FY18	9M FY17	Y-o-Y (%)
Revenue from operations	1,966.4	1,852.9	6.1%	5,715.4	5,786.8	(1.2%)
Other Income	66.3	83.1	(20.1%)	231.9	233.3	(0.6%)
Total Income	2,032.8	1,936.0	5.0%	5,947.4	6,020.1	(1.2%)
Material Cost	952.3	938.3	1.5%	2,844.0	2,867.1	(0.8%)
<i>% of Revenue</i>	<i>48.4%</i>	<i>50.6%</i>		<i>49.8%</i>	<i>49.5%</i>	
Employee expense	204.8	189.2	8.3%	612.0	616.5	(0.7%)
<i>% of Revenue</i>	<i>10.4%</i>	<i>10.2%</i>		<i>10.7%</i>	<i>10.7%</i>	
Advertisement and publicity	185.3	177.2	4.6%	481.1	523.1	(8.0%)
<i>% of Revenue</i>	<i>9.4%</i>	<i>9.6%</i>		<i>8.4%</i>	<i>9.0%</i>	
Other Expenses	220.5	214.3	2.9%	646.0	688.7	(6.2%)
<i>% of Revenue</i>	<i>11.2%</i>	<i>11.6%</i>		<i>11.3%</i>	<i>11.9%</i>	
Operating Profit	403.5	333.9	20.8%	1,132.3	1,091.4	3.7%
<i>% of Revenue</i>	<i>20.5%</i>	<i>18.0%</i>		<i>19.8%</i>	<i>18.9%</i>	
EBITDA	469.8	416.9	12.7%	1,364.2	1,324.7	3.0%
<i>% of Revenue</i>	<i>23.9%</i>	<i>22.5%</i>		<i>23.9%</i>	<i>22.9%</i>	
Finance Costs	13.2	13.9	(5.3%)	39.8	42.4	(6.0%)
Depreciation & Amortization	40.5	33.3	21.6%	119.6	103.3	15.7%
Tax Expenses	83.3	75.2	10.7%	230.1	232.7	(1.1%)
Net profit after tax but before share of profit/(loss) from joint venture	332.9	294.5	13.0%	960.1	946.3	1.5%
<i>% of Revenue</i>	<i>16.9%</i>	<i>15.9%</i>		<i>16.8%</i>	<i>16.4%</i>	
Share of profit / (loss) of joint venture	0.2	0.2	(4.7%)	0.4	0.3	27.3%
Non controlling interest	0.9	0.9	(0.4%)	2.4	2.8	(16.3%)
Net profit for the period/year	332.1	293.8	13.1%	958.2	943.8	1.5%
<i>% of Revenue</i>	<i>16.9%</i>	<i>15.9%</i>		<i>16.8%</i>	<i>16.3%</i>	

Note: All figures are in INR crores, unless otherwise stated

Consolidated Balance Sheet (1 of 2)



All figures are in INR crores, unless otherwise stated

Particulars		As at 30/09/2017 (Unaudited)	As at 31/03/2017 (Audited)
A	Assets		
1	Non-current assets		
	(a) Property, plant and equipment	1,508	1,479
	(b) Capital work-in-progress	55	42
	(c) Investment property	55	55
	(d) Goodwill	411	411
	(e) Other Intangible assets	12	14
	(f) Biological assets other than bearer plants	0	-
	(g) Financial assets		
	(i) Investments	2,486	2,499
	(ii) Others	13	12
	(g) Other non-current assets	98	102
	Total Non-current assets	4,638	4,615
2	Current assets		
	(a) Inventories	1,000	1,107
	(b) Financial assets		
	(i) Investments	1,041	741
	(ii) Trade receivables	767	650
	(iii) Cash and cash equivalents	123	163
	(iv) Bank Balances other than (iii) above	147	142
	(v) Others	56	34
	(c) Other current assets	330	280
	(d) Assets held for sale	2	-
	Total current assets	3,467	3,116
	Total Assets	8,105	7,731

Consolidated Balance Sheet (2 of 2)



All figures are in INR crores, unless otherwise stated

Particulars		As at 30/09/2017 (Unaudited)	As at 31/03/2017 (Audited)
B	Equity and Liabilities		
1	Equity		
	(a) Equity share capital	176	176
	(b) Other Equity	5,100	4,671
	Equity attributable to shareholders of the Company	5,276	4,847
	Non Controlling Interest	25	25
	Total equity	5,301	4,872
2	Non-current liabilities		
	(a) Financial liabilities		
	(i) Borrowings	474	471
	(ii) Other financial liabilities	1	4
	(b) Provisions	56	53
	(c) Deferred tax liabilities (Net)	114	108
	Total Non-current liabilities	645	636
3	Current liabilities		
	(a) Financial liabilities		
	(i) Borrowings	507	440
	(ii) Trade payables	1,218	1,303
	(iii) Other financial liabilities	96	174
	(b) Other current liabilities	189	175
	(c) Provisions	106	92
	(d) Current tax Liabilities (Net)	42	38
	Total Current liabilities	2,158	2,223
	Total Equity and Liabilities	8,105	7,731

Thank You