

Ref: SEC/SE/2018-19/17
Date: 24.08.2018

Scrip Code: NSE & MSEI – DABUR, BSE- 500096



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.

MCX Stock Exchange Limited (MCX-SX)
4th Floor, Vibgyor Towers, Plot No. C-62
G-Block, Opposite Trident Hotel,
Bandra Kurla Complex, Bandra (E),
Mumbai - 400098

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

Schedule of Analyst/ Institutional Investor Meet

Dear Sir(s),

Pursuant to provisions of Regulation 30 of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, we wish to inform you that the officials of the Company shall participate in Motilal Oswal 14th Annual Global Investor Conference, 2018, details of which is as under:

Date	Time	Venue of Conference
28th August, 2018	2:00 P.M. to 6:00 P.M.	Grand Hyatt Hotel, Mumbai
29th August, 2018	9:00 A.M. to 3:00 P.M.	

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

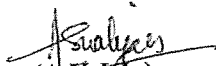
The aforesaid information is also being disclosed on the website of the Company at www.dabur.com.

This is for information and records please.

Thanking you,

Yours faithfully,

For Dabur India Limited


(A.K. Jain)

Executive VP (Finance) and Company Secretary

Encl: as above



Dabur India Limited

Motilal Oswal – 14th Annual Investor Conference
August 2018

An orange right-pointing arrow is located to the left of the first agenda item.

1. Dabur – Overview

2. Business Structure

3. India Business

4. International Business

5. The way forward

6. Annexure

Dabur is the largest science-based Ayurveda company...



Overview

Established in 1884 – 134 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 ~6.4 mn outlets

20 world class manufacturing facilities catering to needs of diverse markets

Strong overseas presence with ~28% contribution to consolidated sales



Market cap:
US\$
12bn

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 Brands 2017**



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

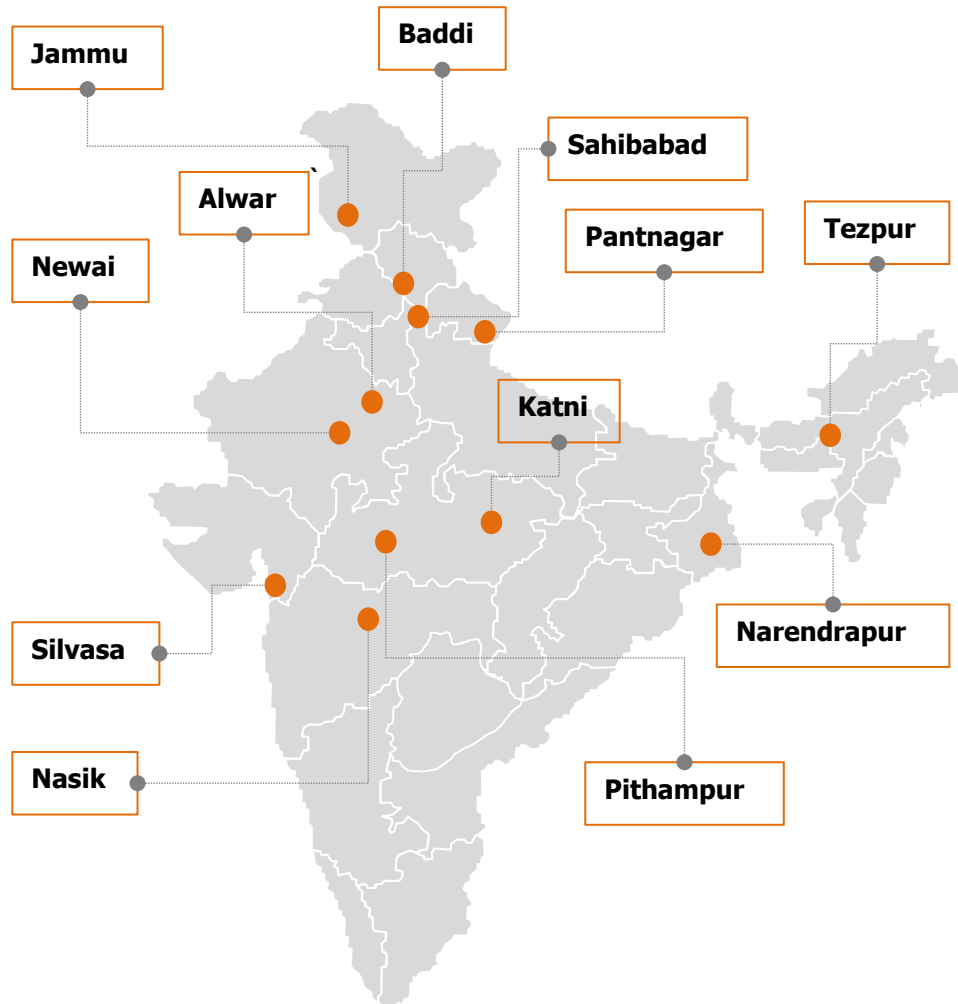


Dabur India **successfully held the first-ever Guinness World Record attempt for the largest simultaneous Nasya Panchkarma Treatment session**

...with manufacturing facilities located across the globe,...



12 manufacturing locations in India



8 international manufacturing locations



UAE



Egypt



Nigeria



South Africa



Turkey



Sri Lanka



Bangladesh

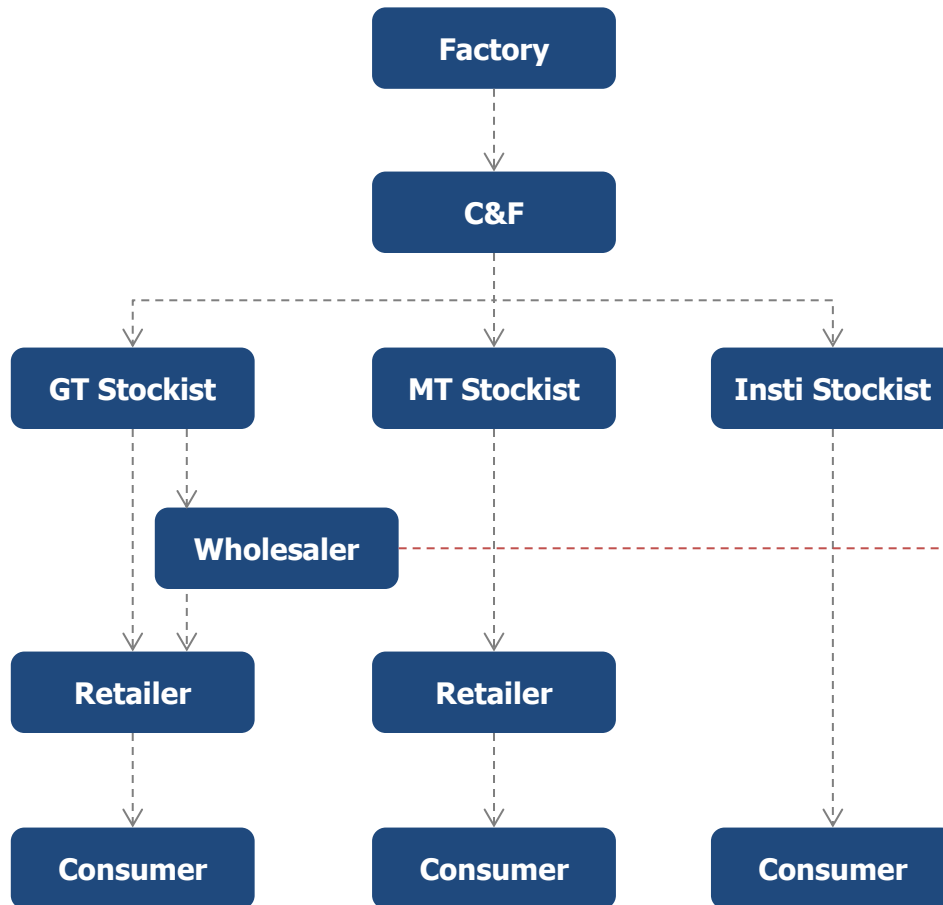


Nepal

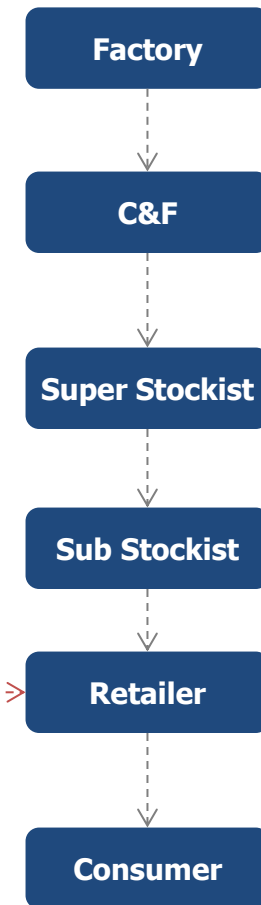
...one of the largest distribution network in India...



Urban



Rural

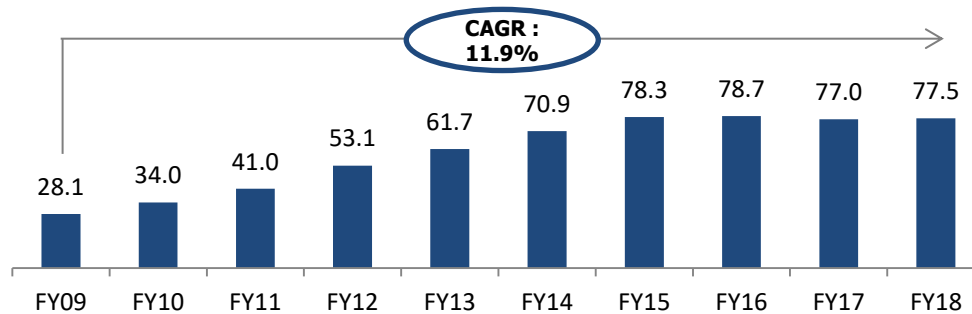


Distribution reach of 6.4 mn retail outlets with direct reach of 1 mn+

...and a strong financial profile

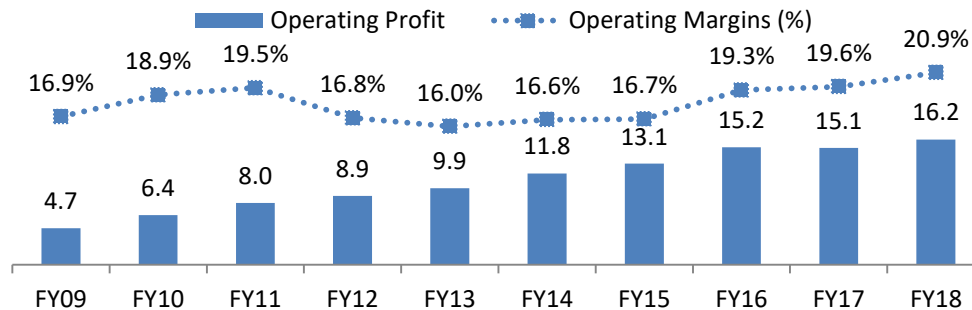


Revenue from Operations



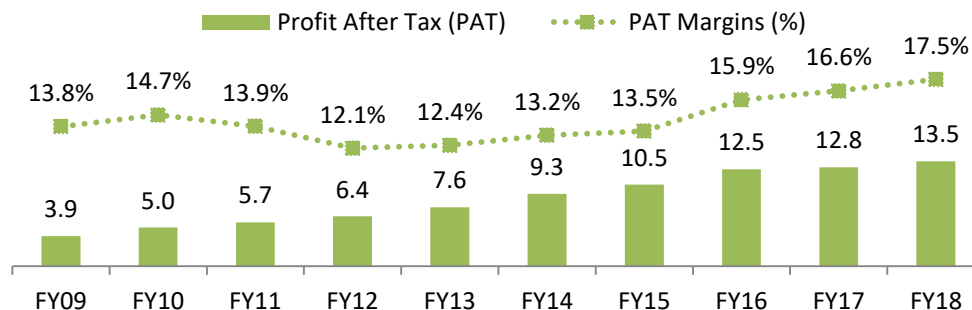
- Revenue has become ~3x over the last 10 years
- Last 3 years' revenue looks optically static due to change in accounting standards, demonetization and implementation of GST

Operating Profit



- Steady increase in operating margin, touching 20.9% in FY18

PAT



- PAT has grown at a CAGR of 15% over the last 10 years
- PAT margin went up to 17.5% in FY18

Note: All figures are in INR bn

FY09 to FY15 is basis IGAAP, FY16 and FY17 are as per IndAS and FY18 is as per IndAS and takes into account GST

1. Dabur – Overview

▶ **2. Business Structure**

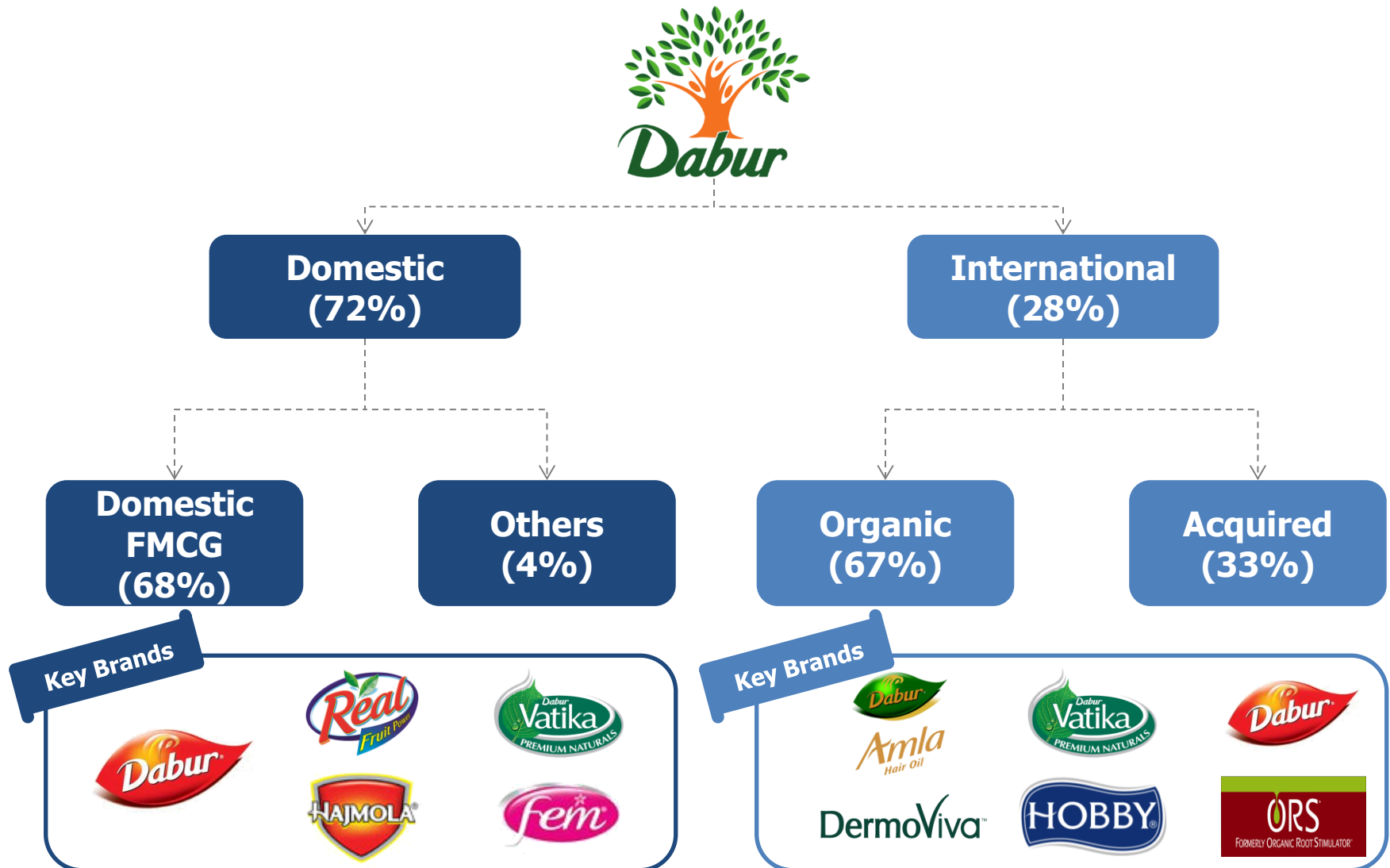
3. India Business

4. International Business

5. The way forward

6. Annexure

Business Structure



1. Dabur – Overview

2. Business Structure

 **3. India Business**

4. International Business

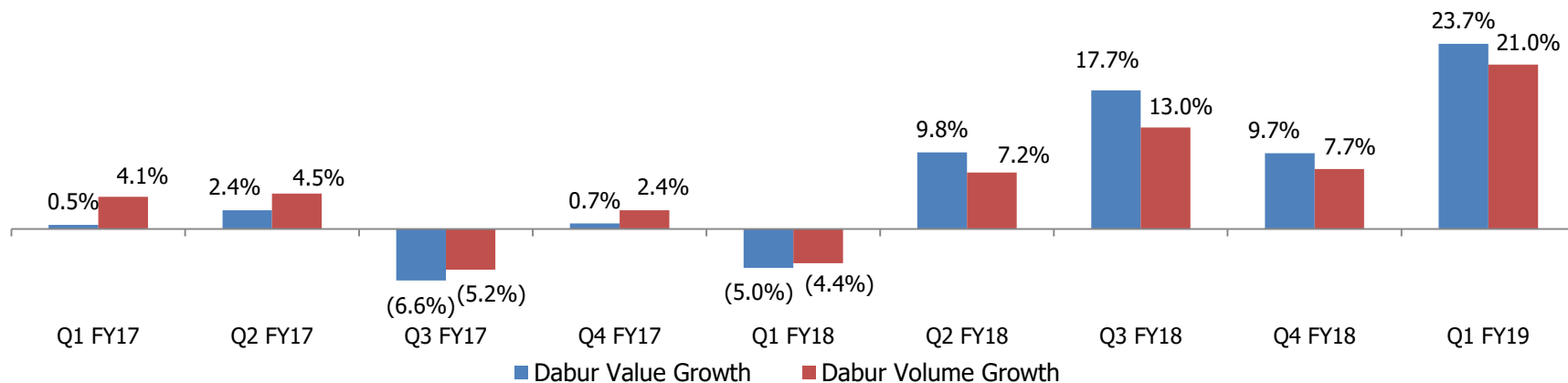
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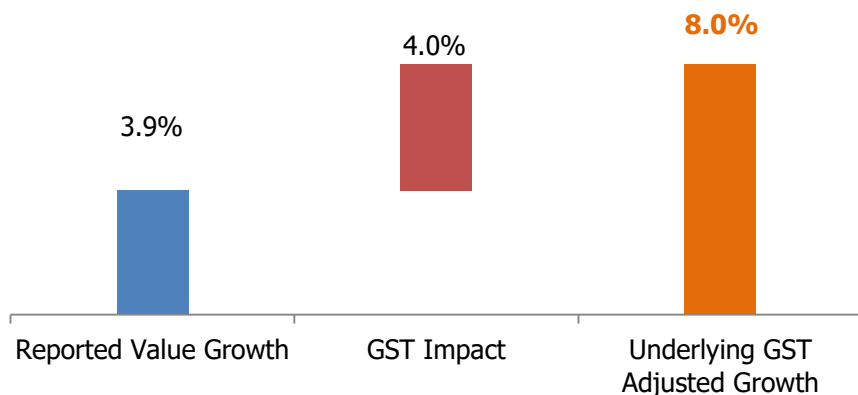
The domestic business has seen recovery in the past fiscal year with growth picking up since Q2 FY18...



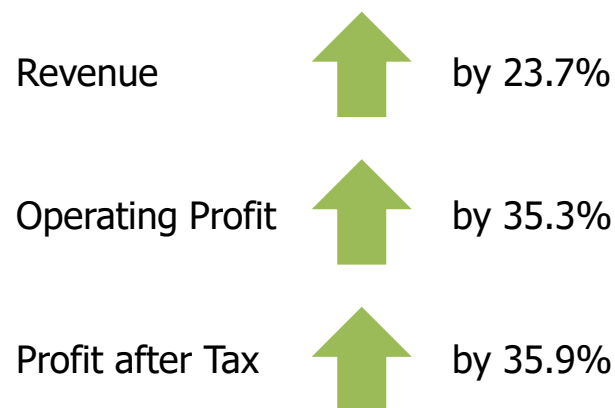
Value and Volume Trend for Domestic FMCG



India Business grew by 8.0% in FY18...



...and has started FY19 on a strong footing



...with broad-based growth...



Healthcare (32%)

Health Supplements



17%

9.4%

27.5%

Digestives



6%

10.2%

21.6%

OTC & Ethicals



9%

3.8%

16.9%

Hair Care



21%

4.1%

20.6%

Oral Care



17%

14.4%

17.3%

Home Care



7%

13.0%

17.4%

Skin Care



5%

11.0%

27.1%

Foods (18%)

Foods



18%

0.7%

26.1%

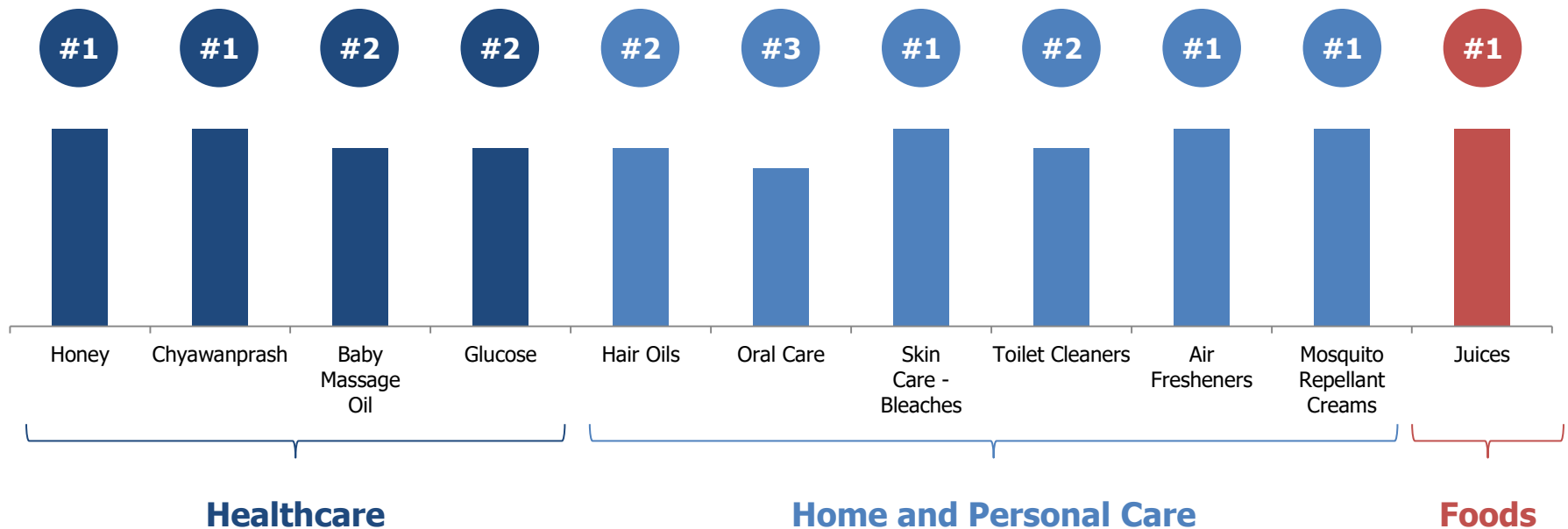
Note: Numbers in the charts represent GST adjusted growth (like-to-like)

...and market leadership in most categories



Leading position in key categories across verticals

#Relative Competitive Position¹



¹. Position basis Nielsen Market Share data MAT Jul'18

Drivers of growth – 1 Project Buniyaad



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

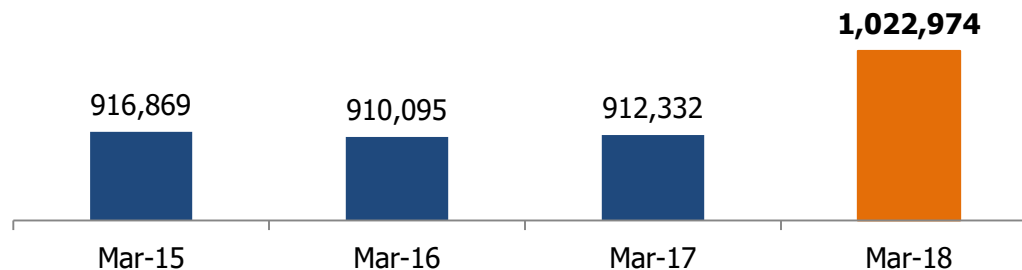
Leveraging the alternate channels of MT and E-comm to grow at a rapid pace



Continue Engagement

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

Direct Reach – No. of Outlets

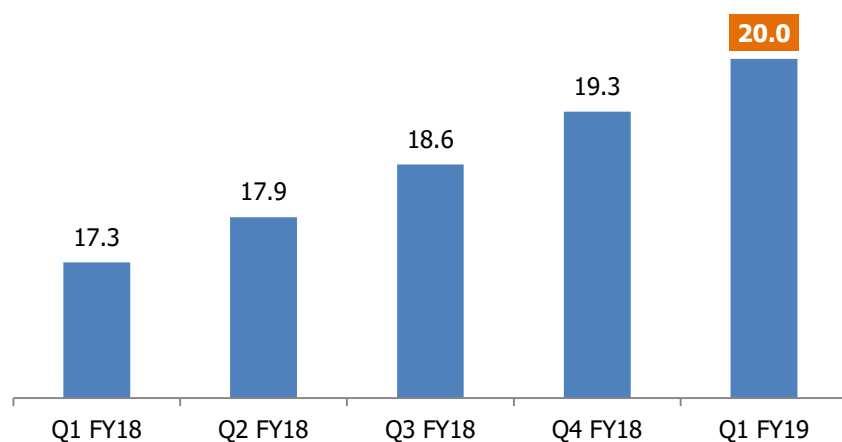


Project Buniyaad achieved its direct reach target of 1 mn outlets and continues to expand distribution

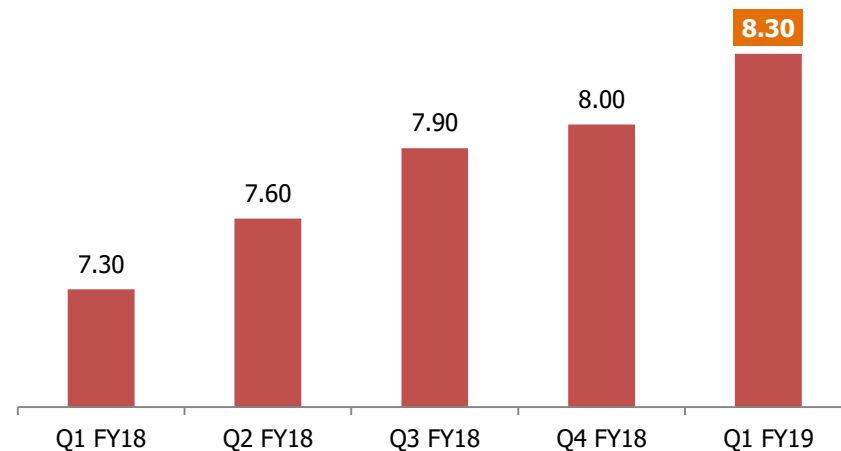
Project Buniyaad has led to larger distribution, higher efficiencies and improved hygiene



Increase in Lines Sold in Rural

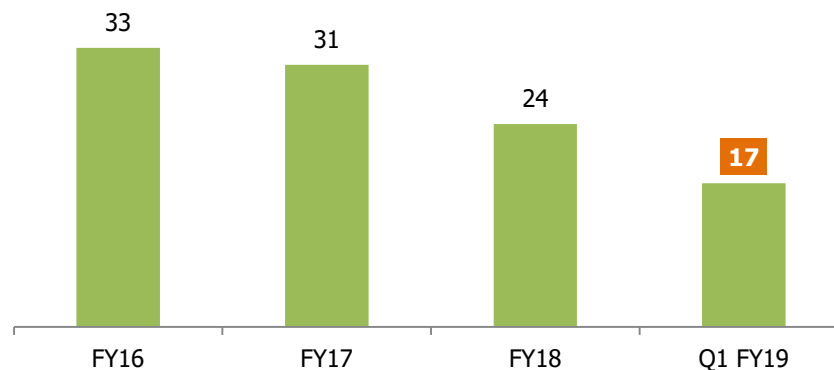


Increase in Average Brand Sold (ABS) in Rural

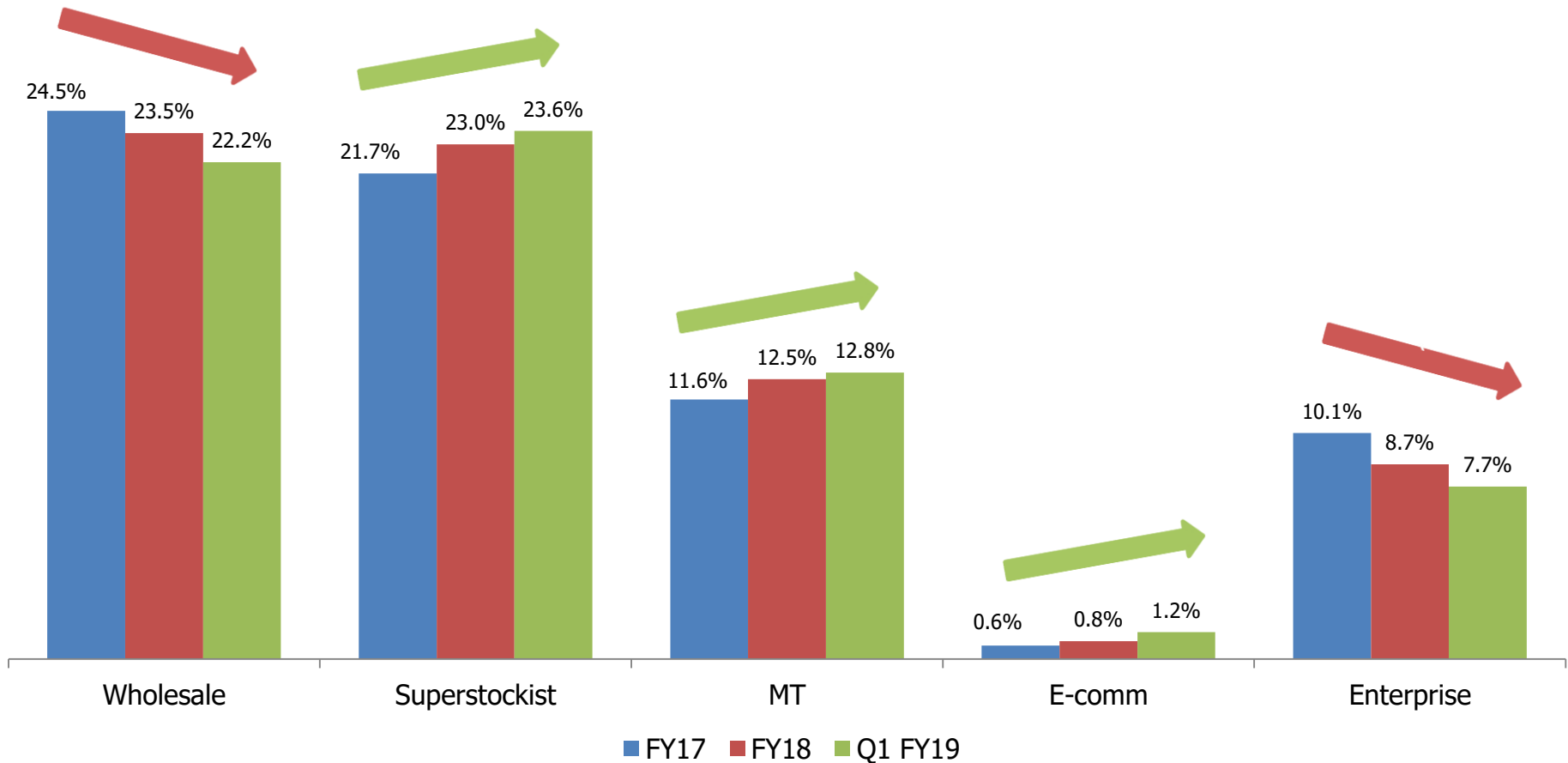


Reduced Pipeline

Days of Stock



Drivers of growth – 2 Channel Changes



Superstockist, MT and E-comm gaining saliency; Wholesale and Enterprise continues to shrink

Recent Product Launches



Real Ethnic Range



Real Koolerz



Real Mocktails



Hajmola Chat Cola



Vatika Enriched Coconut Hair Oil



Vatika Shampoo with Satt Poshan



Anmol Jasmine HO



Odonil Zipper



Honitus Hotsip



Fem De-Tan Bleach



Dabur Red Gel



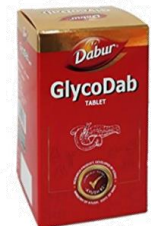
Oxy Pro Clear Facial Kit



Odonil – Fruit Blast



Odomos Fabric Roll On



Glycodab Tablets

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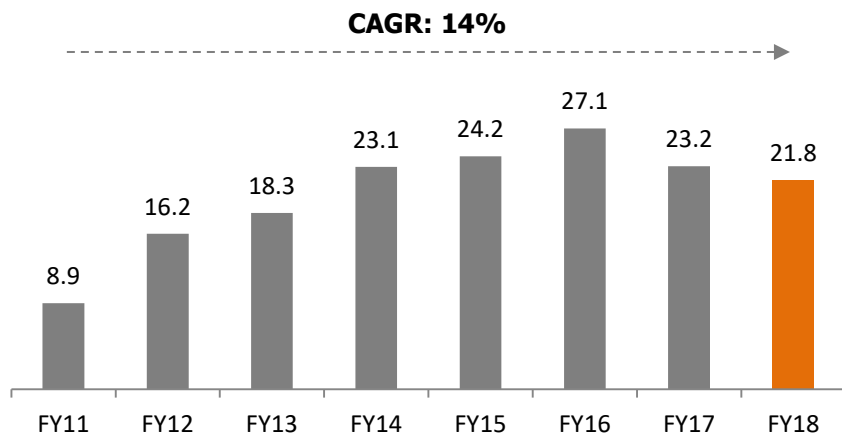
4. International Business

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International Business – Financial Profile

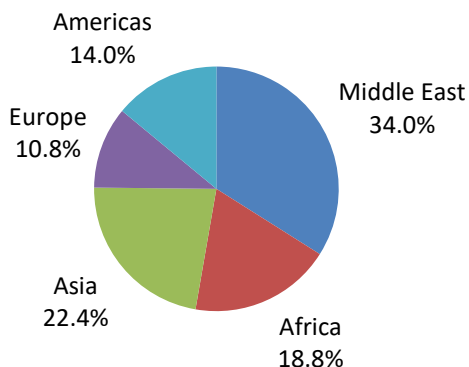


Sales (INR bn)



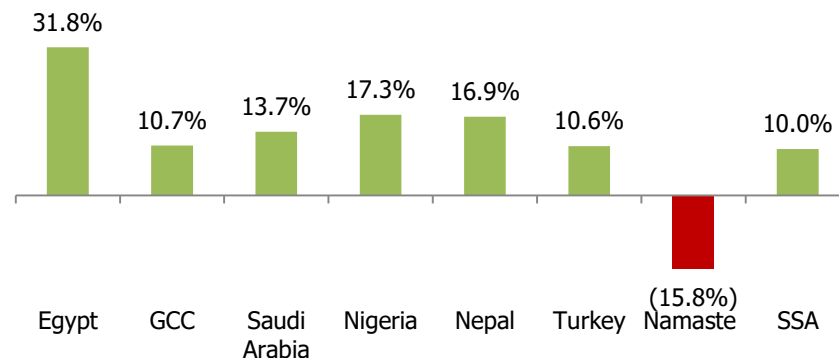
- International Business comprises the Organic and Acquired business
- Organic business (67% of international) is an extension of Indian portfolio with the same personal care brands operating internationally
- Acquired business (32% of international) comprises Hobi and Namaste
- FY17 and FY18 were impacted due to geopolitical headwinds and severe currency devaluation in our key markets

Region-wise Sales (FY18)

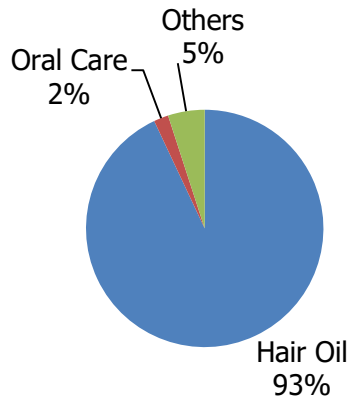


Performance of Key Markets (FY18)

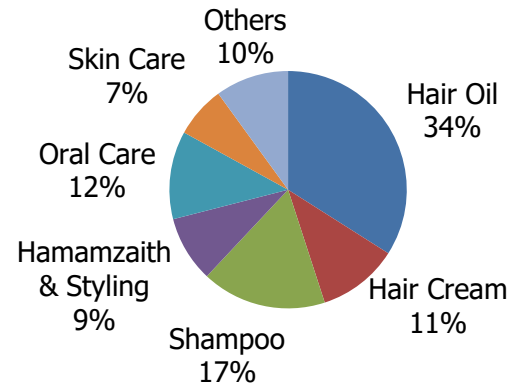
Constant Currency Growth Rate – FY18



FY06



FY18



Key Brands



DermoViva™

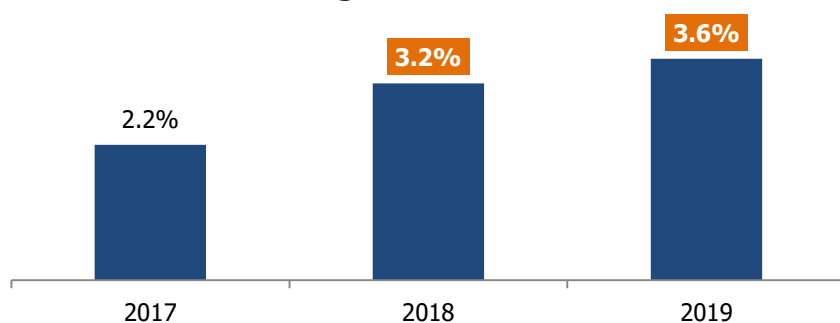
Organic International Business has evolved from being just a Hair Oil business to a diversified personal care entity

MENA and SSA GDP Growth Expected to Improve

Middle East & North Africa



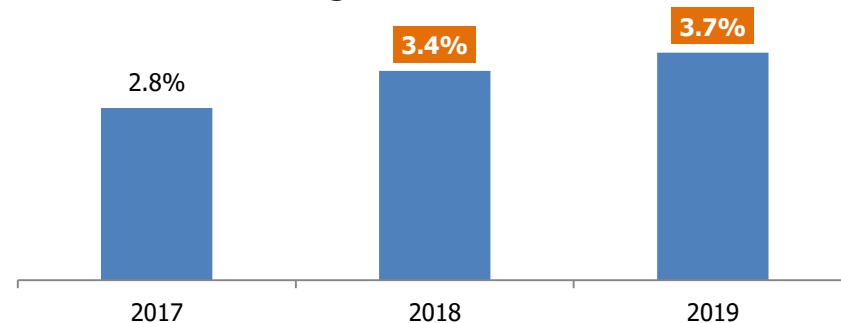
MENA Region - GDP Growth %



Sub-Saharan Africa



SSA Region - GDP Growth %



International Business – Recent Marketing Initiatives (1/3)



Dabur Amla Hair Oil

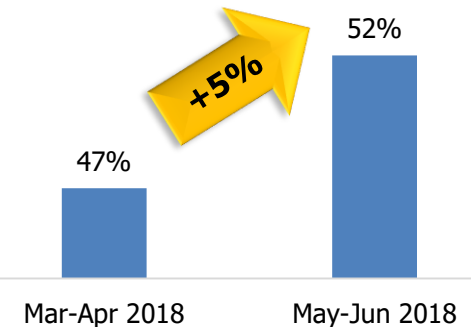
- New 360 degree campaign with Mother-Daughter Thematic
- Disproportionate Media spends on PAN-Arab Media
- Increase in Vol. MS%



Dabur Amla Hair Oil for Long & Healthy Hair
22,264,362 views

22 mn views

Dabur Amla Hair Oil - Vol. MS% (Saudi Arabia)



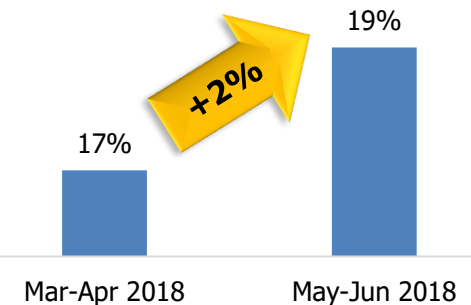
Vatika Gel

- Influencer Campaign
- Ferrari Challenge: Hair Style remains intact @ 120 km/hr



Ferrari

Vatika Gel - Vol. MS% (Saudi Arabia)



International Business – Recent Marketing Initiatives (2/3)



Hobby

- Launch of Cream Wax
- Packaging upgrade in Body Wash



NPD – Cream Wax



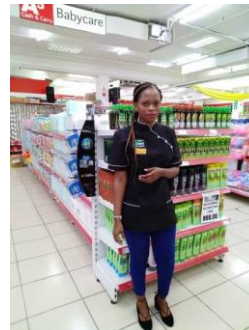
Premium Packaging – Body Wash



Vatika

- In-Store and Outdoor visibility improvement in Southern Africa

Merchandisers



Gondola



Billboards



International Business – Recent Marketing Initiatives (3/3)



Dabur Herbal Toothpaste

- Thematic Micro-branding in Nigeria (Lagos and Abuja)



Bus Branding



Van Branding



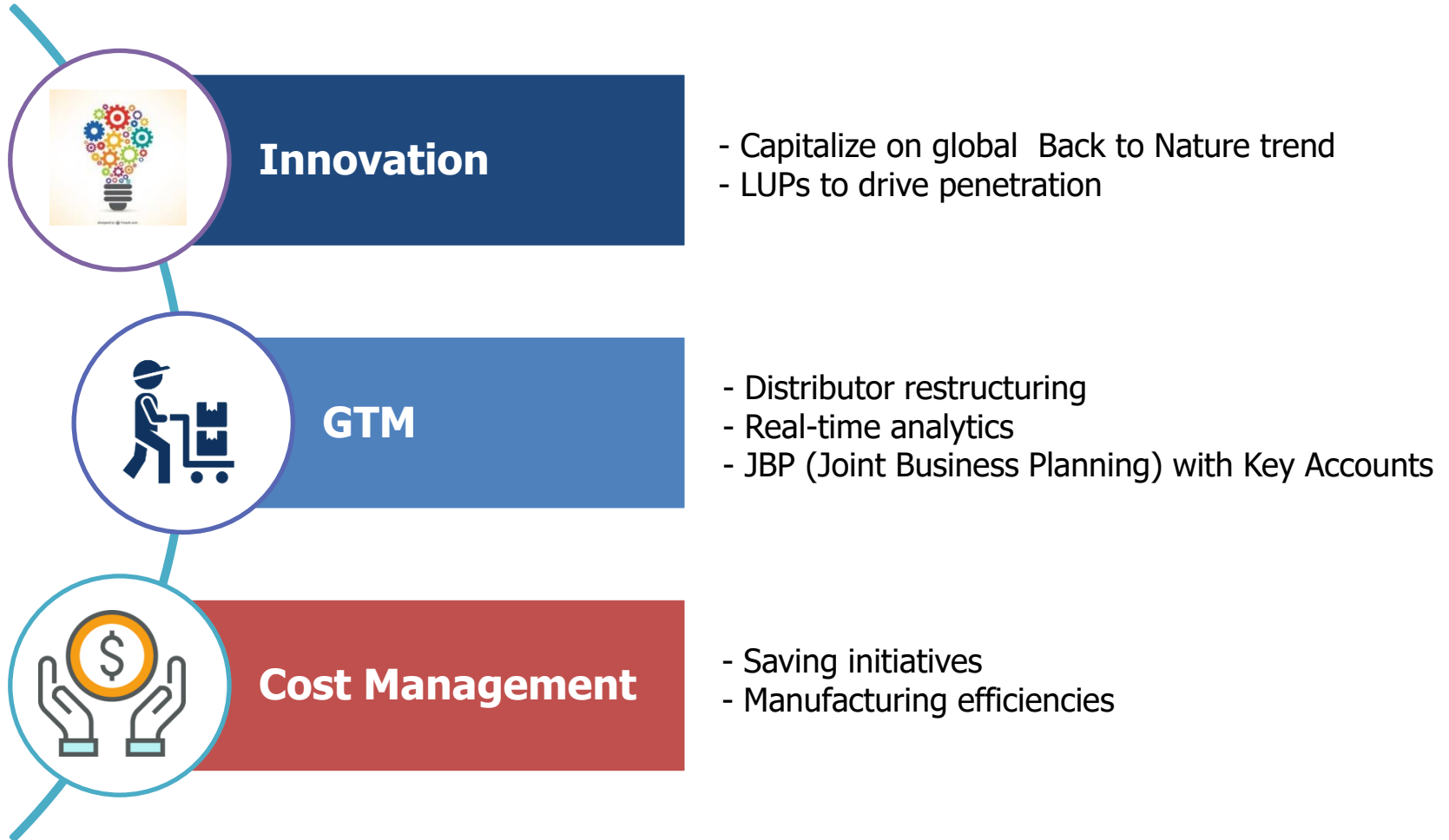
Dealer Boards



ORS (Namaste)

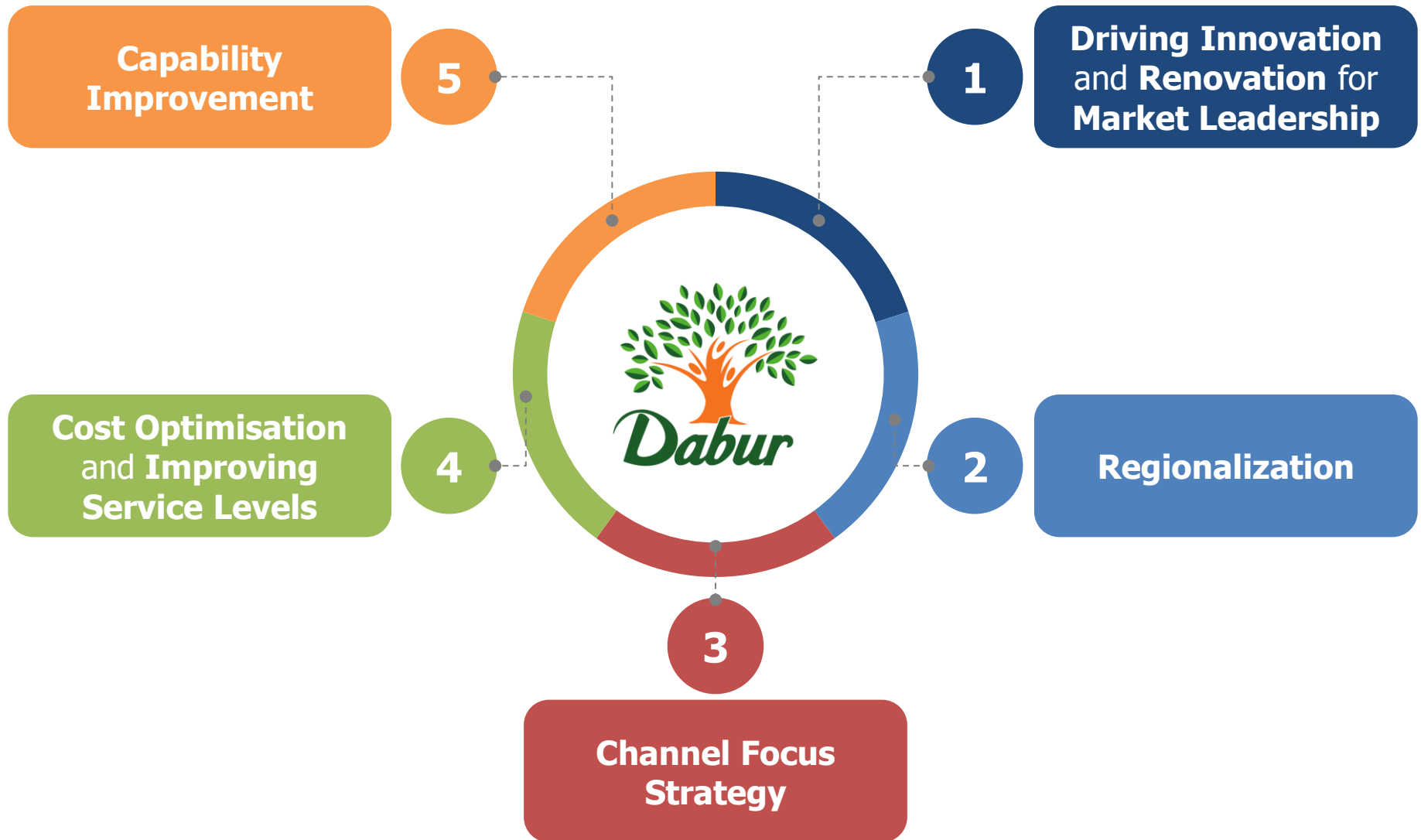
- New POS Execution in UK Retail Outlets





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Key Elements



(a) Focus on Core and Scalable Brands

Enhanced Investments in Core Brands



Accelerated Growth from Scalable Brands



(b) Creating Competitive Leverage

Superior Claims



Superior Formulation



**Superiority over
mineral oils**



**Superiority over
other Almond HO**



**2x stronger hair
vs
Other Amla HO**

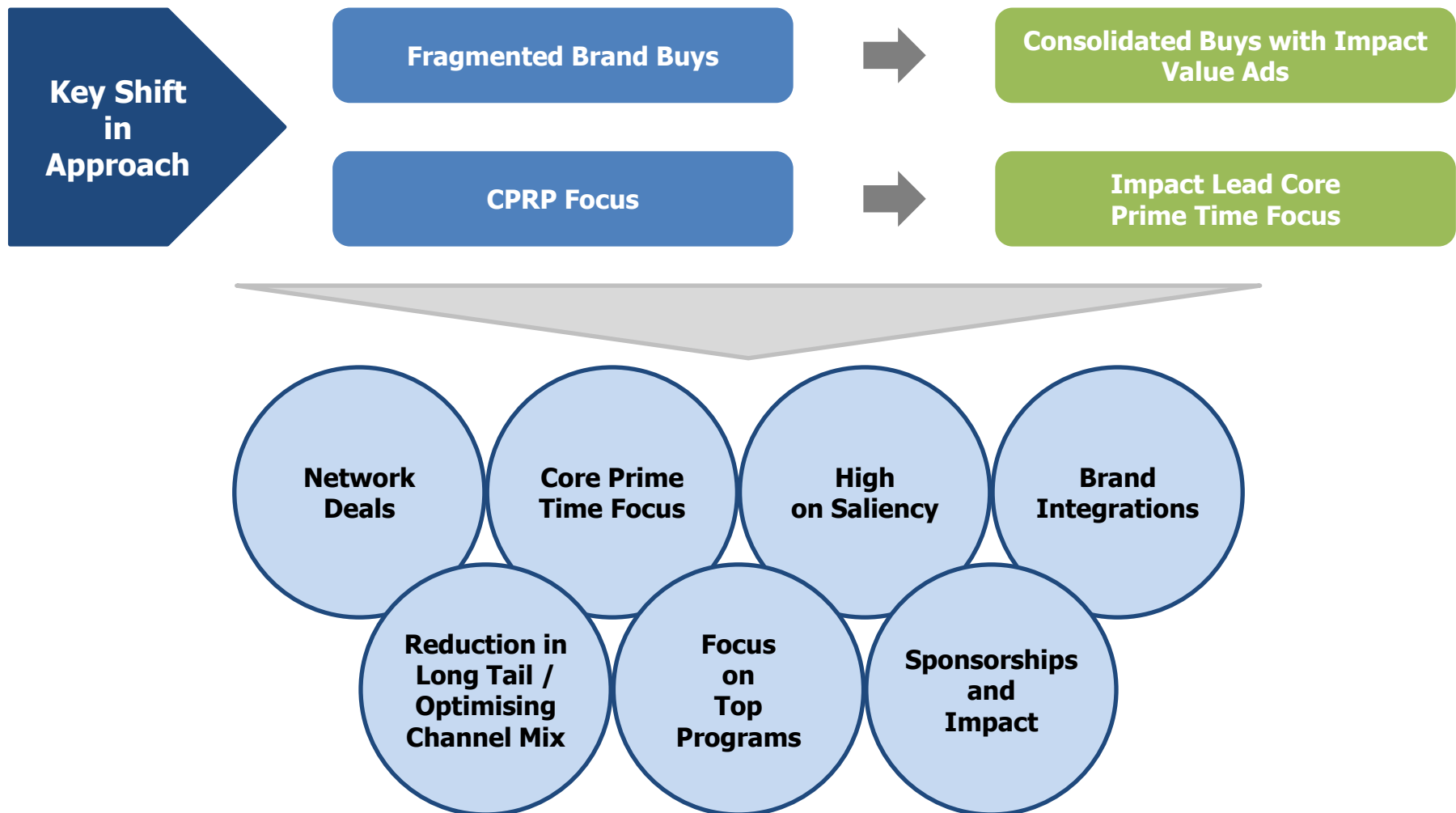
Superior Packaging



1 Driving Innovation and Renovation for Market Leadership



(c) Media Strategy for Driving Brand Preference



(d) Driving NPDs

Q1 FY19



The Way Ahead

Strengthening
our
Ayurvedic/
Natural
Offerings

Products
for
Gen Y and Z

Premiumization



RISE
Regional Insights
And
Speed of Execution

RI : Regional Insights
(Long Term Strategic)

- Capture Consumer, Packaging and Media Insights
- Use Analytics for Specific meaningful actions
- Dive into new adjacent categories
- Regions to provide new growth opportunities

SE : Speed of Execution
(Quick Wins, Low Investment)

- Trade interventions
- Activations and visibility drives
- Distribution initiatives
- Consumer promotions

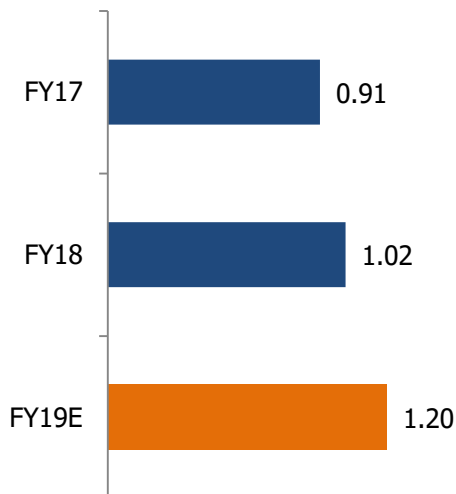
3 Channel Focus Strategy



Increasing Direct Distribution

One of the largest distribution network in FMCG in India covering 6.4 mn+ outlets

Aim to increase direct reach to 1.2 mn outlets by end of FY19



Rural Focus

Range Expansion

1. Increase lines sold in rural
2. Conversion of bigger substockist to direct

Drive Sell Out

1. Activations involving RSP
2. Involvement of Substockist
3. Activation and sell out at Wholesale

E-commerce/ MT Focus

- **E-commerce and MT saliency going up**
 - Strong growth across platforms
- **Backed by media activation, visibility and consumer promotions**



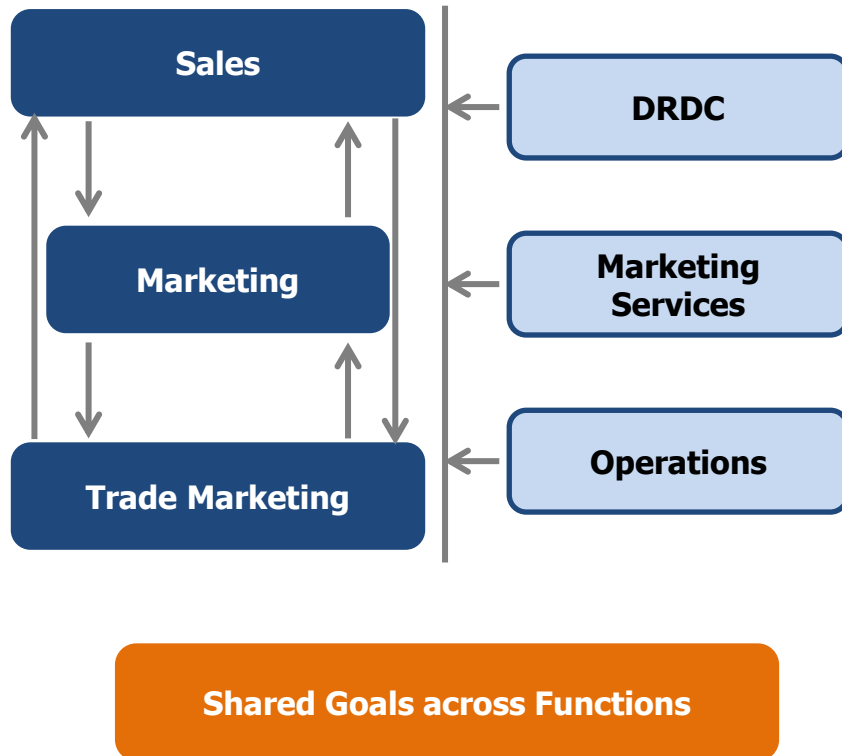
Project Lakshya

	Targets
 Service Level	• Improve range availability at C&FA and Distributors • Improve Lead Time Adherence • Improve MT OTIF
 Cost	• Reduction in Logistics Cost
 Inventory	• Reduction in Finished Goods Inventory

5 Capability Improvement



Matrix Organisation



Strengthening the Team





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 and Renovation for Younger Consumers

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



Driving distribution expansion

Direct reach of 1.2 mn+, increasing the no. of SKUs, rural potential, IT enablement, data analytics and e-commerce



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

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6. Annexure

Consolidated Profit & Loss



	Q1 FY19	Q1 FY18	Y-o-Y (%)	FY18	FY17	Y-o-Y (%)
Revenue from operations	2,080.7	1,790.1	16.2%	7,748.3	7,701.4	0.6%
Other Income	73.7	81.3	(9.4%)	305.2	298.3	2.3%
Total Income	2,154.3	1,871.3	15.1%	8,053.5	7,999.8	0.7%
Material Cost	1,048.6	914.5	14.7%	3,846.4	3,843.2	0.1%
<i>% of Revenue</i>	<i>50.4%</i>	<i>51.1%</i>		<i>49.6%</i>	<i>49.9%</i>	
Employee expense	224.1	203.5	10.1%	792.8	789.6	0.4%
<i>% of Revenue</i>	<i>10.8%</i>	<i>11.4%</i>		<i>10.2%</i>	<i>10.3%</i>	
Advertisement and publicity	199.0	150.0	32.6%	606.7	646.1	(6.1%)
<i>% of Revenue</i>	<i>9.6%</i>	<i>8.4%</i>		<i>7.8%</i>	<i>8.4%</i>	
Other Expenses	222.9	213.1	4.6%	885.0	913.5	(3.1%)
<i>% of Revenue</i>	<i>10.7%</i>	<i>11.9%</i>		<i>11.4%</i>	<i>11.9%</i>	
Operating Profit	386.1	308.9	25.0%	1,617.4	1,508.9	7.2%
<i>% of Revenue</i>	<i>18.6%</i>	<i>17.3%</i>		<i>20.9%</i>	<i>19.6%</i>	
EBITDA	459.8	390.2	17.8%	1,922.6	1,807.3	6.4%
<i>% of Revenue</i>	<i>22.1%</i>	<i>21.8%</i>		<i>24.8%</i>	<i>23.5%</i>	
Finance Costs	14.9	13.3	12.0%	53.0	54.0	(1.8%)
Depreciation & Amortization	42.7	39.1	9.4%	162.2	142.9	13.5%
Profit before exceptional items, tax and share of profit/(loss) from joint venture	402.1	337.8	19.0%	1,707.4	1,610.4	6.0%
<i>% of Revenue</i>	<i>19.3%</i>	<i>18.9%</i>		<i>22.0%</i>	<i>20.9%</i>	
Share of profit / (loss) of joint venture	0.2	0.4	n.m.	0.2	0.3	(5.6%)
Exceptional item(s)	0.0	14.5	(100.0%)	14.5	0.0	n.a.
Tax Expenses	72.4	58.9	22.9%	335.4	330.3	1.5%
Net profit after tax and after share of profit/(loss) from joint venture	330.0	264.8	24.6%	1,357.7	1,280.3	6.0%
<i>% of Revenue</i>	<i>15.9%</i>	<i>14.8%</i>		<i>17.5%</i>	<i>16.6%</i>	
Non controlling interest	0.8	0.7	7.4%	3.3	3.4	(0.7%)
Net profit for the period/year	329.2	264.1	24.6%	1,354.4	1,276.9	6.1%
<i>% of Revenue</i>	<i>15.8%</i>	<i>14.8%</i>		<i>17.5%</i>	<i>16.6%</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 31/03/2018 (Audited)	As at 31/03/2017 (Audited)
A	Assets		
1	Non-current assets		
	(a) Property, plant and equipment	1,552	1,479
	(b) Capital work-in-progress	42	42
	(c) Investment property	54	55
	(d) Goodwill	412	411
	(e) Other Intangible assets	10	14
	(f) Financial assets		
	(i) Investments	3,092	2,499
	(ii) Loans	13	12
	(ii) Others	4	4
	(g) Other non-current assets	3	3
	(h) Non-current tax assets (net)	80	95
	Total Non-current assets	5,262	4,615
2	Current assets		
	(a) Inventories	1,256	1,107
	(b) Financial assets		
	(i) Investments	713	741
	(ii) Trade receivables	706	650
	(iii) Cash and cash equivalents	154	163
	(iv) Bank Balances other than (iii) above	152	142
	(v) Loans	35	11
	(vi) Others	28	14
	(c) Current Tax Asset(Net)	2	0
	(d) Other current assets	391	290
	(e) Assets held for sale	2	0
	Total current assets	3,440	3,117
	Total Assets	8,702	7,732

Consolidated Balance Sheet (2 of 2)



All figures are in INR crores, unless otherwise stated

Particulars		As at 31/03/2018 (Audited)	As at 31/03/2017 (Audited)
B	Equity and Liabilities		
1	Equity		
	(a) Equity share capital	176	176
	(b) Other Equity	5,530	4,671
	Equity attributable to shareholders of the Company	5,707	4,847
	Non Controlling Interest	27	25
	Total equity	5,733	4,872
2	Non-current liabilities		
	(a) Financial liabilities		
	(i) Borrowings	364	471
	(ii) Other financial liabilities	4	4
	(b) Provisions	56	53
	(c) Deferred tax liabilities (Net)	109	108
	Total Non-current liabilities	534	636
3	Current liabilities		
	(a) Financial liabilities		
	(i) Borrowings	464	440
	(ii) Trade payables	1,410	1,309
	(iii) Other financial liabilities	238	174
	(b) Other current liabilities	173	169
	(c) Provisions	107	93
	(d) Current tax Liabilities (Net)	41	38
	Total Current liabilities	2,434	2,224
	Total Equity and Liabilities	8,702	7,732



INDIA'S NO. 1 JUICE AND NECTAR BRAND*

OFFERS YOU THE WIDEST RANGE OF HEALTHY JUICES & BEVERAGES.

100%

Rich in Antioxidant and Phytonutrients

Fruit + Veggie

Goodness of Fruits and Vegetables

100% TENDER Coconut**
water

Hydrates Naturally

Mixed Veggie

Power of 5 Vegetables with Goodness of Phytonutrients

Wellnezz

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