



The Science of Ayurveda

INVESTOR PRESENTATION

NOVEMBER 2016

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

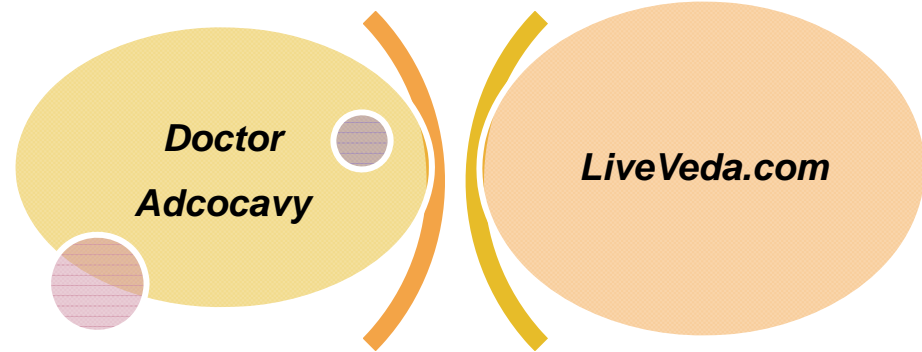
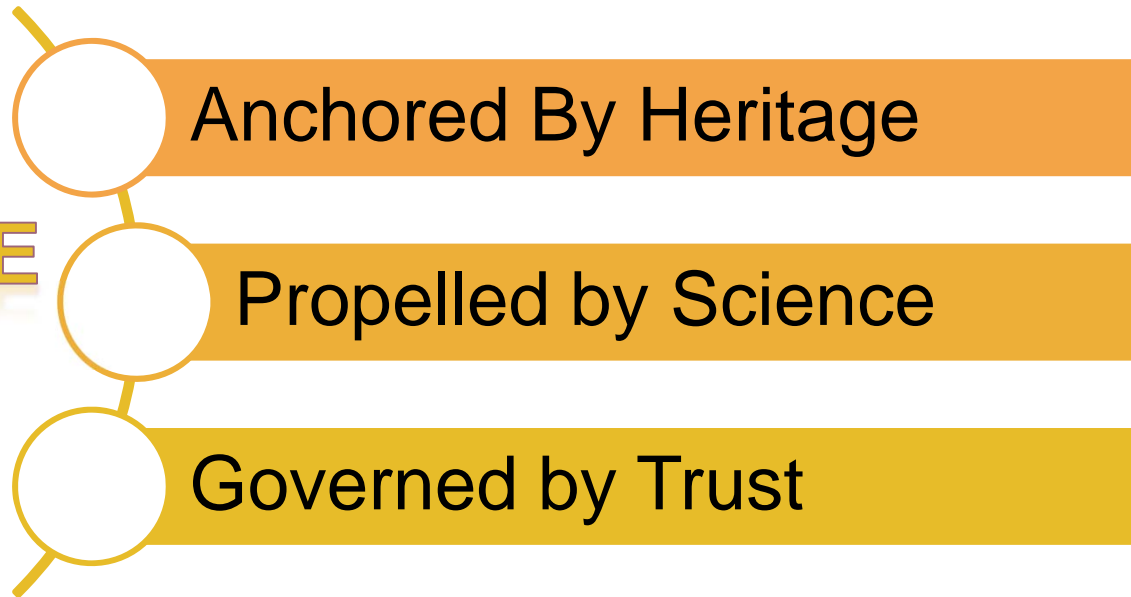
Total reach of 5.3mn outlets, one of the highest among FMCG companies

19 world class manufacturing facilities catering to needs of diverse markets

Strong overseas presence with 32% contribution to consolidated sales

DABUR & AYURVEDA

**AYURVEDA =
DABUR'S CORE
PHILOSOPHY**



Creating Ayurvedic ecosystem

*Ayurveda – A Click
Away*

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

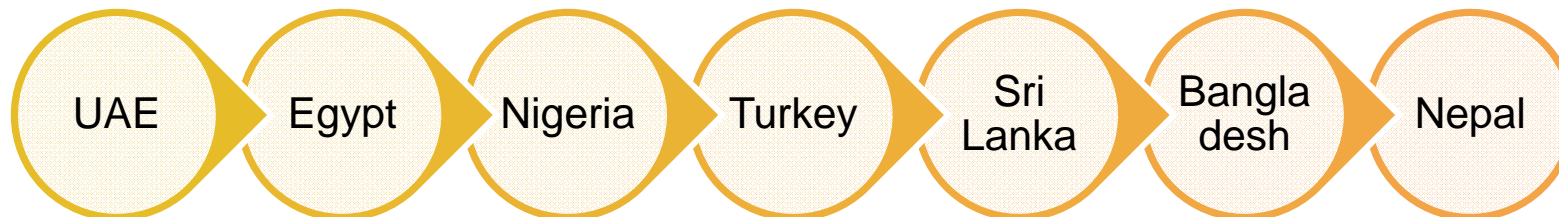
Pithampur, Madhya Pradesh

Siliguri, West Bengal

Newai, Rajasthan

Nasik, Maharashtra

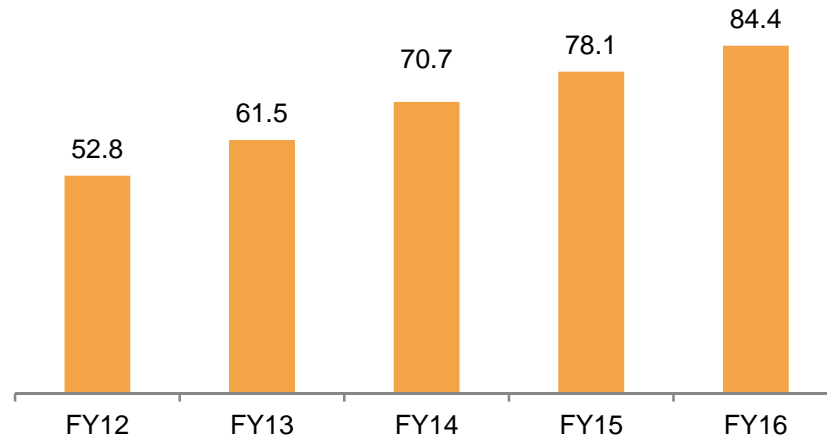
Seven International Manufacturing Locations



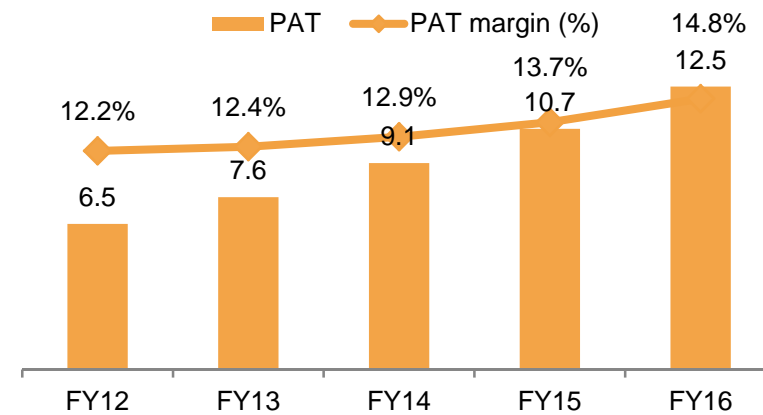
STRONG FINANCIAL PROFILE

In INR Bn

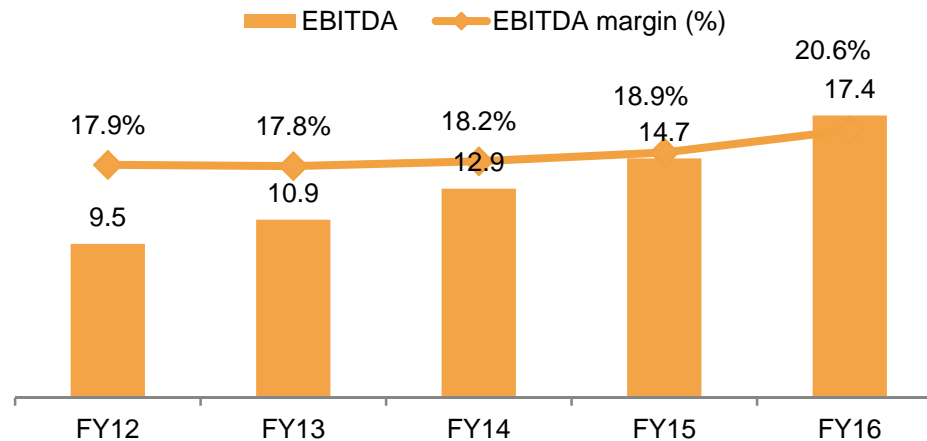
Sales



Profit After Tax (PAT)

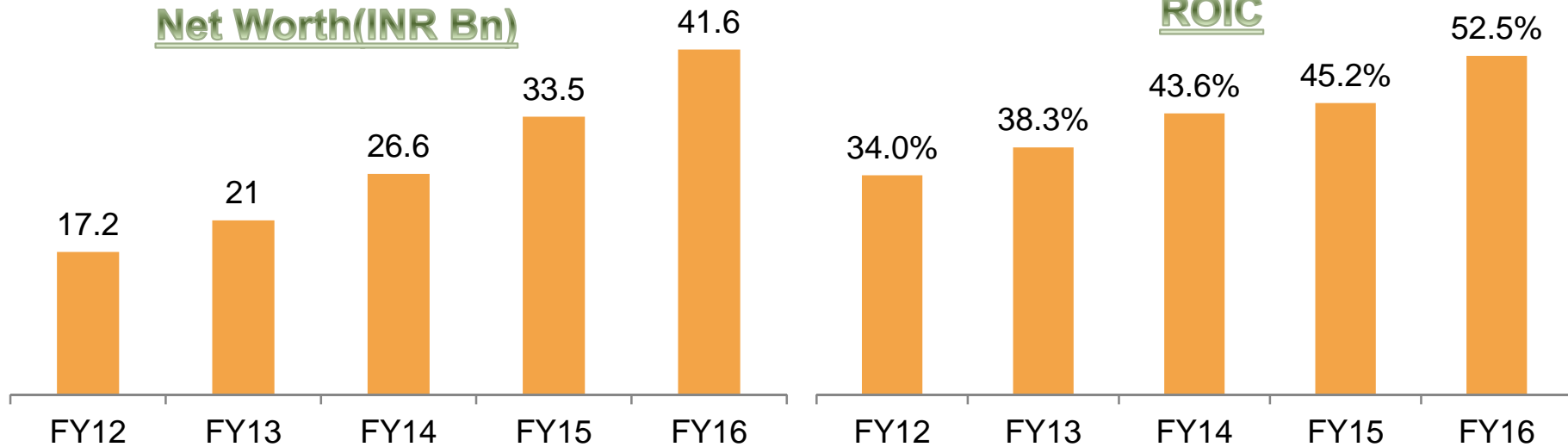


EBITDA

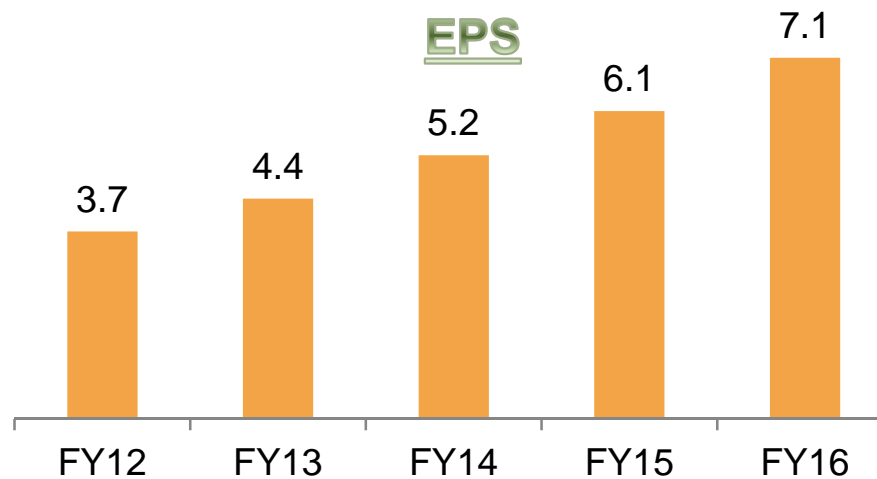


STRONG FINANCIAL PROFILE

Net Worth(INR Bn)



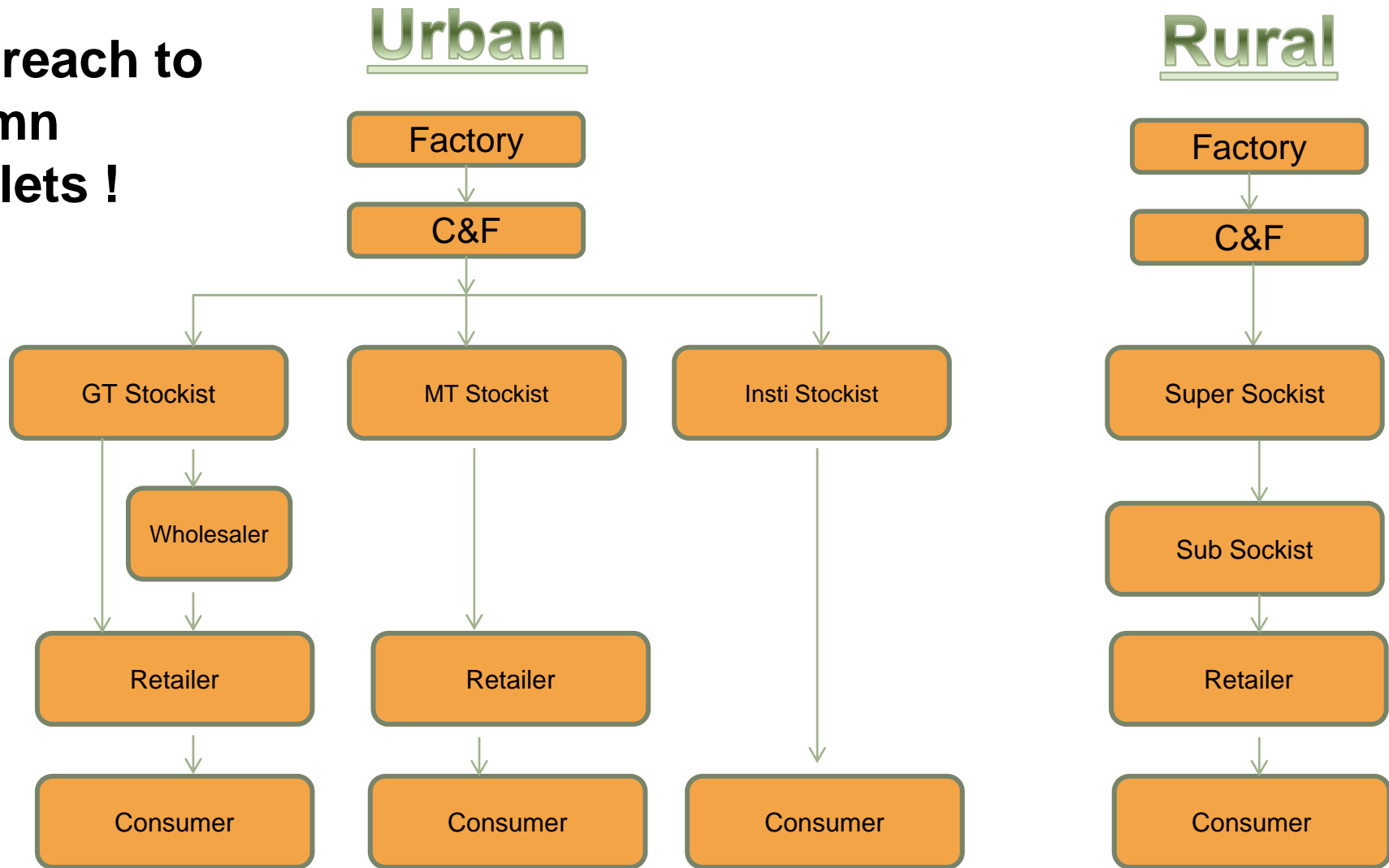
EPS



*includes Non- Operating income ⁵.

DISTRIBUTION FRAMEWORK

We reach to
5.3mn
Outlets !



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

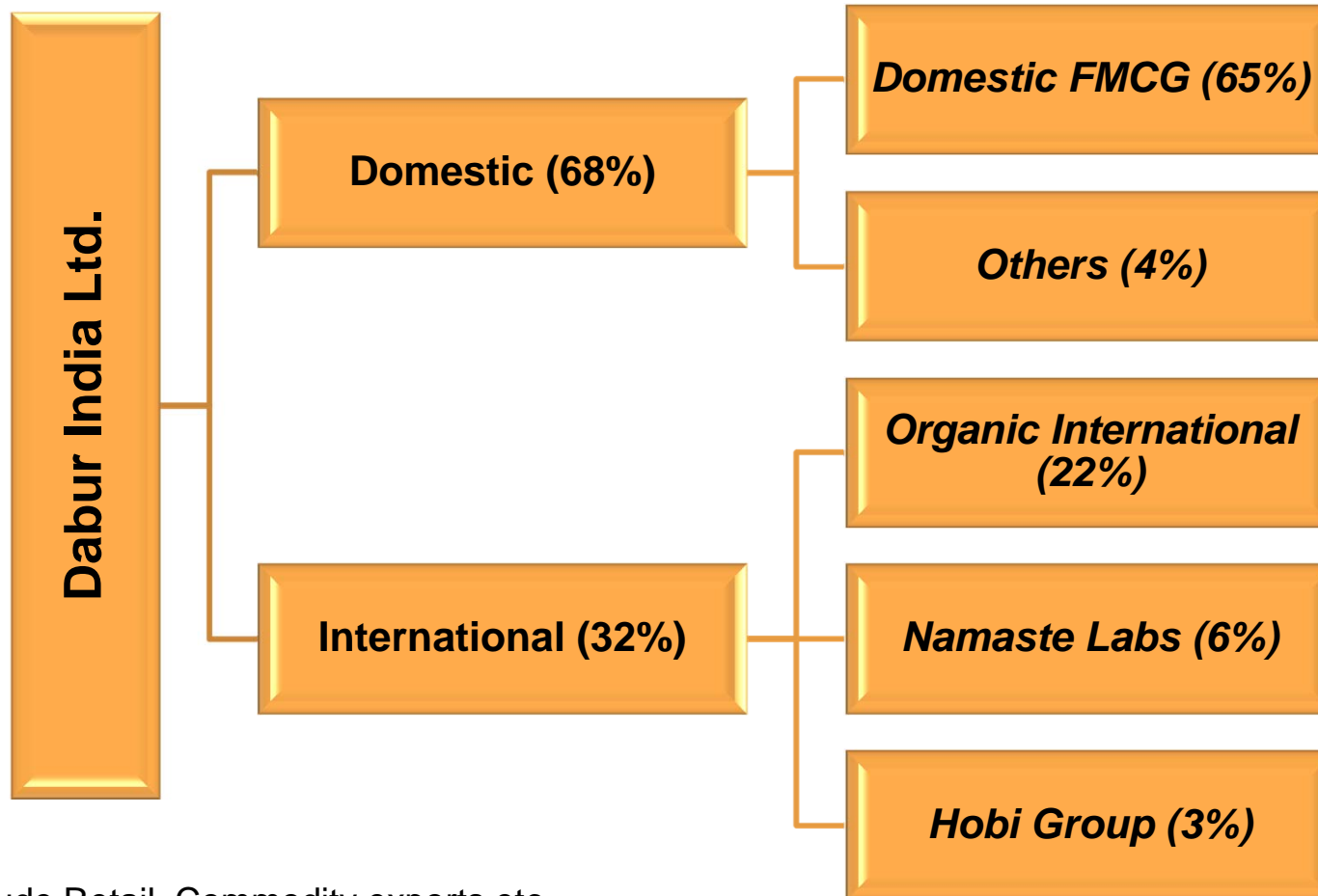
Project 50-50

- 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

BUSINESS STRUCTURE

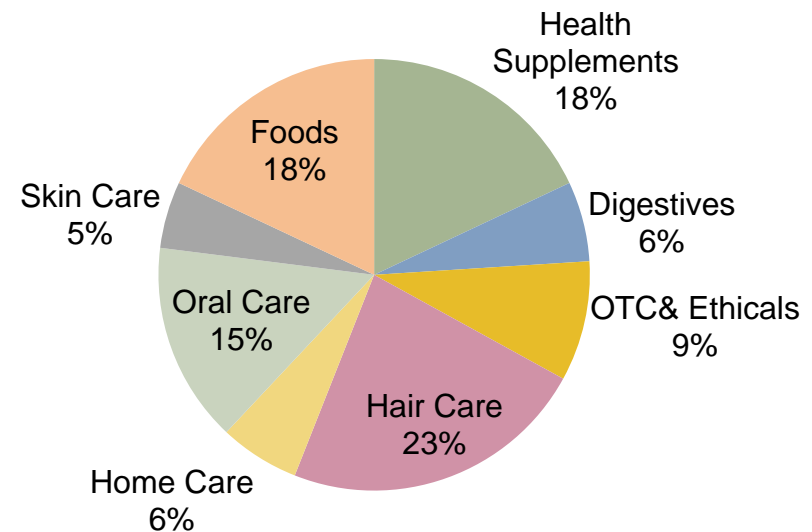
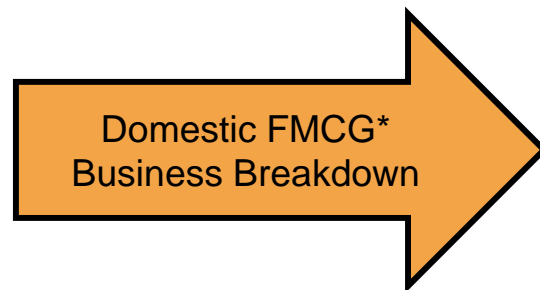
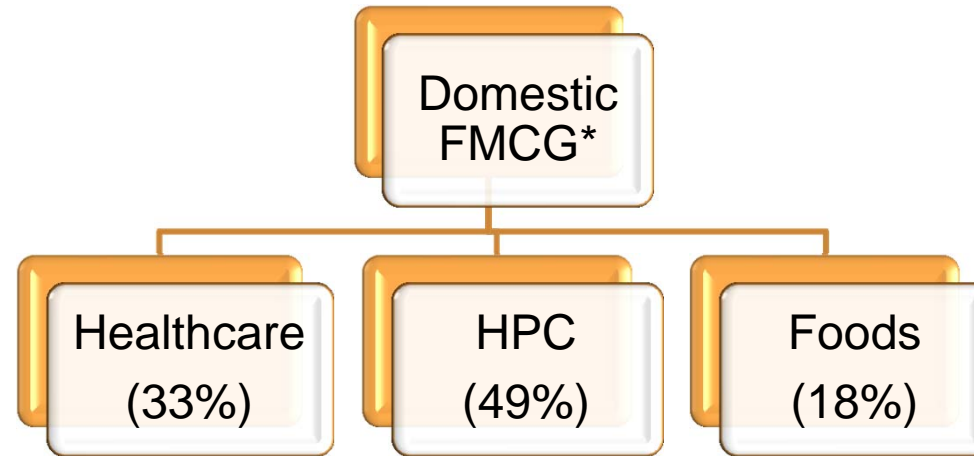


* Others include Retail, Commodity exports etc

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

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



Honitus Hot Sip



Dabur Honey Ginger



Honey Fruit Spread



Brahmi Amla Hair Oil



Oxy Life Salon Professional Tan Clear Kit



Fem Ultra Gold Bleach



Honey Squeezy



Real VOLO

CONTINUE TO BUILD BIGGER BRANDS

10bn+



1bn+

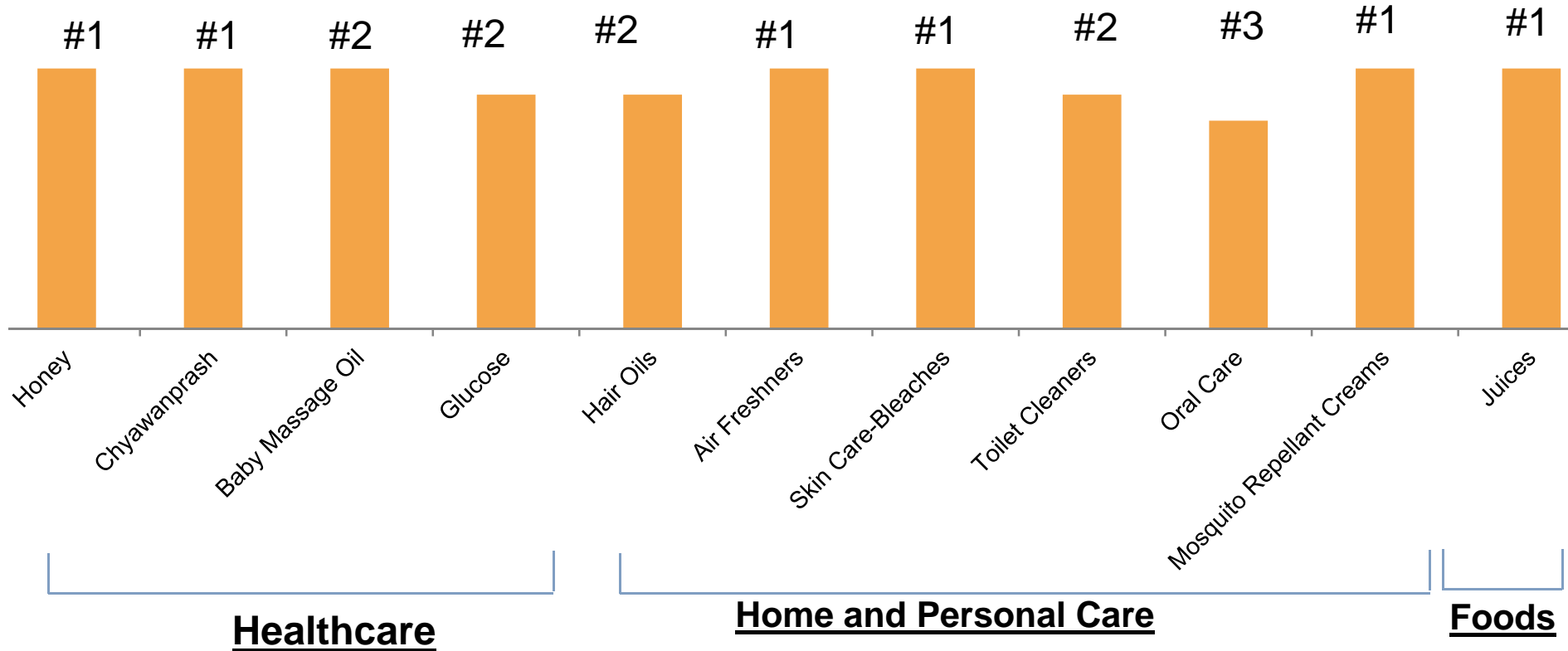


16 brands with turnover of INR 1bn+ with 3 brands over 10bn

MARKET LEADER IN 6 CATEGORIES

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

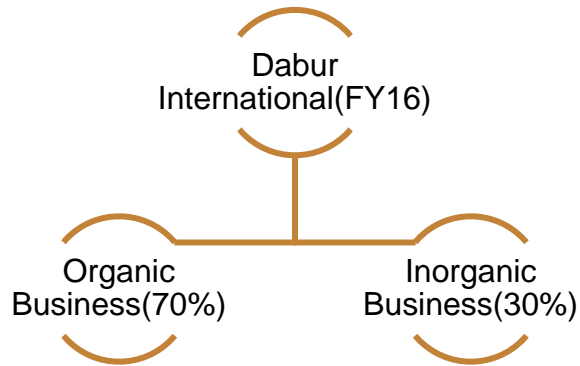
#Relative Competitive Position



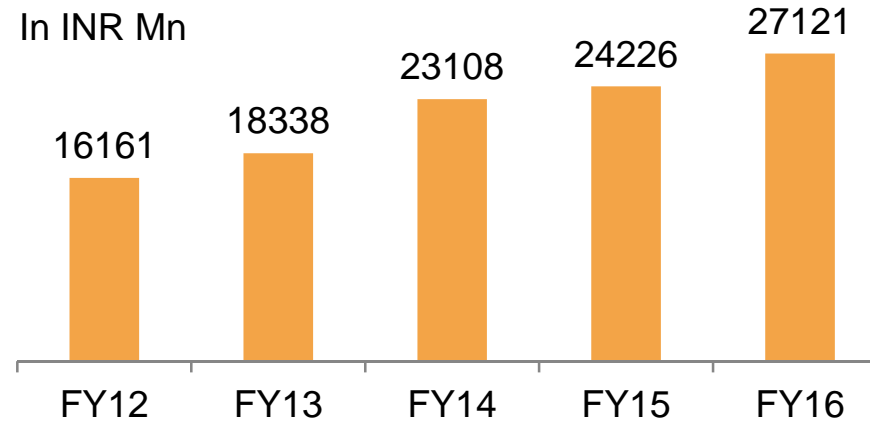
* Position basis Nielsen Market Share data MAT Aug'16

INTERNATIONAL BUSINESS

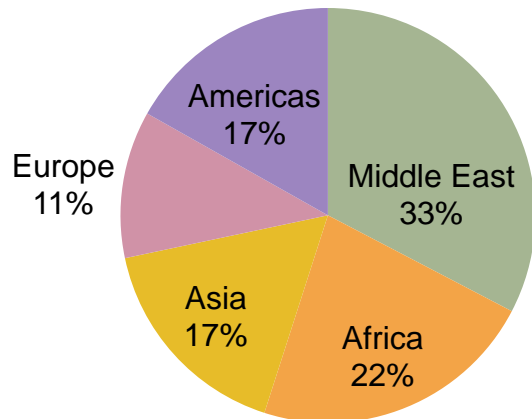
BUSINESS OVERVIEW



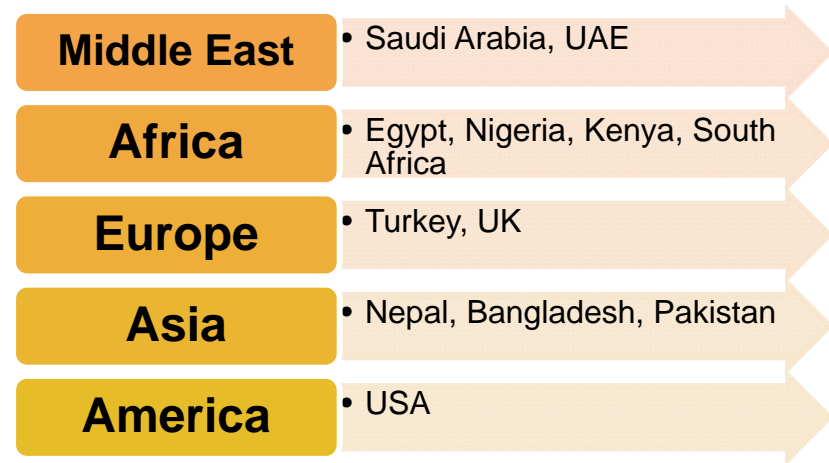
Sales Trend



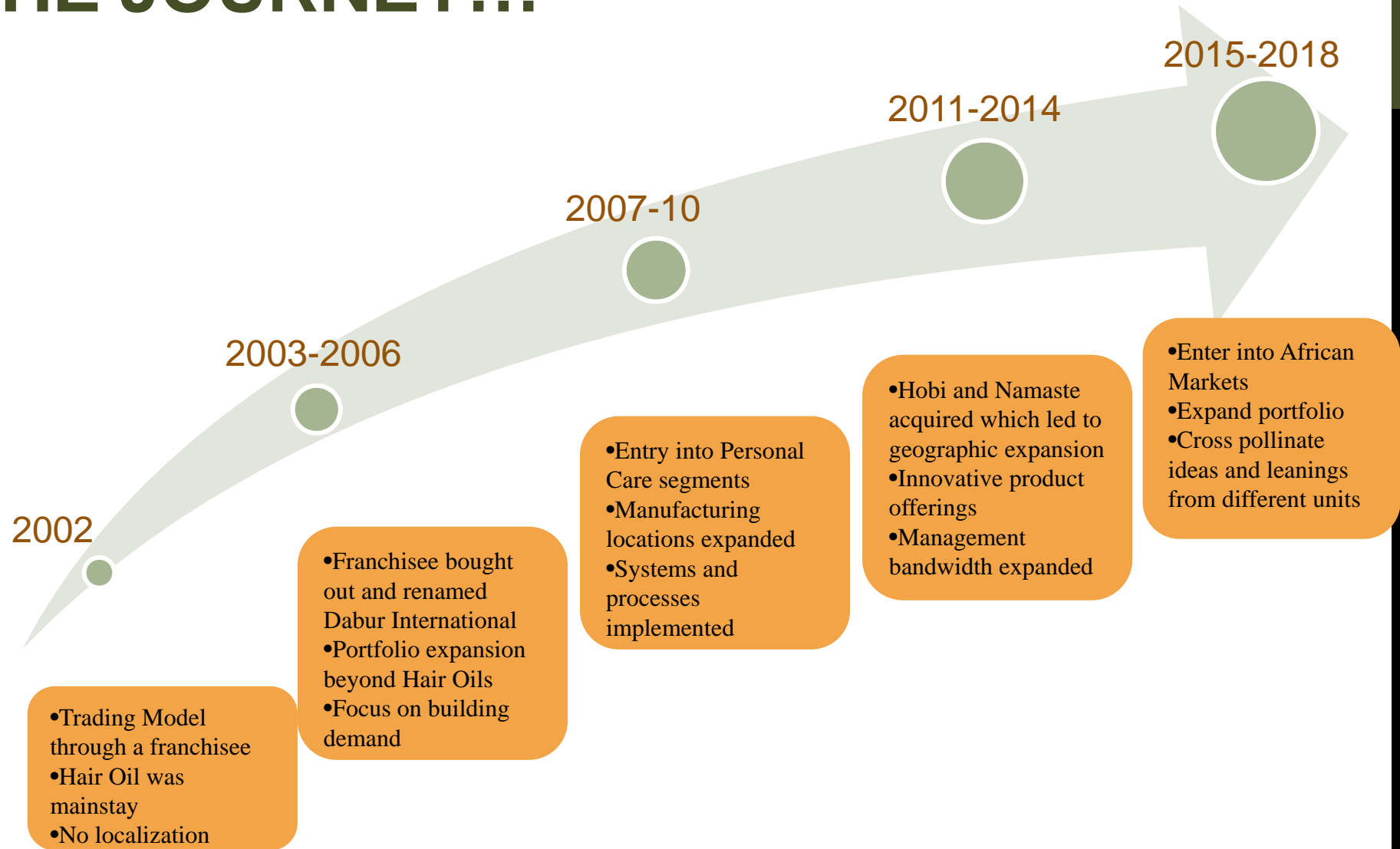
Regionwise Sales FY16



Key Markets

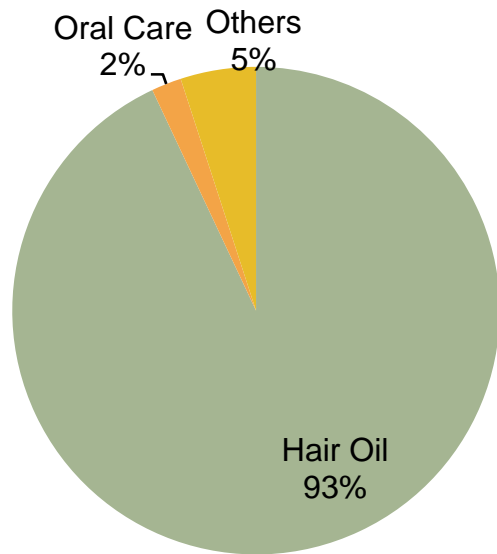


THE JOURNEY...

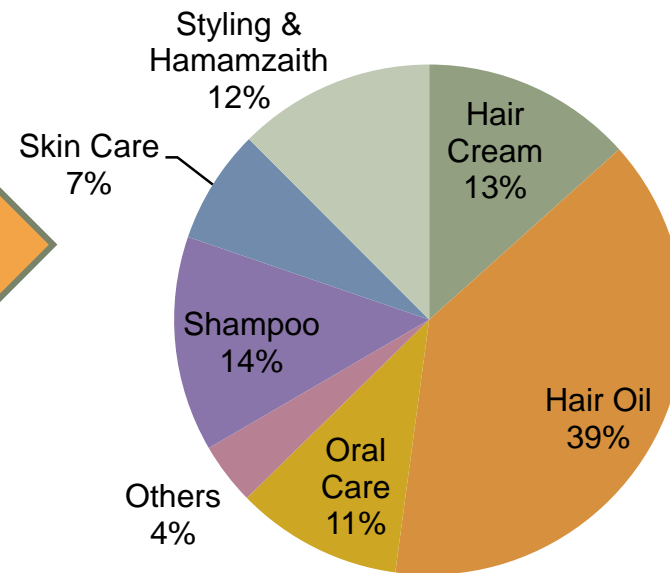


ORGANIC INTERNATIONAL BUSINESS

2005-06



2015-16



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

RECENT INNOVATIONS IN IBD



Demoviva Facial Fluid Range



Amla Men Hair Tonic



Herbal Olive Enamel Care Toothpaste



Vatika Shampoo Relaunch



Demoviva Baby Range- Olive Enriched Powder and Olive Baby Soap



Vatika Stand Tough Styling Gel

INORGANIC BUSINESS

Namaste



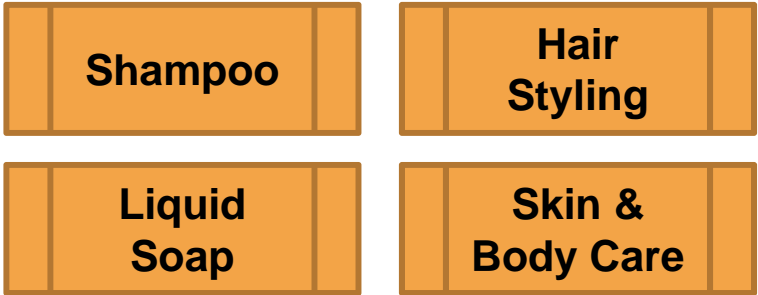
Key Geographies USA & Africa



Hobi



Key Geography Turkey



NAMASTE: FOCUS ON 'NATURAL' OFFERINGS



Olive Oil Range- Shampoo, Conditioner, Mask and Mousse

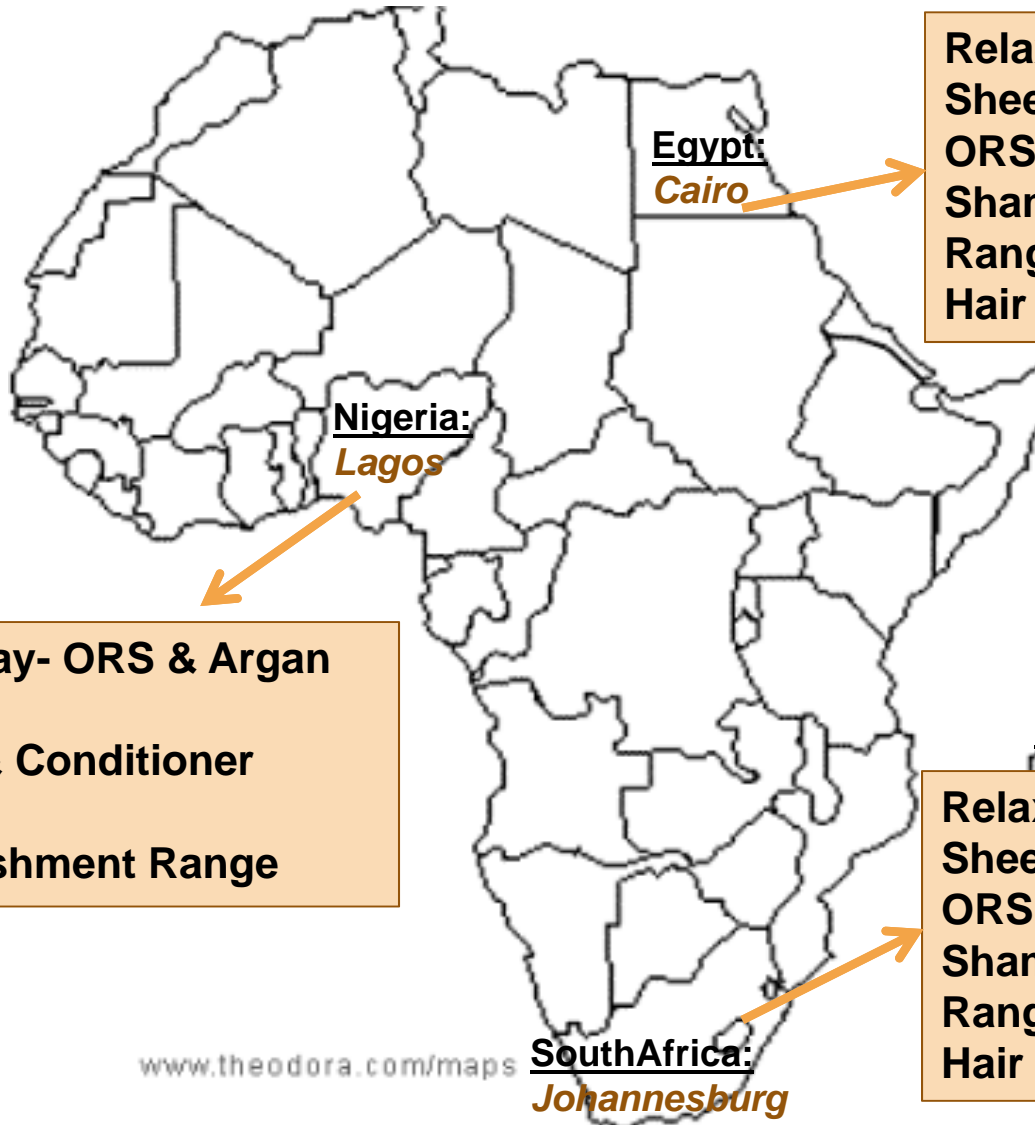


Curls Unleashed- Shea Butter & Honey Curl Defining Cream

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



NAMASTE : LOCALISATION IN AFRICA



**Relaxer Kits-ORS & Argan
Sheen Spray- ORS & Argan
ORS Oils
Shampoo& Conditioner
Range
Hair Nourishment Range**

**Sheen Spray- ORS & Argan
ORS Oils
Shampoo& Conditioner
Range
Hair Nourishment Range**

Third Party manufacturer
**Relaxer Kits-ORS & Argan
Sheen Spray- ORS & Argan
ORS Oils
Shampoo& Conditioner
Range
Hair Nourishment Range**

FINANCIAL HIGHLIGHTS FY 2015-16

		Growth %	Rs Crs
SALES	↑	8.1%	8436
EBITDA	↑	17.9%	1739
PAT	↑	17.5%	1253

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

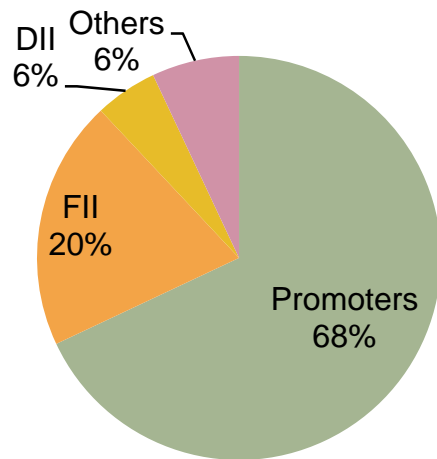
8 States covered under our Agronomical Initiatives

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

569 women trained at our vocational training centers

SHAREHOLDING AND SHARE PRICE TREND

Shareholding Pattern- As on 30th September, 2016

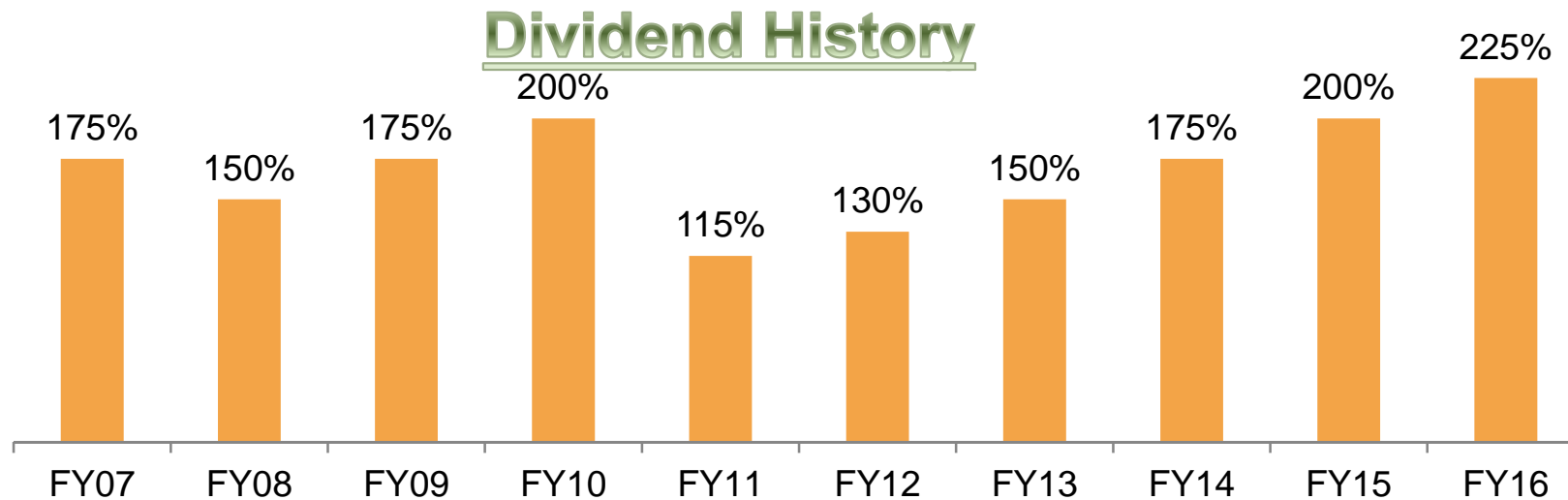
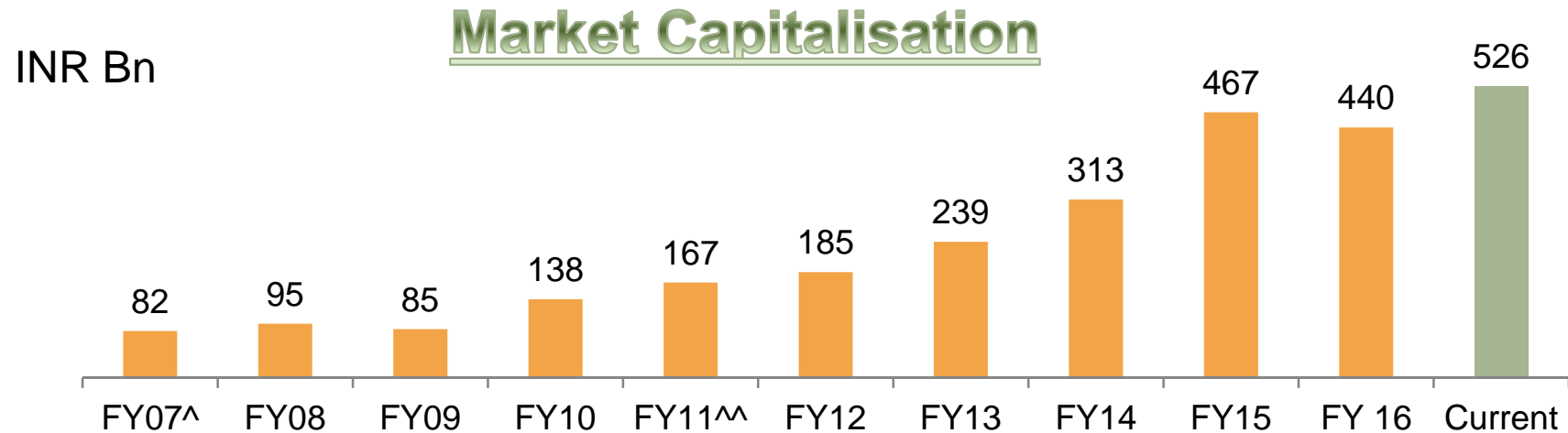


32% of Dabur's shares are held by the Public

Dabur Share Price Trend



SUPERIOR SHAREHOLDER RETURNS



[^] ^{^^} Bonus issue in FY07 & FY11

CONSOLIDATED P&L

In INR Mn

DIL (Consolidated) P&L in Rs. million	Q2FY17	Q2FY16	YoY (%)
Net Sales	19,757	19,553	1.0%
Other Operating Income	59	41	
Material Cost	9,674	9,523	1.6%
<i>% of Sales</i>	49.0%	48.7%	
Employee Costs	2,158	2,006	7.6%
<i>% of Sales</i>	10.92%	10.3%	
Ad Pro	1,494	1,657	-9.8%
<i>% of Sales</i>	7.6%	8.5%	
Other Expenses	2,403	2,365	1.6%
<i>% of Sales</i>	12.2%	12.1%	
Operating Profit	4,086.6	4,042.6	1.1%
<i>% of Sales</i>	20.7%	20.7%	
Other Income	892.5	557.7	60.0%
EBITDA	4,979.1	4,600.3	8.2%
<i>% of Sales</i>	25.2%	23.5%	
Finance Costs	166.1	124.8	33.1%
Depreciation & Amortization	357.4	327.8	9.0%
Profit Before Tax (PBT)	4455.6	4147.8	7.4%
Exceptional Item	0.0	0.0	
Tax Expenses	873.1	744.3	
PAT(Before extraordinary item)	3582.5	3403.5	5.3%
<i>% of Sales</i>	18.1%	17.4%	
Extraordinary Item	0.0	0.0	
PAT(After extraordinary Items)	3582.5	3403.5	
Minority Interest - Profit/(Loss)	10.8	0.3	3061.2%
<i>Share of profit / (loss) of associates & joint venture</i>	0.92	-0.72	
PAT (After Minority Int)	3,573	3,402	5.0%
<i>% of Sales</i>	18.1%	17.4%	

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

STATEMENT OF ASSETS AND LIABILITIES*

In INR Mn

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

Thank You

