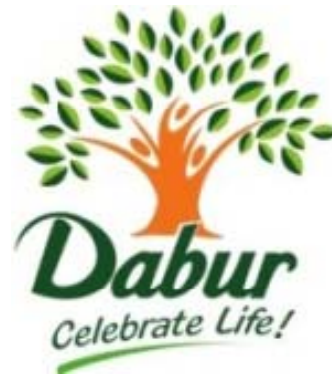


Dabur India Ltd

Investor Presentation

November 2015



Dabur Overview

Overview

One of the oldest and largest FMCG Companies in the country

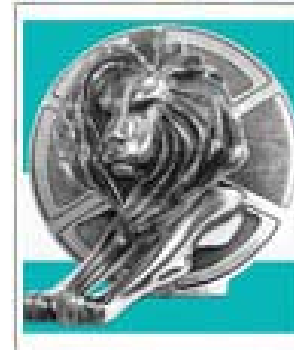
Dedicated to the Health and Well- Being of every household

World's largest in Ayurveda and natural healthcare

20 world class manufacturing facilities catering to needs of diverse markets

Strong overseas presence with 31% contribution to consolidated sales

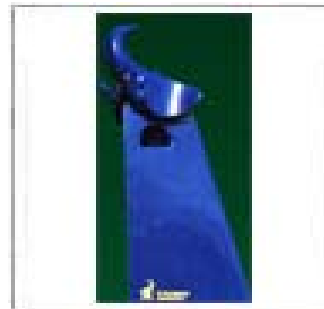
Accolades



Dabur Gastrina wins Silver at Cannes 2015



Dabur ranked amongst India's Super 50 Companies by Forbes India Ltd

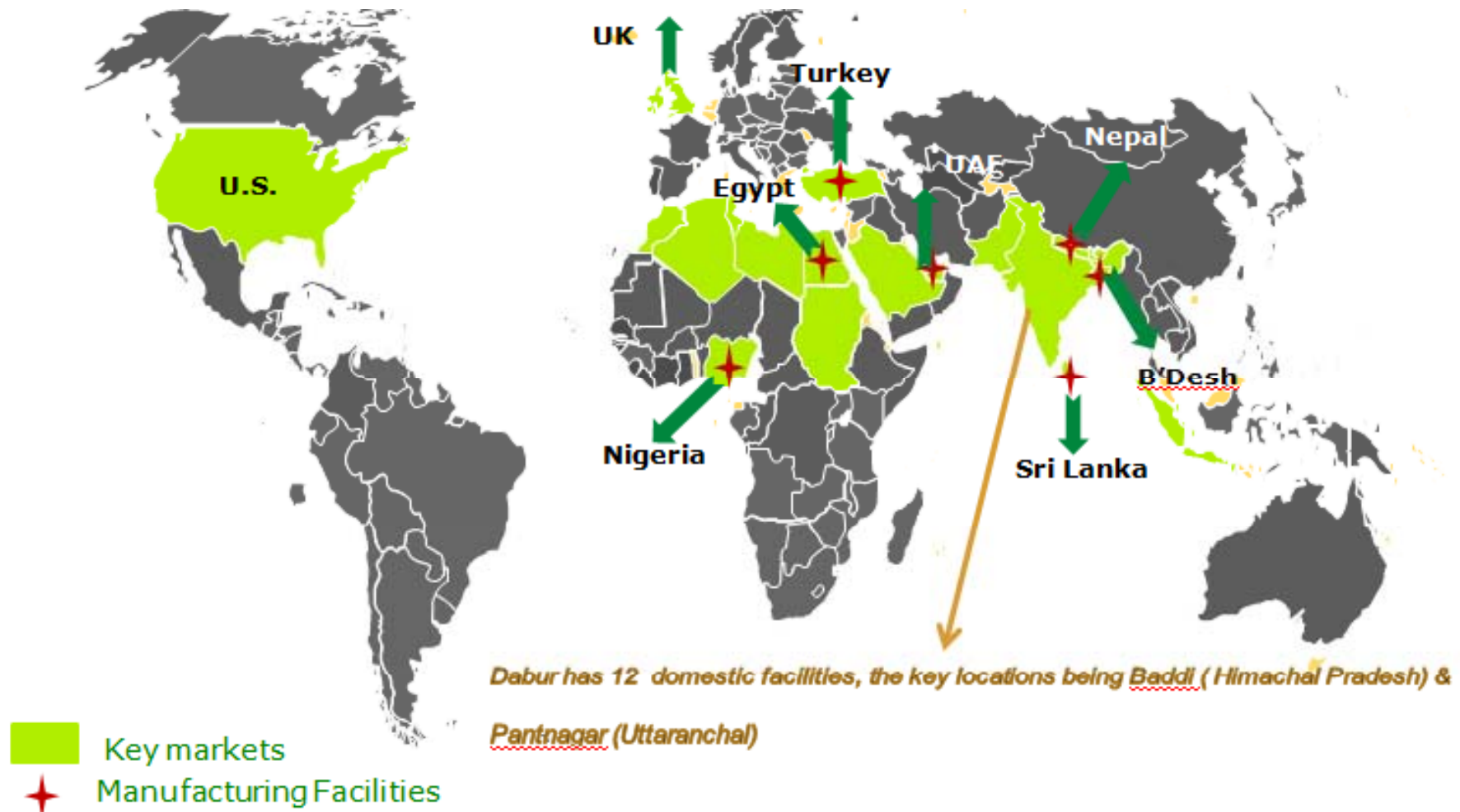


Brave and Beautiful campaign bags Blue Elephant at Kyoorius Awards 2015 in 'Advertising for Good' category

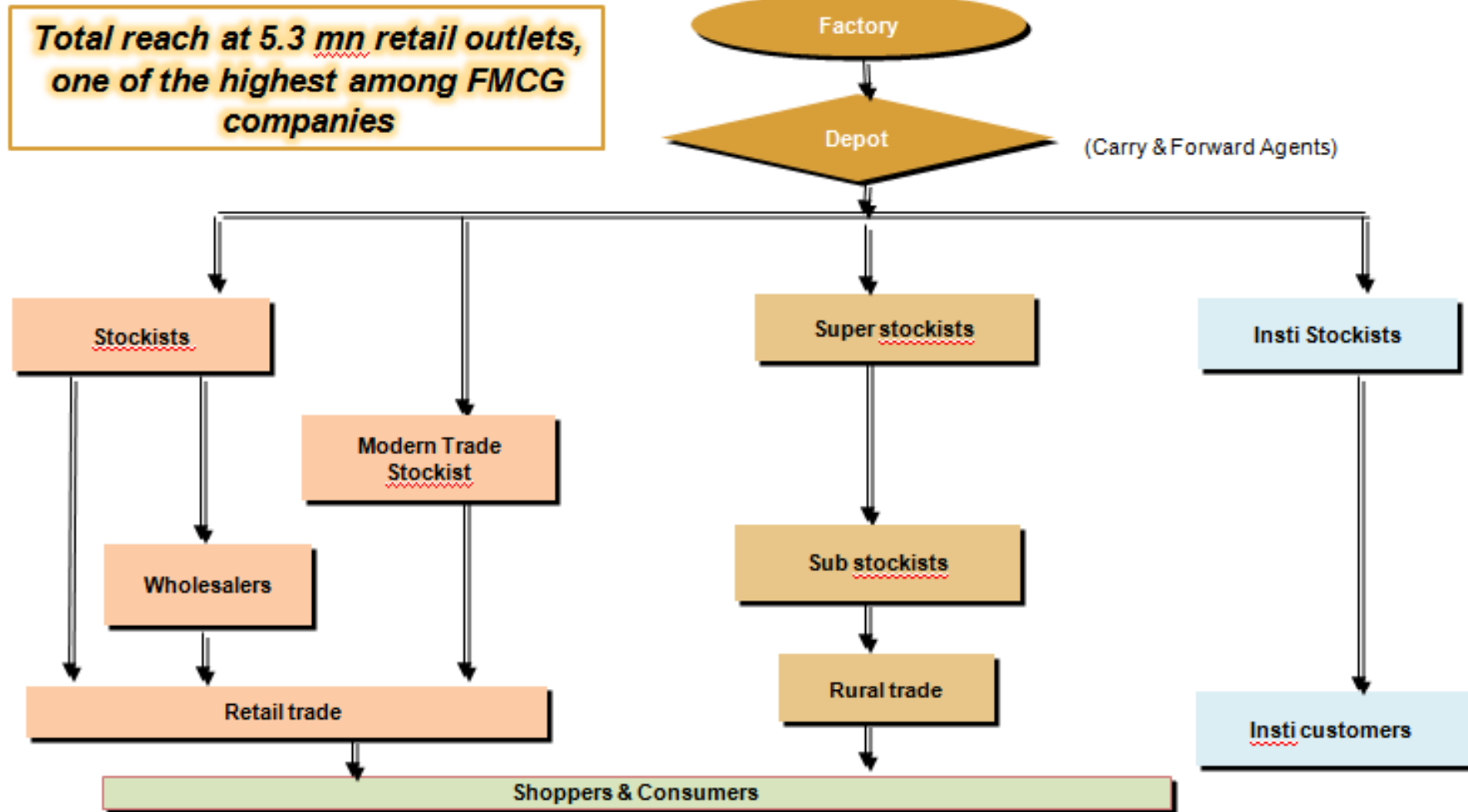
Key Milestones



Global Business Footprint

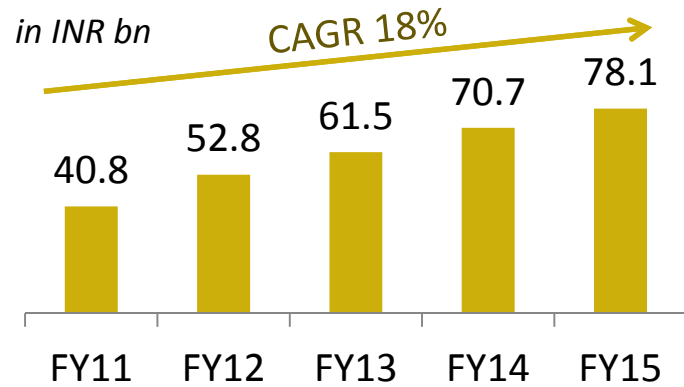


Domestic Distribution Structure

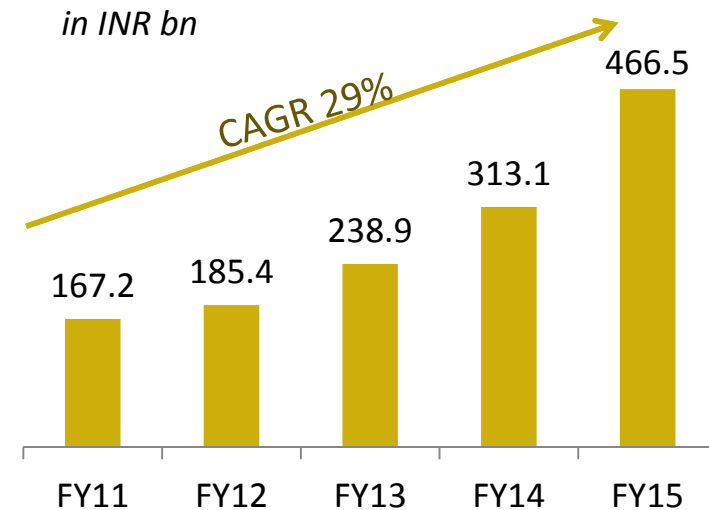


Performance Snapshot

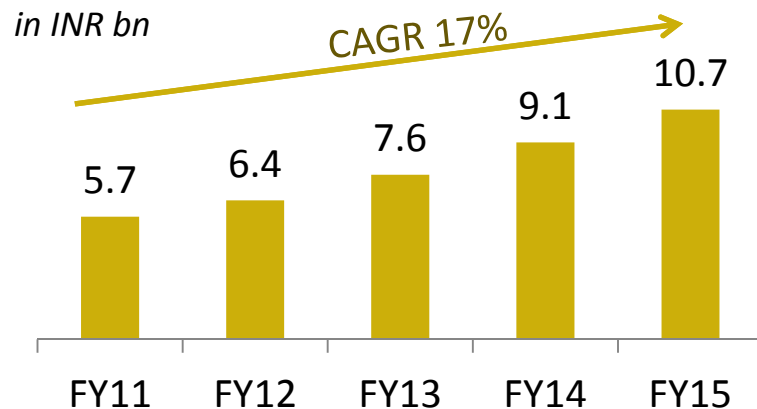
Sales



Market Cap

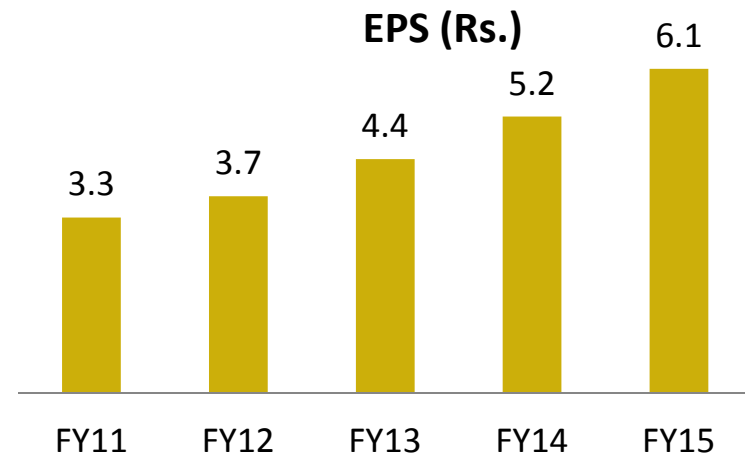
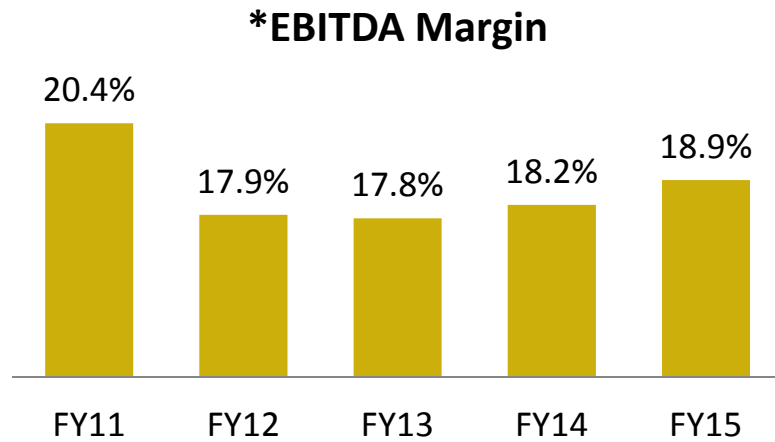
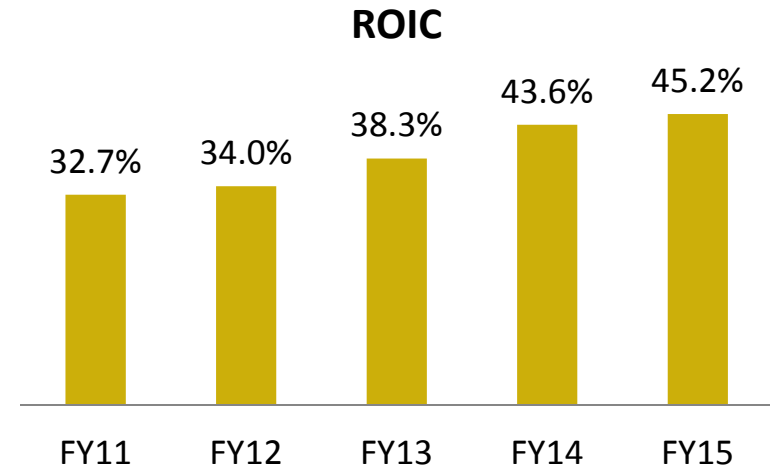
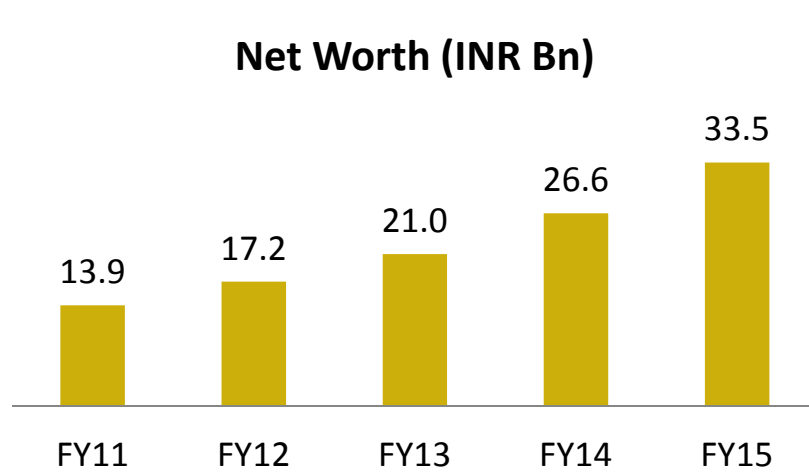


Profit After Tax



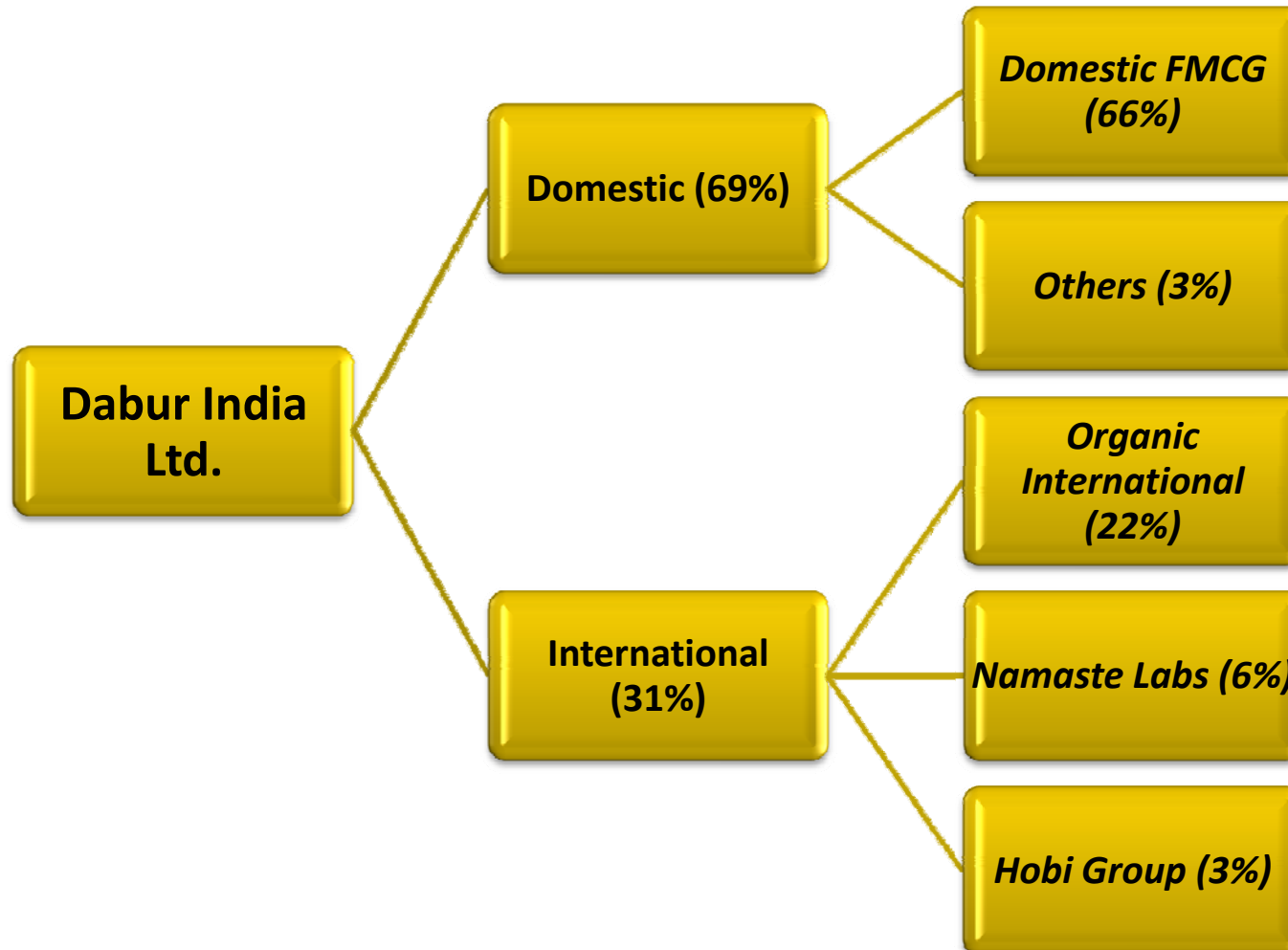
Robust profitable growth translating into superior shareholder returns

Strong Financial Profile



*includes Non- Operating income

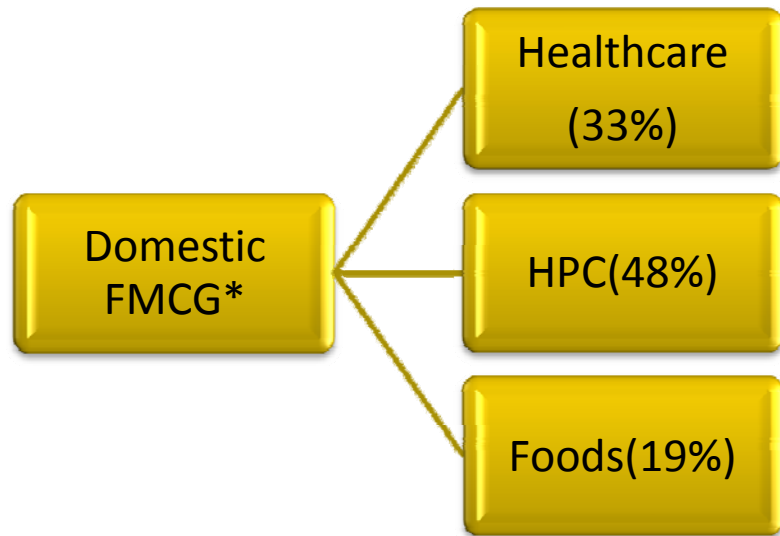
Business Structure



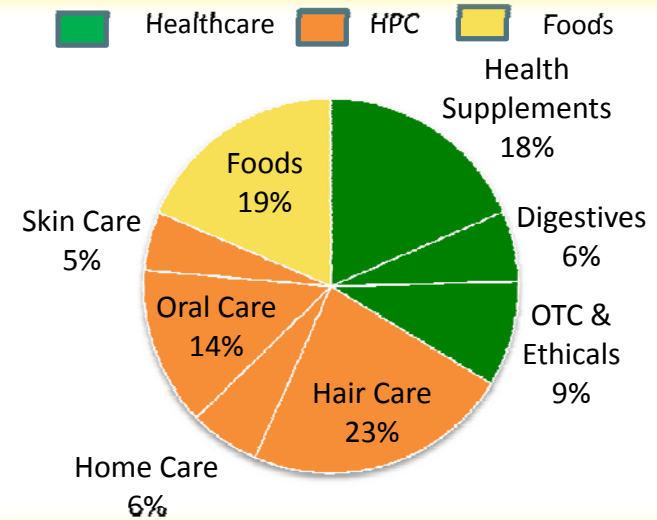
* Others include Retail, Commodity exports etc

Note: % figure in brackets indicate % share in Consolidated Sales for FY15

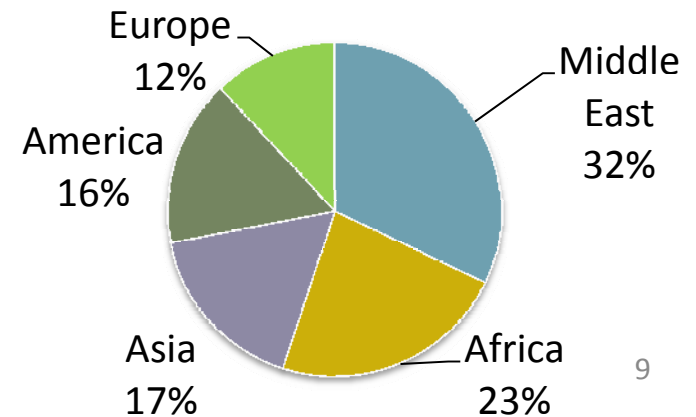
Sales By Business Vertical



Domestic FMCG Business FY15



International Sales FY15



* Breakdown of Domestic FMCG business basis FY15 Sales

Continue to build bigger brands

10bn+



1bn+

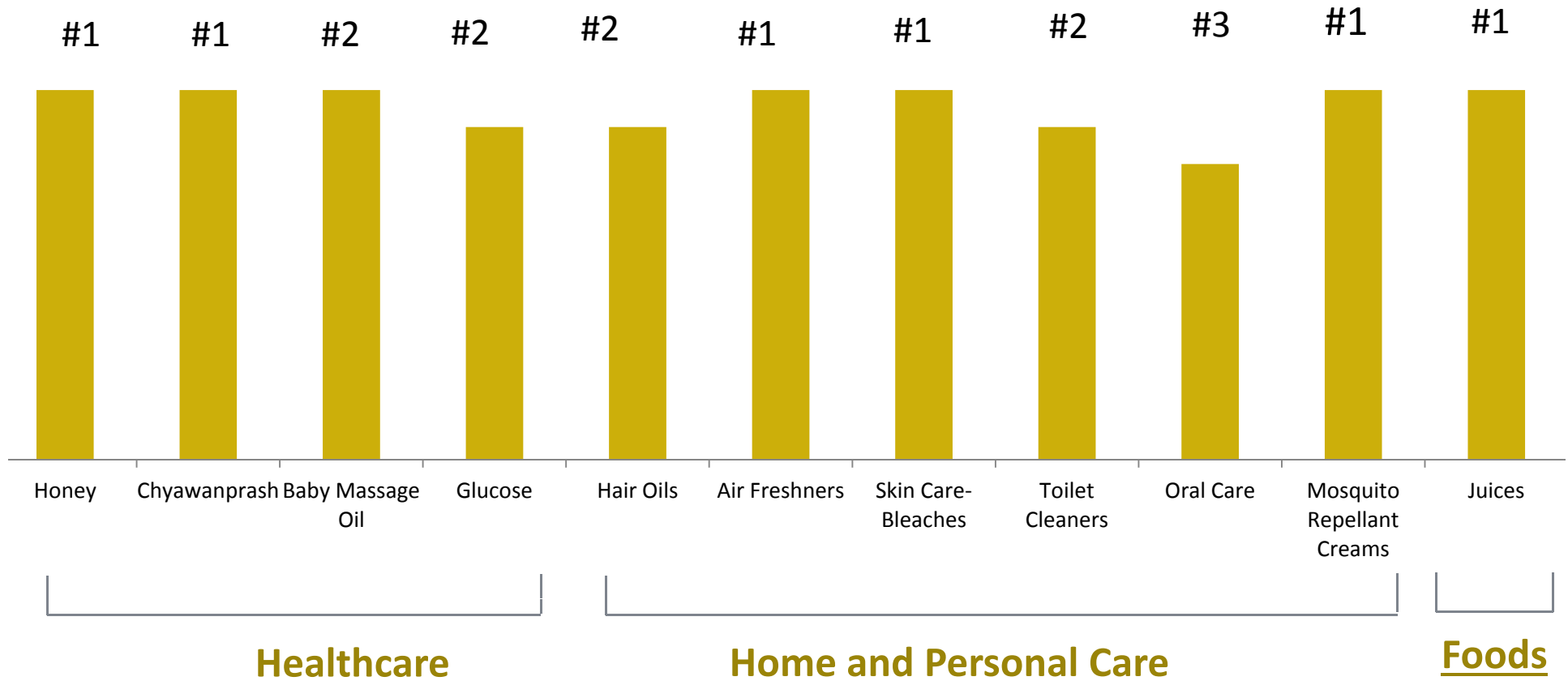


14 brands with turnover of INR 1bn+ with 3 brands over 10bn

Competitive Position

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

#Relative Competitive Position



* Position basis Nielsen Market Share data MAT June'15

Domestic Growth Strategy

Continued Focus on Innovation



Building Consumer Connect



Distribution Expansion



Focus on Health and well being

Continued Focus on Innovation

Recently Launched

India



Dabur Almond Shampoo



Oxy Prowhite Facial Kits



Oxy Crème+Crème Bleach- Salon Pack



Vatika Jasmine Hair Oil

International



Dermoviva Face Care Range- Facewash & Scrub



Vatika Cactus & Coconut Hair Mask



Dermoviva Sun Lotion

Product Evolution

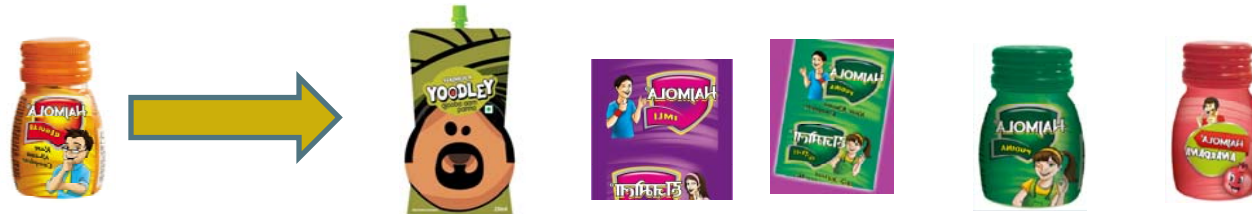
Chyawanprash



Red Toothpowder



Hajmola



Amla Hair Oil



Building Consumer Connect

Key Activations

Sanifresh: Swachh Bharat Initiative

- Initiated the association with 'Sulabh' in our endeavour to join hands with India's 'Swachh Bharat Mission'
- This initiative was designed to help educate consumers on the need to use toilets to maintain health and hygiene
- More than 400 toilets have been built across various villages by Dabur
- The campaign has helped increase brand awareness for Sanifresh

Dabur Dashmularishta: ASHA ki nayi kiran

- Dabur Dashmularishta, a women health tonic & newspaper Amar Ujala joined hands for the initiative
- 'Asha Ki Nayi Kiran' is a special initiative to encourage the efforts of ASHA workers in order to empower them with knowledge on social development



Increasing Doctor Advocacy

Project LEAD: Leveraging Through Empowered Anchoring & Detailing

Doctor Advocacy is the key to enhance consumer franchise



Doctor Detailing for Dabur Products using hand held devices

- Front end teams to be separated for Healthcare (OTC & Ethicals) and the rest of the Domestic FMCG business to have focused attention on both segments of the business
- *Demand generation from doctors shall be the key focus:*
 - ✓ **Advocacy platform being built**
 - ✓ **Both Ayurvedic and Allopathic doctor reach to be ramped up**
 - ✓ **Building the detailing team- Around 170 Medical representatives hired; Number will increase to 275 by end of the fiscal**
 - ✓ **Head of business inducted for Medical detailing and marketing**
 - ✓ **IT Platform and hand held devices for seamless information flow for the detailing team**

Distribution Expansion

Enhancing Distribution Reach

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
- We plan to increase the coverage to 50,000 villages in FY16 and 60,000 in FY17

Project 50-50

- Aimed at leveraging the potential of Top 140 towns which contribute to 50% of urban consumption
- Segregating the grocery channel teams for wholesale & retail
- Focused marketing activities and distribution expansion

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

Focus on Health and Well being

Health and Well-Being

Health & Well being - The underlying theme across the portfolio



Dabur Honey
Weight Management



Dabur Baby Massage Oil
Free of paraffin and parabens



Focus on Ayurvedic OTC- No.1 in Women Health Tonics



Innovations in Healthcare Category

Health and well- Being

Health & Well Being focus has been extended to HPC and Foods



Red Tooth Paste-
Focus on Ingredient
Effectiveness



Recently introduced the
'Real Wellnezz' range
with the Jamun flavour



Odomos
Protection from Dengue

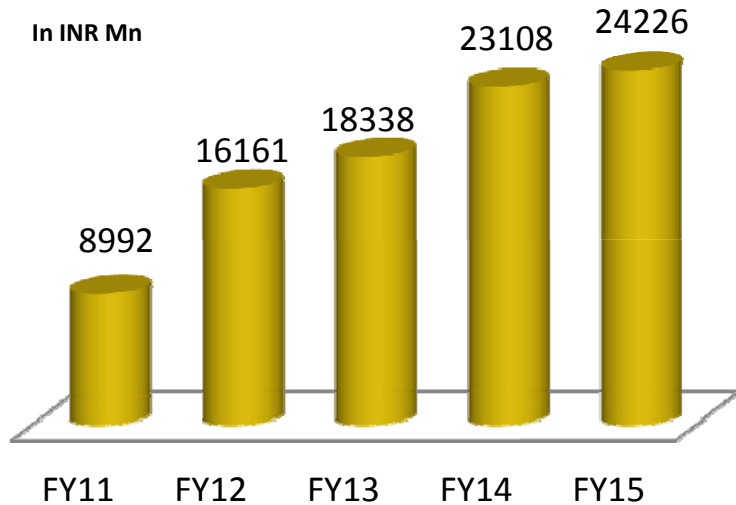


Sanifresh- Toilet Cleaner
To safeguard the health of the
family by ensuring hygiene



Activ
Juices for a healthy
lifestyle

International Business Overview



Key Markets

Middle East

Africa

South Asia

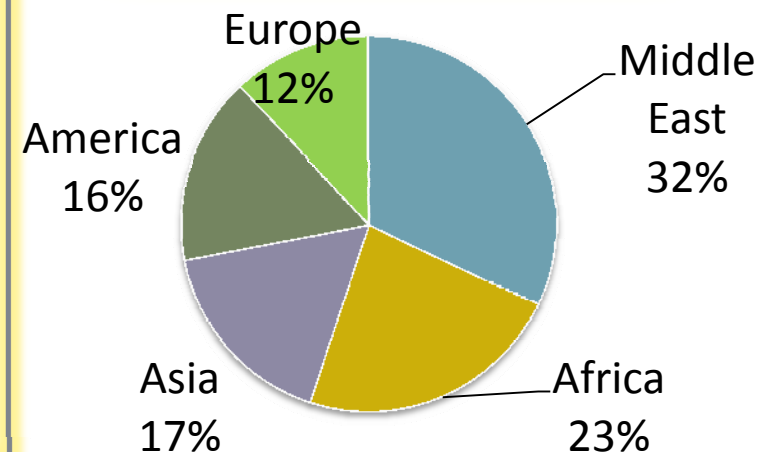
Key Categories

Hair Care

Skin Care

Oral Care

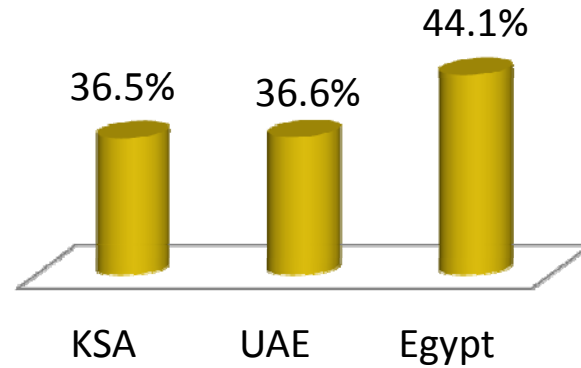
International Sales FY15



- Comprises 31% of Consolidated Sales in FY15
- Localized supply chain network for efficient business operations
- Sustained investment in brands and innovation to grow the topline
- Business foray had been entirely organic since 1980's, until FY2010-11 when we acquired Hobi Group and Namaste Labs

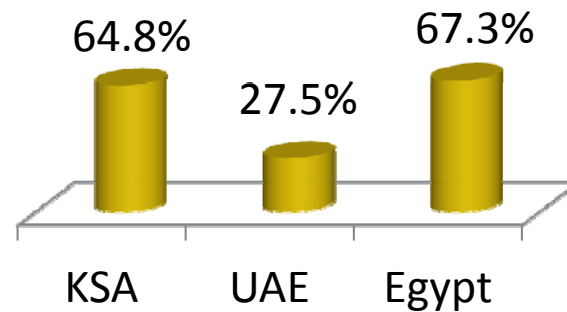
International- Competitive Position

Hair Creams*



No.1 Position in the Hair Cream Category in KSA, UAE and Egypt

Hair Oils*



No.1 Position in the Hair Oils Category in KSA & Egypt and No.2 in UAE

**Volume Market Share Mat March 2015*

Overseas Markets Strategy

Middle East

- Increase penetration in Hair Care
- Strengthen Oral Care and Skin Care

Africa

- Increase share of Hair Care by scaling up ORS (Namaste portfolio)
- Cross pollinate with products from MENA

Asia

- Increase product width and penetration in neighbouring markets
- Enter Myanmar & other Indo China markets

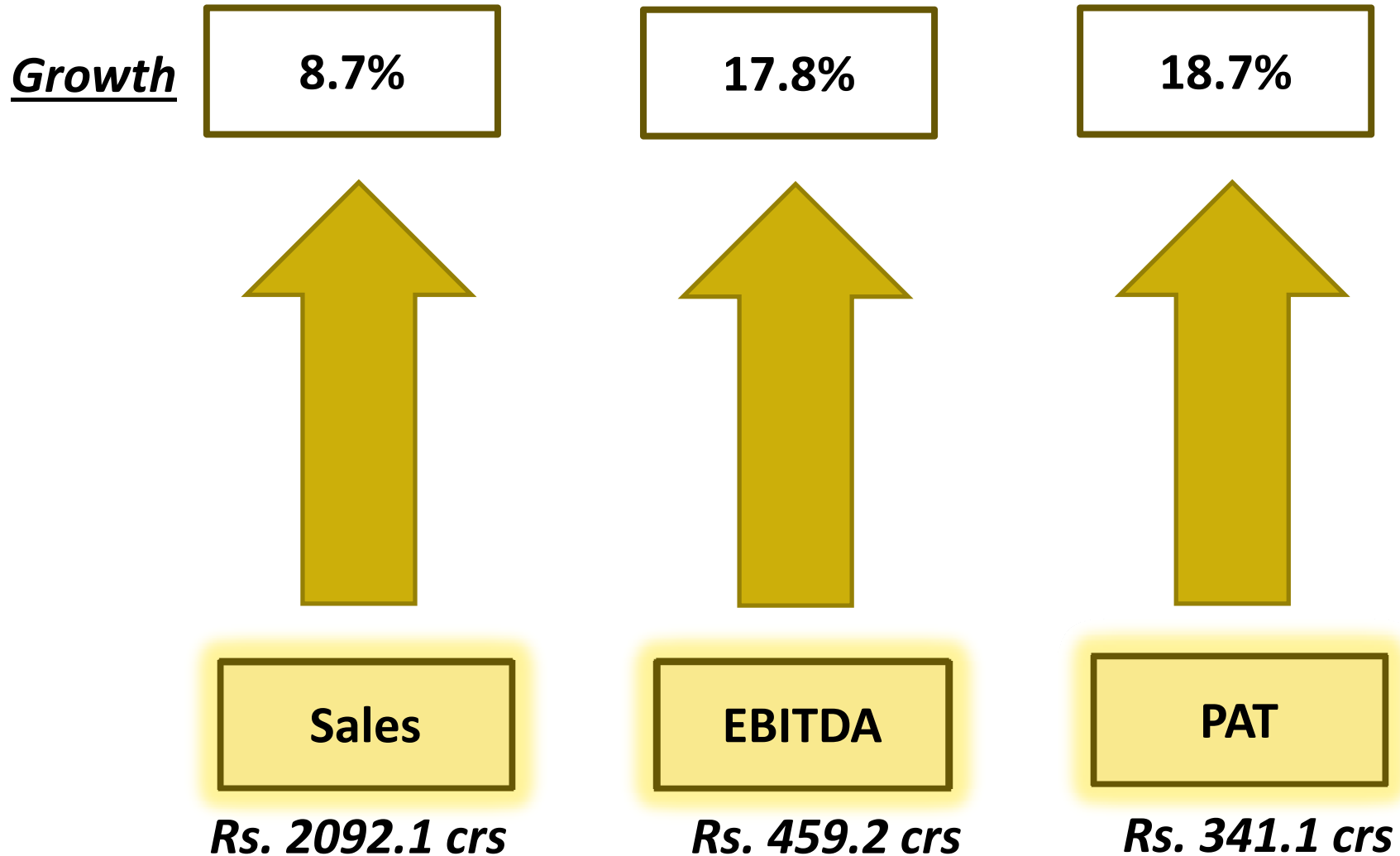
America

- Build Namaste's Hair Care portfolio
- Cater to Indian Diaspora through the ethnic channels

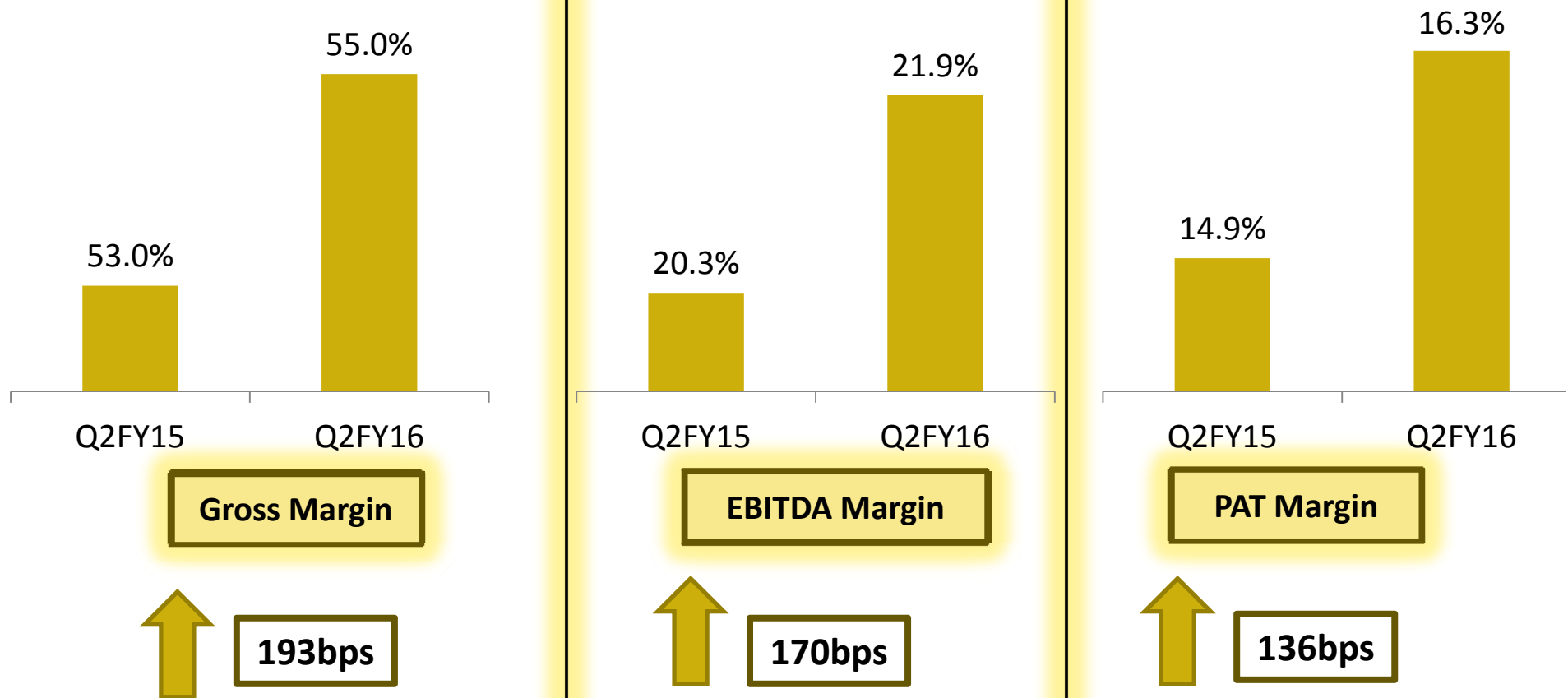
Europe

- Cross pollination and expand consumer base in UK and Turkey

Financial Highlights Q2FY16



Margin Profile Q2FY16



Sustainability: A Key Focus

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

1,141 acres under cultivation for rare medicinal herbs in India

2,028 beneficiary families of our Self – Help Group initiatives

9,13,750 school kids benefitting from our Healthcare Initiatives

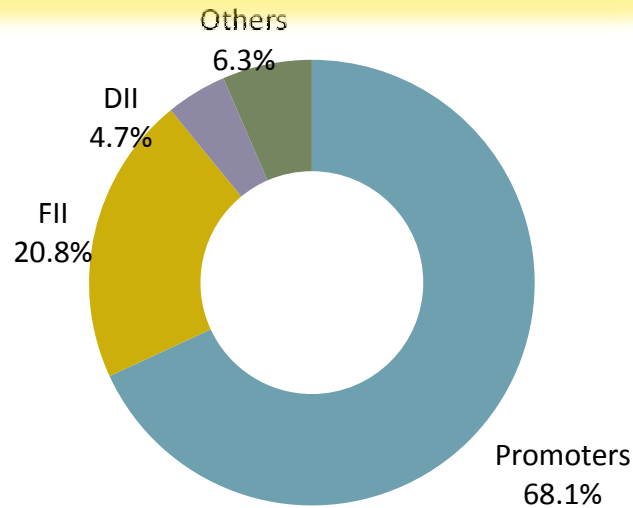
13 States covered under our Agronomical Initiatives

1,674 farmers/beneficiaries of our Agronomical initiatives in India

586 women trained at our vocational training centers

Shareholding, Price & Dividends

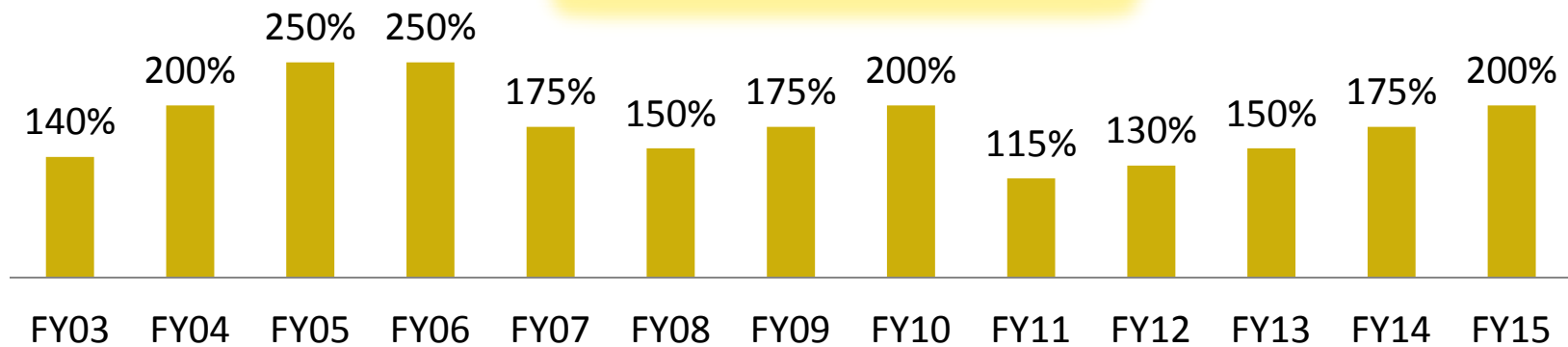
Share Holding Pattern As on 30th Sep 2015



Dabur Share Price Trend



Dividend History



*Bonus issue in FY07 & FY11

Consolidated P&L

DIL (Consolidated) P&L in Rs. million	Q2FY16	Q2FY15	YoY (%)	H1 FY16	H1 FY15	YoY (%)
Net Sales	20,921	19,241	8.7%	41,562	37,880	9.7%
Other Operating Income	41	55		95	104	
Material Cost	9,418	9,034	4.3%	18,976	18,260	3.9%
<i>% of Sales</i>	45.0%	47.0%		45.7%	48.2%	
Employee Costs	2,008	1,825	10.0%	3,900	3,394	14.9%
<i>% of Sales</i>	9.6%	9.5%		9.4%	9.0%	
Ad Pro	2,784	2,533	9.9%	6,090	5,396	12.9%
<i>% of Sales</i>	13.3%	13.2%		14.7%	14.2%	
Other Expenses	2,707	2,395	13.0%	5,429	4,745	14.4%
<i>% of Sales</i>	12.9%	12.4%		13.1%	12.5%	
Other Non Operating Income	547	389	40.7%	1,025	748	37.1%
EBITDA	4,592	3,897	17.8%	8,288	6,937	19.5%
<i>% of Sales</i>	21.9%	20.3%		19.9%	18.3%	
Interest Exp. and Fin. Charges	124	102	21.4%	241	203	18.6%
Depreciation & Amortization	329	292	12.6%	655	559	17.1%
Profit Before Tax (PBT)	4,140	3,503	18.2%	7,392	6,175	19.7%
Exceptional Item	0	0		0	0	
Tax Expenses	728	616	18.2%	1,360	1,176	15.6%
PAT(Before extraordinary item)	3,412	2,888	18.2%	6,032	4,999	20.7%
<i>% of Sales</i>	16.3%	15.0%		14.5%	13.2%	
Extraordinary Item	0	0		0	0	
PAT(After extraordinary Items)	3,412	2,888	18.2%	6,032	4,999	20.7%
Minority Interest - (Profit)/Loss	0	13		10	16	
PAT (After Extra ordinary item & Minority Int)	3,411	2,875	18.7%	6,022	4,983	20.9%
<i>% of Sales</i>	16.3%	14.9%		14.5%	13.2%	

Statement of Assets and Liabilities

in Rs. million	As at 31/03/2015)	As at 31/03/2014)
A EQUITY AND LIABILITIES		
1 Shareholders' funds		
(a) Share capital	1756.5	1743.8
(b) Reserves and surplus	31784.9	24815.8
Sub-total - Shareholders' funds	33541.4	26559.6
2. Minority interest	181.6	159.1
3. Non-current liabilities		
(a) Long-term borrowings	2105.7	2604.0
(b) Deferred tax liabilities (net)	587.1	448.3
(c) Other long-term liabilities	1.2	0.0
(c) Long-term provisions	462.1	408.9
Sub-total - Non-current liabilities	3154.9	3461.2
4. Current liabilities		
(a) Short-term borrowings	5229.9	4477.4
(b) Trade payables	10958.4	10965.3
(c) Other current liabilities	5436.4	4794.2
(d) Short-term provisions	2560.2	2703.2
Sub-total - Current liabilities	24184.9	22940.1
TOTAL - EQUITY AND LIABILITIES	61062.8	53120.0
B ASSETS		
1. Non-current assets		
(a) Fixed assets	13060.3	11672.1
(b) Goodwill on consolidation	6214.0	6214.0
(c) Non-current investments	14074.0	4926.4
(d) Long-term loans and advances	207.5	245.4
(e) Other non-current assets	201.3	180.7
Sub-total - Non-current assets	33757.1	23238.6
2 Current assets		
(a) Current investments	4059.7	5838.3
(b) Inventories	9732.7	9725.1
(c) Trade receivables	7108.4	6753.0
(d) Cash and bank balances	2760.4	5193.8
(e) Short-term loans and advances	2788.7	1955.1
(f) Other current assets	855.8	416.1
Sub-total - Current assets	27305.7	29881.4
Total -Assets	61062.8	53120.0

Thank You