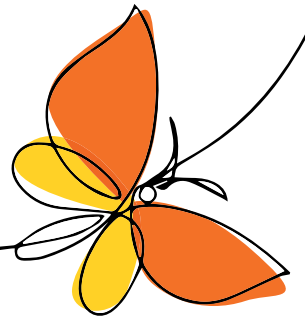


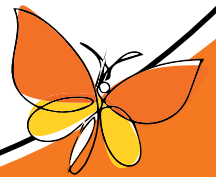


Naturally &
Sustainably Yours,
Dabur



Dabur India Limited
Integrated Annual Report 2022-23





We are believers...
Believers in the bounty of Nature...
...in the Power of Science.

We believe in making ancient Ayurveda and modern-day Science work together to offer our consumers holistic Health and Well-Being.

We believe that goodness should be reflected in our every action...

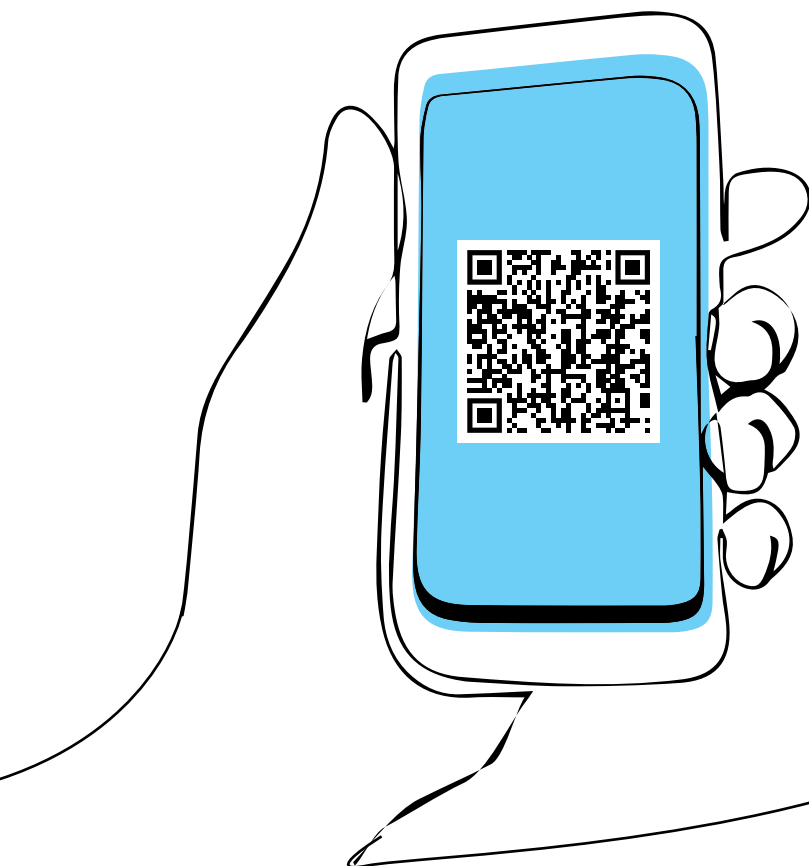
...that goodness is something that's not only worth sharing with the World but also helps make the world a better place.

At Dabur, our endeavour is to maintain the perfect harmony between nature and mankind while we go about our business of delivering the best nature-based solutions for the everyday health and personal care needs of our consumers across the globe.

Sustainability is at the heart of our operations and also embedded in our products. The concept of sustainability is incorporated into the core of our business and has been expanded to encompass our aspirations and responsibilities to the society and to the environment.

Every action at Dabur is a step towards a sustainable future.

This is what keeps us going every day...



This Report is also available
online on www.dabur.com

Approach to Reporting

This is Dabur India Ltd's Annual Integrated Report for the financial year 2022-23, reflecting our performance and strategy aligned to the current business context. It encompasses both qualitative and quantitative disclosures regarding our financial performance, critical sustainability impact, and socially inclusive endeavours conducted during the year.

This also covers our commitment towards Environment Sustainability and details our strategy towards becoming a truly Green Enterprise.

The report is aimed at providing better transparency to our stakeholders regarding our business progress as well as our ongoing efforts to assess the non-financial performance on significant environmental, social, and governance (ESG) impacts, risks and opportunities. We aspire to strengthen our disclosures and better our ESG systems year on year and continue to move forward in our journey of living our purpose, delivering growth, and creating value for our stakeholders.

Reporting Scope and Period

The Annual Integrated Report covers information on the business operations of Dabur India Limited, aptly disclosed through the Capitals as defined by International Integrated Reporting Council (IIRC). The Capitals cover information on India and overseas operations. The Key Performance Indicators (KPIs) have been prepared in accordance with the Global Reporting Initiative (GRI) Standards. The Integrated Report considers the primary reporting period as April 01, 2022 to March 31, 2023. There is the inclusion of facts and figures from previous years to provide a comprehensive view to our stakeholders.

Reporting Framework

The Annual Report follows the International Framework as developed by IIRC (www.integratedreporting.org) and should be read in conjunction with the financial statements included herein and the notes thereto. The financial statements and statutory disclosures including the Board's Report, Management Discussion and Analysis (MDA), and Corporate Governance Report are presented in conformance to the requirements of the Companies Act, 2013 (including the rules made thereunder), Indian Accounting Standards, the Securities and Exchange Board of India (SEBI) – Listing Obligations and Disclosure Requirements, 2015 and Secretarial Standards issued by the Institute of Company Secretaries of India.

Reporting Boundary

The financial metrics and information presented in the fiscal 2022-23 Annual Integrated Report pertains to Dabur India Limited, including its domestic and international business, subsidiaries, and joint ventures. The non-financial disclosures are limited to Dabur's India operations unless otherwise specified at relevant sections.

Reporting Timeline

The fiscal 2022-23 Annual Integrated Report covers the financial and non-financial performance of the Company from April 01, 2022 to March 31, 2023.

Management Responsibility Statement

The management of Dabur recognizes its responsibility in ensuring the integrity, transparency and accuracy of information presented in the Annual Integrated Report. The management also confirms that the report addresses all business-critical material issues pertaining to the organization and its stakeholders and communicates the organisation's ability to pursue prospects and mitigate risk.

Forward-Looking Statement

Some information in this report may contain forward-looking statements which include statements regarding Company's expected financial position and results of operations, business plans and prospects etc. and are generally identified by forward-looking words such as "believe," "plan," "anticipate," "continue," "estimate," "expect," "may," "will" or other similar words. Forward-looking statements are dependent on assumptions or basis underlying such statements. We have chosen these assumptions or basis in good faith, and we believe that they are reasonable in all material respects. However, we caution that actual results, performances or achievements could differ materially from those expressed or implied in such forward-looking statements. We undertake no obligation to update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise.



Contents



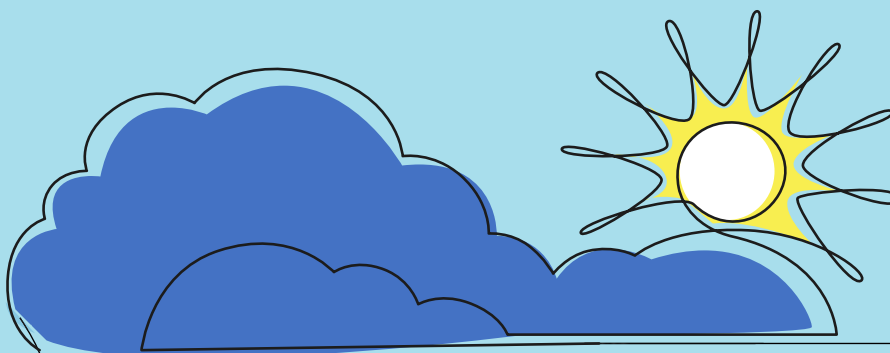
	<u>Sustainability at Dabur</u>	4
9	<u>Corporate Information</u>	
	<u>About Dabur</u>	10
12	<u>Our Presence</u>	
	<u>Our Performance Scorecard</u>	14
16	<u>Chairman's Message</u>	
	<u>Q&A with CEO</u>	20
24	<u>Dabur at a Glance</u>	
	<u>Billion Rupee Brands</u>	27
28	<u>Dabur Trivia</u>	
	<u>Our Power Brands</u>	30
34	<u>Stakeholder Engagement</u>	
	<u>Materiality Assessment</u>	38
42	<u>Value Creation Paradigm</u>	
	<u>Strategy</u>	44
45	<u>Corporate Governance</u>	
	<u>Risk Management</u>	53
60	<u>Financial Capital</u>	
	<u>Manufactured Capital</u>	62
66	<u>Human Capital</u>	
	<u>Natural Capital</u>	80
92	<u>Social and Relationship Capital</u>	
	<u>Intellectual Capital</u>	124
132	<u>Rewards and Recognitions</u>	
	<u>Management Discussion & Analysis</u>	134
163	<u>Report on Corporate Governance</u>	
	<u>Directors' Report</u>	200
256	<u>Standalone Financial Statements</u>	
	<u>Consolidated Financial Statements</u>	341
437	<u>Notice of Annual General Meeting</u>	

Sustainability at Dabur

At Dabur, we consider sustainability at every level of our operating activities. Our business is committed not just towards profitable growth, but also towards leaving a deeper imprint on the society as a whole. All our actions are aimed towards this larger goal.

We also recognise the importance of evaluating our value chain's use of ecosystem elements as well as our emissions to the environment. Being a purpose-led organisation, Dabur continues to demonstrate an unwavering commitment towards reducing our environmental footprint and incorporating sustainability measures into our business strategies. Our cohesive and structured set of policies, strategies and interventions have helped us set ambitious milestones in our journey towards meeting our long-term Environment, Social and Governance (ESG)-related goals.





Our ESG Goals and Performance

Climate Change

Goal:

- Achieve **Net Zero** in the entire value chain by 2045
- **Eliminate** coal across own manufacturing units by FY 2024-25
- Achieve **>60%** Scope 1 and Scope 2 energy from renewable and cleaner sources by FY 2025-26

Achievement:

- Committed to near term and **Net Zero** science-based targets.
- Successful **Coal Free** Trials in Operations in June 2023
- **50%** of the total energy consumed in operations is from renewable sources

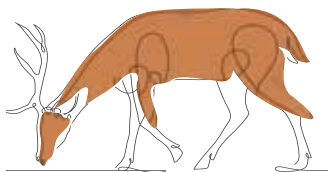
Biodiversity

Goal:

- Ensure own manufacturing operations outside Bio Endangered/protected biodiversity zones
- Ensure **100%** Afforestation equivalent to sourced critically endangered herbs by FY 2025-26

Achievement:

- **100%** of DIL's own operations are outside protected biodiversity zones
- **30%** of risk associated with critical endangered herbs mitigated through conservation and restoration measures
- **47%** increase in the cultivation of medicinal herbs compared to FY 2020-21, with a total of **7,731** acres cultivated in FY 2022-23



Water Stewardship

Goal:

- Reduce Water Intensity in operations by **30%** by FY 2025-26
- Become **Water Positive** in own operations and communities by 2030

Achievement:

- **22%** reduction in water intensity (kL/MT) from FY 2018-19, despite high growth in the water-intensive 'Juices' portfolio
- **77,412 KL** of water recharged since FY 2018-19 through community-led water conservation initiatives

Social Impact:

Goal:

- Transform lives of **2.5** Million people by 2023 and **5** Million by 2030 in a sustainable manner
- Sustainably cultivate medicinal and aromatic plants in **15,000** acres by 2030 (200% increase over 2020)
- Enhance livelihood of more than **13,500** farmers' families by 2030 (100% increase over 2020)

Achievement:

- **2.76** Million lives positively impacted in 2022-23, a 21% increase over 2021-22
- **7,731** acres of land brought under cultivation till 2022-23
- **9,653** farmers engaged in cultivation of herbs and 11,220 beekeepers engaged
- **45%** increase in the saplings distributed to farmers free of cost compared to FY 2020-21, with a total of **32.5 Lakh** saplings distributed in FY 2022-23

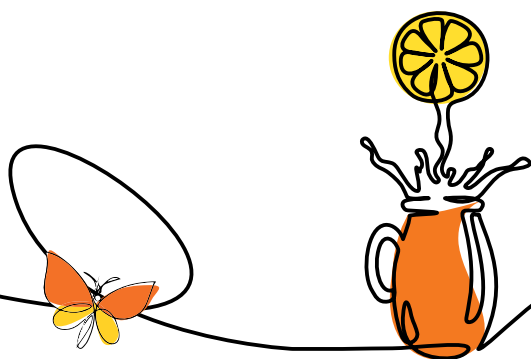
Product Responsibility

Goal:

- Progressively **Reduce** added sugar content in juices

Achievement:

- Reduced **20.95%** added sugar from 2018



Circular Economy

Goal:

- Move from Plastic Waste Neutrality in 2021-22 to Plastic Waste Positivity in 2022-23
- 80%** reusable, recyclable, or compostable packaging by 2028
- Use **30%, 10%, and 5%** of recycled plastic packaging content in plastic packaging of non-food grade items for Category I, Category II, and Category III plastics, respectively, by FY 2025-26
- Promote circularity in value chain

Responsible Sourcing

Goal:

- Ensure **zero deforestation** due to high-risk materials by FY 2025-26 through 100% sustainable sourcing

Achievement:

- 100%** of Tetra Pak laminate and paper sourcing being done from FSC certified vendors
- 97%** corrugated boxes sourced from sustainable sources
- 84%** sustainable sourcing of high deforestation risk materials in FY 2022-23

Achievement:

- Dabur emerges as **Plastic Waste Positive** enterprise in 2022-23, having collected, recycled and processed **35,000 MT** of post-consumer Plastic Waste

Governance

Achievement:

- **57%** board independence
- **100%** independent audit committee
- 5 out of 6 Committees are led by Independent Directors
- **98.6%** board meeting attendance
- **96%** average committee meeting attendance
- An ESG committee formed to provide oversight on environmental, social, and governance matters

Note:

- Independent Director inducted in the ESG Committee in May 2023
- Appointment of lead independent director in May 2023.
- Board gender diversity increased from 7% to 14% in FY 2023-24

Diversity & Inclusion

Goal:

- **18%** gender diversity at managerial level by 2028

Achievement:

- **70 bps** improvement in gender diversity in permanent employees and workers

