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Dabur – Overview

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 6.3 mn outlets
- 20 world class manufacturing facilities catering to needs of diverse markets
- Strong overseas presence with ~28% contribution to consolidated sales

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

Market cap: US$ 10bn

INR:USD F/X Rate: 68.5
Key milestones

- Established by Dr. S.K. Burman in Kolkata in 1884
- Came out with first public issue in 1994
- Inducted professional management in 1998
- Acquired Balsara in 2000
- Crossed the INR 10.0 bn turnover mark in 2005
- Acquired Fem Pharma in 2008
- Acquired Hobi and Namaste in 2010
- Crossed the USD 1 bn turnover mark in 2012
- Crossed the INR 10.0 bn turnover mark for Foods business in 2016
- Crossed market cap of $10 bn in 2018
Dabur & Ayurveda

Ayurveda = Dabur’s Core Philosophy

- Synonymous with Ayurveda since 133 years
- Known for making Ayurveda accessible to every household in India
- Stringent quality test of every ingredient and herb
- Strong R&D infrastructure including in-house Ayurvedic doctors & scientists
- Over 5,000 acres of cultivation of endangered herbs and plants

Anchored by Heritage
Propelled by Science
Governed by Trust
Manufacturing facilities

12 manufacturing locations in India
- Jammu
- Baddi
- Baddi
- Sahibabad
- Pantnagar
- Tezpur
- Alwar
- Newai
- Katni
- Silvasa
- Nasik
- Pithampur
- Narendrapur

8 international manufacturing locations
- UAE
- Egypt
- Nigeria
- South Africa
- Turkey
- Sri Lanka
- Bangladesh
- Nepal
Distribution Network

Urban

- Factory
  - C&F
    - GT Stockist
      - Wholesaler
        - Retailer
          - Consumer
    - MT Stockist
      - Retailer
        - Consumer
    - Insti Stockist

Rural

- Factory
  - C&F
    - Super Stockist
      - Sub Stockist
        - Retailer
          - Consumer

Distribution reach of 6.3 mn retail outlets with direct reach of 1 mn
• PAT has grown at a CAGR of 15% over the last 10 years

• 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

• In FY18, the operating margin of 20.9% was the highest ever in the history of the company

• PAT has grown at a CAGR of 11.9%

• PAT margin is the highest ever in the history of the company

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
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Business structure

Domestic (72%)

International (28%)

Domestic FMCG (68%)

Others (4%)

Organic (67%)

Acquired (33%)

Key Brands

Note: Figures in brackets are based on FY18 revenue
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Sales by Business Vertical

### Domestic FMCG – Business Verticals

<table>
<thead>
<tr>
<th>Category</th>
<th>Revenue Contribution (FY18)</th>
<th>Key Brands</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hair Care</td>
<td>21%</td>
<td>[Hair Care Brands]</td>
</tr>
<tr>
<td>Foods</td>
<td>18%</td>
<td>[Foods Brands]</td>
</tr>
<tr>
<td>Health Supplements</td>
<td>17%</td>
<td>[Health Supplements Brands]</td>
</tr>
<tr>
<td>Oral Care</td>
<td>17%</td>
<td>[Oral Care Brands]</td>
</tr>
<tr>
<td>OTC &amp; Ethicals</td>
<td>9%</td>
<td>[OTC &amp; Ethicals Brands]</td>
</tr>
<tr>
<td>Others</td>
<td>18%</td>
<td>[Others Brands]</td>
</tr>
</tbody>
</table>

1. Based on FY18 Revenue
2. Others includes Digestives, Skin Care and Home Care
Market leader in 6 categories

Leading position in key categories across verticals

#Relative Competitive Position¹

Honey | Chyawanprash | Baby Massage Oil | Glucose | Hair Oils | Oral Care | Skin Care - Bleaches | Toilet Cleaners | Air Fresheners | Mosquito Repellant Creams | Juices

Healthcare  Home and Personal Care  Foods

¹ Position basis Nielsen Market Share data MAT Mar'18
Building bigger brands

<table>
<thead>
<tr>
<th>10 bn+</th>
<th>1 bn+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real</td>
<td>Dabur Red Paste</td>
</tr>
<tr>
<td>Amla Hair Oil</td>
<td>Dabur Chyawanprash</td>
</tr>
<tr>
<td>Vatika</td>
<td>Dabur Honey</td>
</tr>
</tbody>
</table>

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

Vatika Shampoo with Satt Poshan

Vatika Enriched Coconut Hair Oil

Anmol Jasmine Hair Oil

GlycoDab Tablets (Ayurvedic Medicine)

Odonil Zipper

Real Koolerz
## 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
- 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
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Odonil’s Journey

Led by constant innovation and evolving communication

Odonil has become 9x in the last 12 years...

Revenue Trajectory

- FY06: x
- FY12: 3.3x
- FY18: 9x

CAGR: 20%

...and is the market leader in the air fresheners category

Market Share % - MAT 2018

- Odonil: ~50%
- Next biggest player: ~14%

Led by constant innovation and new launches in the space and...

- FY06: Blocks
- FY11: Pluggy
- FY13: Gel
- FY15: 1 Touch Air Sanitizer
- FY18: Zipper

Supported by evolving communication themes and advertisements

- Till FY07: Mal Odor Removal
- FY07 to FY11: Transformation(Mood)
- FY11 to FY16: Transformation(Space)
- Since FY16: Social Necessity
Dabur’s journey to become the 3rd largest toothpaste company in India

- Over the last 15 years, Dabur has grown from a **tooth powder company** to one of the top 3 players in the toothpaste category
- Entered the **toothpaste category** with the launch of Dabur Red Paste in 2004
- Acquisition of **Balsara** in 2005 added Babool and Meswak brands to the herbal oral care portfolio
- Recently launched **Dabur Red Gel** to capture Ayurvedic segment among Gel users
- Growing at a rapid pace, Dabur has become the **third largest toothpaste company in the country** and has a strong innovation pipeline

**Consistent increase in market share of Dabur in the toothpaste category**

- +350 bps
- +150 bps
- +160 bps

Mar-06  Mar-08  Mar-11  Mar-18
Real continues on the journey of dominance in J&N category

- **Real Fruit Power**
- **Real Activ**
- **Real Wellnezz**

<table>
<thead>
<tr>
<th>Real Koolerz</th>
<th>Real Mocktails</th>
<th>Real Activ Coconut Water</th>
</tr>
</thead>
</table>

- Real Fruit Juices were launched in **1998** to create the packaged fruit juice category in India
- **First to launch variants** like Litchi, Guava, Pomegranate, Cranberry, Supafruits, Mosambi and the ‘Activ’ range of fruit and veggie blends
- **More than 30 variants** in the portfolio currently
- Continuing to be the **market leader with >50% share**
- Recently launched **Real Koolerz** to enter the drinks category
- **Strong innovation pipeline to cater to consumers across the spectrum**
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International Business – Financial Profile

Sales (INR bn)

- CAGR: 14%

Region-wise Sales (FY18)

- Americas: 14.0%
- Europe: 10.8%
- Asia: 22.4%
- Africa: 18.8%
- Middle East: 34.0%

Performance of Key Markets (FY18)

- Constant Currency Growth Rate – FY18

  - Egypt: 31.8%
  - GCC: 10.7%
  - Saudi Arabia: 13.7%
  - Nigeria: 17.3%
  - Nepal: 16.9%
  - Turkey: 10.6%
  - Namaste: (15.8%)
  - SSA: 10.0%
Organic International Business has evolved from being just a Hair Oil business to a diversified personal care entity.
**Acquired International Business**

### Namaste

- **Key Geographies**
  - USA
  - Africa

- **Key Categories**
  - Straighteners
  - Styling
  - Shampoo & Conditioners

### Hobi

- **Key Geographies**
  - Turkey

- **Key Categories**
  - Hair Styling
  - Shampoo & Conditioners
  - Liquid Soap
  - Skin & Body Care
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
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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
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Shareholding, Market Cap and Dividends

Shareholding pattern
- Promoters: 68.1%
- FIIs: 17.6%
- DIIs: 8.6%
- Retail: 5.7%

Market Cap (INR bn)
- Mar-16: 439
- Mar-17: 488
- Mar-18: 576
- May-18: 678

Dividend history
1. Normal dividend of 250%
2. Special Dividend of 500% to commemorate the 25 years of listing
SIP HEALTHY. STAY HEALTHY.
Get 100% apple juice for 100% health benefits.

Every 1 ltr pack of Real Activ Apple Juice is filled with the unadulterated goodness of 12 luscious apples. Just make the real choice and stay active.

- No Added Sugar
- No Added Colour
- No Added Preservatives
Select Advertisements – May 2018

Dabur Anmol Jasmine
Abundant nourishment at a remarkable price.

Goodness of coconut oil, almonds and jasmine at 30% less price than Parachute Jasmine.

100 ml ₹ 28/-

Dabur Almond Hair Oil
The real cause of Hair Damage is Protein Loss from hair.

Your hair is made of protein. When hair loses protein, it gets damaged. But Dabur Almond Hair Oil provides your hair the nourishment of almonds and the power of protein and Vitamin E. It helps maintain the protein in your precious locks making them damage-free and lustrous.

Almond Oil + Natural protein + Vitamin E = Damage control

Switch to Dabur Almond Hair Oil with added protein.

Based on MRP of the pack as on 16 May 2018

Dabur Brahmi Amla
ब्राह्मी और आम्ला का पोषण सिर्फ ₹10 में

- ब्राह्मी और आम्ला का पोषण
- स्पष्ट, मांसपेश्य चाल
- 40 ml रिफ्ले ₹10 में
- नए फिल्म टॉप पैक में
### Consolidated Profit & Loss

<table>
<thead>
<tr>
<th></th>
<th>Q4 FY18</th>
<th>Q4 FY17</th>
<th>Y-o-Y (%)</th>
<th>FY18</th>
<th>FY17</th>
<th>Y-o-Y (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue from operations</strong></td>
<td>2,032.9</td>
<td>1,914.7</td>
<td>6.2%</td>
<td>7,748.3</td>
<td>7,701.4</td>
<td>0.6%</td>
</tr>
<tr>
<td><strong>Other Income</strong></td>
<td>73.2</td>
<td>65.0</td>
<td>12.6%</td>
<td>305.2</td>
<td>298.3</td>
<td>2.3%</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>2,106.1</td>
<td>1,979.7</td>
<td>6.4%</td>
<td>8,053.5</td>
<td>7,999.8</td>
<td>0.7%</td>
</tr>
<tr>
<td><strong>Material Cost</strong></td>
<td>1,002.4</td>
<td>976.1</td>
<td>2.7%</td>
<td>3,846.4</td>
<td>3,843.2</td>
<td>0.1%</td>
</tr>
<tr>
<td>% of Revenue</td>
<td>49.3%</td>
<td>51.0%</td>
<td></td>
<td>49.6%</td>
<td>49.9%</td>
<td></td>
</tr>
<tr>
<td><strong>Employee expense</strong></td>
<td>180.7</td>
<td>173.1</td>
<td>4.4%</td>
<td>792.8</td>
<td>789.6</td>
<td>0.4%</td>
</tr>
<tr>
<td>% of Revenue</td>
<td>8.9%</td>
<td>9.0%</td>
<td></td>
<td>10.2%</td>
<td>10.3%</td>
<td></td>
</tr>
<tr>
<td><strong>Advertisement and publicity</strong></td>
<td>125.6</td>
<td>123.0</td>
<td>2.1%</td>
<td>606.7</td>
<td>646.1</td>
<td>(6.1%)</td>
</tr>
<tr>
<td>% of Revenue</td>
<td>6.2%</td>
<td>6.4%</td>
<td></td>
<td>7.8%</td>
<td>8.4%</td>
<td></td>
</tr>
<tr>
<td><strong>Other Expenses</strong></td>
<td>239.0</td>
<td>224.9</td>
<td>6.3%</td>
<td>885.0</td>
<td>913.5</td>
<td>(3.1%)</td>
</tr>
<tr>
<td>% of Revenue</td>
<td>11.8%</td>
<td>11.7%</td>
<td></td>
<td>11.4%</td>
<td>11.9%</td>
<td></td>
</tr>
<tr>
<td><strong>Operating Profit</strong></td>
<td>485.2</td>
<td>417.6</td>
<td>16.2%</td>
<td>1,617.4</td>
<td>1,508.9</td>
<td>7.2%</td>
</tr>
<tr>
<td>% of Revenue</td>
<td>23.9%</td>
<td>21.8%</td>
<td></td>
<td>20.9%</td>
<td>19.6%</td>
<td></td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>558.4</td>
<td>482.6</td>
<td>15.7%</td>
<td>1,922.6</td>
<td>1,807.3</td>
<td>6.4%</td>
</tr>
<tr>
<td>% of Revenue</td>
<td>27.5%</td>
<td>25.2%</td>
<td></td>
<td>24.8%</td>
<td>23.5%</td>
<td></td>
</tr>
<tr>
<td><strong>Finance Costs</strong></td>
<td>13.2</td>
<td>11.7</td>
<td>13.5%</td>
<td>53.0</td>
<td>54.0</td>
<td>(1.8%)</td>
</tr>
<tr>
<td><strong>Depreciation &amp; Amortization</strong></td>
<td>42.6</td>
<td>39.5</td>
<td>7.7%</td>
<td>162.2</td>
<td>142.9</td>
<td>13.5%</td>
</tr>
<tr>
<td><strong>Profit before exceptional items, tax and share of profit/(loss) from joint venture</strong></td>
<td>502.6</td>
<td>431.4</td>
<td>16.5%</td>
<td>1,707.4</td>
<td>1,610.4</td>
<td>6.0%</td>
</tr>
<tr>
<td>% of Revenue</td>
<td>24.7%</td>
<td>22.5%</td>
<td></td>
<td>22.0%</td>
<td>20.9%</td>
<td></td>
</tr>
<tr>
<td><strong>Share of profit / (loss) of joint venture</strong></td>
<td>(0.2)</td>
<td>(0.1)</td>
<td>n.m.</td>
<td>0.2</td>
<td>0.3</td>
<td>(5.6%)</td>
</tr>
<tr>
<td><strong>Exceptional item(s)</strong></td>
<td>0.0</td>
<td>0.0</td>
<td>n.a.</td>
<td>14.5</td>
<td>0.0</td>
<td>n.a.</td>
</tr>
<tr>
<td><strong>Tax Expenses</strong></td>
<td>105.2</td>
<td>97.7</td>
<td>7.7%</td>
<td>335.4</td>
<td>330.3</td>
<td>1.5%</td>
</tr>
<tr>
<td><strong>Net profit after tax and after share of profit/(loss) from joint venture</strong></td>
<td>397.2</td>
<td>333.7</td>
<td>19.0%</td>
<td>1,357.7</td>
<td>1,280.3</td>
<td>6.0%</td>
</tr>
<tr>
<td>% of Revenue</td>
<td>19.5%</td>
<td>17.4%</td>
<td></td>
<td>17.5%</td>
<td>16.6%</td>
<td></td>
</tr>
<tr>
<td><strong>Non controlling interest</strong></td>
<td>1.0</td>
<td>0.5</td>
<td>81.2%</td>
<td>3.3</td>
<td>3.4</td>
<td>(0.7%)</td>
</tr>
<tr>
<td><strong>Net profit for the period/year</strong></td>
<td>396.2</td>
<td>333.1</td>
<td>18.9%</td>
<td>1,354.4</td>
<td>1,276.9</td>
<td>6.1%</td>
</tr>
<tr>
<td>% of Revenue</td>
<td>19.5%</td>
<td>17.4%</td>
<td></td>
<td>17.5%</td>
<td>16.6%</td>
<td></td>
</tr>
</tbody>
</table>

**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

<table>
<thead>
<tr>
<th>Particulars</th>
<th>As at 31/03/2018 (Audited)</th>
<th>As at 31/03/2017 (Audited)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1 Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Property, plant and equipment</td>
<td>1,552</td>
<td>1,479</td>
</tr>
<tr>
<td>(b) Capital work-in-progress</td>
<td>42</td>
<td>42</td>
</tr>
<tr>
<td>(c) Investment property</td>
<td>54</td>
<td>55</td>
</tr>
<tr>
<td>(d) Goodwill</td>
<td>412</td>
<td>411</td>
</tr>
<tr>
<td>(e) Other Intangible assets</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td>(f) Financial assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(i) Investments</td>
<td>3,092</td>
<td>2,499</td>
</tr>
<tr>
<td>(ii) Loans</td>
<td>13</td>
<td>12</td>
</tr>
<tr>
<td>(ii) Others</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>(g) Other non-current assets</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>(h) Non-current tax assets (net)</td>
<td>80</td>
<td>95</td>
</tr>
<tr>
<td><strong>Total Non-current assets</strong></td>
<td>5,262</td>
<td>4,615</td>
</tr>
<tr>
<td><strong>2 Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Inventories</td>
<td>1,256</td>
<td>1,107</td>
</tr>
<tr>
<td>(b) Financial assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(i) Investments</td>
<td>713</td>
<td>741</td>
</tr>
<tr>
<td>(ii) Trade receivables</td>
<td>706</td>
<td>650</td>
</tr>
<tr>
<td>(iii) Cash and cash equivalents</td>
<td>154</td>
<td>163</td>
</tr>
<tr>
<td>(iv) Bank Balances other than (iii) above</td>
<td>152</td>
<td>142</td>
</tr>
<tr>
<td>(v) Loans</td>
<td>35</td>
<td>11</td>
</tr>
<tr>
<td>(vi) Others</td>
<td>28</td>
<td>14</td>
</tr>
<tr>
<td>(c) Current Tax Asset(Net)</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>(d) Other current assets</td>
<td>391</td>
<td>290</td>
</tr>
<tr>
<td>(e) Assets held for sale</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>3,440</td>
<td>3,117</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>8,702</td>
<td>7,732</td>
</tr>
</tbody>
</table>
Consolidated Balance Sheet (2 of 2)

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<table>
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<tr>
<th>Particulars</th>
<th>As at 31/03/2018 (Audited)</th>
<th>As at 31/03/2017 (Audited)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>B Equity and Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Equity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Equity share capital</td>
<td>176</td>
<td>176</td>
</tr>
<tr>
<td>(b) Other Equity</td>
<td>5,530</td>
<td>4,671</td>
</tr>
<tr>
<td>Equity attributable to shareholders of the Company</td>
<td>5,707</td>
<td>4,847</td>
</tr>
<tr>
<td>Non Controlling Interest</td>
<td>27</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total equity</strong></td>
<td><strong>5,733</strong></td>
<td><strong>4,872</strong></td>
</tr>
<tr>
<td>2 Non-current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Financial liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(i) Borrowings</td>
<td>364</td>
<td>471</td>
</tr>
<tr>
<td>(ii) Other financial liabilities</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>(b) Provisions</td>
<td>56</td>
<td>53</td>
</tr>
<tr>
<td>(c) Deferred tax liabilities (Net)</td>
<td>109</td>
<td>108</td>
</tr>
<tr>
<td><strong>Total Non-current liabilities</strong></td>
<td><strong>534</strong></td>
<td><strong>636</strong></td>
</tr>
<tr>
<td>3 Current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Financial liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(i) Borrowings</td>
<td>464</td>
<td>440</td>
</tr>
<tr>
<td>(ii) Trade payables</td>
<td>1,410</td>
<td>1,309</td>
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<tr>
<td>(iii) Other financial liabilities</td>
<td>238</td>
<td>174</td>
</tr>
<tr>
<td>(b) Other current liabilities</td>
<td>173</td>
<td>169</td>
</tr>
<tr>
<td>(c) Provisions</td>
<td>107</td>
<td>93</td>
</tr>
<tr>
<td>(d) Current tax Liabilities (Net)</td>
<td>41</td>
<td>38</td>
</tr>
<tr>
<td><strong>Total Current liabilities</strong></td>
<td><strong>2,434</strong></td>
<td><strong>2,224</strong></td>
</tr>
<tr>
<td><strong>Total Equity and Liabilities</strong></td>
<td><strong>8,702</strong></td>
<td><strong>7,732</strong></td>
</tr>
</tbody>
</table>
बदहज़मी, गैस और जलन से जल्द राहत, सुपरएक्टिव पुदीना सत्ता के साथ!
आयुर्वेद है, ख़ारा है, पुदीन हरा है

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