

Ref: SEC/SE/2020-21

Date: May 27, 2020



Scrip Symbol: NSE- DABUR, BSE Scrip Code: 500096

To,  
Corporate Relation Department  
BSE Ltd.  
Phiroze Jeejeebhoy Towers  
Dalal Street, Mumbai- 400001

National Stock Exchange of India Ltd.  
Exchange Plaza, 5th Floor  
Plot No. C/1, G Block Bandra – Kurla Complex  
Bandra (E), Mumbai – 400051

**Sub: Investors Communication**

Dear Sir,

In compliance of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are pleased to enclose a copy of Press Release and Investors Communication being issued by the company today for your records.

This is for your information and records.

Thanking You,

Yours faithfully,

For **Dabur India Limited**

**(A K Jain)**  
**Executive V P (Finance) and Company Secretary**

Encl: as above



Where Nature meets Science

**Q4 FY20 – Results Presentation**

**27<sup>th</sup> May 2020**

# Agenda



Coronavirus in India



FY20 and Q4 FY20 – Performance Overview



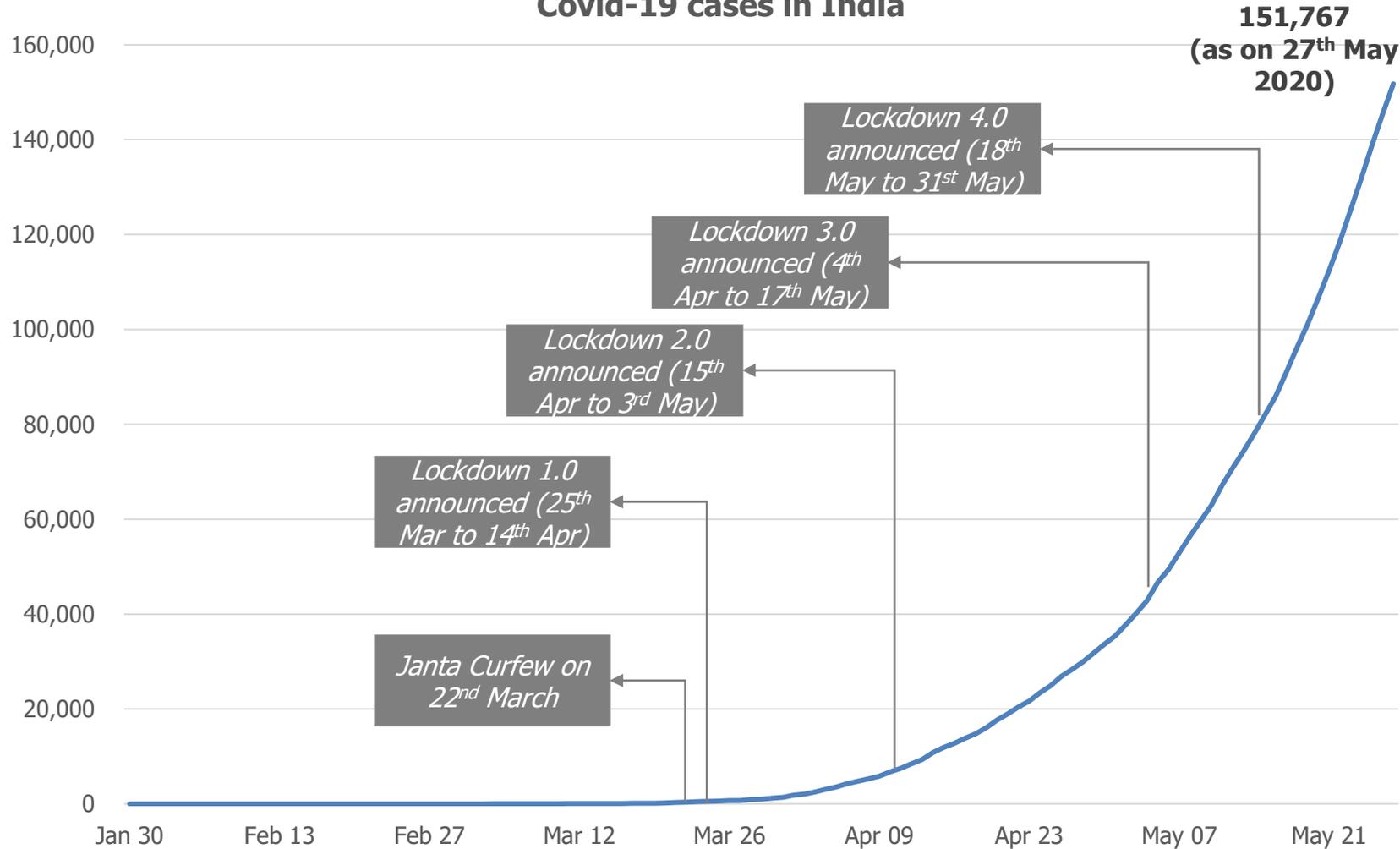
How are we coping with Covid-19 pandemic



# Coronavirus in India

The curve in India hasn't flattened yet

Covid-19 cases in India



- According to the Public Health Foundation of India (PHFI), at the current rate, with the expectation that lockdown will be lifted after May 31, India's peak should occur in mid-July
- FMCG sector is recovering sequentially as lockdowns are being lifted; Some categories and channels are showing a faster recovery

# Agenda



Coronavirus in India



FY20 and Q4 FY20 – Performance Overview



How are we coping with Covid-19 pandemic



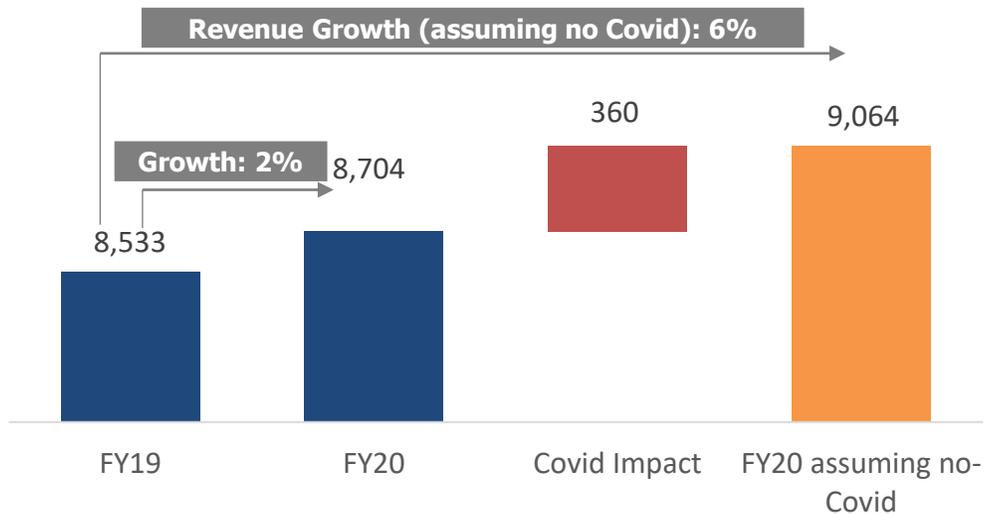
# FY20 – Performance Summary

	FY20 Reported Growth %	11 months ending 29 Feb'20*
<b>Consolidated Revenue Growth</b>	<b>2.0%</b>	<b>6.4%</b>
<b>India FMCG Volume Growth</b>	<b>1.1%</b>	<b>6.2%</b>
<b>International Business Growth</b>	<b>4.9%</b>	<b>6.9%</b>
<b>Operating Profit Growth</b>	<b>3.0%</b>	<b>11.3%</b>
<b>Consolidated PAT Growth</b>	<b>0.2%</b>	<b>7.9%</b>
<b>Consolidated PAT before Exceptional Growth</b>	<b>5.8%</b>	<b>12.8%</b>

*\*Unaudited and based on MIS*

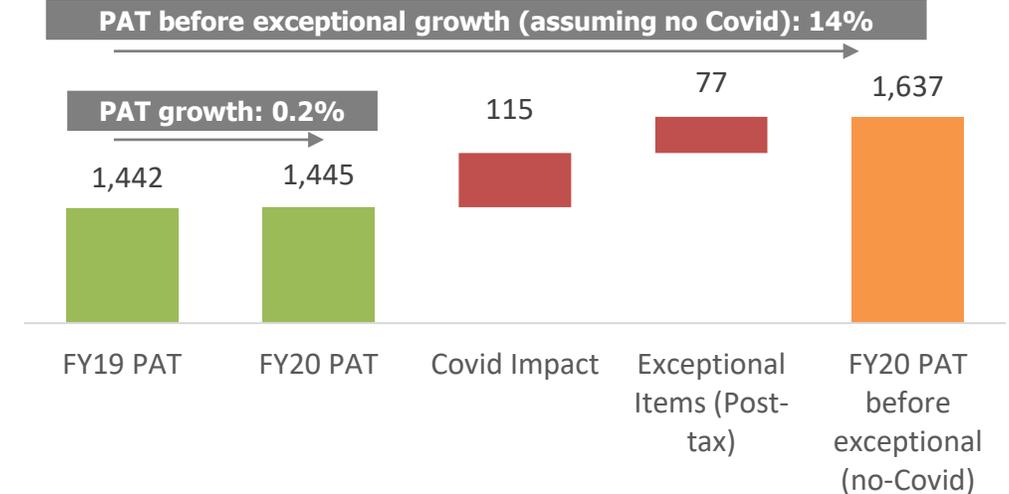
# Impact of Covid-19 on FY20 Financials

## Revenue



- Dabur was on track to deliver around 6% revenue growth for FY20 if Covid-19 had not happened
- With an impact of INR 360 crore on sales, revenue grew by 2% in FY20

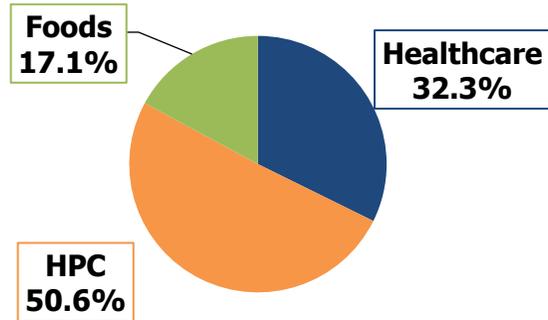
## Profit after Tax (PAT)



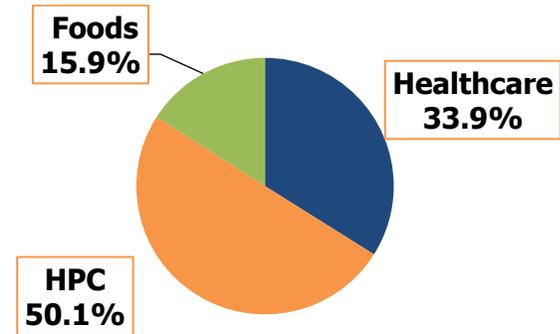
- Dabur was on track to deliver growth of around 14% in PAT before exceptional items for FY20 if Covid-19 had not happened
- Reported growth in PAT before exceptional items was 5.8%

# Domestic FMCG Growth – By Verticals – FY20

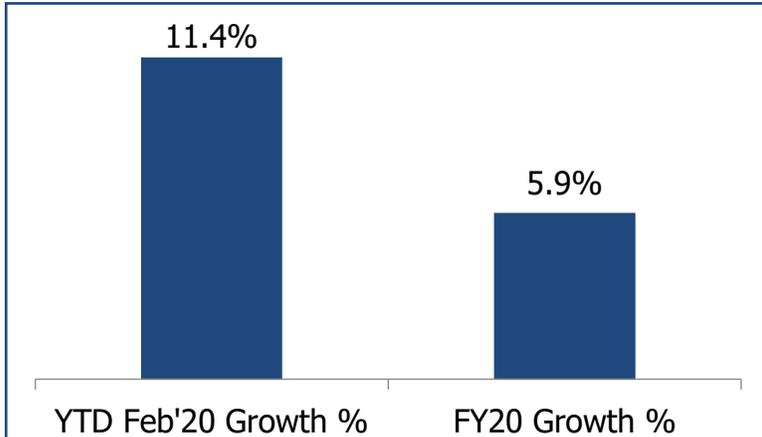
FY19 Sales Contribution



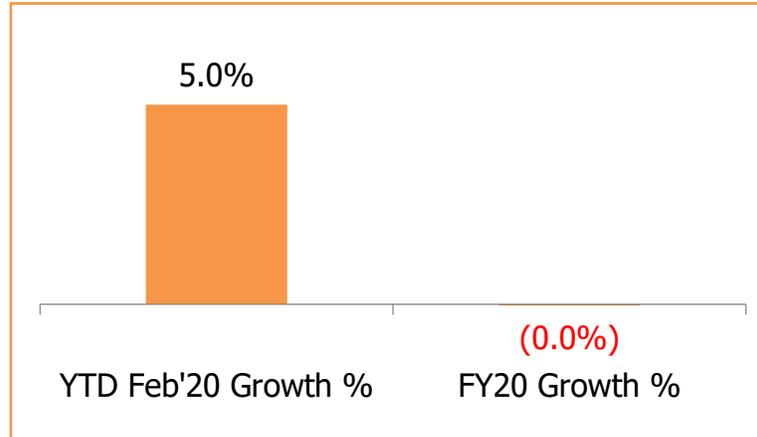
FY20 Sales Contribution



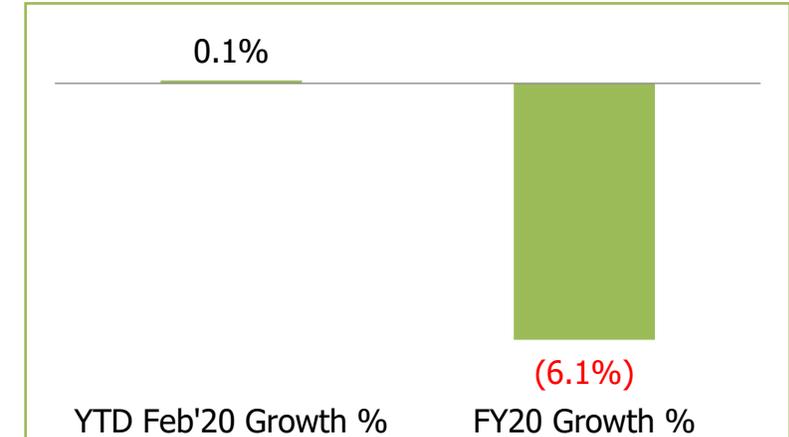
## Healthcare



## Home & Personal Care (HPC)

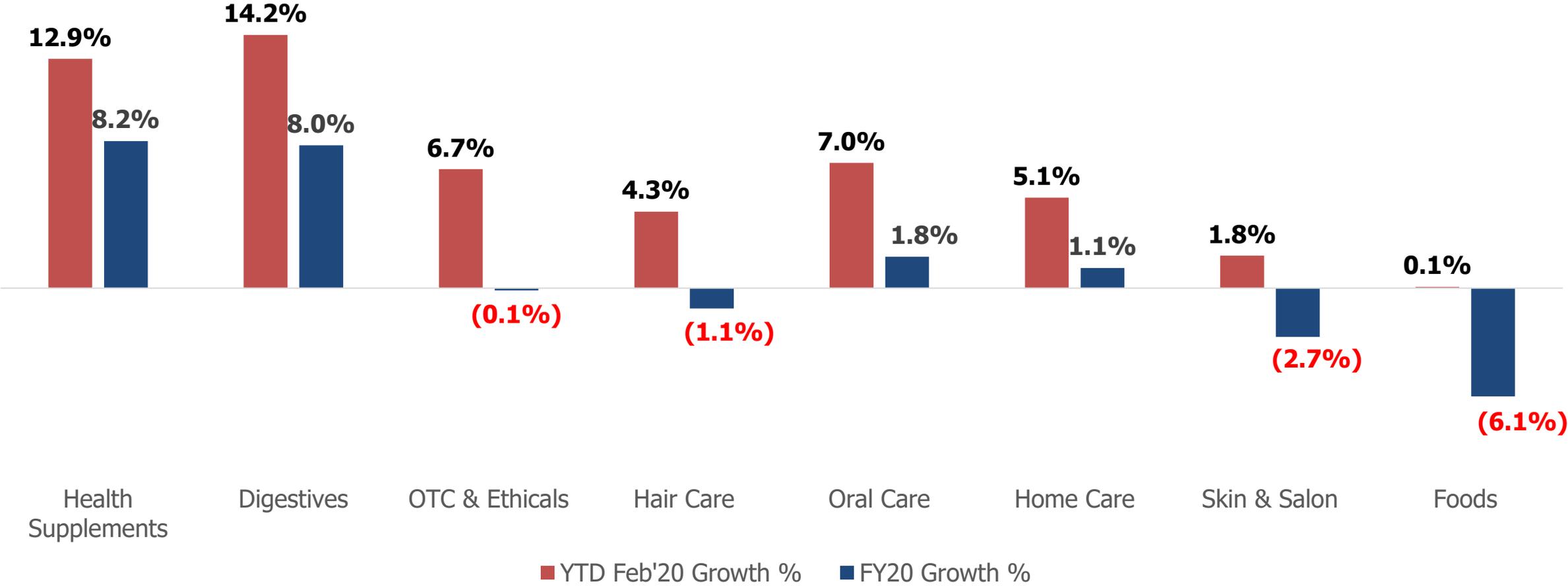


## Foods



# Domestic Business – Category Wise Growths

## YTD Feb'20 Growths vs FY20 Growth – Category Wise



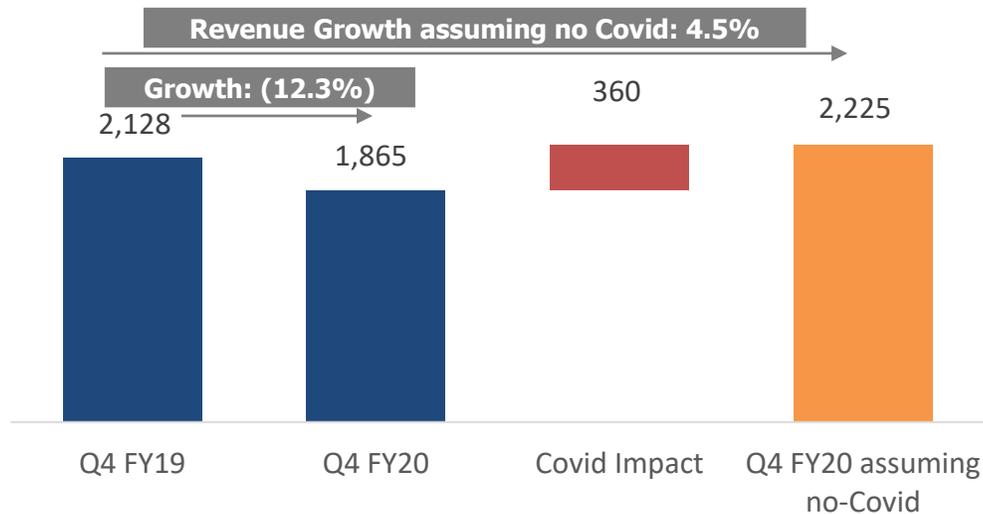
# Q4 FY20 – Performance Summary

	Q4 FY20 Reported Growth %	2 months ending 29 Feb'20*
<b>Consolidated Revenue Growth</b>	<b>(12.3%)</b>	<b>4.5%</b>
<b>India FMCG Volume Growth</b>	<b>(14.6%)</b>	<b>4.6%</b>
<b>International Business Growth</b>	<b>(0.6%)</b>	<b>8.4%</b>
<b>Operating Profit Growth</b>	<b>(22.9%)</b>	<b>5.9%</b>
<b>Consolidated PAT Growth</b>	<b>(24.1%)</b>	<b>4.1%</b>
<b>Consolidated PAT before Exceptional Growth</b>	<b>(18.9%)</b>	<b>4.1%</b>

*\*Unaudited and based on MIS*

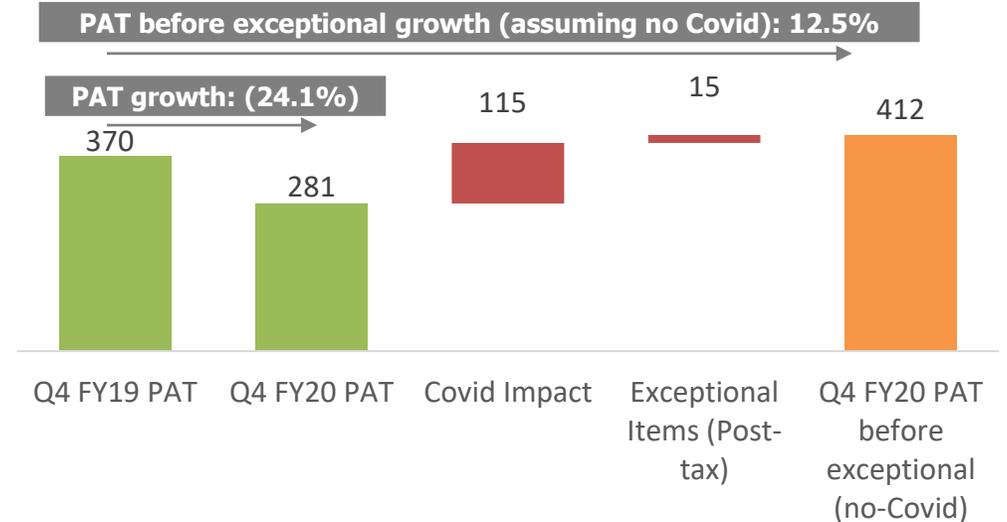
# Impact of Covid-19 on Dabur's Q4 FY20 Performance

## Revenue



- Dabur was on track to deliver 4.5% revenue growth for Q4 FY20 if Covid-19 had not happened
- With an impact of INR 360 cr on sales, revenue declined by 12.3%

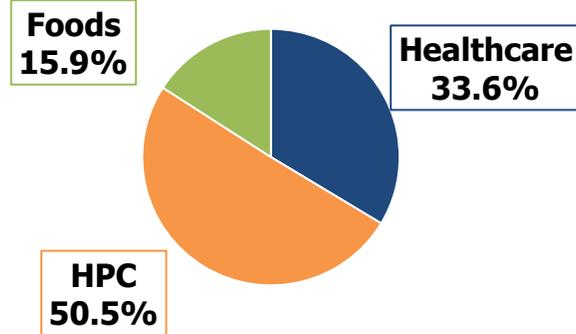
## Profit after Tax (PAT)



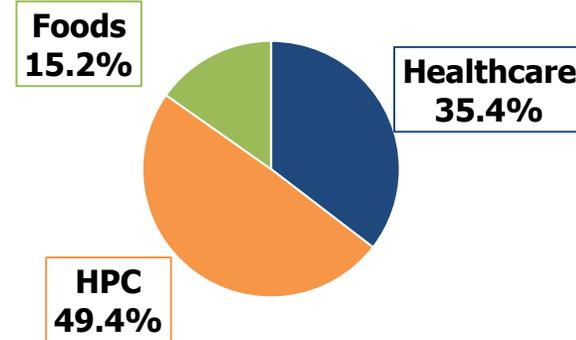
- Dabur was on track to deliver 12.5% PAT before exceptional growth for Q4 FY20 if Covid-19 had not happened
- Reported PAT Before exceptional item declined by 18.9%

# Domestic FMCG Growth – By Verticals – Q4 FY20

Q4 FY19 Sales Contribution



Q4 FY20 Sales Contribution



## Healthcare

Decline of 12.6%

503

440

Q4 FY19

Q4 FY20

## Home & Personal Care (HPC)

Decline of 18.9%

755

613

Q4 FY19

Q4 FY20

## Foods

Decline of 20.6%

238

189

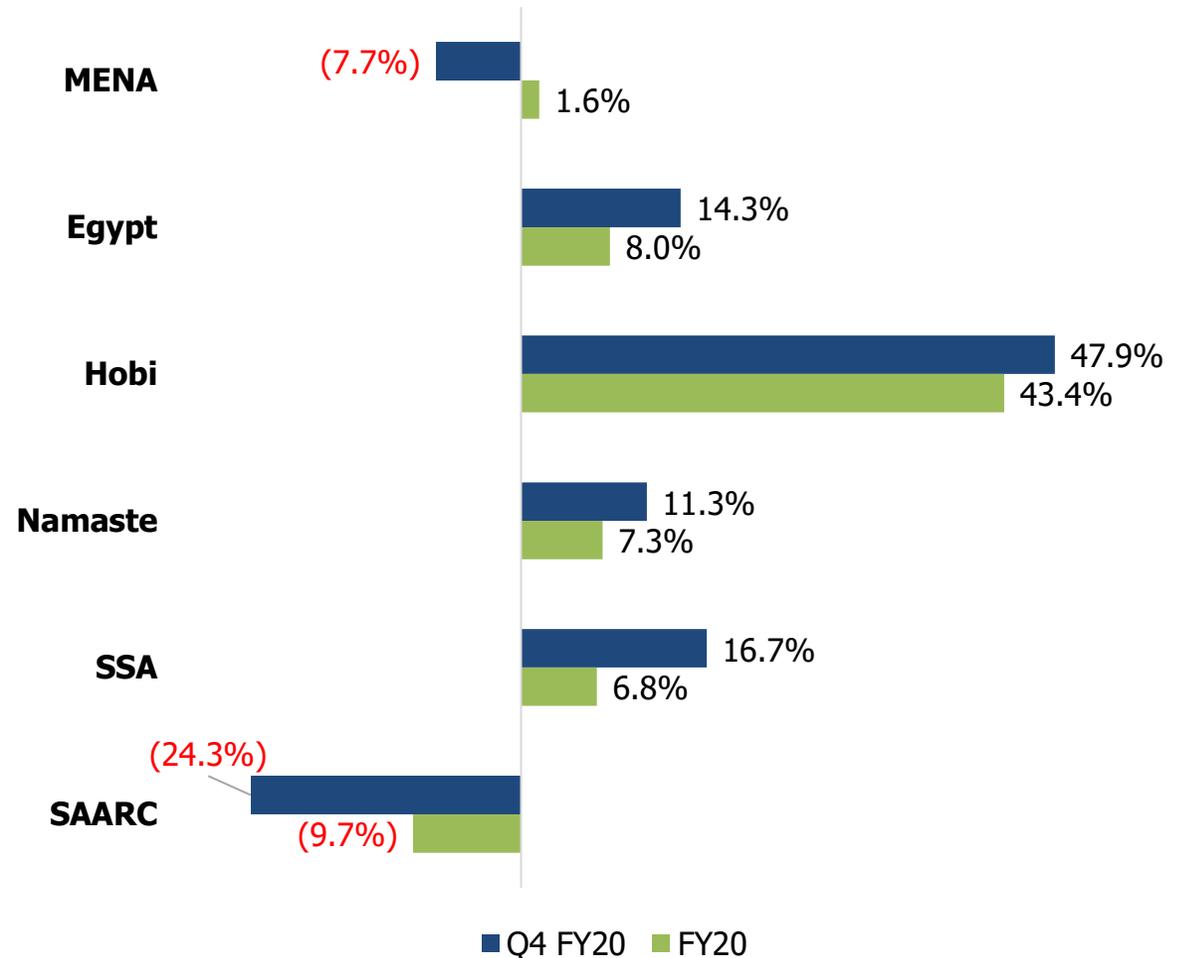
Q4 FY19

Q4 FY20

# International Business – Q4 FY20 and FY20

- International Business reported -0.6% growth in Q4FY20
- The business grew by 5% in FY20.
- Egypt recorded growth of 14.3% during Q4FY20
- Hobby had a strong quarter in spite of Covid, growing by 47.9% in Q4FY20
- Namaste business reported 11.3% growth in Q4FY20 with a strong performance in the international business
- MENA was impacted by Covid and macroeconomic headwinds in Q4FY20
- SAARC markets were under some pressure due to lockdowns

## Constant Currency Growth



SSA numbers include ORS business in Africa

# Agenda



Coronavirus in India



FY20 and Q4 FY20 – Performance Overview



How are we coping with Covid-19 pandemic



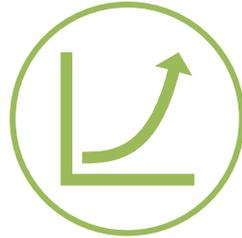
# Strategy to manage Covid-19



**Employee  
Well-Being**



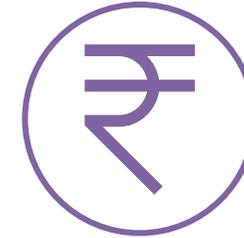
**Consumer  
Marketing  
Reorientation**



**GTM Approach**



**Streamlining  
Manufacturing**



**Cost and Cash  
Flow  
Management**



**Community  
Welfare**

# Employee Well-Being

As we progressed through various phases of lockdown, we ensured employee safety and productive work practices

1

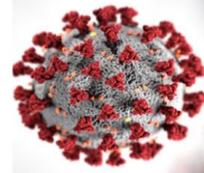


Let's Make 'Work From Home'  
Really Work

Your Complete Guide to Being More Effective While You Remote Work

- Work from Home was swiftly implemented with comprehensive guidelines
- Frequent employee communication from CEO and HR

2



COVID-19

Safe Work Practices  
(Manufacturing Locations)



- As our factories re-opened and sales force went to field, comprehensive guidelines were implemented to ensure safety and protection
- Also covered 600 CFA staff and 1,550 SSMs with Medical Insurance

3



Employee Handbook

- With our offices opening and employees coming back to office, we are making sure that Social Distancing and Hygiene and safety practices are rigorously followed

# Consumer Marketing Reorientation



# Consumer Marketing Reorientation

1.

## Repurpose Brand Communication in Covid Context

### Repurposed our Communication around Immunity and Germ Protection

Healthcare Portfolio



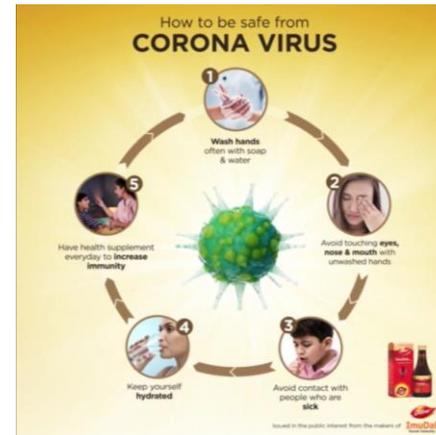
HPC Portfolio



Foods Portfolio



### Highlighted benefits of Ayurveda in fighting Covid-19



# Consumer Marketing Reorientation

1.

## Repurpose Brand Communication in Covid Context

### Increased Digital Presence



### Higher Engagement on Social Media



# Consumer Marketing Reorientation

1.

Repurpose Brand Communication in Covid Context

Vocal for Local – Created special videos emphasizing our local roots and heritage



# Consumer Marketing Reorientation

2.

## Retooling Media Mix in Current Context

Medium

Change

TV  
(News, Kids,  
Movies, DD)



TV (GEC)



Digital



Print



Outdoor



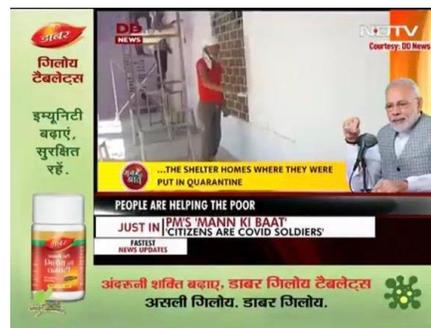
### Shifted focus to Digital and News Channels, Kids Channels, Movie Channels on TV



### Advertisements on DD with serials like Ramayana, Mahabharata



### High Impact Integration with marquee events on TV, like PM Modi's Address to the Nation



# Consumer Marketing Reorientation

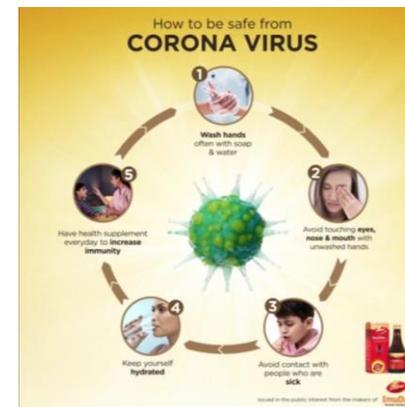
3.

## Higher Focus on Health and Hygiene

### Relevant Launches in these categories



### Higher media spends on Relevant Categories



# New Product Launches – Healthcare



**Dabur Tulsi Drops**  
(Immunity Booster)



**Dabur Haldi Drops**  
(Immunity Booster)



**Dabur Immunity Kit**



**Dabur Amla Juice**  
(Immunity Booster)



**Dabur Giloy, Neem, Tulsi Juice**  
(Immunity Booster)



**Trikatu Churna**  
(Relieves Throat Infection and Improves Digestion)

# New Product Launches – HPC



**Dabur Sanitize Hand Sanitizers**



**Odonil Air Sanitiser**



**Dazzl Surface Cleaner**



**Fem Hand Wash with Germ Kill**



**Dabur Suraksha Kit**



**Vatika Ayurvedic Shampoo**



**Meswak – New Packaging**



**Dabur Sanitize Air Sanitiser**



**Dabur Veggie Wash**



**Dabur Sanitize Disinfectant Spray**

# New Product Launches - Foods



**Real Pink Guava**



**Real Masala Sugarcane**



**Real Activ Coconut Water**

# New Product Launches – International Business



**Dabur Herb'i Alpha Range**  
(UAE and Oman)



**Vatika Sanitizing Body Wash**  
(across GCC)



**Dermoviva Sanitizing Range (Gel, Soap, Spray & Wipes)**  
(across markets)

# New Product Launches – International Business



**Dabur Amla Hair Repair Solutions**  
*(UAE and Oman)*



**Garden of Eden Liquid Soap**  
*(Turkey)*



**Hobby Marshmallow Shower Gels**  
*(Turkey)*



**Hobby Fresh Care Shower Gels**  
*(Turkey)*



**ORS Colorblast Range**  
*(USA)*

# GTM Approach

## Sales Order Taking

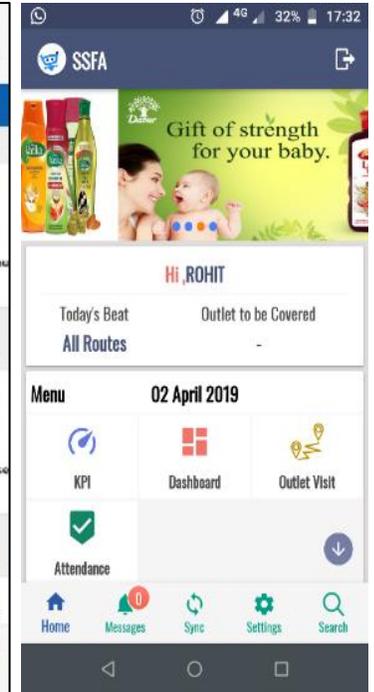
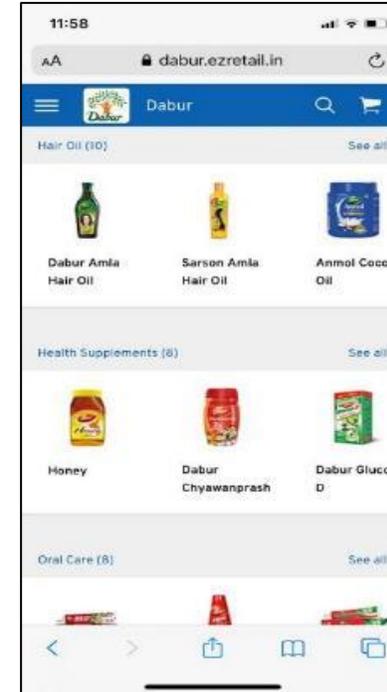
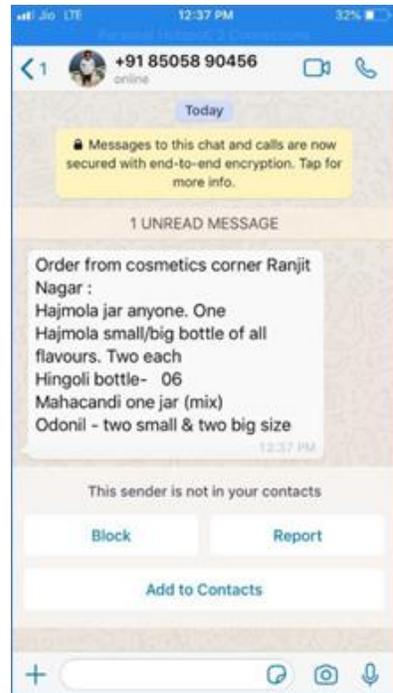


**Incentive scheme for salesmen and delivery boys during early lockdown period**



**Realigned Parlour Team to GT Channel**

## Automation in Order Taking under Covid



- Enabled SSMs to telecall and take order on SFA directly from home at start of Covid
- Piloted order taking through WhatsApp & Centralized Tele-Agents
- Launch of Retailer App now reaching close to 40,000 retailers for self-service

# GTM Approach

## Delivery of Goods



**Stockists Operating from Home**

## Reaching Consumers Directly



**Dunzo & Swiggy Partnership for Delivery**

## Retailer Safety, Field Force Safety and Motivation



**Rolled out 1 lakh 'Suraksha Stores' with Ministry of Consumer Affairs**



**Partnered with 3P and Dainik Bhaskar to ensure uninterrupted Supplies**



**'Immunity at Doorstep' – A Direct-to-Consumer initiative**



**Health Insurance of One Lakh given to 1500+ SSM of Dabur Stockists**



**Ready Stock Unit Operations to drive sales**



**Placing Dabur's Immunity booster products in Dairy & Kirana Stores**



**Digital Certificates being given for exceptional service by Sales Team members**

# Streamlining Manufacturing

## Covid Timeline in Factories

- All factories had to be shut down in last week based of Mar'20 post Government notification of lockdown
- Factory operations re-started selectively from 2nd week of April, post approvals from local authorities, with limited manpower.
- Detailed shop-floor precautions & safety systems implemented with appropriate training to staff and workmen.
- **Despite constraints on manpower availability due to restrictions on inter-state movements, most factories are currently running at operational capacity of 60-70%.**
- **We are adding capacities and 3Ps where there is shortage of capacity**



**Adopted and Implemented Safe Work Practices**



**Sanitization of factory roads and entrance areas**



**Social distancing norms being strictly followed in cafeteria**



**Hygiene Station at Factories**



**Safety and Hygiene training of all employees before commencing operations**



**Fumigation at Offices and Shop Floors**



**Sanitization and Thermal Scanning of Employees, Truck Drivers and Loading Vehicles at the Entry Gates**



**Social Distancing being strictly followed at factories**

# Cost and Cash Flow Management

## Project Samriddhi

### **Initiated Project Samriddhi in India for cost optimisation and value enhancement across various levers of business**

Areas under consideration include:

- Raw and Packaging Material Spends
- Logistics Spend
- Indirect Spends
- Net Revenue Management (Pricing, CP and TP Spends)
- Manufacturing Costs
- Employee Costs

### **Cash Flow Management**

- Debtors: The collections were driven by regular follow ups and selective incentives to distributors for early payments and collection through RTGS and NACH (National Automated Clearing House)
- Extended supplier credit period
- Cash flows were managed through daily monitoring of Collections and Payments to optimize the same
- No liquidity issues faced as the company has sufficient cash reserves of around INR 3,800 crore as on 31<sup>st</sup> March 2020

# Community Welfare



- **Dabur Group has earmarked INR 21 crores towards Support and Relief Activities**
- **INR 11 crores contributed to PM Care Fund by Dabur and other Group entities**

## For Frontline Police Personnel



*Dabur Health and Safety kits, comprising a hand sanitizer, face masks, immunity building medicine and nutritious food distributed to Police personnel across the country*

## For Frontline Health and Sanitation Workers



*Health and Safety kits were donated to frontline Health workers and Sanitation workers across India to offer them protection from COVID-19*

## For Migrant Workers



*Nutritious meals were provided to families of migrant workers and urban poor, who were the most severely hit by the lockdown across India*

## For Community Members



*Women at our Stitching-Tailoring centres have been engaged to stitch face masks, which were distributed free-of-cost to community members to protect them from COVID-19*

## Special Communication to thank frontline Corona Warriors



# On-going impact in Q1 FY21

- The month of April and part of May 2020 saw complete lockdown which led to a significant impact on the company's revenue but with the easing of restrictions, we are seeing sequential improvement in the revenue trajectory of the company.
- Impact on revenue from operations has been partially mitigated by higher focus on health and hygiene categories, launch of new products, driving sales through new channels such as delivery platforms and e-commerce and aggressive monitoring of sales in GT channel.
- In spite of the above, the impact of Covid-19 on Q1 FY21 Revenue from Operations (based on best judgement and normal growth scenario) is likely to be in the range of INR 400-450 crore.
- Impact on PAT of Q1 FY21 is likely to be in the range of INR 60-80 crore

**Annexure**

# Consolidated Profit & Loss Statements

<i>All figures are in INR cr</i>	Q4 FY20	Q4 FY19	Y-o-Y (%)	FY20	FY19	Y-o-Y (%)
<b>Revenue from operations</b>	<b>1,865.4</b>	<b>2,128.2</b>	<b>(12.3%)</b>	<b>8,703.6</b>	<b>8,533.1</b>	<b>2.0%</b>
Other Income	75.7	66.1	14.6%	305.2	296.2	3.1%
<b>Total Income</b>	<b>1,941.1</b>	<b>2,194.3</b>	<b>(11.5%)</b>	<b>9,008.8</b>	<b>8,829.2</b>	<b>2.0%</b>
Material Cost	949.6	1,069.3	(11.2%)	4,360.2	4,309.0	1.2%
<i>% of Revenue</i>	<i>50.9%</i>	<i>50.2%</i>		<i>50.1%</i>	<i>50.5%</i>	
Employee expense	230.1	241.9	(4.9%)	947.7	937.9	1.0%
<i>% of Revenue</i>	<i>12.3%</i>	<i>11.4%</i>		<i>10.9%</i>	<i>11.0%</i>	
Advertisement and publicity	100.2	97.8	2.5%	650.0	608.3	6.8%
<i>% of Revenue</i>	<i>5.4%</i>	<i>4.6%</i>		<i>7.5%</i>	<i>7.1%</i>	
Other Expenses	233.2	262.0	(11.0%)	953.2	938.2	1.6%
<i>% of Revenue</i>	<i>12.5%</i>	<i>12.3%</i>		<i>11.0%</i>	<i>11.0%</i>	
<b>Operating Profit</b>	<b>352.3</b>	<b>457.2</b>	<b>(22.9%)</b>	<b>1,792.4</b>	<b>1,739.6</b>	<b>3.0%</b>
<i>% of Revenue</i>	<i>18.9%</i>	<i>21.5%</i>		<i>20.6%</i>	<i>20.4%</i>	
<b>EBITDA</b>	<b>428.1</b>	<b>523.3</b>	<b>(18.2%)</b>	<b>2,097.7</b>	<b>2,035.7</b>	<b>3.0%</b>
<i>% of Revenue</i>	<i>22.9%</i>	<i>24.6%</i>		<i>24.1%</i>	<i>23.9%</i>	
Finance Costs	8.6	12.4	(30.9%)	49.5	59.6	(16.8%)
Depreciation & Amortization	58.8	46.2	27.3%	220.5	176.9	24.6%
Profit before exceptional items, tax and share of profit/(loss) from joint venture	360.7	464.7	(22.4%)	1,827.7	1,799.3	1.6%
<i>% of Revenue</i>	<i>19.3%</i>	<i>21.8%</i>		<i>21.0%</i>	<i>21.1%</i>	
Share of profit / (loss) of joint venture	(0.4)	(0.1)	680.0%	(0.0)	1.0	(101.0%)
Exceptional item(s)	20.0	75.3	(73.5%)	100.0	75.3	32.7%
Tax Expenses	58.6	17.8	229.9%	279.7	278.6	0.4%
Net profit after tax and after share of profit/(loss) from joint venture	281.6	371.5	(24.2%)	1,447.9	1,446.3	0.1%
<i>% of Revenue</i>	<i>15.1%</i>	<i>17.5%</i>		<i>16.6%</i>	<i>16.9%</i>	
Non controlling interest	0.4	1.1	(59.4%)	3.0	3.9	(24.5%)
<b>Net profit for the period/year</b>	<b>281.2</b>	<b>370.4</b>	<b>(24.1%)</b>	<b>1,445.0</b>	<b>1,442.3</b>	<b>0.2%</b>
<i>% of Revenue</i>	<i>15.1%</i>	<i>17.4%</i>		<i>16.6%</i>	<i>16.9%</i>	

# Standalone Profit & Loss Statements

<i>All figures are in INR cr</i>	FY20	FY19	Y-o-Y (%)	FY20	FY19	Y-o-Y (%)
<b>Revenue from operations</b>	<b>1,321.2</b>	<b>1,598.4</b>	<b>(17.3%)</b>	<b>6,309.8</b>	<b>6,273.2</b>	<b>0.6%</b>
Other Income	67.1	63.1	6.3%	276.9	274.7	(75.5%)
<b>Total Income</b>	<b>1,388.2</b>	<b>1,661.5</b>	<b>(16.4%)</b>	<b>6,586.7</b>	<b>6,547.9</b>	<b>0.6%</b>
Material Cost	676.6	820.5	(17.5%)	3,244.7	3,257.5	(0.4%)
<i>% of Revenue</i>	<i>51.2%</i>	<i>51.3%</i>		<i>51.4%</i>	<i>51.9%</i>	
Employee expense	133.6	143.2	(6.7%)	578.3	572.3	1.0%
<i>% of Revenue</i>	<i>10.1%</i>	<i>9.0%</i>		<i>9.2%</i>	<i>9.1%</i>	
Advertisement and publicity	69.2	76.9	(10.1%)	514.3	490.8	4.8%
<i>% of Revenue</i>	<i>5.2%</i>	<i>4.8%</i>		<i>8.2%</i>	<i>7.8%</i>	
Other Expenses	143.7	164.1	(12.4%)	591.8	585.4	1.1%
<i>% of Revenue</i>	<i>10.9%</i>	<i>10.3%</i>		<i>9.4%</i>	<i>9.3%</i>	
<b>Operating Profit</b>	<b>298.1</b>	<b>393.7</b>	<b>(24.3%)</b>	<b>1,380.8</b>	<b>1,367.2</b>	<b>1.0%</b>
<i>% of Revenue</i>	<i>22.6%</i>	<i>24.6%</i>		<i>21.9%</i>	<i>21.8%</i>	
<b>EBITDA</b>	<b>365.2</b>	<b>456.8</b>	<b>(20.1%)</b>	<b>1,657.7</b>	<b>1,642.0</b>	<b>1.0%</b>
<i>% of Revenue</i>	<i>27.6%</i>	<i>28.6%</i>		<i>26.3%</i>	<i>26.2%</i>	
Finance Costs	2.6	6.3	(58.2%)	19.3	29.8	(35.3%)
Depreciation & Amortization	33.2	28.6	15.9%	129.9	108.8	19.4%
Profit before exceptional items, tax and share of profit/(loss) from joint venture	329.3	421.8	(21.9%)	1,508.5	1,503.4	0.3%
<i>% of Revenue</i>	<i>24.9%</i>	<i>26.4%</i>		<i>23.9%</i>	<i>24.0%</i>	
Exceptional item(s)	20.0	0.0	n.a.	100.0	0.0	n.a.
Tax Expenses	52.3	7.5	596.8%	238.1	239.1	(0.4%)
<b>Net profit for the period/year</b>	<b>257.0</b>	<b>414.3</b>	<b>(38.0%)</b>	<b>1,170.4</b>	<b>1,264.3</b>	<b>(7.4%)</b>
<i>% of Revenue</i>	<i>19.5%</i>	<i>25.9%</i>		<i>18.5%</i>	<i>20.2%</i>	

# Consolidated Balance Sheet

Particulars		As at 31/03/2020 (Audited)	As at 31/03/2019 (Audited)	Particulars		As at 31/03/2020 (Audited)	As at 31/03/2019 (Audited)
<b>A Assets</b>				<b>B Equity and Liabilities</b>			
<b>1 Non-current assets</b>				<b>1 Equity</b>			
(a)	Property, plant and equipment	1,821	1,548	(a)	Equity share capital	177	177
(b)	Capital work-in-progress	147	64	(b)	Other Equity	6,430	5,455
(c)	Investment property	52	52	Equity attributable to shareholders of the Company			
(d)	Goodwill	336	336	6,607			
(e)	Other Intangible assets	44	33	Non-Controlling Interest			
(f)	Financial assets			36			
(i)	Investments	1,409	2,633	<b>Total equity</b>			
(ii)	Loans	20	18	<b>6,643</b>			
(iii)	Others	528	78	<b>5,663</b>			
(g)	Deferred tax assets	23	0	<b>2 Non-current liabilities</b>			
(h)	Non-current tax assets (net)	1	1	(a)	Financial liabilities		
(i)	Other non-current assets	112	88	(i)	Borrowings	175	26
<b>Total Non-current assets</b>		<b>4,492</b>	<b>4,850</b>	(ii)	Other financial liabilities	1	5
<b>2 Current assets</b>				(b)	Provisions	63	60
(a)	Inventories	1,380	1,301	(c)	Deferred tax liabilities (Net)	17	23
(b)	Financial assets			<b>Total Non-current liabilities</b>			
(i)	Investments	1,387	725	<b>256</b>			
(ii)	Trade receivables	809	834	<b>3 Current liabilities</b>			
(iii)	Cash and cash equivalents	167	108	(a)	Financial liabilities		
(iv)	Bank Balances other than (iii) above	645	220	(i)	Borrowings	304	498
(v)	Loans	12	11	(ii)	Trade payables		
(vi)	Others	3	26	Due to micro and small enterprises			
(c)	Current tax asset(net)	1	1	0			
(d)	Other current assets	462	360	Due to others			
(e)	Assets held for sale	0	0	1,480			
<b>Total current assets</b>		<b>4,865</b>	<b>3,586</b>	(iii)	Other financial liabilities	232	328
<b>Total Assets</b>		<b>9,357</b>	<b>8,437</b>	(b)	Other current liabilities	230	198
				(c)	Provisions	166	130
				(d)	Current tax Liabilities (Net)	47	51
				<b>Total Current liabilities</b>			
				<b>2,458</b>			
				<b>Total Equity and Liabilities</b>			
				<b>9,357</b>			
				<b>8,437</b>			

Note: All figures are in INR cr

# Standalone Balance Sheet

Particulars		As at 31/03/2020 (Audited)	As at 31/03/2019 (Audited)	Particulars		As at 31/03/2020 (Audited)	As at 31/03/2019 (Audited)
<b>A Assets</b>				<b>B Equity and Liabilities</b>			
<b>1 Non-current assets</b>				<b>1 Equity</b>			
(a)	Property, plant and equipment	1,061	972	(a)	Equity share capital	177	177
(b)	Capital work-in-progress	106	22	(b)	Other Equity	4,399	3,792
(c)	Investment property	48	49	<b>Total equity</b>		<b>4,575</b>	<b>3,969</b>
(d)	Other Intangible assets	25	15	<b>2 Non-current liabilities</b>			
(e)	Financial assets			(a)	Financial liabilities		
(i)	Investments	1,084	2,237	(i)	Borrowings	25	26
(ii)	Loans	12	13	(ii)	Other financial liabilities	1	5
(iii)	Others	403	78	(b)	Provisions	55	53
(f)	Deferred tax assets	23	0	(c)	Deferred tax liabilities (Net)	0	8
(g)	Non-current tax assets (net)	1	1	<b>Total Non-current liabilities</b>		<b>80</b>	<b>92</b>
(h)	Other non-current assets	91	68	<b>3 Current liabilities</b>			
<b>Total Non-current assets</b>		<b>2,854</b>	<b>3,454</b>	(a)	Financial liabilities		
<b>2 Current assets</b>				(i)	Borrowings	89	109
(a)	Inventories	809	733	(ii)	Trade payables		
(b)	Financial assets				Due to micro and small enterprises	0	55
(i)	Investments	1,379	725		Due to others	1,030	944
(ii)	Trade receivables	374	431	(iii)	Other financial liabilities	156	265
(iii)	Cash and cash equivalents	6	23	(b)	Other current liabilities	46	57
(iv)	Bank Balances other than (iii)	521	102	(c)	Provisions	123	81
(v)	Loans		5	(d)	Current tax Liabilities (Net)	5	8
(vi)	Others	9	14	<b>Total Current liabilities</b>		<b>1,448</b>	<b>1,518</b>
(c)	Other current assets	0	0	<b>Total Equity and Liabilities</b>			
(d)	Current tax assets(net)	152	91			<b>6,103</b>	<b>5,579</b>
<b>Total current assets</b>		<b>3,250</b>	<b>2,124</b>				
<b>Total Assets</b>		<b>6,103</b>	<b>5,579</b>				

Note: All figures are in INR cr

# Revenue from Operations Breakdown

All figures are in INR crores, unless otherwise stated

Division	Q4 FY20	Q4 FY19	Q4 FY20 Growth%	FY20	FY19	FY20 Growth %	YTD Feb'20 Growth %
<b>Health Supplements</b>	<b>242</b>	<b>268</b>	<b>(9.5%)</b>	<b>1,115</b>	<b>1,030</b>	<b>8.2%</b>	<b>12.9%</b>
<b>Digestives</b>	<b>87</b>	<b>96</b>	<b>(9.5%)</b>	<b>372</b>	<b>345</b>	<b>8.0%</b>	<b>14.2%</b>
<b>OTC &amp; Ethicals</b>	<b>110</b>	<b>139</b>	<b>(20.6%)</b>	<b>518</b>	<b>519</b>	<b>(0.1%)</b>	<b>6.7%</b>
<b>Health Care</b>	<b>440</b>	<b>503</b>	<b>(12.6%)</b>	<b>2,006</b>	<b>1,894</b>	<b>5.9%</b>	<b>11.4%</b>
Shampoo & Post Wash	40	48	(16.8%)	192	187	2.7%	7.9%
Hair Oil	225	284	(20.8%)	1,057	1,077	(1.8%)	3.7%
<b>Hair Care</b>	<b>265</b>	<b>333</b>	<b>(20.2%)</b>	<b>1,249</b>	<b>1,263</b>	<b>(1.1%)</b>	<b>4.3%</b>
<b>Oral Care</b>	<b>219</b>	<b>260</b>	<b>(15.8%)</b>	<b>1,005</b>	<b>987</b>	<b>1.8%</b>	<b>7.0%</b>
<b>Home Care</b>	<b>73</b>	<b>89</b>	<b>(18.4%)</b>	<b>409</b>	<b>405</b>	<b>1.1%</b>	<b>5.1%</b>
<b>Skin &amp; Salon</b>	<b>56</b>	<b>74</b>	<b>(24.2%)</b>	<b>301</b>	<b>310</b>	<b>(2.7%)</b>	<b>1.8%</b>
<b>HPC</b>	<b>613</b>	<b>755</b>	<b>(18.9%)</b>	<b>2,964</b>	<b>2,965</b>	<b>(0.0%)</b>	<b>5.0%</b>
<b>Foods</b>	<b>189</b>	<b>238</b>	<b>(20.6%)</b>	<b>942</b>	<b>1,003</b>	<b>(6.1%)</b>	<b>0.1%</b>
<b>Sales - Domestic FMCG</b>	<b>1,241</b>	<b>1,496</b>	<b>(17.0%)</b>	<b>5,912</b>	<b>5,862</b>	<b>0.9%</b>	<b>6.3%</b>
Other Operating Income - ABE (Domestic FMCG)	9	14	(35.5%)	50	64	(21.8%)	
<b>Revenue - Domestic FMCG</b>	<b>1,250</b>	<b>1,510</b>	<b>(17.1%)</b>	<b>5,962</b>	<b>5,926</b>	<b>0.6%</b>	<b>6.2%</b>
Others (Guar, Fem Pharma, Exports)	71	89	(19.7%)	348	347	0.1%	
<b>Revenue - DIL Standalone</b>	<b>1,321</b>	<b>1,598</b>	<b>(17.3%)</b>	<b>6,310</b>	<b>6,273</b>	<b>0.6%</b>	<b>5.9%</b>
International	543	546	(0.6%)	2,430	2,315	4.9%	6.9%
Retail	28	31	(9.7%)	125	124	0.5%	5.0%
Inter Company Exports (Net)	(28)	(48)	n.m.	(161)	(180)	(10.5%)	n.m.
<b>Revenue from Operations - Consolidated</b>	<b>1,865</b>	<b>2,128</b>	<b>(12.3%)</b>	<b>8,704</b>	<b>8,533</b>	<b>2.0%</b>	<b>6.4%</b>

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