

INVESTOR PRESENTATION

May 2018



Owned Brands



Innovations



Licenses



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Any reference herein to "the Company" shall mean Welspun India Limited, together with its consolidated subsidiaries.

INTRODUCTION TO WELSPUN GROUP



**Global Leader in
Home Textiles**



**Global Leader in
Large Diameter Pipes**



**Infrastructure
Investments in Oil & Gas**



**Group Revenue
US\$ 2.3 Billion**

**Asset Base
US\$ 2.7 Billion**

**Employees
25,000+**

AGENDA

1. **Welspun India: An Introduction**
2. **Industry Overview**
3. **Welspun India: Key Differentiators**
4. **Key Strategic Initiatives**
5. **Welspun 2.0 & Way Forward**

WELSPUN INDIA: AN INTRODUCTION

WELSPUN INDIA: OVERVIEW

Largest

Home Textiles Company Globally⁽¹⁾

With presence in

Bed, Bath & Flooring

Presence in

50+ Countries

Trusted and Preferred Suppliers to

17 of Top 30

Global Retail Giants

30 Unique innovations

37% Sales: Innovative Products⁽³⁾

17% Sales: Branded Products⁽³⁾

Ranked #1

among Home Textile Suppliers
to USA

by Home & Textiles Today magazine

5 Times in Last 6 Years

Every 5th Towel
Every 10th Sheet

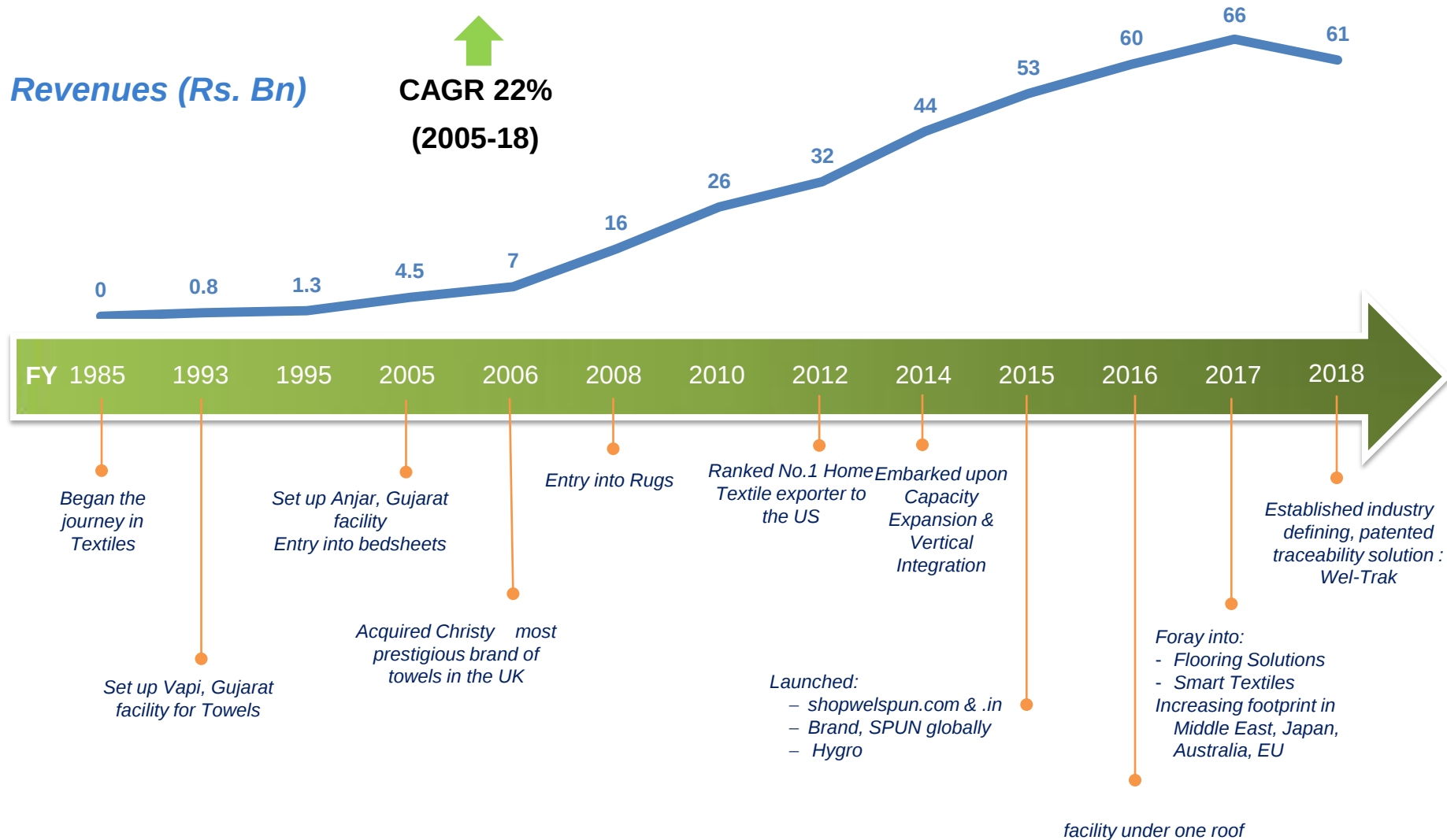
sold in the US is made by Welspun⁽²⁾

3E's of Corporate
Social Value

Education, Environment & Health,
Empowerment

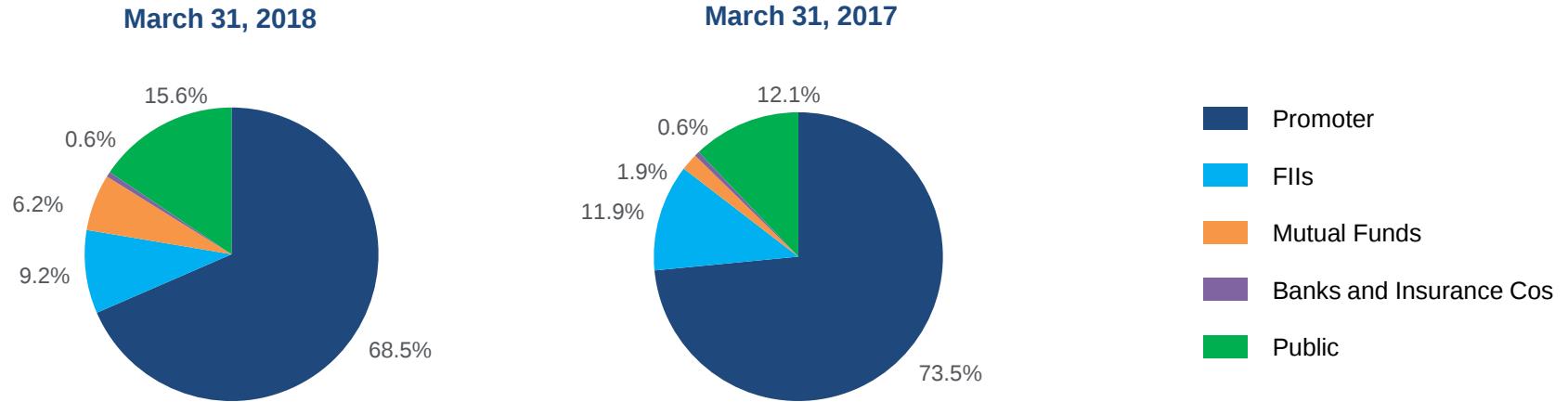


KEY MILESTONES



SHAREHOLDING AND TRADING SNAPSHOT

Shareholding Pattern

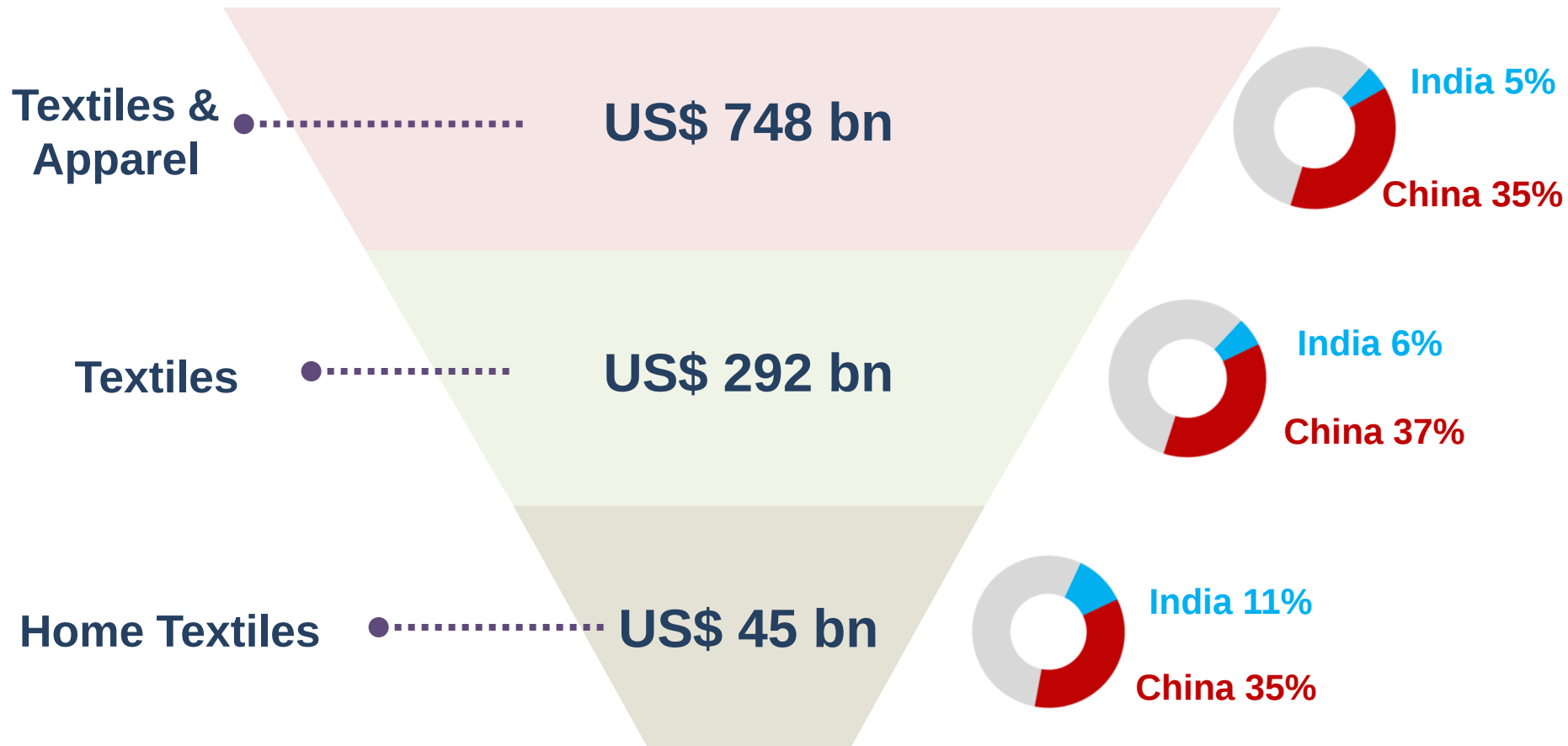


Market Statistics

As on Mar 31, 2018	INR	USD
Price per share	57.95	0.89
No of Shares outstanding (Mn)	1,005	1,005
Market Capitalization (Mn)	58,240	895
Daily Average Trading Volumes (Q4FY18) No of shares in Mn	4.06	4.06
Daily Average Trading Value (Q4FY18) (Mn)	295	4.53

INDUSTRY OVERVIEW

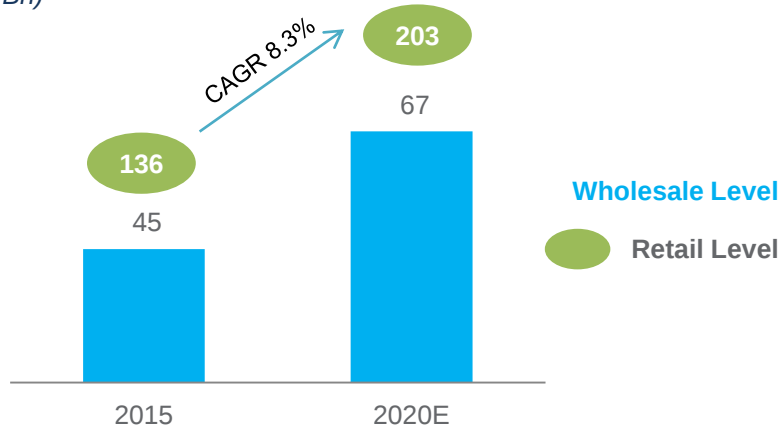
ASIAN DOMINANCE IN HOME TEXTILES



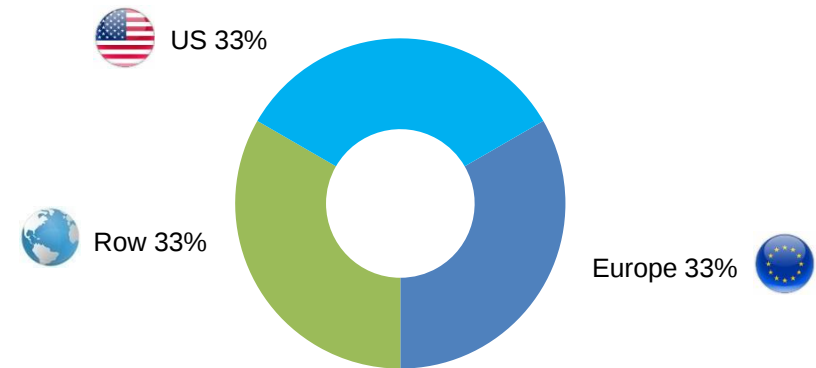
GLOBAL MARKET OPPORTUNITY

Global Home Textile Market

(USD Bn)



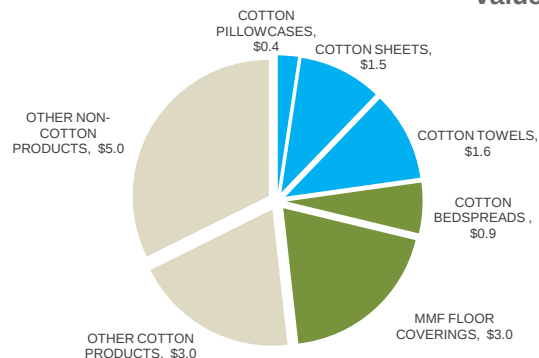
Market Composition



US Home Textile Market (2016)

(USD Bn)

US Home Textile Market
valued at c.\$15 bn



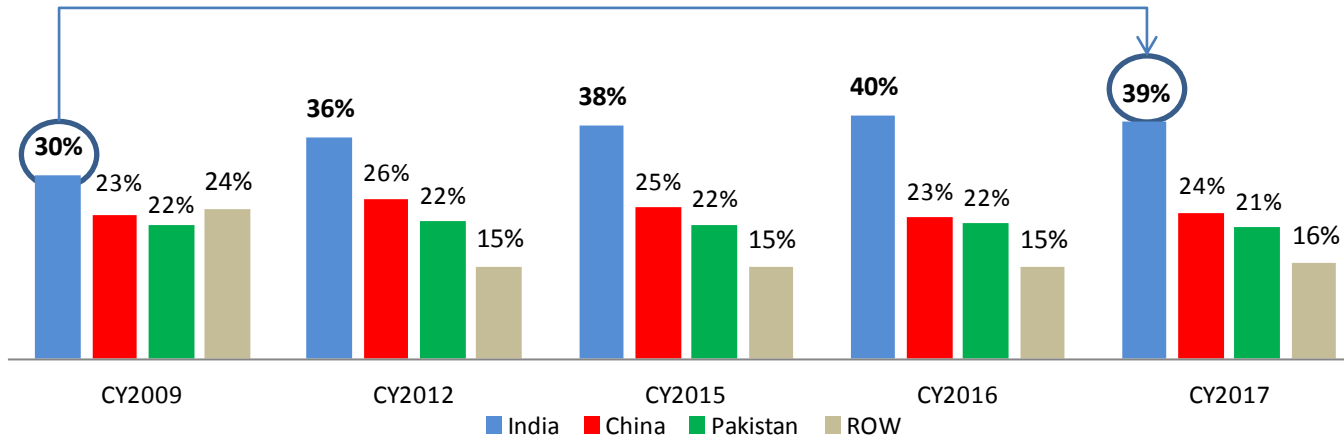
■ Strong Presence of India ■ Next Opportunity for India

- ✓ **US and Europe** are the major end markets comprising a **third each** of the home textile market
- ✓ Indian Players have concentrated in US because:
 - US is a large and homogenous market making it a more attractive market to target first
 - While US is a level playing field, Europe provides preferential tariff rates to some competing countries

INDIA- LARGEST PLAYER IN US MARKET

Market Share in US Towel Market

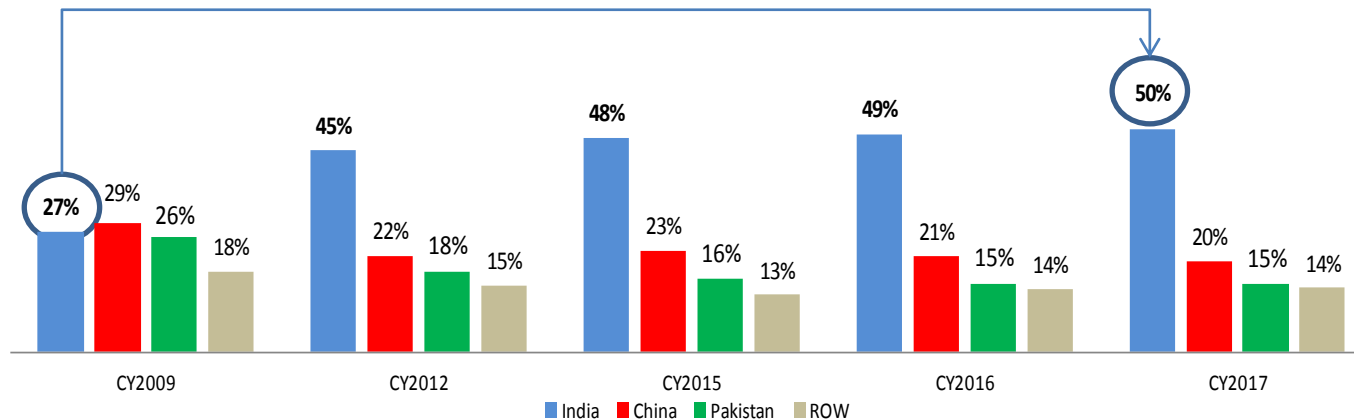
↑ 9 percentage pts



India continues to dominate the US Towel Market

Market Share in US Sheet Market

↑ 23 percentage pts



Half of the US Sheet Market is Served by India

FACTORS CONTRIBUTING INDIA'S COMPETITIVE ADVANTAGE

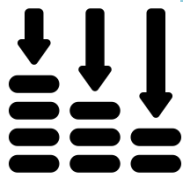
1 Largest Producer of Cotton



2 Favourable Socio-Economic Factors

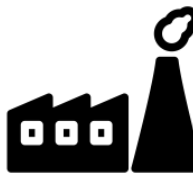


3 Competitive Costs



4 Strong Political Leadership with Supportive Policies

5 Strong Domestic Market Potential



6 Global Manufacturing Scale

WELSPUN INDIA: KEY DIFFERENTIATORS

WELSPUN INDIA: BELLWETHER IN HOME TEXTILES

8

Consistent focus on free cash flow

1

Leading Market Player with a Wide Product Range

7

Experienced Board and Management with Proven Track Record

2

Vertically Integrated Presence with Significant Capabilities

6

Sustainability at the Core of the Business

3

Global Distribution Network with Marquee Clients

5

Track Record of Innovation

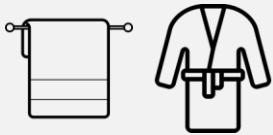
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Diversified Brand Portfolio



1 LEADING MARKET PLAYER WITH A WIDE PRODUCT RANGE

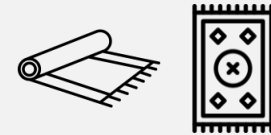
Widest product range in the Home Textiles segment



**Towels, Bath
Robe**



**Sheets, TOB, Basic
& Fashion Bedding**



**Carpets, Rugs,
flooring solutions**



A differentiated End-to-end Solutions Provider in Home Textiles



Uniquely positioned for cross-selling due to Customer reach, Competitive manufacturing, Global delivery model



Higher wallet share due to multi-product portfolio

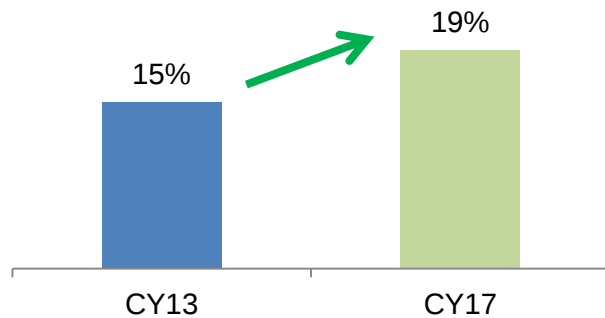


**Strong track record of customer satisfaction and repeat business from them;
80% revenue from replenishment**

1 LEADING MARKET PLAYER

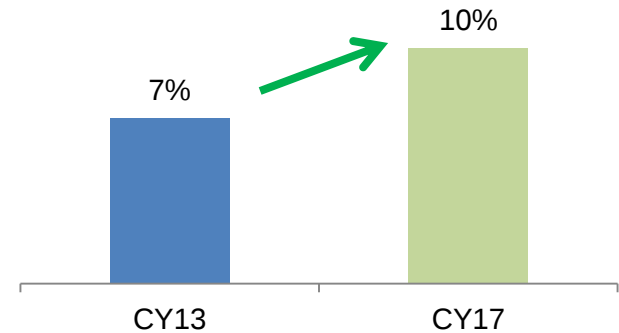
Ranked No.1 supplier to the US for 2016 by Home & Textiles Today magazine; 5 times in last 6 years

Every 5th towel sold in US is made by Welspun

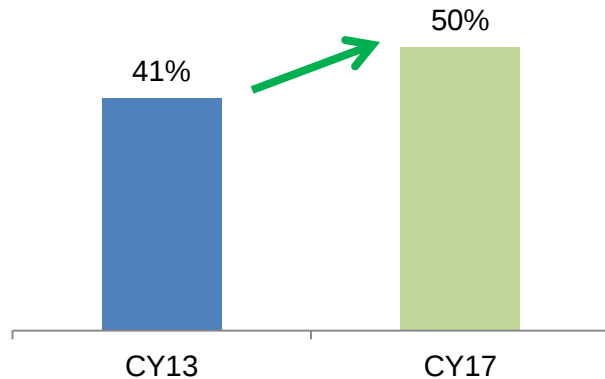


Welspun's Market Share in US Towels Market

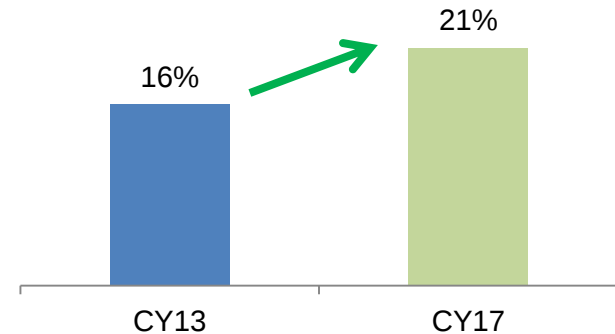
Every 10th sheet sold in US is made by Welspun



Welspun's Market Share in US Sheets Market



Welspun's Share in India's exports to US - Towels



Welspun's Share in India's exports to US - Sheets

2 VERTICALLY INTEGRATED PRESENCE WITH SIGNIFICANT CAPABILITIES

India Supply Advantage

Cotton



Vertically Integrated Facilities Across Manufacturing Chain

Spinning



Weaving



Processing



Cutting & Sewing



Logistics



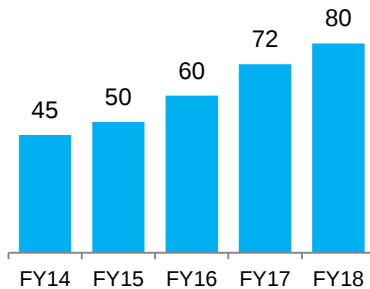
Captive Power

- ✓ Current integration of about 70% in Spinning and Weaving
- ✓ Captive power generation (through thermal power plant)
- ✓ Welspun D

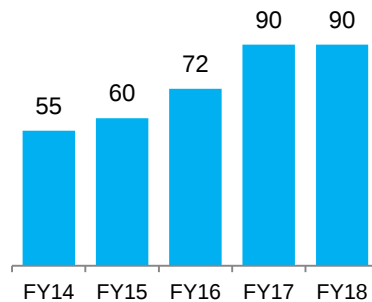
margins, better quality control and timely delivery

Growing Capabilities

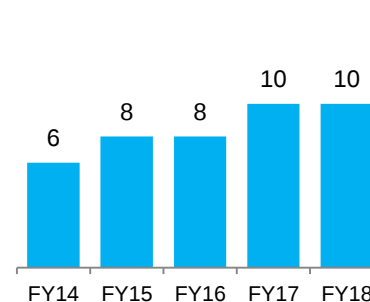
Towels HO)



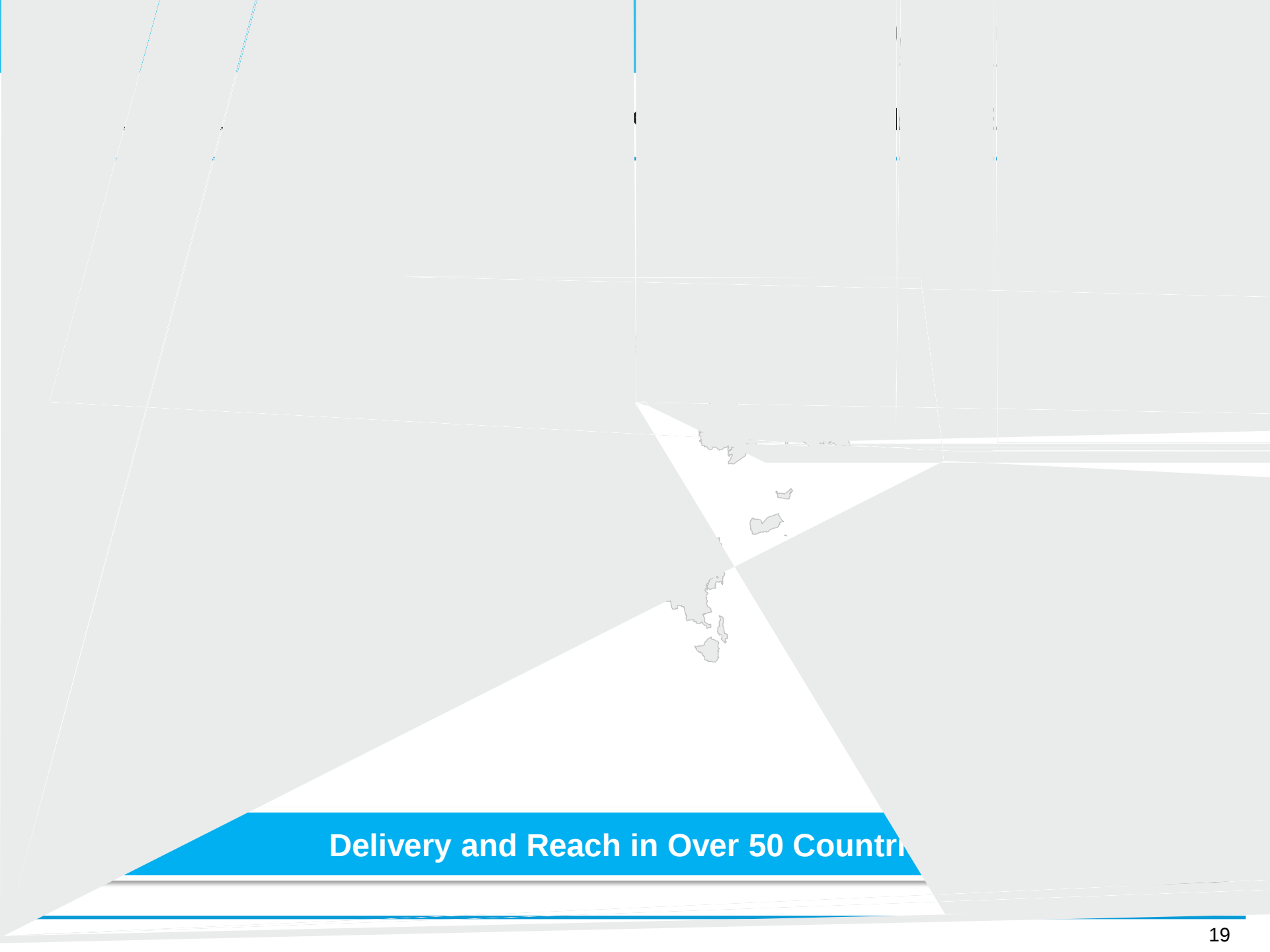
Bed Linens H mtrs)



Rugs & Carpets H)mtrs)



- ✓ FY18 Effective Utilisation:
Towels : 80%
Sheets : 80%
Rugs : 65%
- ✓ Investment of around Rs. 9 bn planned in FY19
- ✓ Majority of the investment towards flooring solutions project



Delivery and Reach in Over 50 Countries

4 DIVERSIFIED BRAND PORTFOLIO

Spectrum of Welspun Brands: Continue to Evolve

Premium &
Luxury

Innovation

Sustainability &
Empowerment

Technology



Coveted Licenses



Branded Products Contribution to Sales at 17% in FY18

5 TRACK RECORD OF INNOVATION

37% of Sales from Innovative Products

30 unique inventions filed globally

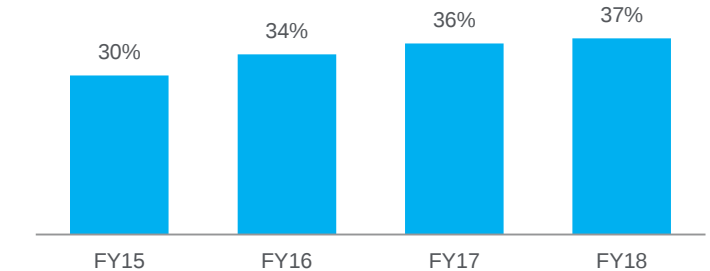


Contributes more than \$150 Mn of Sales
Good traction in hospitality & domestic market



Received Asthma and Allergy Free Certification
for bedding products in US post stringent testing

Increasing Share of Innovative Products



The two segments (innovative & branded) together account for more than 45% of revenue

HYGRO Cotton

before washing after 3 washings



Regulates temperature for individual comfort



Global Collaboration on Innovation



Top Universities



Technology Partners



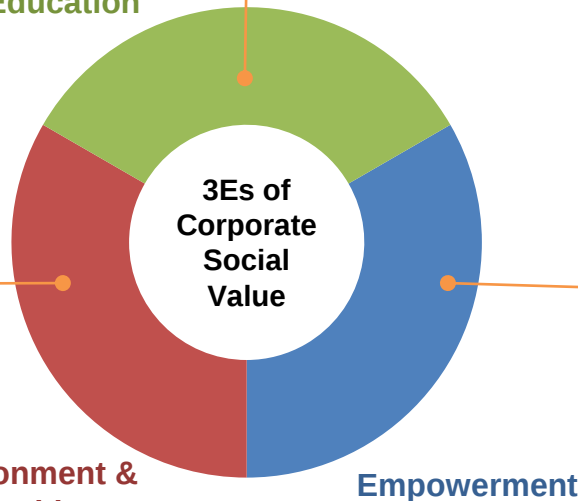
Industry Associations

6 SUSTAINABILITY: FOCUS ON THE 3Es



Quality Education Project
Adult Literacy Education for women

Education



Environment & Health



Sustainability Focus
Health Camps & Mobile Medical Vans
Natural/recycled products
320K trees planted
Rain water harvesting



Vocational Training for women and youth
Employability

Empowerment

Vocation Centers: 10 centers including SPUN - 351 women trained and 239 women employed in Welspun during the quarter

Walmart's SWASTI foundation for Women Empowerment and Training: Successfully trained 2,335 women in foundation-level and 519 women in advanced level course



Education

Welspun Vidya Mandir at Anjar: quality education to 1,600 students with 75 Teachers

Quality Education Project at 41 government schools in Anjar reaches out to over 10,000 students.

45 para teachers deployed in 33 schools
SMART class installed in 10 schools.



Environment & Health

Mobile Health Vans (MHV): Moving dispensary manned by a qualified doctor, pharmacist and a social worker. MHVs reach out to 19 villages with 40,000 villagers benefitted.

Health Camps

1,500 toilets have been constructed in 18 villages
Blindness Control Program for elderly people
4,000 saplings planted during the quarter



6

INCLUSIVE GROWTH: IMPLEMENTING SMART VILLAGES

E-Connectivity

Wi-fi enabled villages with CCTV coverage
 Complete E-governance
 PA system with speakers
 Comprehensive CMS for Panchayat Office

Environment

Green cover in all public land
 Segregation and organized disposal of garbage
 100% LED / solar street lighting
 Swachh Bharat Abhiyan awareness

Essential Infrastructure

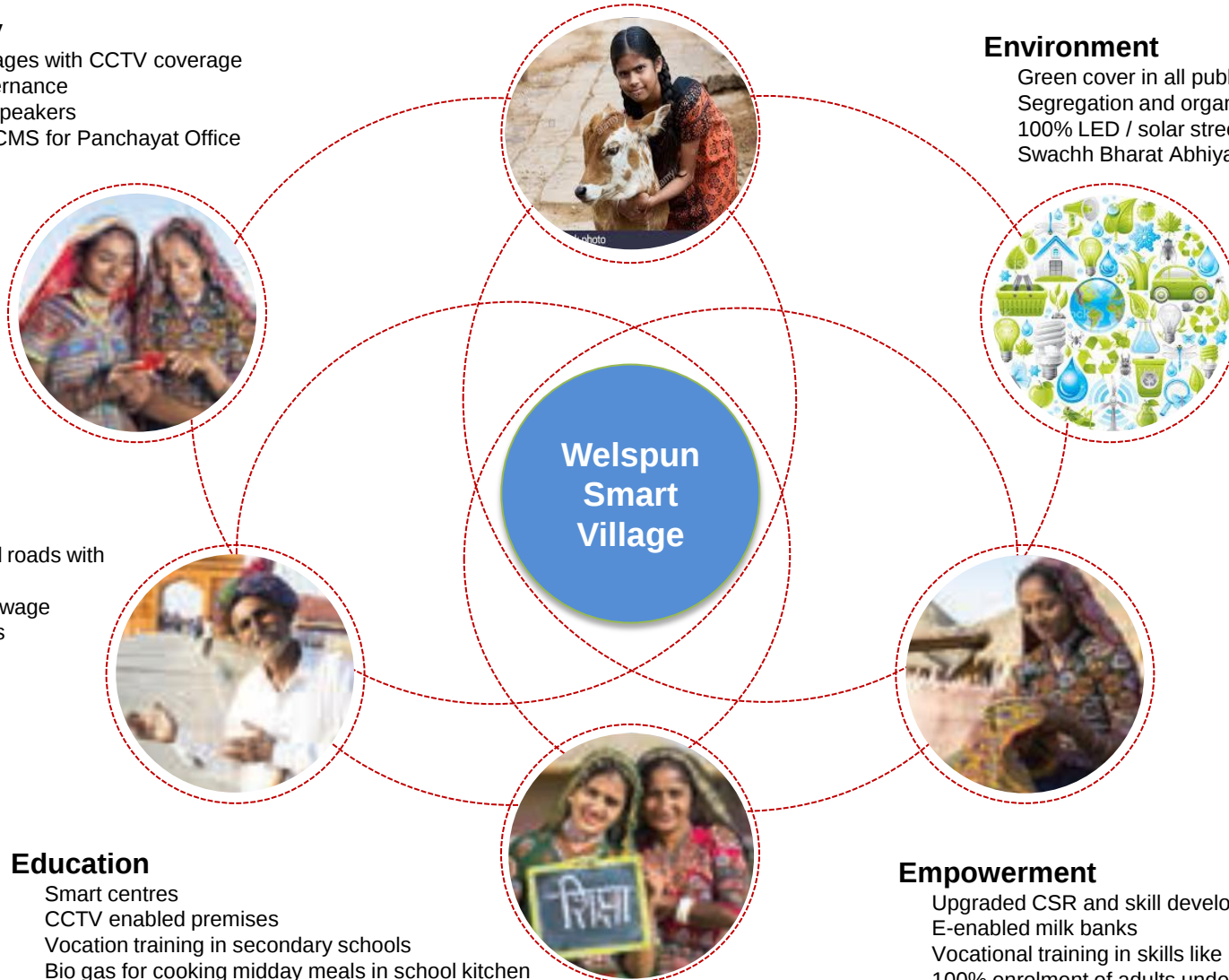
Well-constructed roads with kerbstones
 Drainage and sewage disposal systems
 Mobile library

Education

Smart centres
 CCTV enabled premises
 Vocation training in secondary schools
 Bio gas for cooking midday meals in school kitchen

Empowerment

Upgraded CSR and skill development centres
 E-enabled milk banks
 Vocational training in skills like IT and sering
 100% enrolment of adults under Government schemes



6 SUSTAINABILITY IN EVERYTHING THAT WE DO



STP Installed with a Capacity to Process 30 MN Liters Per Day; currently saving 6,500 million Liters of Water annually



85% Water Recovered From STP Used at Plant



10,000+ Youth Trained via Welspun's Skill Development Program



1,200+ Women Engaged Across 10 Vocational Centers



Annual saving of 9 mn kWh of Energy



SA 8000 Certified Operations for Socially Responsible Practices

EXPERIENCED BOARD & MANAGEMENT WITH PROVEN TRACK RECORD

Board of Directors

B.K.Goenka, Chairman

D

M

D

H

K

O

Emerging Company of the Year Award in 2008

Arun Tadarwal, Independent Director, Audit Committee Chairman

20+ years of experience in Finance, Audit, Taxation and Quality Management. Member of ICAI, practicing since 1981

Ram Gopal Sharma, Independent Director

40+ years experience in the field of life insurance, mutual funds, finance, training and development.

Pradeep Poddar, Independent Director

Technocrat & Corporate Leader with 30+ years of experience in consumer products industry and vast experience in brand building

Arvind Singhal, Independent Director

MBA from University of California, founded Technopak D management & operations consulting firm with focus on Textiles, Retail, Healthcare etc

Padma Betai, Nominee Director

CFO of IDBI Bank with nearly 20 years covering areas like Treasury, Retail Banking, Corporate Advisory Services & Domestic Resources

Management Team

Rajesh Mandawewala, Managing Director

In-charge of textile business; instrumental in growing reach over 50 countries
 25+ years of experience in industries varying from Textiles to SAW pipes.
 He is a Qualified chartered accountant

Dipali Goenka, CEO & Joint Managing Director

Driving force behind textile business, successfully led development of two brands SPACES and Welhome
 Graduate in Psychology & completed Management Program from Harvard

Altat Jiwani, CFO (Welspun India)

25+ years experience in corporate finance roles across diverse industries.
 Worked with RPG Group for 19years. Last role as CFO, Phillips Carbon Black

Julie McKenzie, CEO (Welspun USA)

35+ years of domestic and international experience in sales, merchandising, sourcing and licencing in the retail industry .
 Has been previously associated with Nickelodeon, Wal-Mart among others

Leigh Taylor, CEO & President (Welspun UK)

30+ years of international experience across consumer products industry.
 Turnaround specialist with expertise in innovation & product development

Manjari Upadhye, CEO (Domestic Retail Business)

17+ years of experience across the consumer products industry
 Significant contribution in brand building for FMCG companies

Mukesh Savlani, CEO (Welspun Flooring)

Home-grown CEO with 17+ years experience in various roles at Welspun
 Engineering graduate; Leadership Program from Harvard

7

AWARDS & ACCOLADES – TESTIMONY TO EXCELLENCE

Dipali Goenka

Featured at #16 in
 O O K
 Businesswomen (2016)

Forbes

**Asia's 50
 Power
 Businesswoman**

Product Innovation Award

KOHL'S

Innovation

**Best Brand
 "Spaces"**

(Home Category 2017)

MYNTRA

Branding

**Marketing Services Award
 "Spaces"
 (2018)**

amazon

Marketing

**Top-3 in Product-Wise
 Sustainability scores
 (2017)**

Walmart

Sustainability

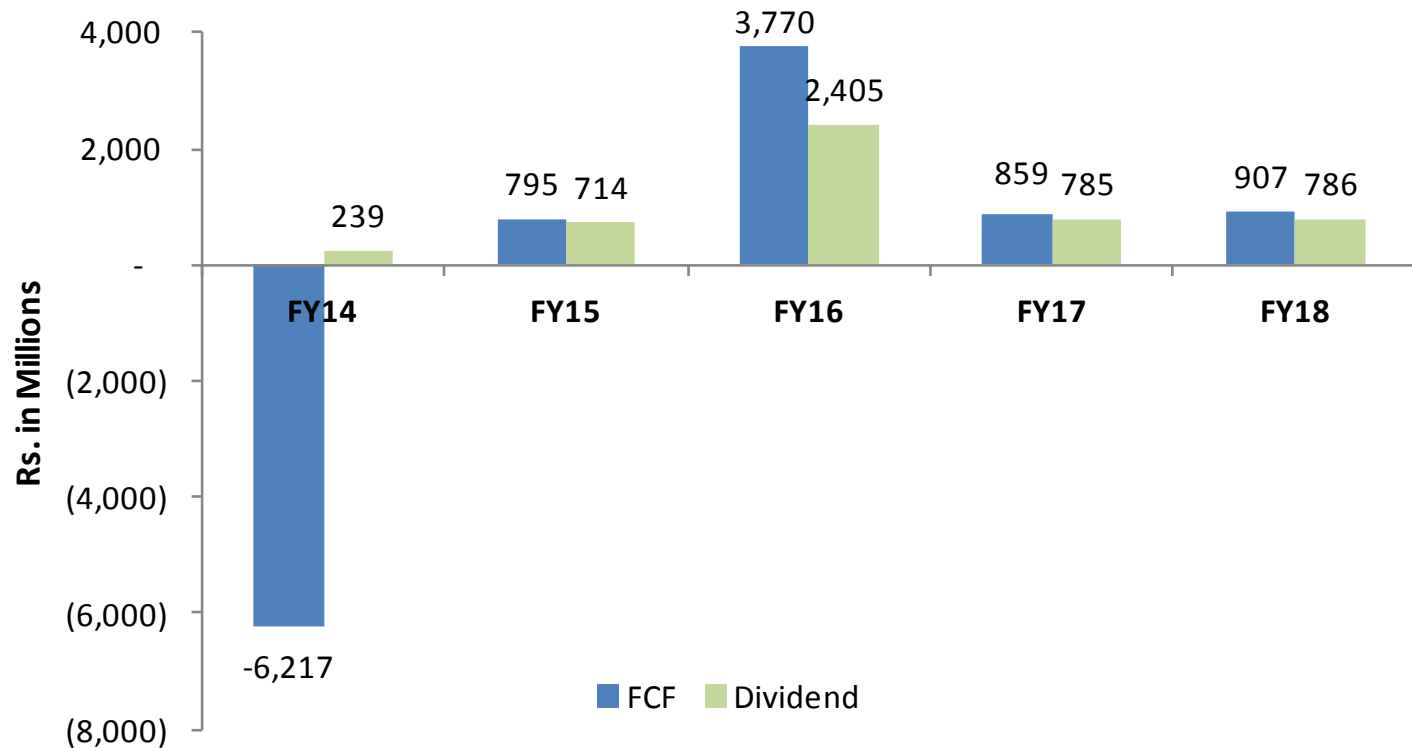
**Winner of
 1 Platinum, 3 Gold & 1
 Silver Trophies
 (2017)**

 **TEXPROCIL**
THE COTTON TEXTILES EXPORT PROMOTION COUNCIL

Highest Exports

8

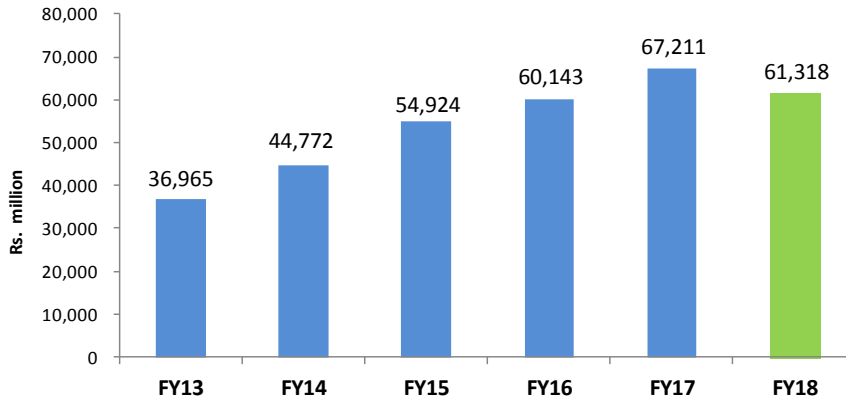
CONTINUED FOCUS ON FREE CASH FLOW



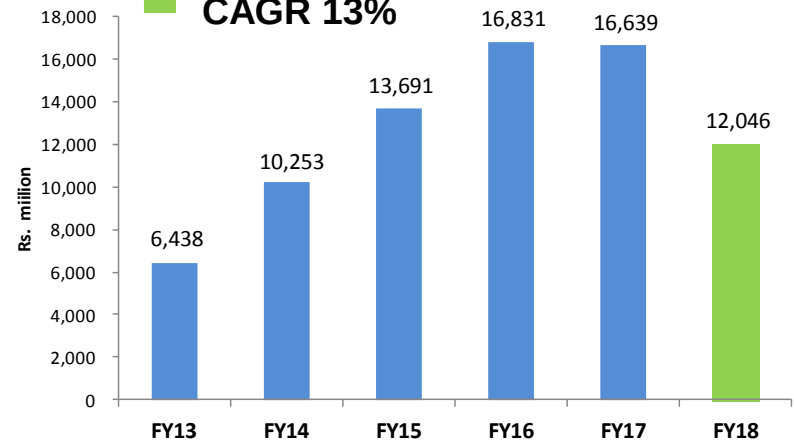
FCF positive for four consecutive years

8 TREND OF FINANCIAL PERFORMANCE

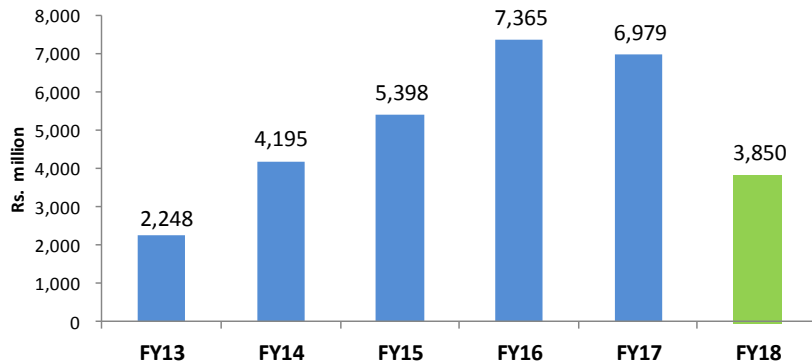
↑ **Total Income**
CAGR 11%



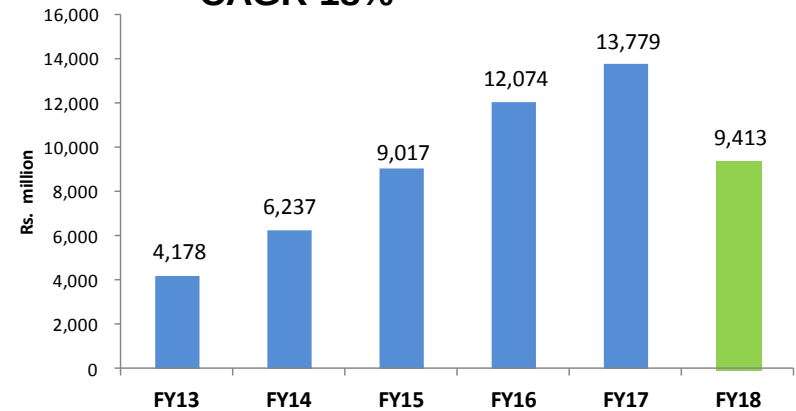
↑ **EBITDA**
CAGR 13%



↑ **Net Profit**
CAGR 11%



↑ **Cash Profit**
CAGR 18%



Net Profit & Cash Profit FY17 figures adjusted for exceptional item

CAGR is based on FY13-FY18

KEY STRATEGIC INITIATIVES

WELSPUN'S PATENTED GLOBAL COTTON INTEGRITY PROCESS



R patented Wel-Trak
 supplemented by scientific traceability from Oritain
 is now the most comprehensive end-to-end fiber tracking process.



- Verifies fiber from the origin and at every stage of production
-
- Authenticates cotton from dedicated sources
- Assures independent third party testing
- Allows consumers to track fiber in product back to the farm where it was produced

Visit
[Wel-Trak.com](https://www.Wel-Trak.com)



SMARTSOURCING: ASSET LIGHT FUTURE GROWTH

SYNERGISTIC BENEFITS



Assured
Supply



Lower
transportation
costs



Lower inventory
Lower Interest
cost



Recycling of
packaging

**Collaboration with
Suppliers for Lead Time
Reduction via Exclusive
Set-up of Welspun
Ancillary Units**

Already Established Ancillaries

Spinning

Trims

Packaging materials



**Omni-Channel Support
to Top Global Retailers
via Product
Development,
Warehousing, Pick and
Pack, Drop-Ship and
Analytics**

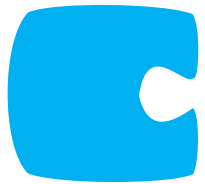
**SCM Analytics for Our
Customers**



WELSPUN 2.0 & WAY FORWARD

WELSPUN INDIA: VISION 2022

WELSPUN2.0



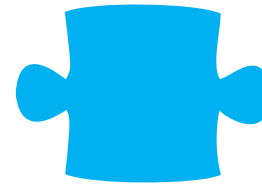
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1

Innovation &
Patents

2

Brands

3

New Markets

4

New Channels

5

New Products

Revenue

\$2bn

Net Debt

NIL

Innovative / Branded
Revenue Share

50%

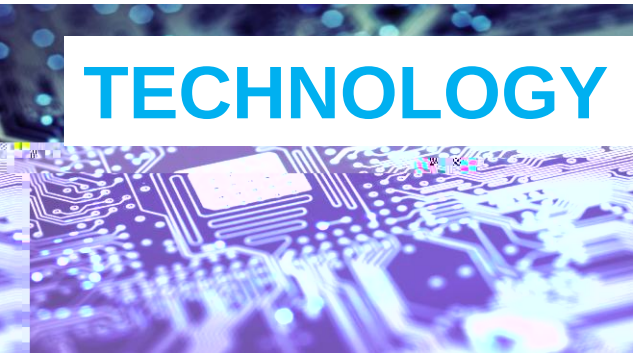
Women
Employees

20%

Share of Domestic
Revenue

20%

1 INNOVATION & PATENTS



TECHNOLOGY

Transcends to
with



HOME TEXTILES



- ✓ Creating interactive experiences through seamless integration of smart technology with home textiles
- ✓ Patented augmented reality home décor



Launched in the US for Holiday 2016. Presented at CES 2017 at Las Vegas to Extensive Media Coverage



Consumer
Technology
Association™

2 BRANDS : CHRISTY

Christy Brand Reinvigorated & Launched Globally



2008



2013



2017

**A 150-Year Old
Legacy.. ‘Living
Redefined’**

- ✓ Reinvigorated the Christy Brand, which has dominant presence in UK
- ✓ Introduced the brand in US, China and Middle East; witnessed healthy growth
- ✓ Coveted Associations like Wimbledon, Rugby World Cup and Royal Ascot



2 BRANDS : SPACES

Focus on tapping Domestic Market potential

- ✓ India one of the fastest growing economies in the world with huge potential for increasing organized market
- ✓ Spaces was recently recognized as a best brand in home category by Myntra. Also, received Amazon Marketing Services Award for Spaces
- ✓ Presence in **200+ shop-in-shops**
- ✓ Licenses for Domestic Market:



**The Next
Growth Engine**

Redesigned Brand Strategy

- ✓ Use of 360 degree marketing approach by increasing customer touch points including social media, POS, in-store, PR news, TV, outdoor, radio, customer service.
- ✓ Revisited Spaces brand campaign



3 NEW MARKETS

Composition of Sales (FY18)

Indian Urban Home Textile market is expected to grow from INR 257bn in 2016 to INR 438bn by 2021 (i.e. CAGR of 11.25%)

B K C

consumption

Implementation of GST to accelerate move towards organised sector

Europe:
17-18%



Presence in Europe is limited because:

Pakistan, Turkey, Egypt and Bangladesh have preferential tariff rates from EU, exempting them from import duties

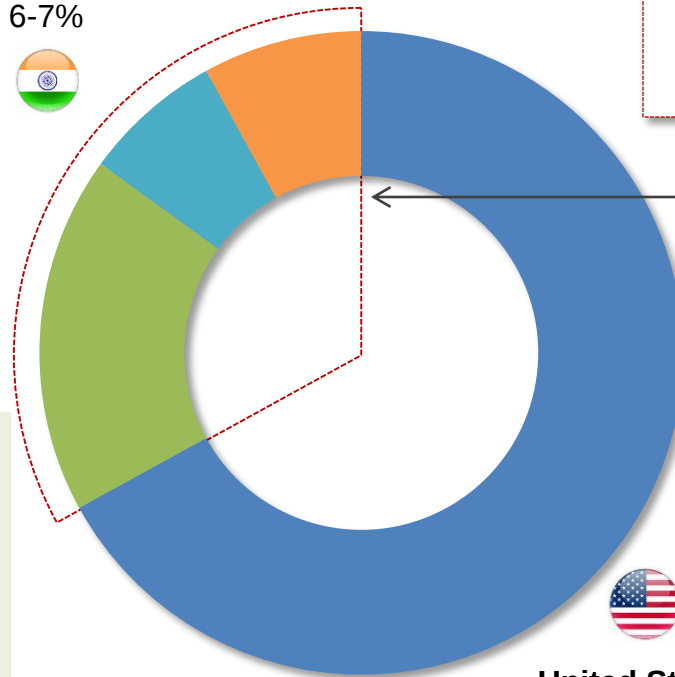
R focus on EU has been more recent, mainly through its innovative products

Presence in Japan, the Middle East, Australia, Russia and South Africa

India:
6-7%



RoW:
9-10%



United States:
66-68%

Future Strategy

Welspun India to focus on increasing presence in subscale / new markets

Non-US business is likely to account for larger share of incremental revenue going forward

Continue to gain market share in the US Home Textile market and grow its US business in the medium long term

4 NEW CHANNELS : E-COMMERCE

In key developed markets, E-commerce constitutes 10-15% in Home Textiles. Expected to reach ~25% by FY23

Welspun approach to tap the Ecommerce opportunity

Key Ecommerce Platforms

Key Ecommerce players increasing share of private labels to capture more value, cater to increased volumes and to have better control

Focus on being a preferred sourcing partner for these

private labels

Big-Box Retailers' Websites

Strong relations with existing big-box retailers

Selling through online channels of these retailers

Omni Channel support to retailers on Product Development, Warehousing, Pick and Pack, Drop-Ship and Analytics

Warehouses in US, UK, Germany and India

Own Website

More than 10% sales of Christy in UK is own website/exclusive online

presence across key markets

Focus on capturing value

portal



Exclusive Online D2C Players

Home Textile startups penetrating D2C channels

Looking at significant minority stake in select ventures as a strategic investor

Partnering to create brands and tap D2C channels

Welspun sees Omni-channel as an opportunity

4 NEW CHANNELS : HOSPITALITY

Opportunity

Welspun only constitutes ~3% of total US hospitality market



- The US hospitality market is c. \$1.5bn (i.e. for towels and sheets)
- Welspun currently earns c. \$50mn from this category indicating huge growth potential

High potential global wellness economy of about \$3.7 trillion



- Welspun has partnered with Stay Well to tap global wellness potential
- Stay Well infuses wellness into hotel rooms with features and programs to maximise the guest experience and minimise the impact that travel has on the human body

Strategy

Focus on domestic as well as international markets

Tied up with leading hotel chains and wellness centers

5

NEW PRODUCTS : FLOORING SOLUTIONS

Wide range of Flooring products



Carpet Tiles



**Broadloom Carpets
& Area Rugs**



Artificial Grass

Welspun Flooring: Fully integrated and independent flooring vertical

- Aim to become a one-stop flooring solutions provider for domestic and international markets
- Facility to be now located in Telangana vs. earlier planned in Gujarat
- Expected investment is ~Rs. 11 billion
- Capacity of 27 million sq. metres p.a
- Commercial production expected to start during Q3FY20

5 NEW PRODUCTS

1 Untapped Opportunity in Bedding

Large untapped opportunity in basic bedding, comforters and quilts
Currently, China dominates the market; India is gradually making inroads
Contributed ~3% of sales in FY18

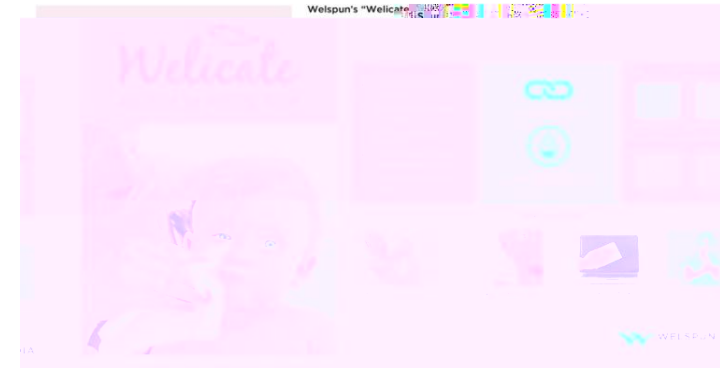


2 Technical / Advanced Textiles

Products for specialized use in healthcare, fire departments, aerospace, defense, automobile, railways and other utilities.

These products include specialized features such as fire retardants, stain resistant, anti-bacterial, PET resistant, and soil resistance, among others.

Contributed 2% of sales in FY18



3 Smart Textiles

Creating interactive experiences through seamless integration of smart technology with home textiles

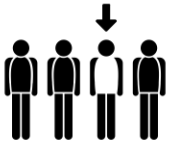


RAISING THE BAR

Differentiation

Strategy :

*Innovation,
Branding &
Sustainability*



Industry Defining
Traceability
Solution



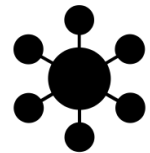
Focus on
Domestic Market



New Product
Lines



New channels



MOVING TOWARDS VISION 2022



Volatile raw
material costs



Rising energy costs



Volatile Rupee

THANK YOU

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APPENDIX

KEY HIGHLIGHTS- Q4 FY18

Wel-Trak™ merchandise available on shelves in US stores across multiple retailers

E-commerce contributes double-digit share in Christy sales

Received Amazon Marketing Services Award 2018 for “Spaces”

EBITDA Margin at 19.0%

Company generated positive free cash flows for the fourth consecutive year

Net Debt/Equity at 1.16x ; Net Debt/EBITDA at 2.51x

FINANCIAL PERFORMANCE – Q4 FY18

(Rs. Million)

Particulars	Q4FY18	Q4FY17	Change YoY	Q3FY18	Change QoQ
Total income	15,349	17,727	-13.4%	14,143	8.5%
EBITDA	2,922	3,984	-26.7%	2,687	8.8%
<i>EBITDA Margin</i>	<i>19.0%</i>	<i>22.5%</i>	<i>-344 bps</i>	<i>19.0%</i>	<i>4 bps</i>
Finance Cost	381	430	-11.4%	345	10.3%
Depreciation	1,301	1,365	-4.7%	1,272	2.3%
PBT	1,241	2,190	-43.3%	1,070	15.9%
PAT (Before Minority Interest)	899	1,545	-41.8%	795	13.0%
PAT (After Minority Interest)	866	1,538	-43.7%	774	11.9%
<i>PAT Margin</i>	<i>5.6%</i>	<i>8.7%</i>	<i>-304 bps</i>	<i>5.5%</i>	<i>17 bps</i>
Cash Profit	2,325	3,189	-27.1%	2,270	2.4%
EPS* (Rs.)	0.86	1.53	-43.7%	0.77	11.9%

* EPS not annualised

Note: Cash Profit = PBDT less Current Tax

FINANCIAL PERFORMANCE – FY18

(Rs. Million)

Particulars	FY18	FY17	Change YoY
Total income	61,318	67,211	-8.8%
EBITDA	12,046	16,639	-27.6%
<i>EBITDA Margin</i>	<i>19.6%</i>	<i>24.8%</i>	<i>-511 bps</i>
Finance Cost	1,408	1,583	-11.1%
Depreciation	5,042	5,054	-0.2%
PBT	5,597	10,003	-44.0%
Exceptional (Loss)	-	(4,648)	
PAT (Before Minority Interest)	3,982	3,624	9.9%
PAT (After Minority Interest)	3,850	3,576	7.7%
<i>PAT Margin</i>	<i>6.3%</i>	<i>5.3%</i>	<i>96 bps</i>
Cash Profit	9,413	13,812	-31.8%
EPS (Rs.)	3.83	3.56	7.7%

Note: Cash Profit = PBDT less Current Tax

FINANCIAL PERFORMANCE TREND

(Rs. Million)

Particulars	FY15	FY16	FY17	FY18
Total income	54,924	60,143	67,211	61,318
<i>Growth %</i>	22.7%	9.5%	11.8%	-8.8%
EBITDA	13,691	16,831	16,639	12,046
<i>EBITDA Margin</i>	24.9%	28.0%	24.8%	19.6%
Depreciation	3,329	3,718	5,054	5,042
Finance cost	2,829	2,368	1,583	1,408
PBT	7,533	10,745	10,003	5,597
Exceptional (Loss)	-	-	(4,648)	-
PAT (Before Minority Interest)	5,443	7,491	3,624	3,982
PAT (After Minority Interest)	5,398	7,365	3,576	3,850
Cash Profit	9,095	12,074	13,779	9,413
EPS (Rs.) #	5.4	7.3	3.6	3.8

Note: Cash Profit = PBDT less Current Tax

#Adjusted for stock split

BALANCE SHEET TREND

(Rs. Million)

Particulars	31-Mar-15	31-Mar-16	31-Mar-17	31-Mar-18
Net Worth	14,732	19,700	23,971	26,057
Short Term Loans	13,936	13,533	11,721	12,580
Long Term Loans	20,864	18,945	21,393	20,228
Gross Debt	34,800	32,478	33,114	32,807
Cash & Cash Equiv.	4,321	1,388	2,725	2,538
Net Debt	30,479	31,090	30,389	30,269
Average Capital Employed#	47,619	53,331	58,189	62,111
Net Fixed Assets (incl CWIP)	26,049	33,508	35,713	33,641
Net Current Assets*	17,630	16,845	20,114	23,539
Total Assets	58,960	65,491	73,283	72,249

Capital Employed = Net worth + Gross Debt + Other Long Term Liabilities

* Net Current Assets does not include Cash & Cash Equivalents

FINANCIAL RATIO TREND

		FY15	FY16	FY17	FY18
Solvency ratios	Net debt/Equity	2.07	1.58	1.27	1.16
	Net debt/EBITDA	2.23	1.85	1.83	2.51
	EBIT/Interest	3.66	5.54	7.32	4.98
Operational ratios	Current Ratio	1.12	1.15	1.41	1.41
	Fixed Asset turnover	2.04	1.77	1.86	1.80
	Total Asset turnover	0.90	0.90	0.91	0.84
	Inventory days	76	68	70	79
	Debtor days	40	52	53	56
	Payable days	30	41	41	39
	Cash conversion cycle	86	79	82	96
Return ratios	ROE	41.8%	42.8%	29.6%	15.4%
	ROCE (pre-tax)	21.8%	24.6%	19.3%	11.3%

Continuous Improvement in Net Debt/Equity

1. ROCE = EBIT / Average Capital Employed; ROE = Net Profit / Average Net worth
2. Total asset turnover = Sales/ (Fixed assets + Gross current assets)
3. FY17 Return Ratios figures adjusted for Exceptional item

DIVIDEND POLICY

- **Clear, defined Dividend Distribution policy**
 - 25% of standalone PAT to be the total payout (incl. dividend tax)
- **Consistent track record of dividend distribution**

Period	Standalone EPS	DPS	Dividend tax per share	Payout Percentage
FY15	5.09	1.05	0.21	25%
FY16	5.99	1.30	0.26	26%
FY17	3.05	0.65	0.13	26%
FY18	3.03	0.65	0.13	26%