

United Spirits

Estimate change



TP change



Rating change



Bloomberg	UNSP IN
Equity Shares (m)	727
M.Cap.(INRb)/(USD\$)	649.4 / 8.7
52-Week Range (INR)	945 / 495
1, 6, 12 Rel. Per (%)	8/46/24
12M Avg Val (INR M)	1667

Financials & Valuations (INR b)

Y/E March	2021	2022E	2023E
Sales	78.9	96.8	106.4
Sales Gr. (%)	-13.2	22.6	10.0
EBITDA	9.9	15.3	17.6
Margin (%)	12.5	15.8	16.5
PAT	4.6	9.2	11.2
EPS (INR)	6.4	12.7	15.4
EPS Gr. (%)	-41.6	99.2	21.4
BV/Sh.(INR)	56.8	69.9	82.3

Ratios

RoE (%)	11.2	18.1	18.7
RoCE (%)	16.8	24.6	25.2
Payout (%)	0.0	0.0	19.5

Valuations

P/E (x)	140.6	70.6	58.2
P/BV (x)	15.7	12.8	10.9
EV/EBITDA (x)	66.2	42.6	36.8

Shareholding pattern (%)

As On	Sep-21	Jun-21	Sep-20
Promoter	56.7	56.8	56.8
DII	9.7	9.9	9.2
FII	19.1	19.0	18.8
Others	14.5	14.3	15.2

FII Includes depository receipts

CMP: INR894

TP: INR1,025 (+15%)

Buy

Strong 2QFY22; Outlook encouraging

- Sales growth and margin were ahead of our expectation, leading to a comfortable beat on our 2QFY22 forecasts.
- Despite only a gradual re-opening of the on-trade channel (25-27% of annual sales prior to the COVID-19 outbreak), 2QFY22 sales were 7% higher than 2QFY20 levels. This is good news for UNSP heading into the high margin and on-trade dependent third quarter.
- Commentary of the new CEO on double-digit long-term topline growth targets is encouraging.
- We maintain our **BUY** rating on the stock.

Big beat on all fronts

- Standalone net sales grew 14% YoY to INR24.5b (est. INR21.5b).
- Reported volumes grew by 3.5% (est. -2%).
- Adjusted gross margin expanded by 290bp YoY to 45.1% and reported gross margin stood at 44.2%. Rising inflationary pressure on COGS and a one-off tax provision were offset by an improved mix management, continued focus on productivity, and the benefit of a one-off inventory provision in FY21.
- As a percentage of sales, lower advertising costs (-130bp YoY), flat (adjusted) other expenses (+10bp), and higher staff cost (+30bp) led to a **380bp expansion in adjusted EBITDA margin to 16.4% (est. 12.3%)**. Reported EBITDA margin stood at 17.4%.
- EBITDA (adjusted) grew 48.8% YoY to INR4b (est. INR2.6b).
- On an absolute basis, ad spends fell 3.1% YoY. Investment behind brand building returned to normal after a muted, COVID-impacted 1QFY22.
- Adjusted PBT/adjusted PAT grew 81.1%/74.7% YoY to INR3.2b/INR2.2b (est. INR2b/INR1.5b).
- **Sales/adjusted EBITDA rose 27.9%/196.3% YoY in 1HFY22**. Adjusted PAT stood at INR3.1b in 1HFY22 v/s a loss of INR119m in 1HFY21. Volumes in 1HFY22 grew 22.4% YoY.
- Net debt stood at INR4.4b. The company repaid short term borrowings of INR1.1b in 1HFY22. This reduction in debt, together with a favorable mix, helped reduce total interest costs by 41%.

Highlights from the strategic refresh

- The new mission is to have sustained double-digit topline growth, even as the management aims to maintain its mid-to-high-teen margin guidance.
- It would like to focus its attention on the following consumption trends to deliver rapid growth:
 - 1) Emerging rapid growth in affluent/HNI consumption.
 - 2) In-home consumption.
 - 3) A large proportion of the youth reaching the legal drinking age.
 - 4) Women becoming an increasing driver of growth.

- The management would also focus on the following growth drivers:
 - 1) Build on the strength of UNSP's Scotch portfolio (BII) and Diageo's Luxury portfolio (BIO). The management will introduce additional brands and build on BIO and BII's Scotch leadership. Pre-tax ROI is 30-35% on this portfolio.
 - 2) Transformative innovation with a focus on fast growing segments.
 - 3) Focusing on global trends, with early traction in India. The recent launch of UNSP's Epitome Reserve Craft is a prime example.
 - 4) It has just started seeding Guinness in the market. This is Diageo's iconic and Premium Beer brand. The initial response has been positive.

Other highlights from the management commentary

- Two-year growth stood at 7%, despite on-trade having only partially recovered and UNSP's exit from Andhra Pradesh (which is included in the base). The recovery momentum is likely to sustain.
- P&A grew at 20% YoY – the highest in the last 20 quarters.
- The outlook on reduction of customs duty remains good as UK-India FTA negotiations are underway, of which UNSP will be a significant beneficiary. State-level excise duty reduction on BIO Scotch is already happening and will be a key focus area. This is as important as a reduction in customs duty.
- The mix is improving and should result in mid-to-high single-digit realization growth compared to the 2-4% growth seen earlier.
- ENA co-location has increased to 50% from 20% a few years ago and will rise further to ensure an adequate supply of ENA.

Valuation and view

- Changes to our model resulted in a 13.7%/5.2% change in FY22E/FY23E EPS.
- Recovery post the second COVID wave has been faster than that in FY21 and continues to improve, given: a) easing restrictions enabling better mobility, and b) the nationwide vaccination drive, which is chugging along at full steam. We had [upgraded the stock to Buy](#) in Jan'21 after adopting a cautious stance on the Alcobev industry prospects for most of CY20.
- While its valuations (~58x FY23E EPS) are not cheap, they are at a sharp discount to its discretionary peer range (in our coverage) of 70-80x FY23E EPS. In the five years before COVID-19 impacted FY21, UNSP reported a strong (18% CAGR) EBITDA and over 30% CAGR in PBT/PAT. The outlook appears promising with: a) on-trade channel returning to normalcy; b) increased occasions for home indulgence; c) the ongoing strategic review of half of the Popular portfolio to be concluded by Dec'21, which would offer further primacy to the Prestige & Above (P&A) segment; d) potential success in the P&A segment in terms of growth and margin (24-25% EBITDA margin already demonstrated by Pernod Ricard in India); e) strong focus on double-digit topline growth under the new CEO, even as the margin target was maintained at the earlier stated mid-to-high teen level; and e) faster-than-expected deleveraging.
- We maintain our **BUY** rating, with a TP of INR1,025/share (55x Dec'23E EPS). While our TP is based on standalone numbers, further upside could be expected from the increasing value of RCB stake after the IPL auction earlier this week. Even if we benchmark RCB's valuation to the new Ahmedabad franchise as a base case, there is potential upside of nearly 10% from UNSP's current market capitalization.

Quarterly Performance

(INR m)

Y/E March (Standalone)	FY21				FY22				FY21	FY22E	FY22
	1Q	2Q	3Q	4Q	1Q	2Q	3QE	4QE			2QE
Volume growth %	-49.2	-3.9	-0.8	8.1	61.2	3.5	14.0	8.0	-11.3	13.0	-2.0
Total revenues	10,302	21,459	24,887	22,244	16,151	24,468	30,362	25,776	78,892	96,757	21,459
YoY change (%)	-53.6	-6.5	-3.6	11.6	56.8	14.0	22.0	15.9	-13.2	22.6	0.0
Gross Profit	4,291	9,041	11,102	9,776	7,205	11,023	13,359	11,341	34,210	42,929	9,442
Margin (%)	41.7	42.1	44.6	43.9	44.6	45.1	44.0	44.0	43.4	44.4	44.0
EBITDA	-776	2,697	3,838	4,118	1,677	4,014	5,309	4,256	9,877	15,256	2,642
Margins (%)	-7.5	12.6	15.4	18.5	10.4	16.4	17.5	16.5	12.5	15.8	12.3
EBITDA growth (%)	-119.5	-35.1	-9.5	51.7	L/P	48.8	38.3	3.3	-34.5	54.5	-2.0
Depreciation	638	571	614	670	554	655	650	709	2,493	2,568	620
Interest	499	507	377	275	198	230	150	102	1,658	680	170
PBT From operations	-1,913	1,619	2,847	3,173	925	3,129	4,509	3,445	5,726	12,009	1,852
Other income	95	128	194	61	106	35	100	151	478	392	120
PBT	-1,818	1,747	3,041	3,234	1,031	3,164	4,609	3,596	6,204	12,401	1,972
Tax	-415	463	742	797	168	921	1,162	955	1,587	3,205	497
Rate (%)	22.8	26.5	24.4	24.6	16.3	29.1	25.2	26.5	25.6	25.8	25.2
Adj. PAT	-1,403	1,284	2,299	2,437	863	2,243	3,448	2,641	4,617	9,195	1,475
YoY change (%)	-170.6	-42.8	-11.2	124.1	L/P	74.7	50.0	8.4	-41.6	99.2	14.9

E: MOFSL Estimate

Key Performance Indicators

Y/E March (Standalone)	FY21				FY22	
	1Q	2Q	3Q	4Q	1Q	2Q
Key Metrics						
Sales Volume (m Cases)	9.8	19.9	21.3	19.7	15.8	20.5
Volume Growth %	-49.2	-3.9	-0.8	8.1	61.2	3.5
Realisation/case (INR)	1,051	1,081	1,168	1,129	1,022	1,191
Realisation growth %	-8.5	-3.0	-2.7	3.6	-2.8	10.2
EBIDTA/Case (INR)	-79.2	135.8	180.2	209.0	106.1	195.4
Segmental performance						
P&A Volumes (m Cases)	5.0	10.8	11.4	10.0	8.0	11.4
Popular Volumes (m Cases)	4.8	9.1	9.9	9.7	7.8	9.1
P&A Volumes Growth (%)	-51.5	-0.6	0.6	19.4	60.0	6.1
Popular Volumes Growth (%)	-46.7	-7.5	-2.3	-1.5	62.5	0.4
P&A Sales Growth (%)	-52.0	1.0	-1.0	25.8	58.4	20.8
Popular Sales Growth (%)	-51.0	-12.5	-7.0	-3.1	60.2	0.0
2Y average growth (%)						
Volume	-21.6	-1.5	-1.3	-2.6	6.0	-0.2
Sales	-21.6	-1.7	-0.1	0.1	1.6	3.7
EBITDA	-26.6	-20.6	4.4	23.7	-28.9	6.9
PAT	-41.0	-28.0	5.3	53.6	-28.3	15.9
% of Sales						
COGS	58.3	57.9	55.4	56.1	55.4	54.9
Operating expenses	49.2	29.6	29.2	25.4	34.2	28.6
Depreciation	6.2	2.7	2.5	3.0	3.4	2.7
YoY change (%)						
COGS	-48.6	-1.7	-4.0	8.1	48.8	8.3
Operating expenses	-22.4	2.8	0.6	-0.6	9.1	10.5
Other Income	-5.9	-6.6	10.2	48.8	11.6	-72.7
EBIT	-140.7	-40.7	-13.2	69.4	N/M	58.0

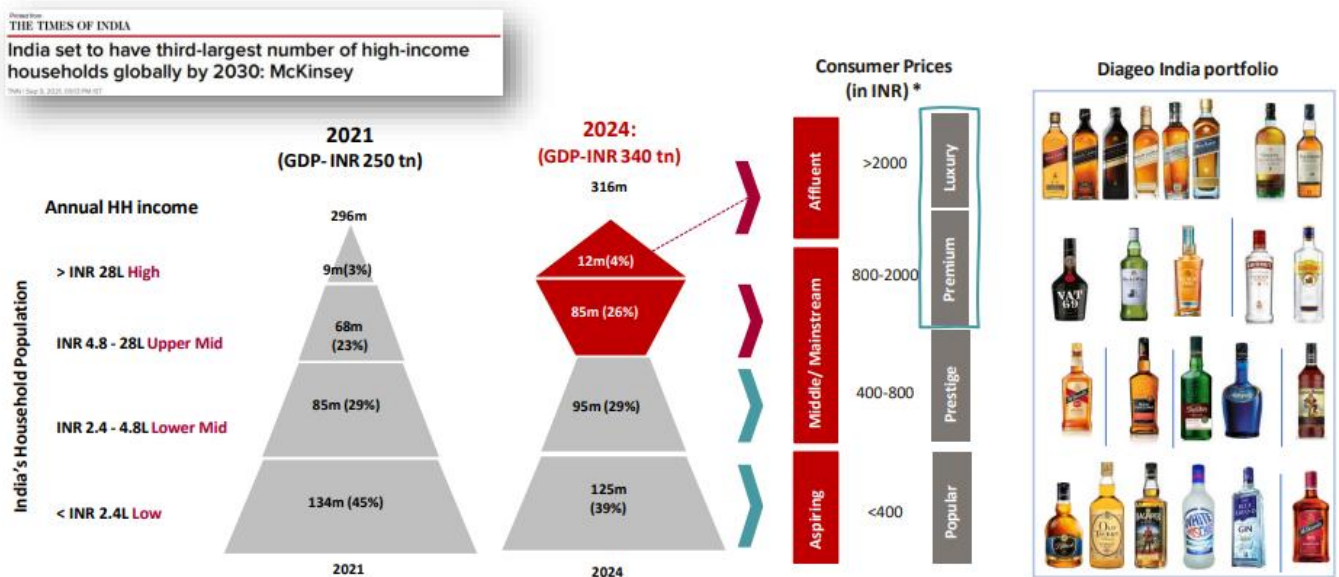
E: MOFSL Estimates

Highlights from the strategic refresh

Big picture strategic direction by new CEO

- UNSP has seen excellent performance on margins and deleveraging over the last decade that have supported earnings growth.
- Nevertheless, management admits that sales growth has been lower than expected. NSV has seen a 3% CAGR with 6% P&A CAGR since Diageo's takeover.
- The new mission is to have sustained double-digit topline growth even as management aims to maintain its earlier guidance of mid-to-high-teens margins.
- The opportunity is large and rising affluence increases the scope of P&A.

Exhibit 1: India's rising affluent class to drive premiumization of alcobevs



Source: Company, MOFSL

Key trends seen in alcobev for UNSP

- UNSP's core customer has been the 30+ SEC-B and SEC-C male.
- Management would like to focus its attention on the following consumption trends which are placed to deliver rapid growth:
 - Emerging rapid growth in affluent/HNI consumption.
 - In-home consumption.
 - A large proportion of the youth people reaching legal drinking age.
 - Women becoming an increasing driver of growth.

Three pillars of growth for UNSP under the new CEO

- **Reshape of portfolio**
- Within P&A, management would like to focus on the luxury/premium segment.
- Build on the strength of UNSP's scotch portfolio (BII) and Diageo's luxury portfolio (BIO). Management will introduce more brands and build on its BIO and BII scotch leadership. Pre-tax ROI is 30-35% on this portfolio.
- Strengthening the upper-premium P&A segment and doing so sustainably.
- Introducing and nurturing new occasions for consumption.
- Introduce measure to strengthen the lower and mid-prestige segments such as McDowell No1 with higher grain proportion (received very well so far), and restaging of Royal Challenge.

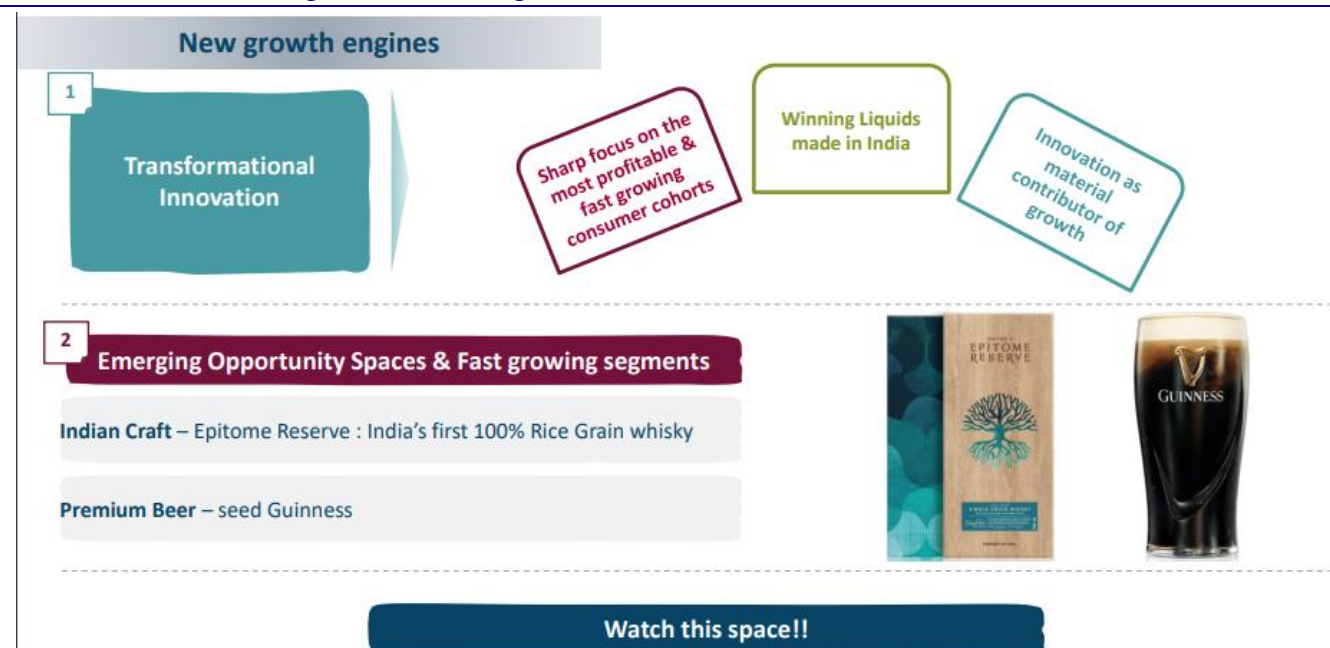
- Transformative innovation with a focus on fast growing segments.
- Focusing on global trends with early traction in India. The recent launch of UNSP's Epitome Reserve craft being an example.
- Just started seeding Guinness in the market which is Diageo's iconic and premium beer brand. Initial response has been positive.
- Focusing on white spirits as well. India is largely a whisky market. Have received good initial response to Gordon and Tanqueray gin. Will also focus more on Vodka.
- Cost savings and efficiency will be fuelled into growth.

Exhibit 2: Reshaping UNSP's portfolio with a focus on P&A...



Source: Company, MOFSL

Exhibit 3: ...while introducing new avenues for growth



Source: Company, MOFSL

Creating an organization of the future

- Management would like to have a digital focus to reach customers.
- Supply side technology – Building factories of the future with predictive demand sensing, automatic bottling, etc.
- Talent and culture as growth drivers – Creating rewarding programs for mid-level management.
- Building capabilities for the future – Speed and simplicity in everyday working.

Defining and creating an ambitious role for Diageo in society

- Work toward creating a positive impact on all aspects of society.
- Strengthening a sustainable and inclusive culture.
- **'Society 2030'**
 - ESG from 'grain-to-glass' (water positive by 2026; 2025 zero-carbon targets; best-of-breed HR policies).
 - Emphasizing the importance of 'drinking better not more'.
 - Inclusion and diversity in recruiting – pioneering representation of women with 50% women in leadership positions by 2025. Providing equal opportunities to the LGBTQ community and people with disabilities.

Exhibit 4: Summarizing UNSP's strategic refresh under the new CEO

Bringing it all Together

DIAGEO



Source: Company, MOFSL



Key performance highlights from the management commentary

Demand environment

- UNSP witnessed a good recovery in 2QFY22.
- Two-year growth of 7% despite on-trade having only partially recovered and UNSP's exit from Andhra Pradesh (which is included in the base). The recovery momentum is likely to sustain.
- P&A grew at 20% YoY – the highest in the last 20 quarters.

Custom duty and excise duty

- The outlook on reduction of customs duty remains good as the UK-India FTA negotiations are underway of which, UNSP will be a significant beneficiary.
- In addition, State level excise duty reduction on BIO scotch is already happening and will be focused on further. This is as important as customs duty reduction.

Costs and margins

- Mix is improving and consequently should result in mid-to-high single-digit realization growth compared to the 2-4% seen earlier.
- Some RM cost inflation is being witnessed. Inflation was 1.5-2% for 2QFY22 and is inching up further. Management will attempt to mitigate this through revenue management and cost savings.
- ENA co-location has increased to 50% now from 20% a few years ago and will increase further to ensure an adequate supply of ENA.
- Advertising spends are now returning to earlier levels and are expected to be 8-8.5% of sales overall and in double-digits in case of P&A.
- Staff costs increased as some costs were foregone in the past.

Strategic review of popular brands

- Management is on track to finish the review by Dec'21 as guided and details will be shared in the next quarter.

Balance sheet and dividend

- Debt reduction continues to be on track.
- UNSP is on the verge of wiping out accumulated losses which is something that they need to do from a regulatory stand point in order to pay dividends. Expect this to happen in the next 4-6 quarters.
- Capex will be in line with earlier levels.

Royal Challengers Bangalore (RCB) franchise

- The franchise remains a core part of UNSP.
- Management is pleased with the increase in value post the new bids recently.

Rise in RCB's valuations after the recent IPL franchise additions

- Two new franchisees were inducted in the IPL on 25th Oct'21.
- The Lucknow franchise was acquired for INR70.9b (USD945m) and Ahmedabad for INR56.25b (USD750m).
- As new franchises are acquired for these amounts, the value of incumbents also rises.
- Notably, many of the incumbents are from metropolitan cities with a higher fan base.
- UNSP's market capitalization as of today's close was ~USD8b. The market value of RCB was around USD250-300m. Since it was around 3% of Mcap, it was not significant and hence, not highlighted separately as we were only valuing standalone business.
- Even if we benchmark RCB's valuation to the new Ahmedabad franchise as a base case, the value of the RCB franchise triples with a potential upside of nearly 10% to the current market capitalization of UNSP.

- Franchisees can make income raise value in several ways:
 - Gate receipts
 - Sponsorship of team
 - IPL sponsorship share
 - Own performance
 - When new franchisees get added part of the franchise fees is also divided among incumbents
- RCB has also posted improved performance in the previous two IPLs with top 4 finishes.
- In summary, RCB is now becoming a more significant part of value attributable to UNSP.

Exhibit 5: Snapshot of RCB's financials

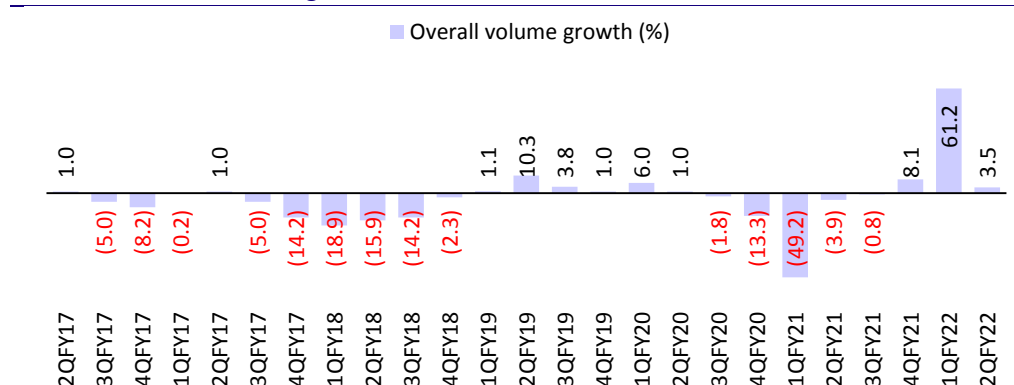
INR m	FY17	FY18	FY19	FY20	FY21
Reserves	(320.0)	62.0	910.0	910.0	1,491.0
Total assets	4,675.0	5,043.0	6,071.0	6,071.0	4,298.0
Total liabilities	4,995.0	4,981.0	5,161.0	5,161.0	2,807.0
Revenues	1,621.0	1,469.0	3,951.0	-	2,319.0
Growth (%)		(9.4)	169.0	(100.0)	NM
UNSP net sales	85,476.0	81,701.0	89,806.0	90,909.0	78,892.0
% of UNSP's net sales	1.9	1.8	4.4	-	2.9
PBT	32.0	(181.0)	1,101.0	-	734.0
PAT	32.0	382.0	848.0	37.0	541.0
UNSP Adj PAT	3,884.4	4,900.0	6,764.8	7,908.6	4,617.0
% of UNSP's adj. PAT	0.8	7.8	12.5	0.5	11.7
RoE (%)*	NM	616.1	93.2	4.1	36.3

*PAT/Reserves

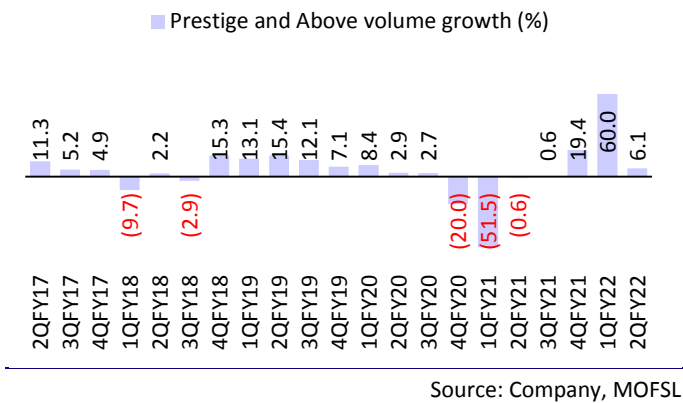
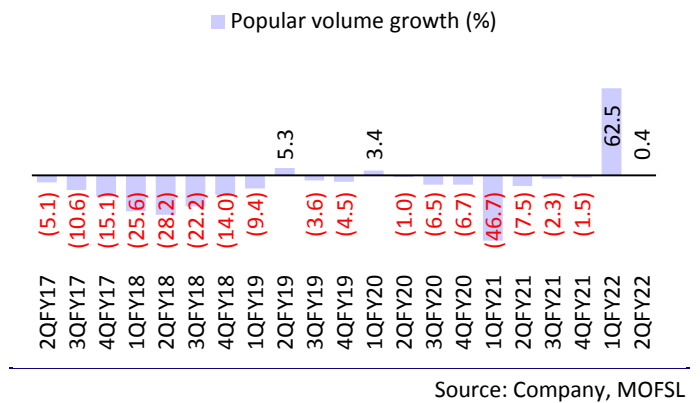
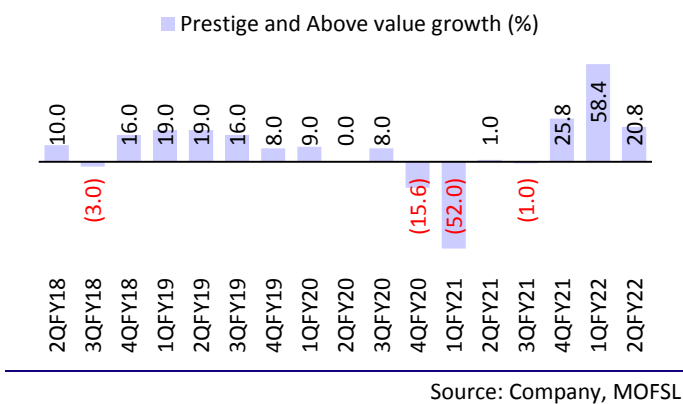
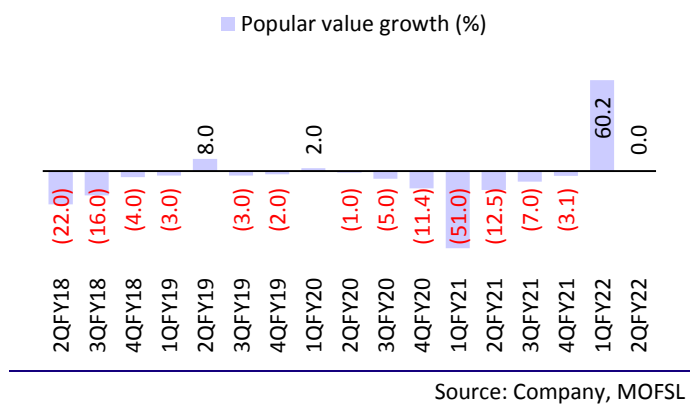
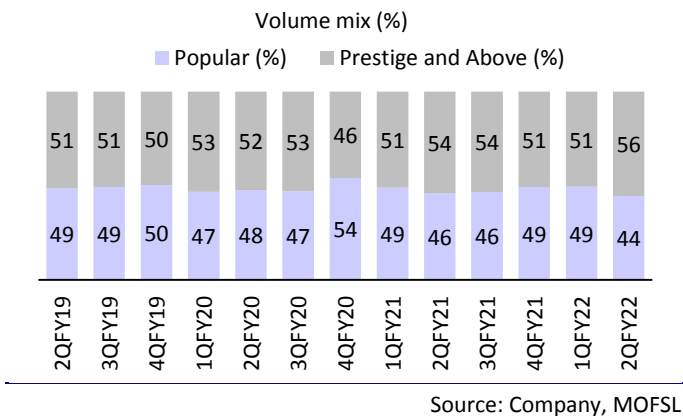
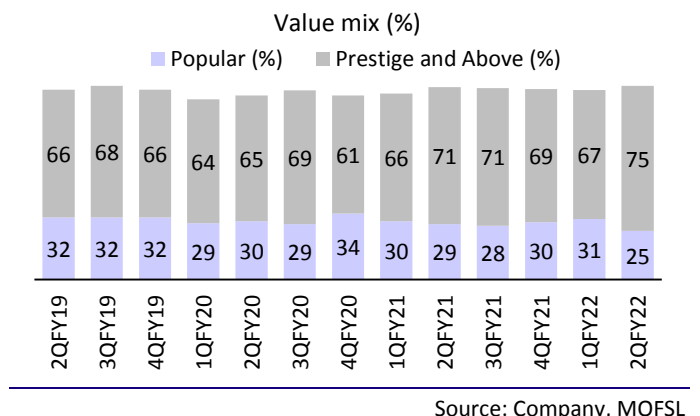
Source: Company, MOFSL

Key exhibits

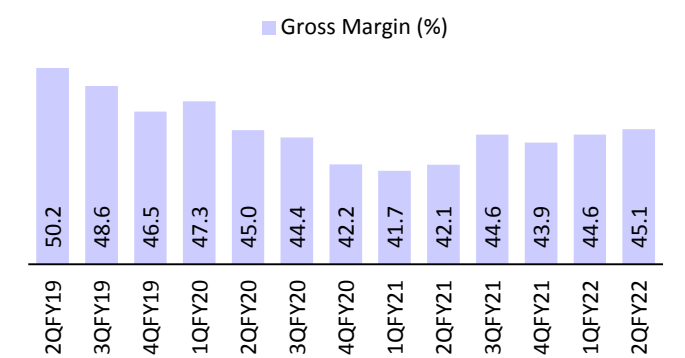
- Prestige & Above (P&A)/Popular volumes rose 6.1%/0.4% YoY.
- Net sales of P&A were up 20.8% YoY. P&A delivered high double-digit growth in Scotch in 2QFY22.
- Net sales of Popular remained flat YoY.
- Underlying price/mix ratio in 1HFY22 was a favorable 5.5% due to a good performance in Scotch and a favorable brand mix.

Exhibit 6: Overall volumes grew 3.5% YoY to 20.5m cases in 2QFY22

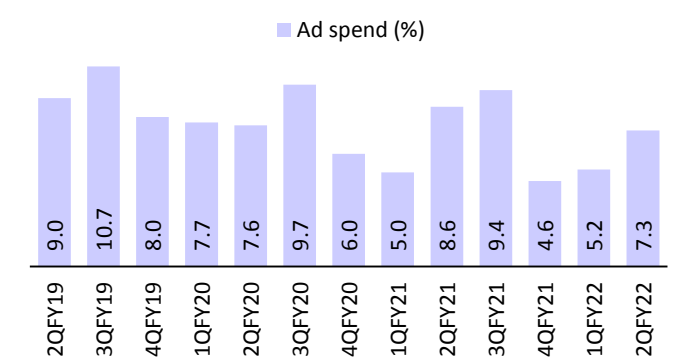
Source: Company, MOFSL

Exhibit 7: P&A volumes grew 6.1% YoY in 2QFY22**Exhibit 8: Popular volumes remained flat YoY in 2QFY22****Exhibit 9: P&A sales grew 20.8% YoY in 2QFY22****Exhibit 10: Popular sales remained flat YoY in 2QFY22****Exhibit 11: Contribution of P&A volumes stood at 56%...****Exhibit 12: ...while value contribution stood at 75%**

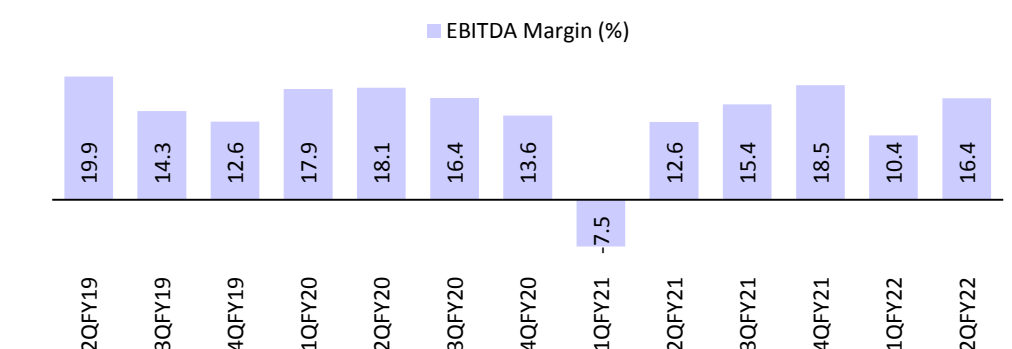
- **Adjusted gross margin expanded by 290bp YoY to 45.1%** while reported gross margin came in at 44.2%. Rising inflationary pressure on COGS and a one-off tax provision were offset by improved mix management, continued focus on productivity and the benefit of a one-off inventory provision in FY21.
- As a percentage of sales, lower advertising costs (-130bp YoY), flat (adjusted) other expenses (+10bp) and higher staff costs (+30bp) led to an **adjusted EBITDA margin expansion of 380bp to 16.4%** (est. 12.3%). Reported EBITDA margin stood at 17.4%.
- **EBITDA (adjusted) grew 48.8% YoY to INR4b** (est. INR2.6b).
- On an absolute basis, ad spends fell 3.1% YoY. Investment behind brand building returned back to normal after a muted, COVID-impacted 1QFY22.

Exhibit 13: Gross margin (adj.) expands 290bp YoY to 44.6%

Source: Company, MOFSL

Exhibit 14: Ad spends declined 130bp YoY to 7.3% of sales

Source: Company, MOFSL

Exhibit 15: Adjusted EBITDA margin expanded 380bp YoY to 16.4% in 2QFY22

Source: Company, MOFSL

Valuation and view

Gaining of control by Diageo has led to a dramatic turnaround since FY15

- **Weak revenue growth, but strong profitability improvement:** Over FY15-20, sales CAGR stood at 2.7%. However, EBITDA CAGR was strong at 17.8%, with an impressive PBT/PAT CAGR of 38.8%/32.7%.
- **Portfolio realignment given priority:** Over FY15-18, UNSP realigned its portfolio, with a higher focus on the more profitable P&A segment. Contribution of P&A segment to revenue has jumped to ~68% in FY20 from 40% in FY15. However, the overall pace of sales growth was lower than expected.
- **Mix improvement led to a sharp margin expansion:** Reorganization of the portfolio toward the more profitable P&A segment has led to EBITDA margin expanding to 16.6% in FY20 from 9.1% in FY14.
- **Continuous efforts on cost reduction and improving efficiencies:** Working capital reduction, sale of non-core assets, limited capex, and improved profitability has led to net debt declining and interest cost reducing by 57% during FY15-20. This has driven the largest chunk of PBT growth over the past five years.

Maintain our optimistic view on the stock

- Changes to the model have resulted in a 13.7%/5.2% change in FY22/FY23E EPS.
- Recovery post the second COVID wave has been faster than that in FY21 and continues to improve, given: a) easing restrictions enabling better mobility, and b) the nationwide vaccination drive, which is chugging along at full steam. We

had [upgraded the stock to Buy](#) in Jan'21 after adopting a cautious stance on the Alcobev industry prospects for most of CY20.

- While its valuations (~58x FY23E EPS) are not cheap, they are at a sharp discount to its discretionary peer range (in our coverage) of 70-80x FY23E EPS. In the five years before COVID-19 impacted FY21, UNSP reported a strong (18% CAGR) EBITDA and over 30% CAGR in PBT/PAT. The outlook appears promising with: a) on-trade channel returning to normalcy; b) increased occasions for home indulgence; c) the ongoing strategic review of half of the Popular portfolio to be concluded by Dec'21, which would offer further primacy to the Prestige & Above (P&A) segment; d) potential success in the P&A segment in terms of both growth and margin (24-25% EBITDA margin already demonstrated by Pernod Ricard in India); e) Strong growth focus on double digit topline growth under the new CEO even as margin targets were maintained at the earlier stated mid to high teen levels; and e) faster-than-expected deleveraging.
- We maintain our **BUY** rating, with a TP of INR1,025/share (55x Dec'23E EPS). While our target price is on standalone numbers further upside could be obtained from the increasing value of the RCB stake post the IPL auction earlier this week. Even if we benchmark RCB's valuation to the new Ahmedabad franchise as a base case, there is a potential upside of nearly 10% to the current market capitalization of UNSP.

Exhibit 16: Raise our FY22E/FY23E PAT estimate by 13.7%/5.2%

(INR m)	New		Old		Change (%)	
	FY22E	FY23E	FY22E	FY23E	FY22E	FY23E
Total Income	96,757	1,06,428	91,763	1,00,934	5.4	5.4
EBITDA	15,256	17,560	13,397	16,654	13.9	5.4
Adjusted PAT	9,195	11,164	8,088	10,610	13.7	5.2

Source: Company, MOFSL

Financials and valuations

Income Statement								(INR m)
Y/E March	2017	2018	2019	2020	2021	2022E	2023E	2024E
Net Sales	85,030	81,269	89,322	90,565	78,892	96,317	1,05,944	1,19,283
Other Operating Inc	446	432	484	344	0	440	484	532
Total Revenue	85,476	81,701	89,806	90,909	78,892	96,757	1,06,428	1,19,815
Change (%)	3.6	-4.4	9.9	1.2	-13.2	22.6	10.0	12.6
Gross Profit	36,632	39,725	43,857	40,689	34,210	42,929	48,425	56,313
Margin (%)	42.9	48.6	48.8	44.8	43.4	44.4	45.5	47.0
Other Expenditure	-26,922	-29,446	-30,983	-25,608	-24,333	-27,673	-88,867	-98,249
EBITDA	9,710	10,279	12,874	15,081	9,877	15,256	17,560	21,567
Change (%)	9.5	5.9	25.2	17.1	-34.5	54.5	15.1	22.8
Margin (%)	11.4	12.6	14.3	16.6	12.5	15.8	16.5	18.0
Depreciation	-1,323	-1,351	-1,445	-2,275	-2,493	-2,568	-2,825	-2,966
Int. and Fin. Charges	-3,690	-2,675	-2,200	-1,907	-1,658	-680	-340	-170
Other Income	1,111	1,080	952	455	478	392	529	714
Profit before Taxes	5,808	7,333	10,181	11,354	6,204	12,401	14,925	19,145
Change (%)	31.0	26.3	38.8	11.5	-45.4	99.9	20.4	28.3
Margin (%)	6.8	9.0	11.3	12.5	7.9	12.8	14.0	16.0
Tax	1,923	2,433	3,416	3,445	1,587	3,205	3,761	4,825
Tax Rate (%)	33.1	33.2	33.6	30.3	25.6	25.8	25.2	25.2
Adjusted PAT	3,884	4,900	6,765	7,909	4,617	9,195	11,164	14,321
Change (%)	87.1	26.1	38.1	16.9	-41.6	99.2	21.4	28.3
Margin (%)	4.5	6.0	7.5	8.7	5.9	9.5	10.5	12.0
Non-rec. (Exp)/Income	-2,186	717	-179	-862	-1,514	319	0	0
Reported PAT	1,699	5,617	6,586	7,047	3,103	9,514	11,164	14,321

Balance Sheet								(INR m)
Y/E March	2017	2018	2019	2020	2021	2022E	2023E	2024E
Share Capital	1,453	1,453	1,453	1,453	1,453	1,453	1,453	1,453
Reserves	17,925	23,585	29,862	36,644	39,815	49,329	58,314	67,912
Net Worth	19,378	25,038	31,315	38,097	41,268	50,782	59,767	69,365
Loans	40,407	32,505	25,825	15,195	7,134	4,134	2,634	1,134
Deffered Tax Liabilities	-1,241	-856	-1,878	-1,590	-1,711	-1,711	-1,711	-1,711
Capital Employed	58,544	56,687	55,262	51,702	46,691	53,205	60,690	68,788
Gross Block	14,091	13,561	16,406	19,315	21,469	22,969	23,969	24,969
Less: Accum. Depn.	-2,219	-3,540	-5,124	-5,968	-8,461	-11,029	-13,853	-16,819
Net Fixed Assets	11,872	10,021	11,282	13,347	13,008	11,940	10,116	8,150
Capital WIP	851	980	1,171	1,187	865	865	865	865
Investments	3,238	2,775	2,984	2,526	2,021	2,021	2,021	2,021
Curr. Assets, L&A	70,763	71,778	69,308	66,895	63,807	73,048	85,941	99,191
Inventory	18,538	18,694	18,767	18,361	19,810	20,319	22,350	25,161
Account Receivables	29,605	26,998	25,181	22,835	21,601	26,509	29,158	32,826
Cash and Bank	523	1,198	588	345	553	879	3,272	2,790
Others	22,097	24,888	24,772	25,354	21,843	25,342	31,161	38,414
Curr. Liab. and Prov.	28,180	28,867	29,483	32,253	33,010	34,669	38,253	41,438
Account Payables	11,798	13,935	13,360	11,712	13,813	14,979	17,275	19,029
Other Liabilities	13,345	11,490	12,346	16,196	13,743	14,018	15,420	16,962
Provisions	3,037	3,442	3,777	4,345	5,454	5,672	5,559	5,448
Net Current Assets	42,583	42,911	39,825	34,642	30,797	38,379	47,688	57,752
Application of Funds	58,544	56,687	55,262	51,702	46,691	53,205	60,690	68,788

E: MOFSL Estimates

Financials and valuations

Ratios								
Y/E March	2017	2018	2019	2020	2021	2022E	2023E	2024E
Basic (INR)								
EPS	5.3	6.7	9.3	10.9	6.4	12.7	15.4	19.7
Cash EPS	7.2	8.6	11.3	14.0	9.8	16.2	19.3	23.8
BV/Share	26.7	34.5	43.1	52.4	56.8	69.9	82.3	95.5
DPS	0.0	0.0	0.0	0.0	0.0	0.0	3.0	6.5
Payout %	0.0	0.0	0.0	0.0	0.0	0.0	19.5	33.0
Valuation (x)								
P/E	167.1	132.5	96.0	82.1	140.6	70.6	58.2	45.3
Cash P/E	124.7	103.9	79.1	63.8	91.3	55.2	46.4	37.6
EV/Sales	1.9	1.9	1.7	1.6	1.7	1.4	1.2	1.1
EV/EBITDA	70.6	65.9	52.2	43.9	66.2	42.6	36.8	29.9
P/BV	33.5	25.9	20.7	17.0	15.7	12.8	10.9	9.4
Return Ratios (%)								
RoE	21.3	19.6	21.6	20.8	11.2	18.1	18.7	20.6
RoCE	11.4	11.6	14.7	17.3	16.8	24.6	25.2	28.1
RoIC	11.1	11.3	14.9	18.2	12.1	20.3	21.2	23.7
Working Capital Ratios								
Asset Turnover (x)	1.5	1.4	1.6	1.8	1.7	1.8	1.8	1.7
Leverage Ratio								
Debt/Equity (x)	2.1	1.3	0.8	0.4	0.2	0.1	0.0	0.0
Cash Flow Statement								
Y/E March	2017	2018	2019	2020	2021	2022E	2023E	(INR m) 2024E
OP/(loss) before Tax	2,546	8,403	9,914	11,347	4,690	12,401	14,925	19,145
Int./Div. Received	-413	205	1,245	-559	1,887	-392	-529	-714
Depreciation and Amort.	1,323	1,351	1,445	2,275	2,493	2,568	2,825	2,966
Interest Paid	3,488	1,708	1,775	1,626	1,428	680	340	170
Direct Taxes Paid	-1,943	-3,898	-8,238	-5,658	-1,253	-3,205	-3,761	-4,825
Incr/Decr in WC	1,732	1,694	2,434	-2,361	8,036	-7,256	-6,916	-10,546
CF from Operations	6,733	9,463	8,575	6,670	17,281	4,794	6,883	6,196
(Incr)/Decr in FA	-1,509	41	-656	-1,978	-1,062	-1,500	-1,000	-1,000
Free Cash Flow	5,476	9,621	8,332	6,331	16,410	3,686	6,413	5,910
(Pur)/Sale of Investments	111	213	319	0	0	0	0	0
Other investing items	-2,973	1,174	-142	599	993	319	-4,359	-9,444
CF from Invest.	-4,119	1,545	-66	260	122	-789	-4,830	-9,730
Issue of Shares	0	0	0	0	0	0	0	0
Incr/Decr in Debt	-3,325	-7,902	-7,004	-5,572	-15,981	-3,000	-1,500	-1,500
Dividend Paid	0	0	0	0	0	0	2,180	4,722
Others	-2,128	-2,431	-2,115	-1,601	-1,214	-680	-340	-170
CF from Fin. Activity	-5,453	-10,333	-9,119	-7,173	-17,195	-3,680	340	3,052
Incr/Decr of Cash	-2,839	675	-610	-243	208	326	2,393	-482
Add: Opening Balance	3,362	523	1,198	588	345	553	879	3,272
Closing Balance	523	1,198	588	345	553	879	3,272	2,790
E: MOFSL Estimates								

NOTES

Explanation of Investment Rating	
Investment Rating	Expected return (over 12-month)
BUY	>=15%
SELL	< - 10%
NEUTRAL	< - 10 % to 15%
UNDER REVIEW	Rating may undergo a change
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